

Alpharetta

GEORGIA ♦ USA



Budget Narrative

Fiscal Year 2016

(July 1, 2015 through June 30, 2016)





Prepared by:
Finance Department
2 Park Plaza
Alpharetta, GA 30009
Phone (678) 297-6094
Fax (678) 297-6063

Annual Operating & Capital Budget Narrative

for Fiscal Year 2016

(July 1, 2015 through June 30, 2016)



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MAYOR AND CITY COUNCIL

Mayor and City Council

DONALD MITCHELL
CITY COUNCIL (POST 1)



DMitchell@alpharetta.ga.us

MIKE KENNEDY
CITY COUNCIL (POST 2)



MKennedy@alpharetta.ga.us

CHRIS OWENS
CITY COUNCIL (POST 3)



COwens@alpharetta.ga.us

DAVID BELLE ISLE
MAYOR



DBelleIsle@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.

JIM GILVIN
CITY COUNCIL (POST 4)



JGilvin@alpharetta.ga.us

MICHAEL CROSS
CITY COUNCIL (POST 5)



MCross@alpharetta.ga.us

D.C. AIKEN
CITY COUNCIL (POST 6)



DCAiken@alpharetta.ga.us

VISION

Vision

Our Community Vision is to advance Alpharetta as a signature City by:



Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security;



Providing a business climate that attracts the top echelon companies.

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

EXECUTIVE MANAGEMENT TEAM

Executive Management Team



BOB REGUS
CITY ADMINISTRATOR



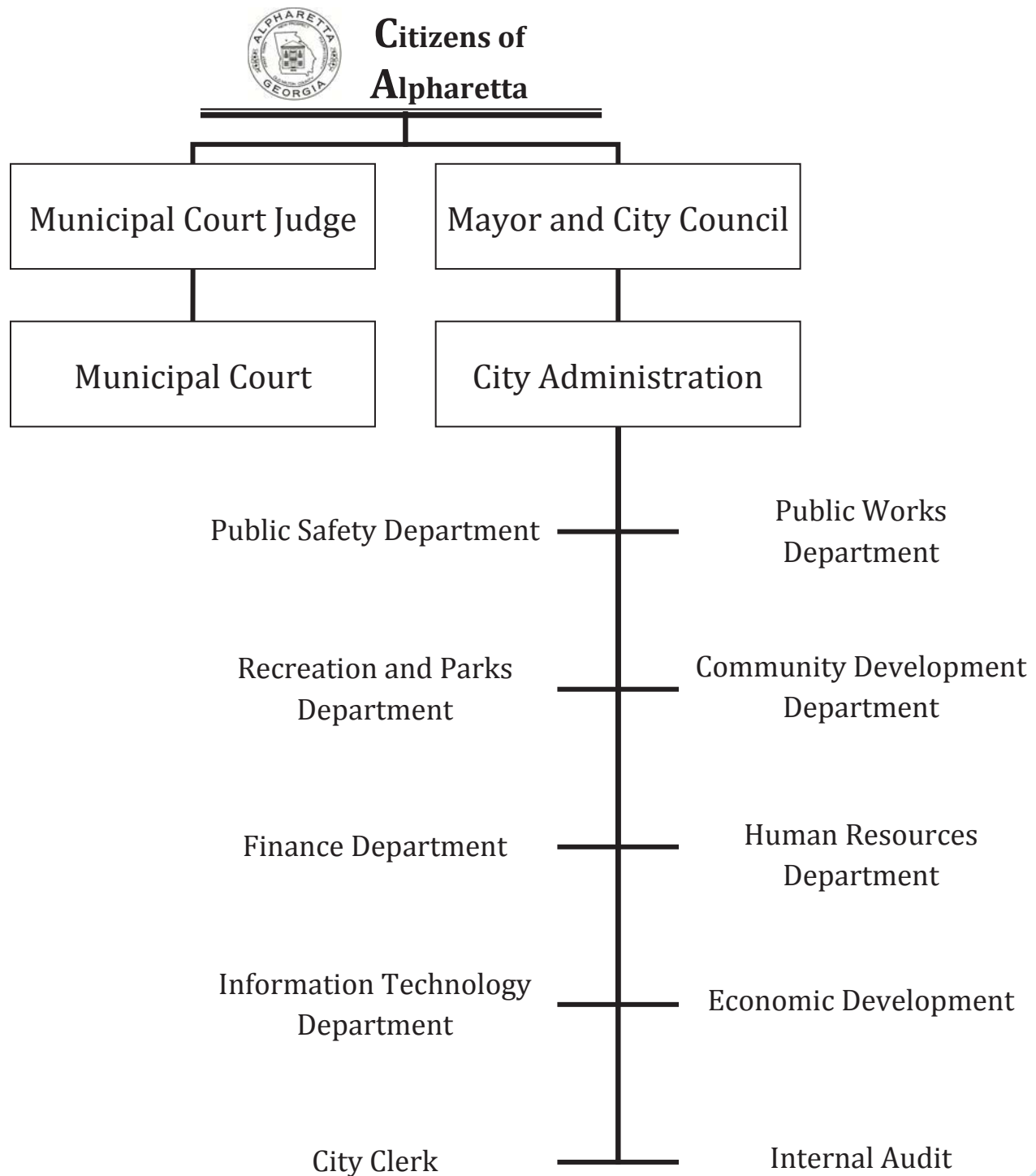
BRegus@alpharetta.ga.us

EXECUTIVE STAFF

Randy Bundy	RBundy@alpharetta.ga.us	Director of Information Technology
James Drinkard	JDrinkard@alpharetta.ga.us	Assistant City Administrator
Gary George	GGeorge@alpharetta.ga.us	Director of Public Safety
Thomas G. Harris	THarris@alpharetta.ga.us	Director of Finance
Carl S. Mays	CMays@alpharetta.ga.us	Internal Auditor
Kathi Cook	KCook@alpharetta.ga.us	Director of Community Development
Mike Perry	MPerry@alpharetta.ga.us	Director of Recreation and Parks
Coty Thigpen	CThigpen@alpharetta.ga.us	City Clerk
Peter Tokar III	PTokar@alpharetta.ga.us	Director of Economic Development
Elizabeth Sahlin	ESahlin@alpharetta.ga.us	Director of Court Services
Pete Sewczwicz	PSewczwicz@alpharetta.ga.us	Director of Public Works
Barry Zimmerman	Blz@zimmermanattys.com	Chief Judge

ORGANIZATIONAL STRUCTURE

Organizational Structure



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 2016 budget.

About Alpharetta

Brief history of our city and detail of our governmental structure, Mission, and Vision (i.e. 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 Summaries

Citywide Budget Summaries

Information on the overall (i.e. all appropriated funds) fiscal year 2016 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 2016 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 2015 and FY 2016);

READER'S GUIDE

statement of revenues, expenditures, and changes in fund balance (FY 2012 through the FY 2018 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 2016 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 2015 and FY 2016); and statements of revenues, expenditures, and changes in fund balance (FY 2012 through the FY 2018 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 vision/strategic priorities; revenue and expenditure summary and fiscal year 2016 budget narrative; changes in personnel; and performance measurement.

Appendix

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.

Community Profile

Demographic, economic, and statistical data of our city.

Glossary

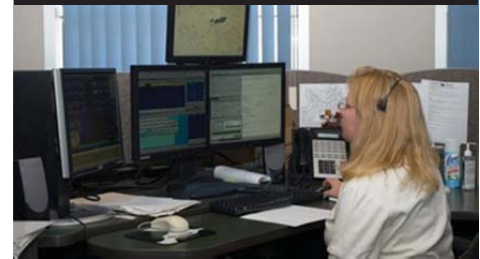
Definition of the many terms used in city government/budget process.

READER'S GUIDE

Acronyms and 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
IT	Information Technology Department
LOST	Local Option Sales Tax
M&O	Maintenance and Operations
MPP	Minimum Premium Plan
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
PT	Part-Time
PY	Prior-Year
SWAT	Special Weapons and Tactics (team)
TV	Taxable Value

E-911



SWAT



GFOA Distinguished Budget Presentation Award



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, 2014. 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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2 PARK PLAZA
ALPHARETTA, GA 30009
PHONE: 678.297.6000
WWW.ALPHARETTA.GA.US

June 15, 2015

To the City Council and Citizens of Alpharetta:

We are pleased to present our Annual Operating and Capital Budget (line-item budget detail) for Fiscal Year 2016 (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.

This budget is the culmination of years of financial stewardship by the City Council, City Administrator, city departments, and includes the following:

- Tax-burden reductions for our homeowners and business owners including:
 - Maintenance of the city’s \$40,000 homestead exemption which saves our homeowners \$2.6 million annually. This savings equates to a 1.7 mill reduction for the average homeowner (see section entitled Taxpayer Savings for more information).
 - Maintenance of the city’s millage rate at 5.750 mills (flat with FY 2015) including funding \$3.9 million from General Fund operations for capital initiatives. The capital funding includes \$2.4 million for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.) and \$1.5 million for additional pay-as-you-go capital funding (\$544,500 increase over FY 2015).
- Funding totaling \$10.1 million available for capital investment within our city (includes the \$3.9 million in recurring/pay-as-you-go capital discussed above) which is available for your review and described in detail under the *Capital and Debt* section of this document;

MAYOR
DAVID BELLE ISLE

COUNCIL MEMBERS
D.C. AIKEN
MICHAEL CROSS
JIM GILVIN
MIKE KENNEDY
DONALD F. MITCHELL
CHRIS OWENS

CITY ADMINISTRATOR
ROBERT J. REGUS

INTRODUCTION AND OVERVIEW

- Continuation of the same high service levels our citizenry, business owners, and stakeholders have to expect from our city; and
- Expanded service levels within the Recreation & Parks Department and Public Safety Department are available for your review and described in detail under the Operating Initiatives section of this transmittal letter.

Budget Process and Overview

The Fiscal Year 2016 Budget process began with an update of the city's financial condition, which was presented during the City Council retreat (January 18-19, 2015). 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 2015 to ensure operations are funded at an acceptable level while also maximizing available funding for recurring capital initiatives (e.g. milling and resurfacing of city streets, stormwater maintenance, etc.). 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, City Center property management/utilities, etc.).

The FY 2016 Budget is balanced for all funds and totals \$96.6 million with the breakdown by fund type as follows:

FUNDS BY TYPE	\$	
General Fund	\$63,495,856	
Special Revenue Funds	9,407,508	(1)
Debt Service Fund	3,564,998	
Capital Project Fund	8,943,236	(1)
Solid Waste Fund	3,305,455	
Risk Management Fund	1,264,200	
Medical Insurance Fund	6,658,514	
Total	\$96,639,767	

(1) Amounts contained herein represent new appropriations for FY 2016. Unexpended FY 2015 appropriations for City Council approved projects are re-appropriated annually pursuant to city policy.

INTRODUCTION AND OVERVIEW

Several of the major points of the FY 2016 Budget are as follows.

- **Property Taxes:** The FY 2016 Budget is based on maintenance of the city's millage rate at 5.750 mills. Property tax digest growth is estimated at 2% with additional new construction values forecasted for recent development within the city (e.g. Avalon).

The property tax revenue estimates are net of the city's \$40,000 homestead exemption which saves our homeowners \$2.6 million annually (e.g. equates to a 1.7 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 3.5% over FY 2015. This figure includes the incremental budgetary impact for election fees, City Center maintenance and operating costs (full-year utility costs and maintenance of the facilities, park, and grounds), and operating initiatives. After adjusting for these new incremental budgetary impacts, the base operational budget growth totals 3.2%.
 - Management of personnel and compensation program to align with current market environment:
 - ✓ Personnel (citywide)
 - 437 full-time equivalents (funded); and
 - 12 full-time equivalents (un-funded; budgetary savings of \$800,000); positions to remain vacant pending a workload justification and identified funding source.
 - ✓ Continuation of a performance-based merit program of 3% on April 1, 2016, per authorized/funded position (estimated cost of \$220,000 citywide¹). 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 3% rate is a responsible average (i.e. not among the highest or the lowest).
 - ✓ Coverage of group insurance premiums (8.5% premium increase; \$236,123² incremental budget impact citywide). The premium growth is due to claims patterns that are trending at 90% of premiums (industry standard is 80-85%), general medical cost inflation, and costs associated with the Affordable Care Act. Unfortunately, the city has experienced

¹ This represents the financial impact in FY 2016 (i.e. April-June 2015).

² The General Fund increased \$245,963 while the other operating funds (combined) decreased -\$9,693 due to changes in coverages (e.g. family, single, etc.) by multiple employees.

INTRODUCTION AND OVERVIEW

large claims at twice the actuarial assumed average over the last 12 months. The claims are primarily of a non-chronic nature outside of the reach of wellness initiatives.

- ✓ Increase in the actuarially determined defined benefit pension contribution of 4%, or \$100,000, compared to FY 2015. This increase is due to new pronouncements and their impact on certain assumptions which offset accrued liabilities as well as adjustments recommended by our actuary. Funding for FY 2016 totals \$2.4 million which is less than the \$3 million funded in FY 2012.
- Targeted growth (3.4% or \$440,933) in departmental maintenance and operations budgets (General Fund) including FY 2016 operating initiatives:
- The departmental operating capital/lease budget primarily represents funding for the city's capital lease obligations (fire trucks, finance software, public works and community development software, etc.) including FY 2016 operating initiatives.
- The Other Uses category includes the following: contingency (approximately 1% of the operating budget); Risk Management claims funding (this allocation represents funding for insurance premiums; funding for claims and administration/brokerage fees has been allocated to departments through the personnel services category); funding of debt service on the Gwinnett Technical College contribution (Alpharetta campus); and a continuation of funding for the Police Athletic League (\$35,000) and Friends of the Library (\$10,000).

Please refer to the *Financial Summaries* tab for (1) multi-year revenue/expense statements on both a citywide and individual fund basis (e.g. Special Revenue Funds, Enterprise Fund, etc.) 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 2015.

INTRODUCTION AND OVERVIEW

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.

DATE	ACTION
April 27, 2015	Distribute 2016 Recommended Budget
May 4, 2015	Council Meeting
May 18, 2015	Council Meeting
May 26, 2015	Council Meeting
June 1, 2015	Public Hearing and Council Meeting (Budget/Millage) <i>1st reading of Budget Ordinance</i> <i>1st reading of Millage Rate Ordinance</i> <i>E-911 Resolution</i>
June 8, 2015	Public Hearing and Council Meeting (Budget/Millage)
June 15, 2015	Public Hearing and Council Meeting (Budget/Millage) <i>2nd reading of Budget Ordinance</i>
July 13, 2015	Two Public Hearings (Millage only)
July 20, 2015	Public Hearing and Council Meeting (Millage only) <i>2nd reading of Millage Rate Ordinance</i>

Budget Issues and Priorities

The FY 2016 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 (GO) Bonds, Series 2012, for the City Center project and the February 2014 sale of \$18 million (par) of Series 2014 GO Refunding Bonds (refunded the callable portion of the Series 2006 GO

INTRODUCTION AND OVERVIEW

Bonds) that resulted in a present value savings of 5.4% in interest costs over the life of the bonds.

Alpharetta is one of only 189 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 2016 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

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).

As with many employers, one item that is affecting the sustainability of services is healthcare costs. The City of Alpharetta has been proactive in the latest wellness initiatives to help reduce these costs in the long run and as such has been recognized by the Atlanta Business Chronicle as one of "Atlanta's Healthiest Employers". 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 overall health.

INTRODUCTION AND OVERVIEW

- Incentivizing our wellness program for all employees who elect city health coverage. This includes the completion of a health risk assessment questionnaire, biometric screening, and in-person meetings with a trained wellness coach. Failure to enroll (employee and covered spouse) results in the application of a material surcharge to the medical premium paid by the employee.
- Amending our surcharge for employee and spouse coverage of those identified as high risk (including tobacco use) for chronic disease via the biometric screening. The employee/spouse can avoid the surcharge by actively meeting with a wellness coach through the year or by enrolling in a tobacco cessation program.
- Instituting a Minimum Premium Plan model with our insurance carrier (CIGNA) that reduces premium taxes while maintaining coverage benefits.

As detailed above, the city is focused on wellness initiatives to ensure a healthy workforce while lowering long term healthcare costs. Positive wellness trends include:

- Tobacco use at 6% (national average is 18%);
- In-network utilization up from 95% to 96%;
- 95% of eligible employees and 88% of their spouses have been screened; and
- Overall healthcare spend has been \$1.4 million less than the National Trend over the past 5-years.

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 2016 Budget is based on maintenance of the city's millage rate at 5.750 mills.

The table to the right provides a historical snapshot of millage rate levies.

The portion of the millage rate funding debt service (Debt Service Fund) will decline from 0.80 mills in FY 2015 to 0.75 mills in FY 2016

(0.05 mill reduction). Estimated growth in the property tax digest (including new construction), coupled with available cash in the Debt Service Fund, allows for a reduction in the millage rate dedicated for debt service. The FY 2016 Budget proposes to program the

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2016	5.000	0.750	5.750	0.0%
2015	4.950	0.800	5.750	0.0%
2014	4.870	0.880	5.750	0.0%
2013	4.820	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%
2003	4.900	2.330	7.230	-3.3%
2002	5.060	2.420	7.480	-5.1%
2001	4.930	2.950	7.880	0.0%
2000	5.170	2.710	7.880	

INTRODUCTION AND OVERVIEW

debt service millage reduction into the General Fund for additional funding of capital initiatives (discussed below).

The portion of the millage rate funding operations and recurring/pay-as-you-go capital investment (General Fund) will increase from 4.95 mills in FY 2015 to 5.0 mills in FY 2016. Property tax revenue estimates for FY 2016 total \$18.8 million (excluding motor vehicle taxes). Of this amount, \$288,640 is included for the annual debt service on the Gwinnett Technical College contribution (Alpharetta campus), \$2.4 million for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.); and \$1.5 million for additional pay-as-you go capital funding (\$544,500 increase over FY 2015). The capital funding will be transferred to the Capital Project Fund to properly account for the activities.

The city has estimated a 2% increase in digest values with additional new construction values forecasted for recent development within the city (e.g. Avalon).

Taxpayer Savings

The FY 2016 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 1.7 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 2016 are budgeted at \$3,850,338 with the following forecast: 2016 - 2032³: \$3,794,100 (annual average).

The debt service amounts listed above include savings provided through the advance refunding of the Series 2006 GO Bonds that was completed during FY 2014. This refunding provided a present value savings of \$842,459 or approximately \$80,000 annually through maturity.

³ Represents final maturity of the city's existing debt (General Obligation Bonds, Series 2012).

INTRODUCTION AND OVERVIEW

Expansion of Departmental Service Levels (Operating Initiatives)

Recommended operating initiative funding for FY 2016 totals \$115,758 (net of revenue anticipations) and has been programmed into the General Fund budget (Recreation and Parks Department and Public Safety Department) and the DEA Fund budget.

FY 2016 Recommended Operating Initiatives

	Revenue	Expense	Net Budget Impact
General Fund			
Recreation and Parks			
Food Truck Alley Event Expansion	\$ 9,492	\$ 20,750	\$ (11,258)
Old Soldiers Day Parade Event Expansion	-	6,500	(6,500)
Outdoor Recreation Programs	33,000	25,000	8,000
Public Safety			
Fire Truck Lease Purchase (replacement for Engine #3)	-	55,000	(55,000)
	\$ 42,492	\$ 107,250	\$ (64,758)
DEA Fund			
Public Safety			
Taser Replacement Program	\$ -	\$ 51,000	\$ (51,000)
	\$ -	\$ 51,000	\$ (51,000)
	\$ 42,492	\$ 158,250	\$ (115,758)

Maintaining an Effective Capital Improvement Program (Capital Initiatives)

The FY 2016 Budget includes funding of \$10.1 million for capital initiatives. As part of the capital planning process, departments submitted capital/one-time initiative funding requests totaling \$21.1 million. Recommended capital projects total \$9 million with an additional \$1.1 million set aside for future capital initiatives.

FY 2016 Capital Improvement Program

	Source and Use			
	General Fund	E-911 Fund	DEA Fund	Total
Sources:				
Available Fund Balance	\$ 5,018,236	\$ 482,500	\$ 183,000	\$ 5,683,736
(1) Recurring Capital Program	2,425,000	-	-	2,425,000
Pay-as-you-go Capital Contributions	1,500,000	498,500	-	1,998,500
	\$ 8,943,236	\$ 981,000	\$ 183,000	\$ 10,107,236
Uses:				
(2) Capital	\$ 7,802,512	\$ 981,000	\$ 183,000	\$ 8,966,512
	\$ 7,802,512	\$ 981,000	\$ 183,000	\$ 8,966,512
Reserve:				
Future Capital/one-time Initiatives	\$ 1,140,724	\$ -	\$ -	\$ 1,140,724

(1) Represents funding programmed within the General fund budget to cover recurring capital needs

(2) All Capital Initiative funding will be transferred and accounted for within the Capital Project Fund

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

INTRODUCTION AND OVERVIEW

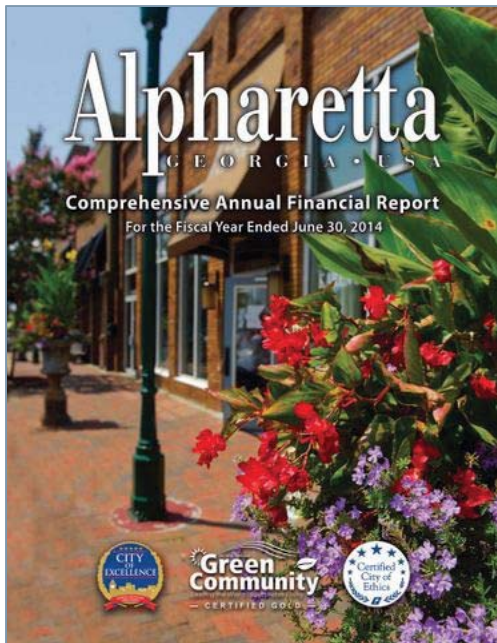
Proper Use of Fund Balance

General Fund - Based on audited financial statements for the year ended June 30, 2014, the city's fund balance totaled \$20.9 million. Of this amount, approximately \$4.1 million was appropriated in the FY 2015 Budget for capital/one-time initiatives and \$11.8 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 2016 totals \$5 million.

Funding Recurring Capital from Operating Budget

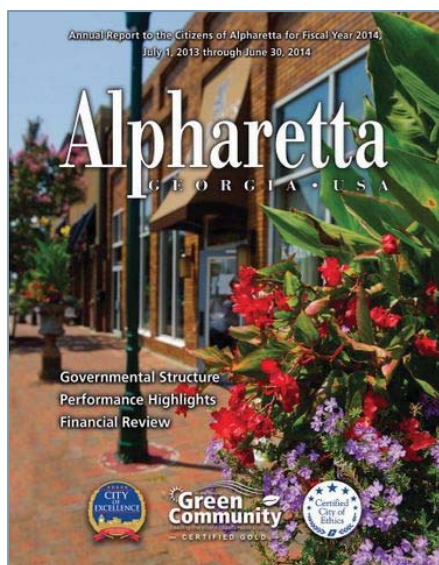
FY 2016 includes appropriations totaling \$3.9 million within the General Fund for capital initiatives. The capital funding includes \$2.4 million for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.) and \$1.5 million for additional pay-as-you go capital funding (\$544,500 increase over FY 2015). By programming the 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.

Awards and Acknowledgements



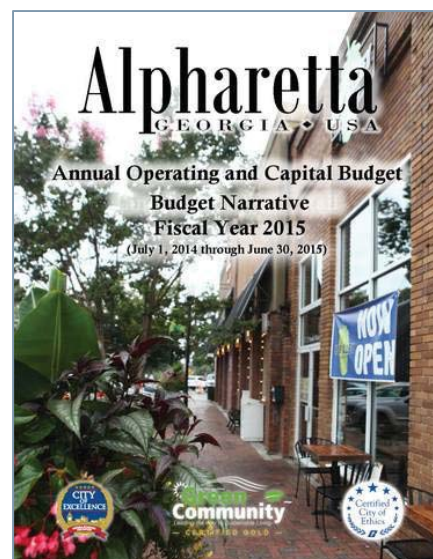
Financial Reporting: The Government Finance Officers Association ("GFOA") awarded a Certificate of Achievement for Excellence in Financial Reporting to the city for our Comprehensive Annual Financial Report ("CAFR") for the fiscal year ended June 30, 2014. This program recognizes those governments that 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 26th consecutive year that the city has received this prestigious award.

INTRODUCTION AND OVERVIEW



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, 2014. 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 12th 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, 2015. 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 12th 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.

This budget is committed to continuing our focus on providing effective and efficient savings to our citizens and stakeholders.

Respectfully Submitted,

David Belle Isle
Mayor

Robert J. Regus
City Administrator

Thomas G. Harris
Finance Director

ABOUT ALPHARETTA

About Alpharetta



History⁴

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

⁴ The information contained within this section is based upon original research by Anne Rogers Ferguson and accessed via the City of Alpharetta website.

ABOUT ALPHARETTA

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

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

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

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

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

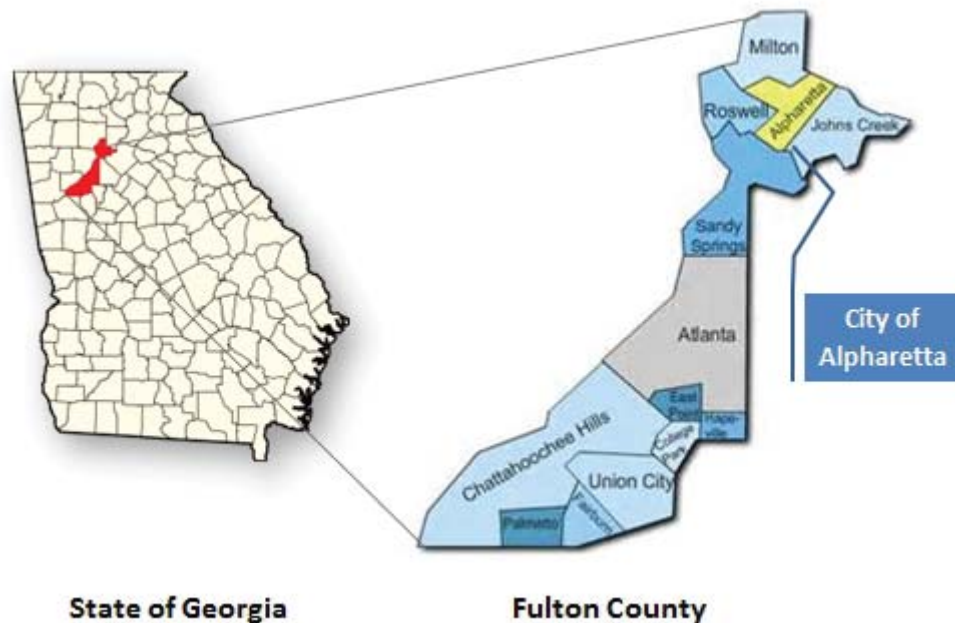
In the next decades, growth in Milton County was steady, but never spectacular. The area was hampered by the lack of a railroad, around which most growth in those times was centered. The nearest railroad dead-ended at the river in Roswell. It is ironic that in those times a railroad was so important,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

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

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

ABOUT ALPHARETTA

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 over 100,000 (daytime) and 62,298 (nighttime). 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 2nd 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.

ABOUT ALPHARETTA

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 held in the City Hall Council Chambers (2 Park Plaza, Alpharetta, GA 30009) and are open to the public. City residents and stakeholders are encouraged to attend.



MEETING	DATE/TIME
City Council	1 st Monday of each month (7:30 p.m. business meeting)
	3 rd Monday of each month (7:30 p.m. business meeting)
	4 th Monday of each month (7:30 p.m. public hearing)
Natural Resources Commission	3 rd Tuesday of each month (7:00 p.m.)
Planning Commission	1 st Thursday of each month (7:30 p.m.)
Recreation Commission	2 nd Thursday of each month (7:30 p.m.)
Board of Zoning Appeals	3 rd Thursday of each month (5:30 p.m.)
Code Enforcement Board	4 th Thursday of each month (3:30 p.m.)
Design Review Board	3 rd Friday of each month (8:30 a.m.)
Alpharetta Development Authority	Quarterly meetings (please refer to the website for specific meeting dates/times)

All meetings are subject to change. Please confirm the dates/times on the city's website:

<http://www.alpharetta.ga.us>

ABOUT ALPHARETTA

Mission⁵

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.

Vision⁶

Our Community Vision is to advance Alpharetta as a signature City by:

Strategic Priorities

Offering the highest quality of environment for our residents and businesses;

Fostering strong sense of community including safety and security; and

Providing a business climate that attracts the top echelon companies.



Big Creek Greenway

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission.

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 vision/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 city's vision for the future.

⁵ The Mission Statement details our City's reason for existence and embodies our philosophies, goals, ambitions, and character.

⁶ 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.

FINANCIAL ACCOUNTING STRUCTURE

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:

CLASSIFICATION	FUND TYPE
Governmental Funds	General Fund
	Special Revenue Funds
	Debt Service Fund
	Capital Project Funds
Proprietary Funds	Enterprise Fund
	Internal Service Fund
Fiduciary Funds	Pension Trust Fund
	Other Post Employment Benefit (OPEB) Trust Fund

FINANCIAL ACCOUNTING STRUCTURE

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 Funds

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.

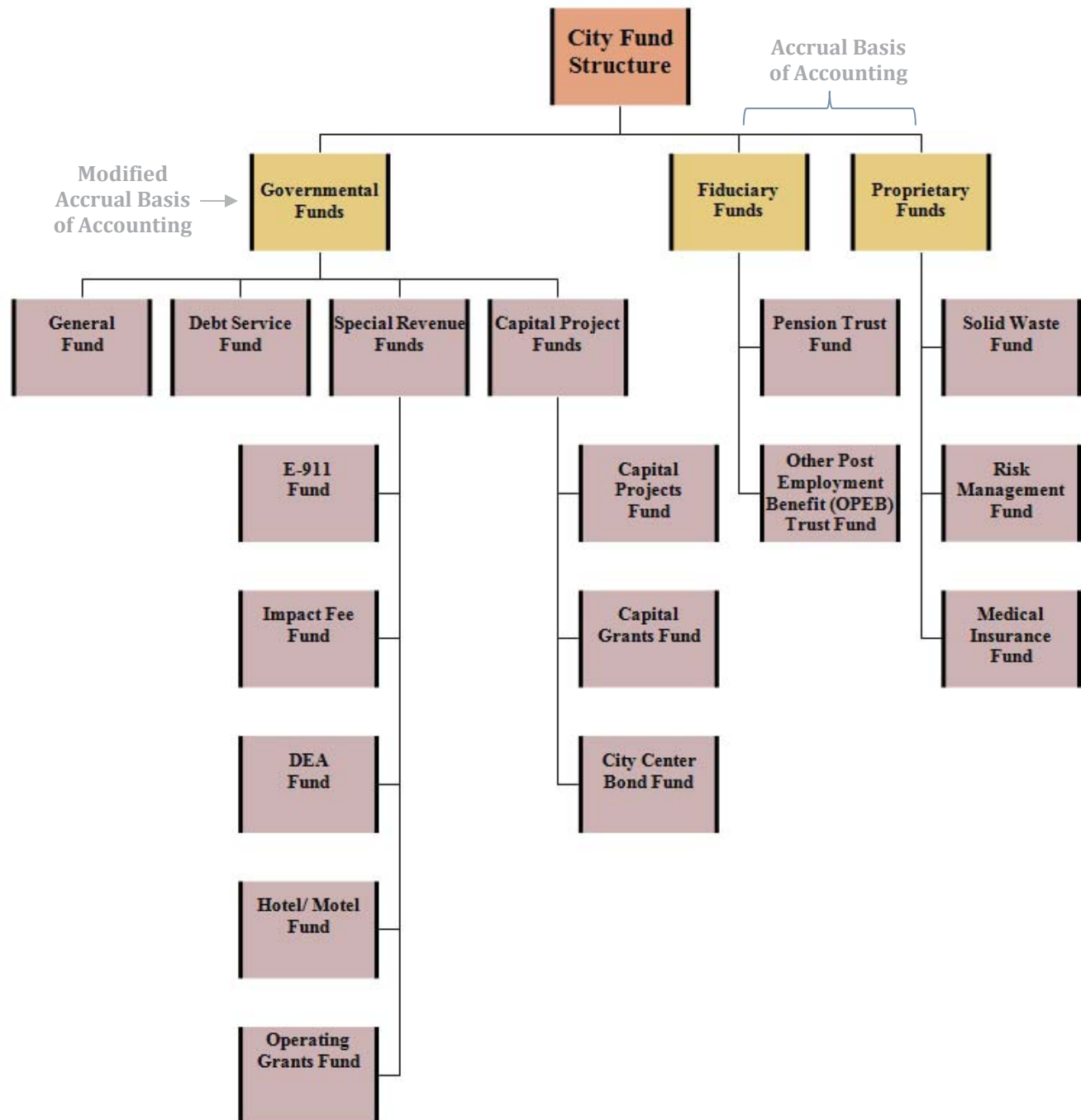
Fiduciary Funds

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.

FINANCIAL ACCOUNTING STRUCTURE

Fund Structure

The city uses ten governmental funds, three proprietary funds, and two fiduciary funds as detailed below.



FINANCIAL ACCOUNTING STRUCTURE

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 \$11.8 million as of audited fiscal-year-ending September 30, 2014). 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 2016 budget includes a carryforward of excess fund balance totaling \$5 million for capital investment and other one-time initiatives.

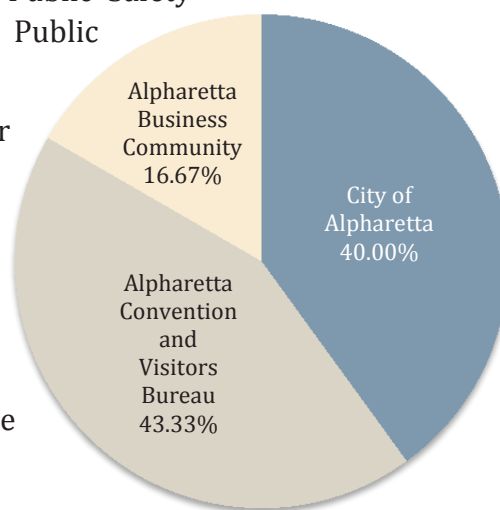
The city understands the importance of programming appropriations in the operating budget for on-going renewal & replacement of capital initiatives. FY 2016 includes appropriations totaling \$2.4 million within the General Fund to cover recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, etc.) and \$1.5 million for additional pay-as-you go capital funding. By programming the 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 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 Fund)

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.

FINANCIAL ACCOUNTING STRUCTURE

- **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 city also provides emergency dispatch services to the City of Milton through an Intergovernmental Agreement. Funding under this agreement is based on remittance of Milton's E-911 service fees and is accounted for within the E-911 Fund. 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 2016, 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 chart to the right details the resulting revenue distribution.
- **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



FINANCIAL ACCOUNTING STRUCTURE

budget document. Existing appropriations are reflected in the city's monthly financial management reports and can be accessed at 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;**
- **General Obligation Refunding Bonds, Series 2014** (advanced refunded the callable portion of the Series 2006 GO Bonds); 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 three (3) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); 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. 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 Grant 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 Grant Fund.

FINANCIAL ACCOUNTING STRUCTURE

- **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 Funds

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.
- **Medical Insurance Fund (Internal Service Fund):** This fund was created in fiscal year 2016 to properly account for activity under the City's Minimum Premium Plan (MPP) in accordance with Generally Accepted Accounting Principles.

Accounting rules dictate the creation of an Internal Service Fund to track activity under an MPP. As such, this fund does not represent new costs. Rather, it represents a flow of funds from the Operating Funds (e.g. employer/employee premiums) that does have the effect of grossing-up the totals as the appropriations are reflected in multiple Funds.

Under the MPP, the City and the medical insurer (CIGNA) agree that the City will be responsible for paying all claims up to an agreed-upon aggregate level, with the insurer responsible for the excess. The insurer will continue to process claims and administrative services. Through the MPP arrangement, the City is able to reduce premium taxes while maintaining coverage benefits. The MPP is still a fully insured medical plan.

FINANCIAL ACCOUNTING STRUCTURE

Fiduciary Funds

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.

- **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, 2014. The FY 2015 and 2016 Budgets contain sufficient funding to cover the annual required contributions of the OPEB liability. This fund is used to account for the OPEB assets.

FINANCIAL REPORTING

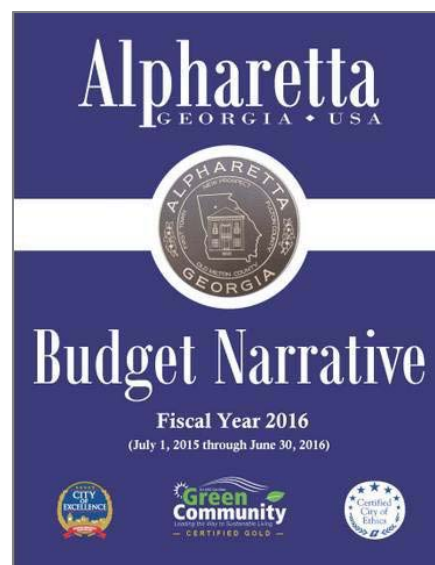
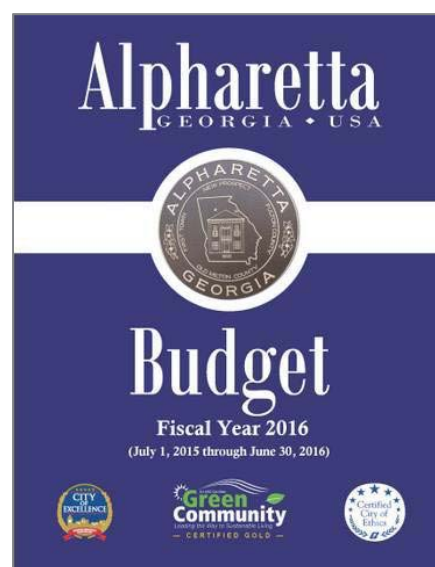
Financial Reporting

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 Documents⁷ (June-August)

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

- 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.
- 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.

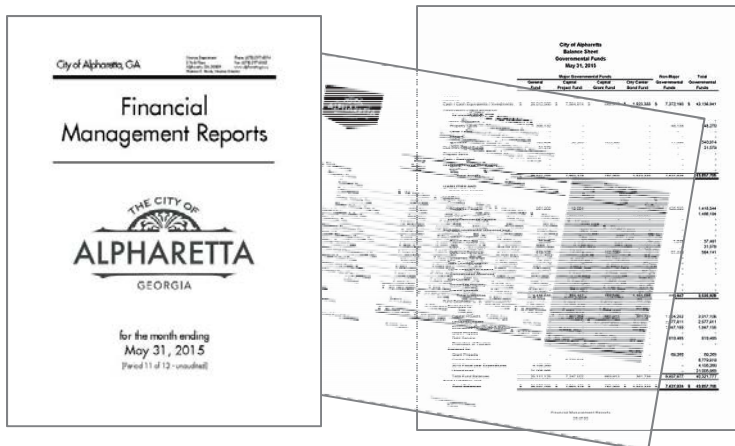


⁷ Available for download from the City's website: www.alpharetta.ga.us.

FINANCIAL REPORTING

Financial Reporting to the City Council⁸ (monthly)

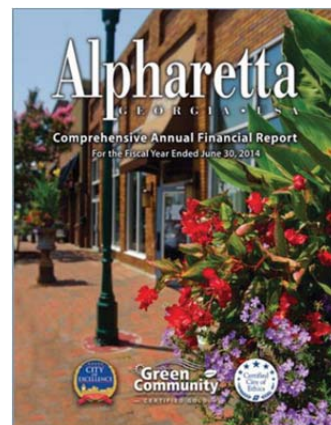
On a monthly basis, the Finance Department prepares and presents detailed revenue and expenditure statements for all city operating funds (including prior year comparisons for the General Fund). In addition, this report shall include: (1) a detailed capital project report including prior-year activity; (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 \$50,000; (4) status of current year bid's/RFP's.



The image shows the cover and a sample page of the 'Financial Management Reports' for the City of Alpharetta, Georgia. The cover is titled 'City of Alpharetta, GA' and 'Financial Management Reports' for the month ending May 31, 2015. The sample page is a detailed financial statement with multiple columns for various fund categories and line items, including 'General Fund', 'Capital Projects', and 'Debt Service'.

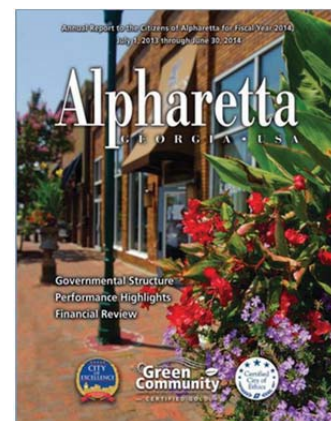
Comprehensive Annual Financial Report⁹ (November-December)

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 Report¹⁰ (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.



⁸ Available for download from the City's website: www.alpharetta.ga.us.

⁹ Available for download from the City's website: www.alpharetta.ga.us.

¹⁰ Available for download from the City's website: www.alpharetta.ga.us.

BUDGET PROCESS

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 1st through June 30th, with the official fiscal year taken from the year ending date. For example, the FY 2016 Budget Narrative is prepared for the fiscal year commencing July 1, 2015 and ending June 30, 2016.

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.

BUDGET PROCESS

- *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. 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. 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 identified benchmark cities (e.g. cities with similar characteristics). 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.



BUDGET PROCESS

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 2016 Update

Operating expenditures of the General Fund are up 3.5% over FY 2015. This figure includes the incremental budgetary impact for election fees, City Center maintenance and operating costs (full-year utility costs and maintenance of the facilities, park, and grounds), and operating initiatives. After adjusting for these new incremental budgetary impacts, the base operational budget growth totals 3.2%.

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.

BUDGET PROCESS

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 2016 Update

New service level requests were primarily limited to those involving expansion of existing special events, new recreation programs, and lease funding for various capital replacement initiatives (Fire Apparatus, Taser weapons).

Fiscal Year 2016 Update

Revenue collections are forecasted to grow by 4.3% due primarily to increases in property tax collections (millage rate to remain flat), local option sales taxes, municipal court fines, building permit fees, 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. 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 (e.g. 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.

BUDGET PROCESS

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 through a public hearing process as provided under State law.

BUDGET PROCESS

Budget Calendar



City of Alpharetta Fiscal Year 2016 Budget Calendar

January 18-19	City Council Retreat
January 26-30	<p>Budget kickoff meetings</p> <p>Budget target data distributed to departments</p> <ul style="list-style-type: none">– Phase I (personnel services)– Phase II (maintenance and operations)– Phase III (capital requests and budget initiatives)– Performance Measurement ("PM") template<ul style="list-style-type: none">• FY 2014 actual vs. target (results)• FY 2015 year-to-date actual• FY 2015 target• FY 2016 target– Departmental organizational charts– Departmental goals and objectives
February 25	<p>Due to Finance:</p> <ul style="list-style-type: none">– Phase II and III Budget data– Updated PM data– Updated organizational charts– Updated goals and objectives
March-April	Mayor, City Administrator and Finance Director Budget overview meetings
April 27	<p>City Council Meeting</p> <ul style="list-style-type: none">– Distribute Mayor's Recommended FY 2016 Operating and Capital Budget (line-item detail)
May 4	<p>City Council Meeting</p> <ul style="list-style-type: none">– Finance Department presentation<ul style="list-style-type: none">• FY 2016 Budget overview (operating and capital)
May 18/26	<p>City Council Meeting</p> <ul style="list-style-type: none">– Finance Department presentation<ul style="list-style-type: none">• FY 2016 Budget overview (capital)
June 1	<p>Public Hearing #1 (Budget/Millage Rate)</p> <p>City Council Meeting</p> <ul style="list-style-type: none">1st reading of Budget Ordinance1st reading of Millage Rate OrdinanceE-911 Resolution
June 8	Public Hearing (Budget/Millage Rate)
June 15	<p>Public Hearing #2 (Budget/Millage Rate)</p> <p>City Council Meeting</p> <ul style="list-style-type: none">2nd reading of Budget Ordinance
July 13	Two Public Hearings (Millage Rate only)
July 20	<p>Public Hearing #2 (Millage Rate only)</p> <p>City Council Meeting</p> <ul style="list-style-type: none">2nd reading of Millage Rate Ordinance

BUDGET PROCESS

Budget Basis and Structure

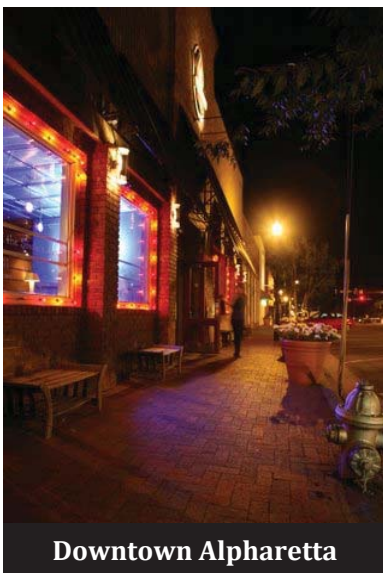
The city's budget is developed on a modified accrual basis. State law requires that the city's budget be balanced – revenues equal expenditures.

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.



Downtown Alpharetta



Wills Park



North Point Mall



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CITYWIDE BUDGET 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 2016 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 2016 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 2016 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 2016 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 2016 budget data by expenditure category (e.g. Personnel Services, Maintenance & Operations, etc.).

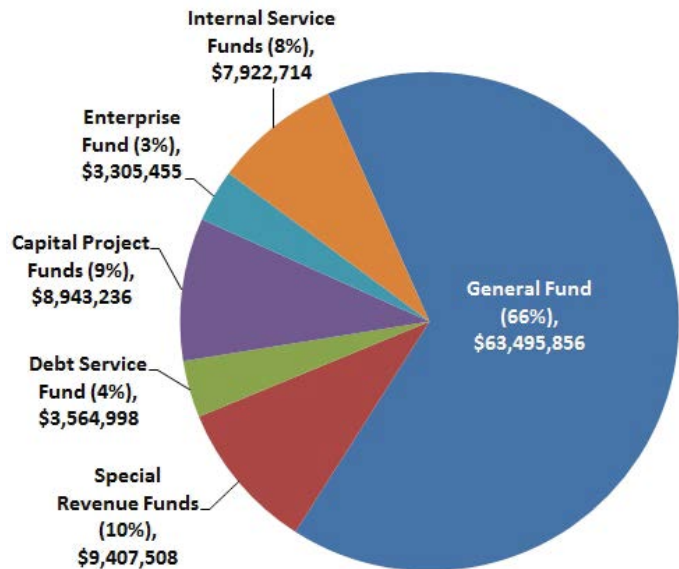
- **Citywide Statement of Revenues, Expenditures, and changes in Fund Balance**

This schedule provides citywide (all funds) revenue and expenditure data for fiscal years 2012-2016 including changes in fund balance.

CITYWIDE BUDGET SUMMARIES

Summary by Fund Type

FY 2016 Citywide Budget
totals \$96.6 Million



The Fiscal Year 2016 budget for all funds totals \$96.6 million. The 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 2016 is from fund balance and transfers from other funds. Unspent appropriations from fiscal year 2015 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 (administering general liability, automotive liability, workers' compensation and property insurance coverage) and Medical Insurance Fund (account for activity under the Minimum Premium Plan in accordance with GAAP).

CITYWIDE BUDGET SUMMARIES

Summary by Fund

	Revenues	Expenditures	Balanced Budget
General Fund	\$ 63,495,856	\$ 63,495,856	√
Special Revenue Funds:			
E-911 Fund	\$ 4,279,431	\$ 4,279,431	√
Impact Fee Fund	46,350	46,350	√
Drug Enforcement Agency Fund	631,727	631,727	√
Hotel/Motel Fund	4,450,000	4,450,000	√
	\$ 9,407,508	\$ 9,407,508	√
Debt Service Fund	\$ 3,564,998	\$ 3,564,998	√
Capital Project Funds:			
Capital Projects Fund	\$ 8,943,236	\$ 8,943,236	√
Enterprise Fund:			
Solid Waste Fund	\$ 3,305,455	\$ 3,305,455	√
Internal Service Funds:			
Risk Management Fund	\$ 1,264,200	\$ 1,264,200	√
Medical Insurance Fund	6,658,514	6,658,514	√
	\$ 7,922,714	\$ 7,922,714	√
Total	\$ 96,639,767	\$ 96,639,767	√

CITYWIDE BUDGET SUMMARIES

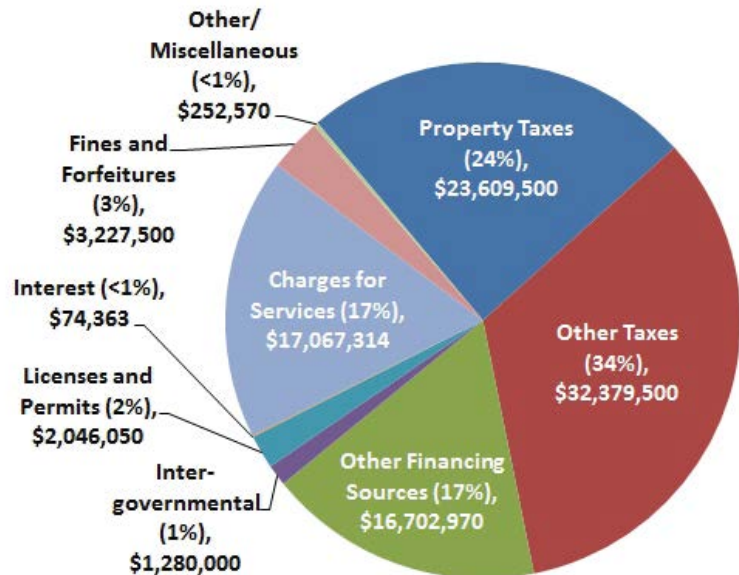


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CITYWIDE BUDGET SUMMARIES

Summary by Revenue Source

**FY 2016 Citywide Budget
totals \$96.6 Million**



The chart above segments the FY 2016 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 2016 totals 5.750 mills and is composed of the following: Operating Millage Rate of 5.000 mills (used to fund general city operations and the recurring capital program); and a Debt Service Millage Rate of 0.750 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 and 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, employer/employee premium fees (starting in FY 2016 with the creation of the Medical Insurance Fund); etc.

Fines and Forfeitures: Includes municipal court fines, red light camera fines, etc.

Interest: Includes investment earnings on city funds.

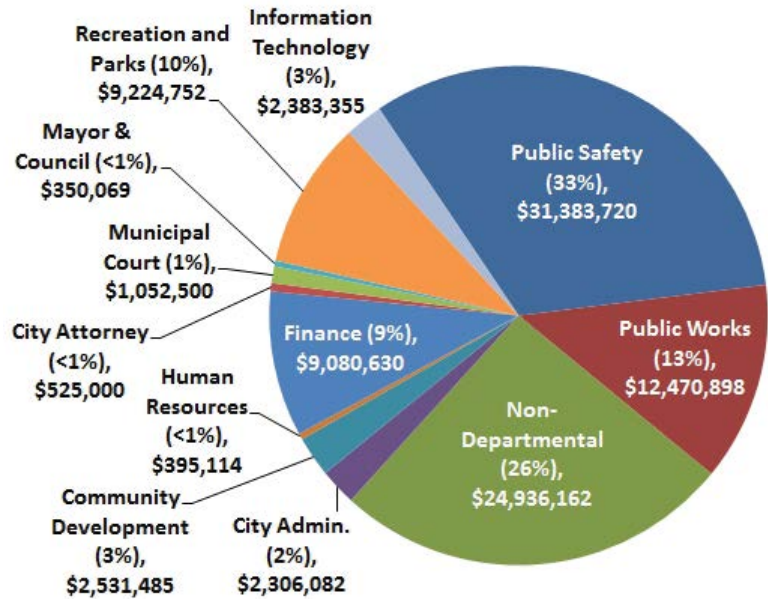
Other/Miscellaneous: Includes the sale of surplus assets, donations, and other miscellaneous revenues.

Other Financing Sources: Includes inter-fund transfers and budgeted fund balance.

CITYWIDE BUDGET SUMMARIES

Summary by Department Expenditures

**FY 2016 Citywide Budget
totals \$96.6 Million**



The chart above segments the FY 2016 budget by department/functional unit and includes the following:

Mayor and City Council

City Administration

Community Development

Public Works

Finance

Human Resources

Information Technology

Legal Services

Municipal Court

Public Safety

Recreation and Parks

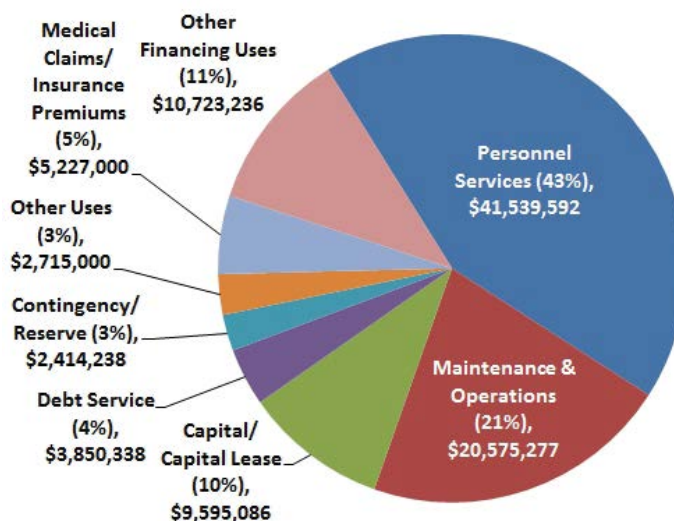
Non-Departmental (interfund transfers, contingency/reserves, Hotel/Motel Fund distributions, debt service, Medical Insurance Fund activity, etc.)

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 SUMMARIES

Summary by Expenditure Category

**FY 2016 Citywide Budget
totals \$96.6 Million**



The chart above segments the FY 2016 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, other post-employment benefits, 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.).

Medical Claims/Insurance Premiums: Includes medical insurance premiums (employer/employee) and associated expenditures (administration, claims, and reserves) under the city's Minimum Premium Plan. There is a grossing-up effect with the Medical Insurance Fund as the employer premium expenses are also reflected in the Operating Funds (e.g. General Fund, E911 Fund, etc.).

Other Uses: Includes Hotel/Motel Tax disbursements to the Alpharetta Business Community and Alpharetta Convention & Visitors Bureau as well as expenses related to donations/contributions.

Contingency/Reserves: Includes General Fund contingency appropriations and reserve appropriations across multiple funds (E-911 Fund, Impact Fee Fund, and Capital Projects Fund).

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

CITYWIDE BUDGET SUMMARIES

Consolidated Summary (Revenues by Source/Expenditures by Department)

		Special Revenue Funds					
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Debt Service Fund	
REVENUES:							
Property Taxes	\$20,349,500	\$ -	\$ -	\$ -	\$ -	\$ 3,260,000	
Local Option Sales Taxes	14,700,000	-	-	-	-	-	
Other Taxes	13,229,500	-	-	-	4,450,000	-	
Licenses and Permits	2,046,050	-	-	-	-	-	
Intergovernmental Revenue	380,000	900,000	-	-	-	-	
Charges for Services	2,911,000	2,890,000	45,000	-	-	-	
Fines and Forfeitures	2,779,000	-	-	448,500	-	-	
Interest Earnings	50,000	6,931	1,350	227	-	9,000	
Other/Miscellaneous	252,570	-	-	-	-	-	
subtotal	\$56,697,620	\$ 3,796,931	\$ 46,350	\$ 448,727	\$ 4,450,000	\$ 3,269,000	
Other Financing Sources							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Interfund Transfer from Hotel/Motel Fund	1,780,000	-	-	-	-	-	
Budgeted Fund Balance	5,018,236	482,500	-	183,000	-	295,998	
subtotal	\$ 6,798,236	\$ 482,500	\$ -	\$ 183,000	\$ -	\$ 295,998	
Total Revenues	\$63,495,856	\$ 4,279,431	\$ 46,350	\$ 631,727	\$ 4,450,000	\$ 3,564,998	
EXPENDITURES:							
Mayor and City Council	\$ 350,069	\$ -	\$ -	\$ -	\$ -	\$ -	
City Administration	2,056,082	-	-	-	-	-	
Legal Services	525,000	-	-	-	-	-	
Community Development	2,391,485	-	-	-	-	-	
Public Works	7,941,386	-	-	-	-	-	
Finance	3,160,975	-	-	-	-	-	
Public Safety	25,385,562	4,279,431	-	631,727	-	-	
Human Resources	395,114	-	-	-	-	-	
Municipal Court	1,052,500	-	-	-	-	-	
Recreation and Parks	8,288,752	-	-	-	-	-	
Information Technology	1,523,355	-	-	-	-	-	
Non-Departmental							
Insurance Premiums (Risk Fund)	607,000	-	-	-	-	-	
Medical Claims	-	-	-	-	-	-	
Contingency	540,000	-	-	-	-	-	
Reserve	-	-	45,000	-	-	-	
Alpharetta Business Community (Sidewalks)	-	-	-	-	741,815	-	
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,928,185	-	
Debt Service (Principal and Interest)	290,340	-	-	-	-	3,559,998	
Other	45,000	-	1,350	-	-	5,000	
subtotal	\$54,552,620	\$ 4,279,431	\$ 46,350	\$ 631,727	\$ 2,670,000	\$ 3,564,998	
Other Financing Uses							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,780,000	\$ -	
Interfund Transfer to Capital Project Funds	8,943,236	-	-	-	-	-	
subtotal	\$ 8,943,236	\$ -	\$ -	\$ -	\$ 1,780,000	\$ -	
Total Expenditures	\$63,495,856	\$ 4,279,431	\$ 46,350	\$ 631,727	\$ 4,450,000	\$ 3,564,998	

CITYWIDE BUDGET SUMMARIES

	Enterprise Fund				Internal Service Funds		TOTAL
	Capital Projects Fund	Solid Waste Fund	Risk Management Fund	Medical Insurance Fund			
REVENUES:							
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,609,500	
Local Option Sales Taxes	-	-	-	-	-	14,700,000	
Other Taxes	-	-	-	-	-	17,679,500	
Licenses and Permits	-	-	-	-	-	2,046,050	
Intergovernmental Revenue	-	-	-	-	-	1,280,000	
Charges for Services	-	3,300,800	1,262,000	6,658,514		17,067,314	
Fines and Forfeitures	-	-	-	-	-	3,227,500	
Interest Earnings	-	4,655	2,200	-	-	74,363	
Other/Miscellaneous	-	-	-	-	-	252,570	
<i>subtotal</i>	\$ -	\$ 3,305,455	\$ 1,264,200	\$ 6,658,514		\$ 79,936,797	
Other Financing Sources							
Interfund Transfer from General Fund	\$ 8,943,236	\$ -	\$ -	\$ -	\$ -	\$ 8,943,236	
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	1,780,000	
Budgeted Fund Balance	-	-	-	-	-	5,979,734	
<i>subtotal</i>	\$ 8,943,236	\$ -	\$ -	\$ -	\$ -	\$ 16,702,970	
Total Revenues	\$ 8,943,236	\$ 3,305,455	\$ 1,264,200	\$ 6,658,514		\$ 96,639,767	
EXPENDITURES:							
Mayor and City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,069	
City Administration	250,000	-	-	-	-	2,306,082	
Legal Services	-	-	-	-	-	525,000	
Community Development	140,000	-	-	-	-	2,531,485	
Public Works	4,529,512	-	-	-	-	12,470,898	
Finance	-	3,305,455	1,264,200	1,350,000		9,080,630	
Public Safety	1,087,000	-	-	-	-	31,383,720	
Human Resources	-	-	-	-	-	395,114	
Municipal Court	-	-	-	-	-	1,052,500	
Recreation and Parks	936,000	-	-	-	-	9,224,752	
Information Technology	860,000	-	-	-	-	2,383,355	
Non-Departmental							
Insurance Premiums (Risk Fund)	-	-	-	-	-	607,000	
Medical Claims	-	-	-	4,620,000		4,620,000	
Contingency	-	-	-	-	-	540,000	
Reserve	1,140,724	-	-	688,514		1,874,238	
Alpharetta Business Community (Sidewalks)	-	-	-	-	-	741,815	
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	1,928,185	
Debt Service (Principal and Interest)	-	-	-	-	-	3,850,338	
Other	-	-	-	-	-	51,350	
<i>subtotal</i>	\$ 8,943,236	\$ 3,305,455	\$ 1,264,200	\$ 6,658,514		\$ 85,916,531	
Other Financing Uses							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,780,000	
Interfund Transfer to Capital Project Funds	-	-	-	-	-	8,943,236	
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,723,236	
Total Expenditures	\$ 8,943,236	\$ 3,305,455	\$ 1,264,200	\$ 6,658,514		\$ 96,639,767	

CITYWIDE BUDGET SUMMARIES

Consolidated Summary (Revenues by Source/Expenditures by Category)

		Special Revenue Funds					
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Debt Service Fund	
REVENUES:							
Property Taxes	\$ 20,349,500	\$ -	\$ -	\$ -	\$ -	\$ 3,260,000	
Local Option Sales Taxes	14,700,000	-	-	-	-	-	
Other Taxes	13,229,500	-	-	-	4,450,000	-	
Licenses and Permits	2,046,050	-	-	-	-	-	
Intergovernmental Revenue	380,000	900,000	-	-	-	-	
Charges for Services	2,911,000	2,890,000	45,000	-	-	-	
Fines and Forfeitures	2,779,000	-	-	448,500	-	-	
Interest Earnings	50,000	6,931	1,350	227	-	9,000	
Other/Miscellaneous	252,570	-	-	-	-	-	
<i>subtotal</i>	\$ 56,697,620	\$ 3,796,931	\$ 46,350	\$ 448,727	\$ 4,450,000	\$ 3,269,000	
Other Financing Sources							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Interfund Transfer from Hotel/Motel Fund	1,780,000	-	-	-	-	-	
Budgeted Fund Balance	5,018,236	482,500	-	183,000	-	295,998	
<i>subtotal</i>	\$ 6,798,236	\$ 482,500	\$ -	\$ 183,000	\$ -	\$ 295,998	
Total Revenues	\$ 63,495,856	\$ 4,279,431	\$ 46,350	\$ 631,727	\$ 4,450,000	\$ 3,564,998	
EXPENDITURES:							
Personnel Services	\$ 39,000,164	\$ 2,228,492	\$ -	\$ 245,620	\$ -	\$ -	
Maintenance and Operations	13,471,542	1,064,939	1,350	178,107	-	5,000	
Capital/Capital Lease	598,574	986,000	-	208,000	-	-	
Other							
Insurance Premiums (Risk Fund)	607,000	-	-	-	-	-	
Medical Claims	-	-	-	-	-	-	
Contingency	540,000	-	-	-	-	-	
Reserve	-	-	45,000	-	-	-	
Alpharetta Business Community (Sidewalks)	-	-	-	-	741,815	-	
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,928,185	-	
Debt Service (Principal and Interest)	290,340	-	-	-	-	3,559,998	
Donations/Contributions	45,000	-	-	-	-	-	
<i>subtotal</i>	\$ 54,552,620	\$ 4,279,431	\$ 46,350	\$ 631,727	\$ 2,670,000	\$ 3,564,998	
Other Financing Uses							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,780,000	\$ -	
Interfund Transfer to Capital Project Funds	8,943,236	-	-	-	-	-	
<i>subtotal</i>	\$ 8,943,236	\$ -	\$ -	\$ -	\$ 1,780,000	\$ -	
Total Expenditures	\$ 63,495,856	\$ 4,279,431	\$ 46,350	\$ 631,727	\$ 4,450,000	\$ 3,564,998	

CITYWIDE BUDGET SUMMARIES

	Capital Projects Fund	Enterprise Fund Solid Waste Fund	Risk Management Fund	Internal Service Funds Medical Insurance Fund	TOTAL
REVENUES:					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 23,609,500
Local Option Sales Taxes	-	-	-	-	14,700,000
Other Taxes	-	-	-	-	17,679,500
Licenses and Permits	-	-	-	-	2,046,050
Intergovernmental Revenue	-	-	-	-	1,280,000
Charges for Services	-	3,300,800	1,262,000	6,658,514	17,067,314
Fines and Forfeitures	-	-	-	-	3,227,500
Interest Earnings	-	4,655	2,200	-	74,363
Other/Miscellaneous	-	-	-	-	252,570
<i>subtotal</i>	\$ -	\$ 3,305,455	\$ 1,264,200	\$ 6,658,514	\$ 79,936,797
Other Financing Sources					
Interfund Transfer from General Fund	\$ 8,943,236	\$ -	\$ -	\$ -	\$ 8,943,236
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	1,780,000
Budgeted Fund Balance	-	-	-	-	5,979,734
<i>subtotal</i>	\$ 8,943,236	\$ -	\$ -	\$ -	\$ 16,702,970
Total Revenues	\$ 8,943,236	\$ 3,305,455	\$ 1,264,200	\$ 6,658,514	\$ 96,639,767
EXPENDITURES:					
Personnel Services	\$ -	\$ 65,316	\$ -	\$ -	\$ 41,539,592
Maintenance and Operations	-	3,240,139	1,264,200	1,350,000	20,575,277
Capital/Capital Lease	7,802,512	-	-	-	9,595,086
Other					
Insurance Premiums (Risk Fund)	-	-	-	-	607,000
Medical Claims	-	-	-	4,620,000	4,620,000
Contingency	-	-	-	-	540,000
Reserve	1,140,724	-	-	688,514	1,874,238
Alpharetta Business Community (Sidewalks)	-	-	-	-	741,815
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,928,185
Debt Service (Principal and Interest)	-	-	-	-	3,850,338
Donations/Contributions	-	-	-	-	45,000
<i>subtotal</i>	\$ 8,943,236	\$ 3,305,455	\$ 1,264,200	\$ 6,658,514	\$ 85,916,531
Other Financing Uses					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,780,000
Interfund Transfer to Capital Project Funds	-	-	-	-	8,943,236
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ 10,723,236
Total Expenditures	\$ 8,943,236	\$ 3,305,455	\$ 1,264,200	\$ 6,658,514	\$ 96,639,767

CITYWIDE BUDGET SUMMARIES

Citywide Statement of Revenues, Expenditures, and changes in Fund Balances (all Funds)

	FY 2012 Actual		FY 2013 Actual		FY 2014 Actual
Beginning Fund Balance: (1)	\$ 39,281,654	\$	62,813,365	\$	63,975,925
Revenues:					
Property Taxes	\$ 23,226,420	\$	23,127,131	\$	23,696,658
Local Option Sales Taxes	12,239,330		12,173,275		13,575,938
Other Taxes	15,951,485		16,596,690		16,837,353
Licenses and Permits	2,201,211		1,859,213		2,400,059
Intergovernmental	5,412,258		8,104,863		2,691,949
Charges for Services	9,639,397		9,667,794		10,171,257
Fines and Forfeitures	3,930,119		3,356,903		2,865,931
Interest	77,827		101,873		132,238
Other Revenue	265,597		531,602		864,387
	<u>\$ 72,943,644</u>	<u>\$</u>	<u>75,519,344</u>	<u>\$</u>	<u>73,235,770</u>
Expenditures:					
Mayor and City Council	\$ 238,982	\$	277,376	\$	282,367
City Administration	1,693,685		2,289,113		2,651,745
Legal Services	484,458		442,650		504,045
Community Development (2)	3,934,018		4,340,018		4,742,837
Engineering and Public Works	6,580,587		6,773,707		6,891,550
Finance	6,741,431		7,373,605		7,604,137
Public Safety	24,969,487		25,400,133		26,723,264
Human Resources	332,952		316,187		351,050
Municipal Court	938,942		935,750		954,463
Recreation and Parks	6,140,771		6,128,106		6,248,603
Information Technology	1,275,237		1,395,703		1,389,411
Capital Outlay (3)	17,732,749		15,166,479		23,061,757
Non-Departmental:	-		-		-
Contingency	68,984		158,909		221,353
Reserve for Future Capital	-		-		-
Debt Service	7,334,236		6,030,018		3,646,451
Insurance Premiums (Risk fund)	244,000		664,500		690,800
OPEB (full funding of Accrued Liability)	862,110		-		-
Medical Claims	-		-		-
Gwinnett Tech Debt Service	-		-		153,465
Other	461,469		4,180,741		272,363
	<u>\$ 80,034,098</u>	<u>\$</u>	<u>81,872,995</u>	<u>\$</u>	<u>86,389,661</u>
Other Financing Sources (Uses):					
Proceeds from the sale of Capital Assets	\$ 133,690	\$	95,230	\$	549,213
Proceeds from Bond/Capital Lease	30,488,475		7,420,981		17,695,000
Payment to Refunding Escrow	-		-		(17,518,423)
Transfers In	10,683,574		8,994,917		9,750,177
Transfers Out	(10,683,574)		(8,994,917)		(9,750,177)
	<u>\$ 30,622,165</u>	<u>\$</u>	<u>7,516,211</u>	<u>\$</u>	<u>725,790</u>
Ending Fund Balance: (4)	<u>\$ 62,813,365</u>	<u>\$</u>	<u>63,975,925</u>	<u>\$</u>	<u>51,547,824</u>
<i>Changes in Fund Balance (actual/est.)</i>	<u>\$ 23,531,711</u>	<u>\$</u>	<u>1,162,560</u>	<u>\$</u>	<u>(12,428,101)</u>

CITYWIDE BUDGET SUMMARIES

	FY 2015 Amended Budget	FY 2016 Adopted Budget
Beginning Fund Balance: (1)	\$ 51,547,824	\$ 42,271,453
Revenues:		
Property Taxes	\$ 23,272,000	\$ 23,609,500
Local Option Sales Taxes	13,900,000	14,700,000
Other Taxes	17,094,500	17,679,500
Licenses and Permits	1,985,100	2,046,050
Intergovernmental	1,230,000	1,280,000
Charges for Services	9,710,750	17,067,314
Fines and Forfeitures	2,687,100	3,227,500
Interest	71,900	74,363
Other Revenue	1,323,036	192,570
	\$ 71,274,386	\$ 79,876,797
Expenditures:		
Mayor and City Council	\$ 324,682	\$ 350,069
City Administration	2,757,924	2,056,082
Legal Services	500,000	525,000
Community Development (2)	4,932,954	5,061,485
Engineering and Public Works	7,869,692	7,941,386
Finance	7,463,282	9,080,630
Public Safety	32,472,145	30,296,720
Human Resources	384,469	395,114
Municipal Court	1,035,607	1,052,500
Recreation and Parks	6,901,622	8,288,752
Information Technology	1,469,300	1,523,355
Capital Outlay (3)	8,403,112	7,802,512
Non-Departmental:	-	-
Contingency	510,800	540,000
Reserve for Future Capital	1,104,450	1,829,238
Debt Service	3,580,898	3,559,998
Insurance Premiums (Risk fund)	545,000	607,000
OPEB (full funding of Accrued Liability)	-	-
Medical Claims	-	4,620,000
Gwinnett Tech Debt Service	288,640	290,340
Other	107,600	96,350
	\$ 80,652,177	\$ 85,916,531
Other Financing Sources (Uses):		
Proceeds from the sale of Capital Assets	\$ 101,420	\$ 60,000
Proceeds from Bond/Capital Lease	-	-
Payment to Refunding Escrow	-	-
Transfers In	9,129,112	10,723,236
Transfers Out	(9,129,112)	(10,723,236)
	\$ 101,420	\$ 60,000
Ending Fund Balance: (4)	\$ 42,271,453	\$ 36,291,719
Changes in Fund Balance (actual/est.)	\$ (9,276,371)	\$ (5,979,734)

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 fund balance utilized for the FY 2015-2016 budgets represent amounts in excess of the city's 21% Fund Balance Reserve (General Fund) as well as funding for multiple Public Safety initiatives (e.g. North Fulton Radio Initiative; radio replacements, etc.). Additionally, the budgetary presentation for FY 2014-2015 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). FY 2012 fund balance was augmented through the sale of General Obligation Bonds for our City Center project (see Debt Service Fund Summary for more detailed information). FY 2014 Fund Balance usage was primarily related to construction costs for the City Center project (see above).

(1) This schedule includes two distinct presentations of financial data. Fiscal Years (FY) 2012-2014 include actual financial activity for all City Funds. FY's 2015-2016 include budgeted appropriations for those city Funds that experienced new appropriations in the given year.

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

(3) This schedule assigns all capital outlay for FY's 2015-2016 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, Public Works, etc.).

CITYWIDE BUDGET SUMMARIES



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CITYWIDE BUDGET SUMMARIES

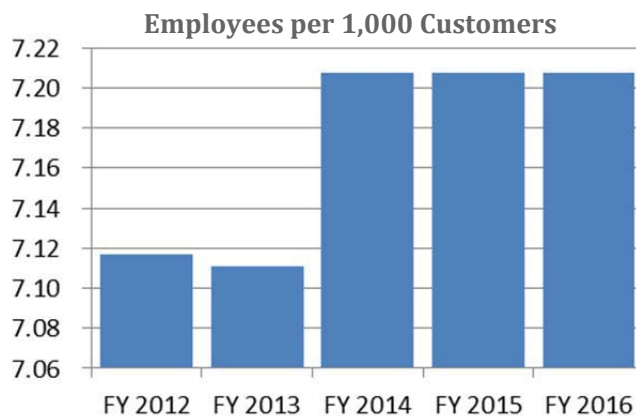
Personnel Listing by Department

	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Adopted FY 2016*	Variance
Detail by Department:						
General Fund						
Mayor & City Council	7.0	7.0	7.0	7.0	7.0	-
City Administration	11.0	14.0	14.0	14.0	11.0	(3.0)
Community Development	20.0	20.0	23.0	23.0	23.0	-
Public Works	62.0	62.0	59.0	59.0	59.0	-
Finance	25.0	24.0	24.0	24.0	24.0	-
Public Safety	217.0	217.0	218.0	218.0	218.0	-
Human Resources	3.0	3.0	3.0	3.0	3.0	-
Municipal Court	9.0	9.0	9.0	9.0	9.0	-
Recreation and Parks	51.0	51.0	51.0	51.0	54.0	3.0
Information Technology	11.0	11.0	11.0	11.0	11.0	-
subtotal	416.0	418.0	419.0	419.0	419.0	-
E-911 Fund (Special Revenue Fund)						
Public Safety	23.0	23.0	25.0	25.0	25.0	-
Information Technology	1.0	1.0	1.0	1.0	1.0	-
subtotal	24.0	24.0	26.0	26.0	26.0	-
DEA Fund (Special Revenue Fund)						
Public Safety	-	-	3.0	3.0	3.0	-
Solid Waste Fund (Enterprise Fund)						
Finance	1.0	1.0	1.0	1.0	1.0	-
Full-Time-Equivalent (FTE) Positions	441.0	443.0	449.0	449.0	449.0	-
City of Alpharetta Population	61,965	62,298	62,298	62,298	62,298	

Notes:

- * Includes 12.0 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.

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. It should be noted that the ratio increased slightly in 2014 due to multiple Public Safety initiatives (Special Investigations Unit).



GENERAL FUND SUMMARY

General Fund Summary

Overview

The *General Fund Summary* section is intended to provide readers with an overall understanding of the city's fiscal year 2016 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 2015 and 2016. 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 Balances**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2012-2016 as well as a forecast for fiscal years 2017-2018. 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.).

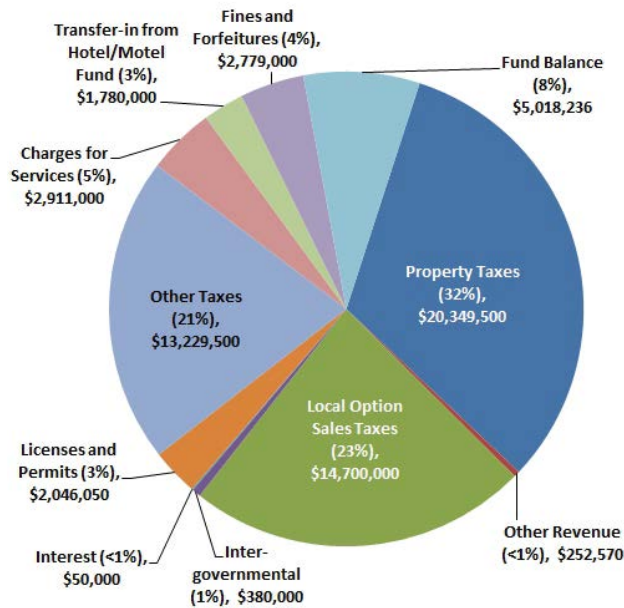
- **Budget Narrative**

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

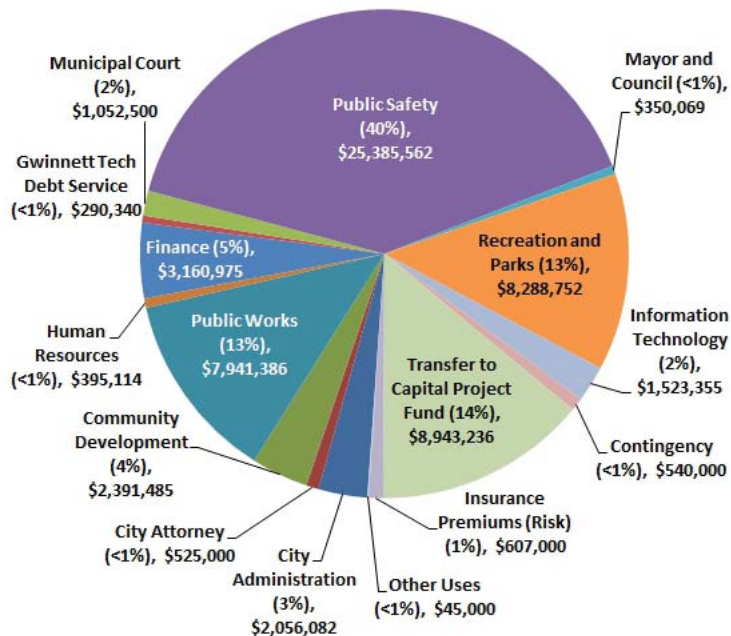
GENERAL FUND SUMMARY

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.

Summary by Revenue Source



Summary by Department Expenditures



FY 2016 General Fund Budget

totals \$63 Million

GENERAL FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2015 Amended Budget	FY 2016 Adopted Budget	\$ Variance	% Variance
Revenues:				
Property Taxes:				
Current Year	\$ 18,100,000	\$ 18,800,000	\$ 700,000	3.9%
Motor Vehicle	650,000	300,000	(350,000)	-53.8%
Motor Vehicle Title Tax Fee	865,000	1,000,000	135,000	15.6%
Prior Year/Delinquent	245,000	249,500	4,500	1.8%
Local Option Sales Tax	13,900,000	14,700,000	800,000	5.8%
Other Taxes:				
Franchise Fees	6,400,000	6,440,000	40,000	0.6%
Insurance Premium Tax	3,025,000	3,150,000	125,000	4.1%
Alcohol Beverage Excise Tax	1,800,000	1,850,000	50,000	2.8%
Other Taxes	1,714,500	1,789,500	75,000	4.4%
Licenses & Permits	1,985,100	2,046,050	60,950	3.1%
Intergovernmental	380,000	380,000	-	0.0%
Charges for Services	2,657,150	2,911,000	253,850	9.6%
Fines & Forfeitures	2,302,100	2,779,000	476,900	20.7%
Interest	50,000	50,000	-	0.0%
Other Revenues	319,456	252,570	(66,886)	-20.9%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fuel)	1,662,000	1,780,000	118,000	7.1%
Total Operating Revenues	\$ 56,055,306	\$ 58,477,620	\$ 2,422,314	4.3%
Fund Balance Carryforward	4,105,260	5,018,236		
Total Revenues	\$ 60,160,566	\$ 63,495,856		
Expenditures (by Category):				
Personnel Services:				
Salaries	\$ 24,817,715	\$ 25,474,142	\$ 656,427	2.6%
Group Insurance	6,909,563	7,155,526	245,963	3.6%
Pension (Defined Benefit)	2,176,655	2,276,470	99,815	4.6%
Pension (401A)	1,262,388	1,377,726	115,338	9.1%
Miscellaneous Benefits	2,584,005	2,716,300	132,295	5.1%
subtotal	\$ 37,750,326	\$ 39,000,164	\$ 1,249,838	3.3%
Maintenance and Operations:				
Professional Services	\$ 2,040,990	\$ 2,143,065	\$ 102,075	5.0%
Repair/Maintenance	1,128,250	1,261,250	133,000	11.8%
Maintenance Contracts	2,159,457	2,219,380	59,923	2.8%
Professional Services (IT)	1,271,341	1,312,726	41,385	3.3%
General Supplies	970,917	978,606	7,689	0.8%
Utilities	2,504,445	2,629,275	124,830	5.0%
Fuel	790,100	783,500	(6,600)	-0.8%
Miscellaneous	2,165,109	2,143,740	(21,369)	-1.0%
subtotal	\$ 13,030,609	\$ 13,471,542	\$ 440,933	3.4%
Capital/Lease:				
Fire Truck Leases	\$ 295,930	\$ 357,676	\$ 61,746	20.9%
Tyler ERP Lease	106,187	107,701	1,514	1.4%
Work Order Software Lease	75,692	75,997	305	0.4%
Miscellaneous	45,270	57,200	11,930	26.4%
subtotal	\$ 523,079	\$ 598,574	\$ 75,495	14.4%
Other Uses:				
Contingency	\$ 510,800	\$ 540,000	\$ 29,200	5.7%
Insurance Premiums (Risk Fund)	545,000	607,000	62,000	11.4%
Gwinnett Tech Contribution (Debt Service)	288,640	290,340	1,700	0.6%
Donations/Contributions	45,000	45,000	-	0.0%
subtotal	\$ 1,389,440	\$ 1,482,340	\$ 92,900	6.7%
Total Operating Expenditures	\$ 52,693,454	\$ 54,552,620	\$ 1,859,166	3.5%
Interfund Transfer:				
Capital Project Fund	7,467,112	8,943,236		
Total Expenditures	\$ 60,160,566	\$ 63,495,856		
Personnel (full-time-equivalent)	419.0	419.0		

GENERAL FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
Beginning Fund Balance:	\$ 20,565,040	\$ 21,330,297	\$ 20,951,279	\$ 20,873,496	\$ 16,768,236	\$ 11,750,000	\$ 11,750,000
Revenues:							
Property Taxes	\$ 16,494,539	\$ 18,740,931	\$ 19,892,754	\$ 19,860,000	\$ 20,349,500	\$ 20,756,490	\$ 21,192,376
Local Option Sales Taxes	12,239,330	12,173,275	13,575,938	13,900,000	14,700,000	15,141,000	15,625,512
Other Taxes	12,587,292	13,030,797	12,706,783	12,939,500	13,229,500	13,402,768	13,853,745
Licenses and Permits	2,201,211	1,859,213	2,400,059	1,985,100	2,046,050	2,107,432	2,170,654
Intergovernmental	85,489	385,000	376,000	380,000	380,000	380,000	387,600
Charges for Services	2,871,235	2,649,450	2,857,898	2,657,150	2,911,000	2,995,358	3,082,186
Fines and Forfeitures	3,045,182	2,787,875	2,360,816	2,302,100	2,779,000	2,832,540	2,889,191
Interest	53,079	36,642	51,065	50,000	50,000	50,000	50,000
Other Revenue	250,557	350,979	166,200	218,036	192,570	192,570	192,570
	<u>\$ 49,827,914</u>	<u>\$ 52,014,162</u>	<u>\$ 54,387,513</u>	<u>\$ 54,291,886</u>	<u>\$ 56,637,620</u>	<u>\$ 57,858,157</u>	<u>\$ 59,443,835</u>
Expenditures:							
Mayor and City Council	\$ 238,982	\$ 277,376	\$ 282,367	\$ 324,682	\$ 350,069	\$ 357,755	\$ 365,824
City Administration	1,693,685	2,281,112	2,651,746	2,757,924	2,056,082	2,100,469	2,146,129
Legal Services	484,458	442,650	504,045	500,000	525,000	535,500	546,210
Community Development	1,915,502	2,022,668	2,257,827	2,439,954	2,391,485	2,421,912	2,484,774
Engineering and Public Works	6,580,587	6,773,707	6,891,550	7,869,692	7,941,386	8,092,837	8,249,322
Finance	2,771,067	2,818,456	2,894,001	3,072,038	3,160,975	3,226,998	3,298,086
Public Safety	22,189,625	22,697,945	23,051,613	24,548,726	25,385,562	26,296,080	26,973,897
Human Resources	332,952	316,187	351,050	384,469	395,114	400,833	406,691
Municipal Court	938,942	935,750	954,463	1,035,607	1,052,500	1,074,190	1,096,515
Recreation and Parks	6,120,896	6,115,651	6,238,989	6,901,622	8,288,752	8,608,904	9,118,425
Information Technology	1,275,237	1,395,703	1,389,411	1,469,300	1,523,355	1,519,669	1,558,123
Adjustments/Reconciliations	-	-	-	-	-	-	-
Non-Departmental:							
Contingency	68,984	158,909	221,353	510,800	540,000	550,800	561,816
(1) Insurance Premiums (Risk Fund)	244,000	664,500	690,800	545,000	607,000	613,070	619,201
OPEB (full funding of accrued liabi	862,110	-	-	-	-	-	-
Gwinnett Tech Debt Service	-	-	153,465	288,640	290,340	290,340	286,940
Donations/Contributions	45,000	45,000	45,000	45,000	45,000	45,000	45,000
	<u>\$ 45,762,027</u>	<u>\$ 46,945,614</u>	<u>\$ 48,577,680</u>	<u>\$ 52,693,454</u>	<u>\$ 54,552,620</u>	<u>\$ 56,134,357</u>	<u>\$ 57,756,953</u>
Other Financing Sources (Uses):							
Proceeds from the sale of Capital Asset	\$ 119,990	\$ 94,329	\$ 549,213	\$ 101,420	\$ 60,000	\$ 60,600	\$ 61,206
Interfund Transfer:							
Hotel/Motel Fund	1,345,677	1,544,900	1,656,674	1,662,000	1,780,000	1,815,600	1,851,912
Operating Grant Fund	-	-	-	-	-	-	-
Capital Project Fund	(4,373,797)	(7,086,795)	(8,093,503)	(7,467,112)	(8,943,236)	(3,600,000)	(3,600,000)
(1) Risk Management Fund	(392,500)	-	-	-	-	-	-
	<u>\$ (3,300,630)</u>	<u>\$ (5,447,566)</u>	<u>\$ (5,887,616)</u>	<u>\$ (5,703,692)</u>	<u>\$ (7,103,236)</u>	<u>\$ (1,723,800)</u>	<u>\$ (1,686,882)</u>
Ending Fund Balance: (2)	<u>\$ 21,330,297</u>	<u>\$ 20,951,279</u>	<u>\$ 20,873,496</u>	<u>\$ 16,768,236</u>	<u>\$ 11,750,000</u>	<u>\$ 11,750,000</u>	<u>\$ 11,750,000</u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 765,257	\$ (379,018)	\$ (77,783)	\$ (4,105,260)	\$ (5,018,236)	\$ -	\$ -
<i>Personnel (full-time-equivalent)</i>	416.0	418.0	419.0	419.0	419.0		

Notes:

- (1) Represents funding to the Risk Management Fund.
- (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 2015 and 2016 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).

GENERAL FUND SUMMARY

Budget Narrative

Revenues

FY 2015 General Fund operating revenues are forecasted to grow by 4.3%, or \$2.4 million, compared to Amended FY 2015.

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

	FY 2015 AMENDED BUDGET	FY 2016 ADOPTED BUDGET	\$ Variance	% Variance
Revenues:				
Property Taxes:				
Current Year	\$ 18,100,000	\$ 18,800,000	\$ 700,000	3.9%
Motor Vehicle	650,000	300,000	(350,000)	-53.8%
Motor Vehicle Title Tax Fee	865,000	1,000,000	135,000	15.6%
Prior Year/Delinquent	245,000	249,500	4,500	1.8%
Local Option Sales Tax	13,900,000	14,700,000	800,000	5.8%
Other Taxes:				
Franchise Fees	6,400,000	6,440,000	40,000	0.6%
Insurance Premium Tax	3,025,000	3,150,000	125,000	4.1%
Alcohol Beverage Excise Tax	1,800,000	1,850,000	50,000	2.8%
Other Taxes	1,714,500	1,789,500	75,000	4.4%
Licenses & Permits	1,985,100	2,046,050	60,950	3.1%
Intergovernmental	380,000	380,000	-	0.0%
Charges for Services	2,657,150	2,911,000	253,850	9.6%
Fines & Forfeitures	2,302,100	2,779,000	476,900	20.7%
Interest	50,000	50,000	-	0.0%
Other Revenues	319,456	252,570	(66,886)	-20.9%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	1,662,000	1,780,000	118,000	7.1%
Total Operating Revenues	\$ 56,055,306	\$ 58,477,620	\$ 2,422,314	4.3%
Fund Balance Carryforward	4,105,260	5,018,236		
Total Revenues	\$ 60,160,566	\$ 63,495,856		

GENERAL FUND SUMMARY

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 report¹¹. 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 - Current Year
 Account Number: 10090000-311100
 Revenue Category: Taxes
 Date: 7.29.2015

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.

MONTH	FY 2010 Actual	FY 2011 Actual	% Change	FY 2012 Actual	% Change	FY 2013 Actual	% Change	FY 2014 Actual	% Change	FY 2015 Actual	% Change
July	-	-	-	-	-	-	-	221.33	-	-	-100.0%
August	-	-	-	-	-	-	-	(221.33)	-	-	-100.0%
September	-	33,766.73	-	46,170.69	36.7%	3,524.93	-92.4%	13,647.84	287.2%	61,720.34	352.2%
October	17,813.21	2,094,808.25	11659.9%	2,288,741.56	9.3%	2,553,636.20	11.6%	2,485,337.70	-2.7%	2,666,046.81	7.3%
November	3,450,757.82	11,127,769.12	222.5%	9,459,009.52	-15.0%	11,902,820.98	25.8%	11,955,949.99	0.4%	11,786,700.76	-1.4%
December	12,216,286.14	2,113,201.29	-82.7%	2,700,869.66	27.8%	1,908,878.23	-29.3%	2,003,101.30	4.9%	3,275,540.87	63.5%
January	923,266.74	254,540.32	-72.4%	474,915.33	86.6%	316,894.08	-33.3%	247,859.94	-21.8%	152,400.48	-38.5%
February	351,895.54	223,436.16	-36.5%	180,404.78	-19.3%	106,713.83	-40.8%	197,033.49	84.6%	103,374.05	-47.5%
March	198,499.07	302,145.82	52.2%	66,018.22	-78.2%	301,886.66	357.3%	113,105.47	-62.5%	122,480.45	8.3%
April	50,095.27	72,173.49	44.1%	61,011.96	-15.5%	177,121.63	190.3%	220,449.24	24.5%	272,661.13	23.7%
May	18,817.08	35,597.97	89.2%	70,202.76	97.2%	35,212.19	-49.8%	205,825.20	484.5%	90,407.71	-56.1%
June	37,758.10	41,762.88	10.6%	42,599.93	2.0%	15,822.97	-62.9%	116,877.32	638.7%	96,147.87	-17.7%
SUB-TOTAL	17,265,188.97	16,299,202.03	-5.6%	15,389,944.41	-5.6%	17,322,511.70	12.6%	17,559,187.49	1.4%	18,627,480.47	6.1%
Adj. Period (July)	55,802.07	76,261.98	36.7%	-	-100.0%	-	-	-	-	-	-
SUB-TOTAL	55,802.07	76,261.98	36.7%	-	-100.0%	-	-	-	-	-	-
TOTAL	17,320,991.04	16,375,464.01	-5.5%	15,389,944.41	-6.0%	17,322,511.70	12.6%	17,559,187.49	1.4%	18,627,480.47	6.1%
ORIGINAL BUDGET	17,100,000	16,500,000		15,500,000		16,555,000		17,550,000		18,100,000	
AMENDED BUDGET	17,100,000	16,500,000		15,500,000		16,555,000		17,550,000		18,100,000	
% OVER AMENDED BUDGET	0.00%	0.00%		0.00%		0.00%		0.00%		0.00%	
Current Period % to Actual	99.68%										
Current Period % to Budget		98.78%		99.29%		104.64%		100.05%		102.91%	
Variance: Actual to Budget	220,991	(124,536)		(110,056)		767,512		9,187		527,480	

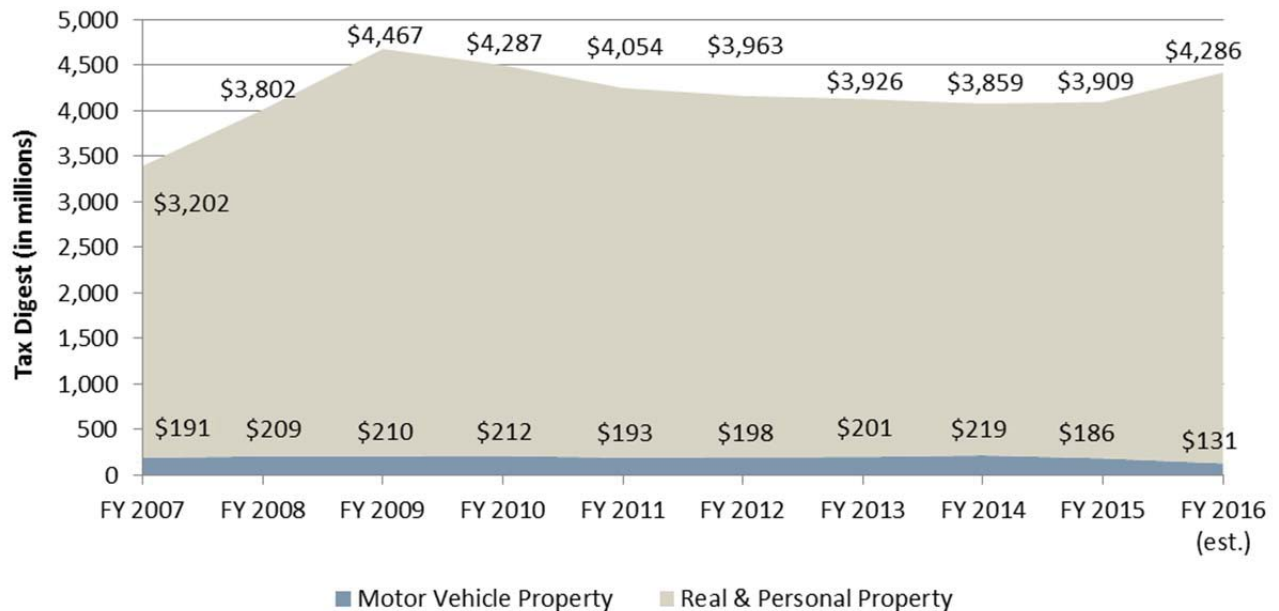
Property Taxes

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.

¹¹ Please refer to the Financial Management Policies (*Section VIII: Financial Reporting*).

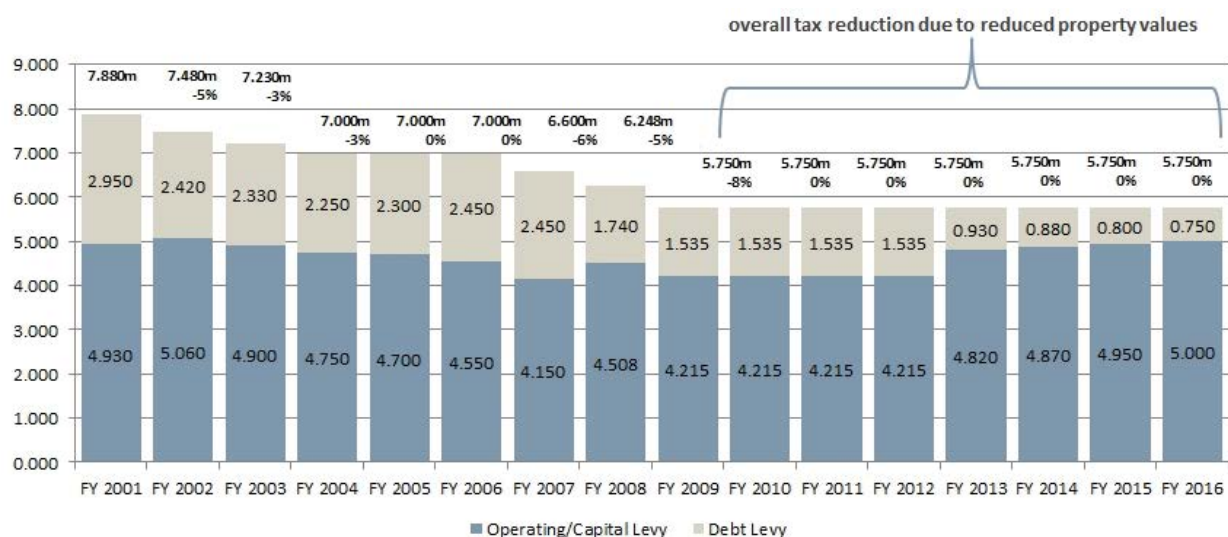
GENERAL FUND SUMMARY

The chart below illustrates the tax base growth (net of exemptions) within the city for the last 9 years and the forecast for FY 2016.



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 16 years.



GENERAL FUND SUMMARY

The FY 2016 Budget is based on maintenance of the city's millage rate at 5.750 mills. Property tax digest growth is estimated at 2% in the budget.

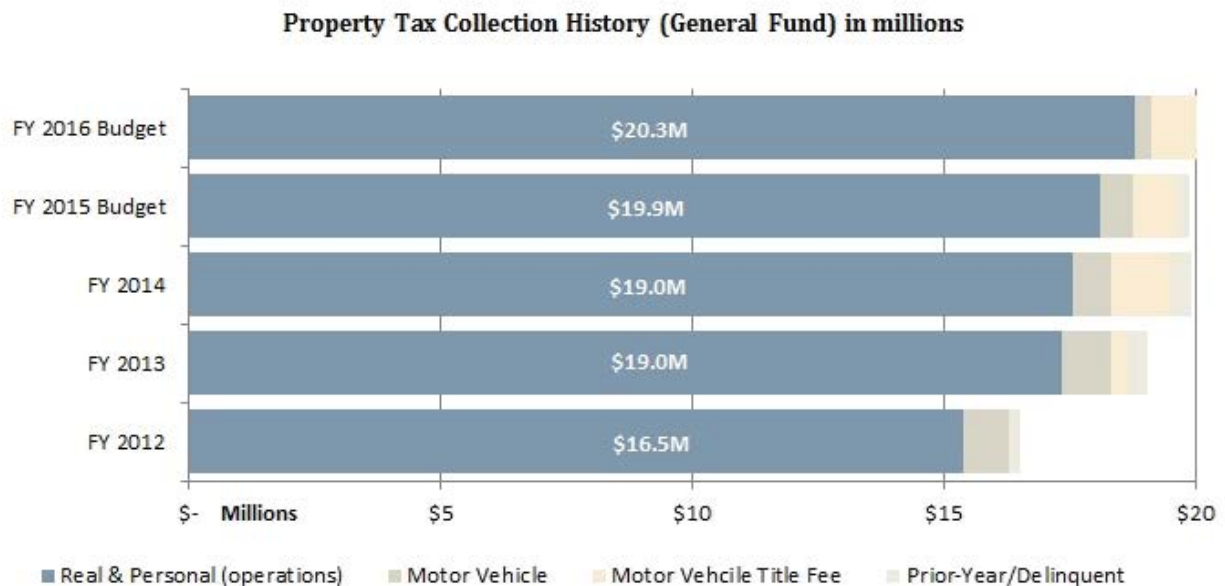
- The portion of the millage rate funding debt service (Debt Service Fund) will decline from 0.80 mills in FY 2015 to 0.75 mills in FY 2016 (0.05 mill reduction). Estimated growth in the property tax digest (including new construction), coupled with available cash in the Debt Service Fund, allows for a reduction in the millage rate dedicated for debt service. The FY 2016 Budget proposes to program the debt service millage reduction into the General Fund for additional funding of capital initiatives (discussed below).
- The portion of the millage rate funding operations and recurring/pay-as-you-go capital investment (General Fund) will increase from 4.95 mills in FY 2015 to 5.0 mills in FY 2016. Property tax revenue estimates for FY 2016 total \$18.8 million (excluding motor vehicle taxes). Of this amount, \$2.4 million is included for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.) and \$1.5 million is included for additional pay-as-you go capital funding (\$544,500 increase over FY 2015). The capital funding will be transferred to the Capital Project Fund to properly account for the acquisition/construction activities.

The property tax revenue estimates are net of the city's \$40,000 homestead exemption which saves our homeowners \$2.6 million annually (e.g. equates to a 1.7 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 are experiencing declines due to 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 that is intended to partially offset the reduction in motor vehicle taxes. The title fee is estimated at \$1 million in FY 2016 and represents a significant increase over the FY 2015 budget due primarily to the fact that this fee was implemented late in FY 2013 and very little trend data was available to generate an accurate FY 2015 budget figure.

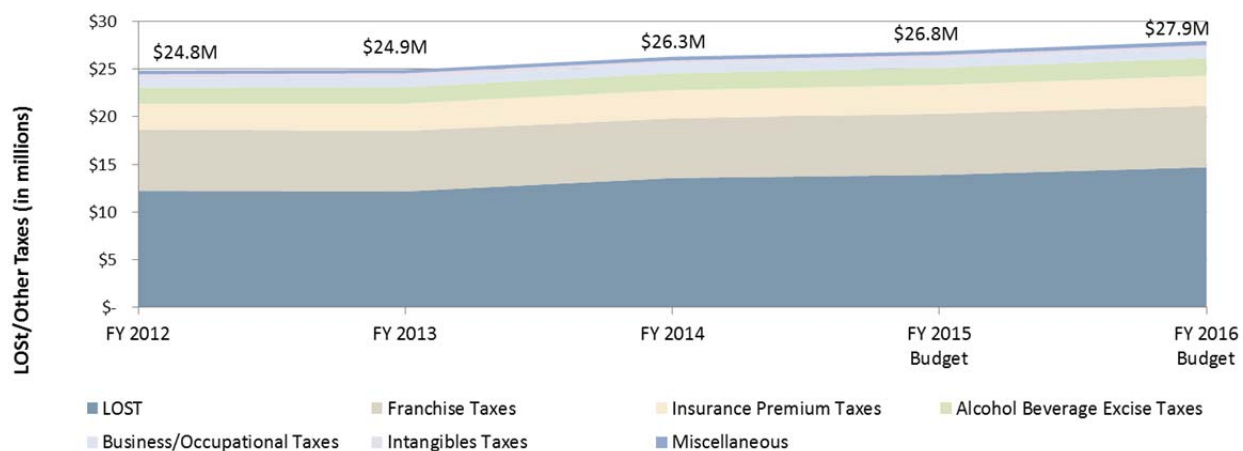
GENERAL FUND SUMMARY

Property taxes represent approximately 32% of General Fund revenues. FY 2016 Property Taxes are estimated at \$23.6 million citywide with the breakdown as follows: General Fund (\$20.3 million); and Debt Service Fund (\$3.3 million). The chart below depicts a 5-year history of General Fund property tax collections by type.



Other Taxes (including LOST)

Other taxes account for 44%, or \$27.9 million, of total General Fund revenue for FY 2016. 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.



GENERAL FUND SUMMARY

- **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 \$14.7 million for FY 2016.

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 relative population growth (including annexations), the city received an increase in its proportionate distribution in 2013 to 5.84% of the amount shared by local governments (roughly 1% of the 7% sales and use tax levy).

An increase in LOST collections of 5.8% is forecasted for FY 2016 from a budget-to-budget standpoint. However, actual collections are estimated at \$14.4 million in FY 2015 which equates to a revised growth rate of 2.1%.

- **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 2016 totals \$6.4 million. An increase of 0.6% is forecasted for FY 2016 from a budget-to-budget standpoint. Actual collections are estimated at \$6.6 million which is greater than the FY 2016 budget. Franchise Fee revenue is sensitive to fluctuations in usage (e.g. cool summer significantly lessens the need for air conditioning and associated energy usage). As such, budgetary practice is to be conservative with forecasting these collections so as to insulate the operating budget from the associated short-term collection fluctuations inherent in this revenue source. Collections from GA Power, the largest contributor of this revenue source (65% of total franchise fees), totaled \$4.4 million in FY 2015 and represents a \$383,440 increase over the prior year (\$4 million was collected in FY 2014). Collections for FY 2015-2017 are growing, in part, due to a three-year rate increase approved by the Georgia Public Service Commission that included the following increases in the average monthly residential rates: January 2014 increased \$2.19; January 2015 increased an additional \$3.61 per month; and January 2016 is forecasted to increase an additional \$2.96 per month for a total increase of \$8.76 per month over the three year period.

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.

GENERAL FUND SUMMARY

- **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 \$3.2 million in FY 2016. Growth of 4.1% is forecasted for FY 2016 from a budget-to-budget standpoint. However, actual collections during FY 2015 totaled \$3.1 million which equates to a revised growth rate of 1.6%.

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 \$1.9 million in FY 2016. Growth of 2.8% is forecasted for FY 2016 from a budget-to-budget standpoint.

Licenses & Permits

Licenses & permits account for 3%, or \$2 million, of total General Fund revenue for FY 2016. Licenses and permit revenues include alcoholic beverage permit fees, development permit and related fees, building permit fees, occupancy permit fees, sign permit fees, etc.

An increase of 3.1% is forecasted for FY 2016 based on current collection patterns and permit activity. Actual collections are estimated at \$2.5 million in FY 2015 which is greater than the FY 2016 budget. License and Permit revenue is cyclical and sensitive to fluctuations in the market (e.g. construction market, employment market, etc.). As such, budgetary practice is to be conservative with forecasting these collections so as to insulate the operating budget from the associated short-term collection fluctuations inherent in this revenue source.

The largest revenue source is Building Permit Fees (\$1.1 million forecast for FY 2016; \$1.5 million estimated for FY 2015) which also represents the growth driver as permit issuance is outpacing recent trends. This trend is expected to continue over the next several years with multiple large scale mixed-use (retail, commercial, residential, etc.) developments either under construction (Avalon Project) or in the planning phases. Data used in forecasting models (e.g. building permits, certificate of occupancy submissions, etc.) indicate that economic activity will sustain the current revenue forecasts with growth increasing in the short-term.

Intergovernmental

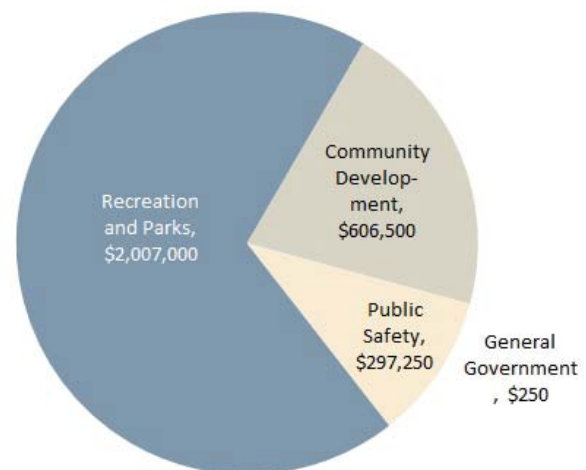
Intergovernmental sources account for 1%, or \$380,000, of total General Fund revenue for FY 2016. This revenue is generated from Intergovernmental Agreements with the City of Milton related to the sharing of public safety and recreation/parks capabilities.

GENERAL FUND SUMMARY

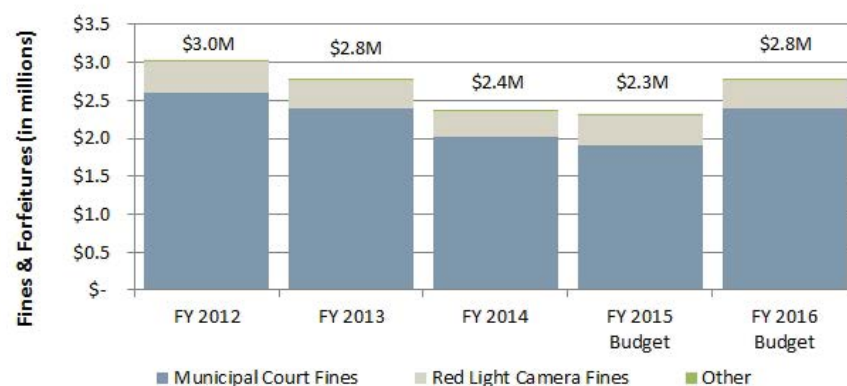
Charges for Services

Charges for services account for 5%, or \$2.9 million, of total General Fund revenue. Growth of 9.6% is forecasted for FY 2016 from a budget-to-budget standpoint. However, actual collections are estimated at \$3 million in FY 2015. The budgetary growth is based on current collection patterns and is primarily related to revised estimates of recreation and parks program fee collections. Specific revenue sources include: Equestrian Center fees (increased \$42,500 to \$322,500); Athletics fees (increased \$54,000 to \$413,000); Community Center activity fees (increased \$80,000 to \$405,000); \$33,000 in estimated revenue from the newly created Outdoor Recreation Program fees¹²; and increased collections for Non-Resident Fees.

Charges for Services: \$2.9M



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 4%, or \$2.8 million, of total General Fund revenue for FY 2016. An increase of 20.7% is forecasted for FY 2016 from a budget-to-budget standpoint. However, actual collections are estimated

at \$2.7 million in FY 2015 which equates to a revised growth rate of 2.7%. The growth driver is Court Fines through an increase in enforcement activity

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

¹² Please refer to the Operating Initiatives section of the transmittal letter for more information.

GENERAL FUND SUMMARY

Interest

Interest earnings account for <1%, or \$50,000, of total General Fund revenue for FY 2016. Increases are forecasted to more accurately reflect the earnings the city is currently receiving on its investments as governed by the city's investment management policy.

Other Financing Sources

Other Financing Sources account for 3%, or \$1.8 million, of total General Fund revenue for FY 2016 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 \$5 million, of total General Fund appropriations for FY 2016. 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.



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GENERAL FUND SUMMARY

Expenditures

This figure includes the incremental budgetary impact for election fees, City Center maintenance and operating costs (full-year utility costs and maintenance of the facilities, park, and grounds), and operating initiatives. After adjusting for these new incremental budgetary impacts, the base operational budget growth totals 3.2%.

The following table compares departmental appropriations within the General Fund:

	FY 2015 AMENDED BUDGET	FY 2016 ADOPTED BUDGET	\$ Variance	% Variance
Expenditures (by Department):				
Mayor and Council	\$ 324,682	\$ 350,069	\$ 25,387	7.8%
City Administration*	2,757,924	2,056,082	(701,842)	-25.4%
Legal Services	500,000	525,000	25,000	5.0%
Community Development	2,439,954	2,391,485	(48,469)	-2.0%
Public Works	7,869,692	7,941,386	71,694	0.9%
Finance	3,072,038	3,160,975	88,937	2.9%
Public Safety	24,548,726	25,385,562	836,836	3.4%
Human Resources	384,469	395,114	10,645	2.8%
Municipal Court	1,035,607	1,052,500	16,893	1.6%
Recreation and Parks*	6,901,622	8,288,752	1,387,130	20.1%
Information Technology	1,469,300	1,523,355	54,055	3.7%
Non-Departmental:				
Contingency	510,800	540,000	29,200	5.7%
Insurance Premiums (Risk Fund)	545,000	607,000	62,000	11.4%
Gw innett Tech Contribution (Debt Svc)	288,640	290,340	1,700	0.6%
Donations/Contributions	45,000	45,000	-	0.0%
Total Operating Expenditures	\$ 52,693,454	\$ 54,552,620	\$ 1,859,166	3.5%
Interfund Transfer:				
Capital Project Fund	7,467,112	8,943,236		
Total Expenditures	\$ 60,160,566	\$ 63,495,856		

*Variance due primarily to the transfer of the City's Special Event Division from the City Administration Department to the Recreation & Parks Department. The Special Events Division includes 3 full-time-equivalent positions (2 full time; 2 part-time) and associated maintenance and operations funding (total FY 2016 reallocation of \$985,553 = \$357,059 for personnel services and \$628,494 for maintenance/operations). FY 2016 operating initiatives for the Special Events Division totals \$27,250 and is in addition to the reallocation amount discussed above. Revenue generation for the Special Event Division is estimated at \$219,500.

GENERAL FUND SUMMARY

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

	FY 2015 AMENDED BUDGET	FY 2016 ADOPTED BUDGET	\$ Variance	% Variance
Expenditures (by Category):				
Personnel Services:				
Salaries	\$ 24,817,715	\$ 25,474,142	\$ 656,427	2.6%
Group Insurance	6,909,563	7,155,526	245,963	3.6%
Pension (Defined Benefit)	2,176,655	2,276,470	99,815	4.6%
Pension (401A)	1,262,388	1,377,726	115,338	9.1%
Miscellaneous Benefits	2,584,005	2,716,300	132,295	5.1%
<i>sub total</i>	\$ 37,750,326	\$ 39,000,164	\$ 1,249,838	3.3%
Maintenance and Operations:				
Professional Services	\$ 2,040,990	\$ 2,143,065	\$ 102,075	5.0%
Repair/Maintenance	1,128,250	1,261,250	133,000	11.8%
Maintenance Contracts	2,159,457	2,219,380	59,923	2.8%
Professional Services (IT)	1,271,341	1,312,726	41,385	3.3%
General Supplies	970,917	978,606	7,689	0.8%
Utilities	2,504,445	2,629,275	124,830	5.0%
Fuel	790,100	783,500	(6,600)	-0.8%
Miscellaneous	2,165,109	2,143,740	(21,369)	-1.0%
<i>sub total</i>	\$ 13,030,609	\$ 13,471,542	\$ 440,933	3.4%
Capital/Lease:				
Fire Truck Leases	\$ 295,930	\$ 357,676	\$ 61,746	20.9%
Tyler ERP Lease	106,187	107,701	1,514	1.4%
Work Order Software Lease	75,692	75,997	305	0.4%
Miscellaneous	45,270	57,200	11,930	26.4%
<i>sub total</i>	\$ 523,079	\$ 598,574	\$ 75,495	14.4%
Other Uses:				
Contingency	\$ 510,800	\$ 540,000	\$ 29,200	5.7%
Insurance Premiums (Risk Fund)	545,000	607,000	62,000	11.4%
Gwinnett Tech Contribution (Debt Svc)	288,640	290,340	1,700	0.6%
Donations/Contributions	45,000	45,000	-	0.0%
<i>sub total</i>	\$ 1,389,440	\$ 1,482,340	\$ 92,900	6.7%
Total Operating Expenditures	\$ 52,693,454	\$ 54,552,620	\$ 1,859,166	3.5%
Interfund Transfer:				
Capital Project Fund	7,467,112	8,943,236		
Total Expenditures	\$ 60,160,566	\$ 63,495,856		

GENERAL FUND SUMMARY

Meeting the Internal Needs of Operating Departments

Several of the major points of the FY 2016 Budget are as follows:

- Management of personnel and compensation program to align with current market environment:
 - Personnel (citywide)
 - ✓ 437 full-time equivalents (funded); and
 - ✓ 12 full-time equivalents (un-funded; budgetary savings of \$800,000)
 - positions to remain vacant pending a workload justification and identified funding source.
 - Continuation of a performance-based merit program of 3% on April 1, 2016, per authorized/funded position (estimated cost of \$220,000 citywide¹³). 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 3% rate is a responsible average (i.e. not among the highest or the lowest).
 - Coverage of group insurance premiums (8.5% premium increase; \$236,123¹⁴ incremental budget impact citywide). The premium growth is due to claims patterns that are trending at 90% of premiums (industry standard is 80-85%), general medical cost inflation, and costs associated with the Affordable Care Act. Unfortunately, the city has experienced large claims at twice the actuarial assumed average over the last 12 months. The claims are primarily of a non-chronic nature outside of the reach of wellness initiatives.
 - Increase in the actuarially determined defined benefit pension contribution of 4%, or \$100,000, compared to FY 2015. This increase is due to new pronouncements and their impact on certain assumptions which offset accrued liabilities as well as adjustments recommended by our actuary. Funding for FY 2016 totals \$2.4 million which is less than the \$3 million funded in FY 2012.
- Targeted growth (3.4% or \$440,933) in departmental maintenance and operations budgets (General Fund) that is primarily attributable to the following:
 - Increase in professional services of \$102,075 due primarily to: costs associated with conducting the November 2015 municipal election; budget increases necessary to cover the expenditure trend over the last several

¹³ This represents the financial impact in FY 2016 (i.e. April-June 2016).

¹⁴ The General Fund increased \$245,963 while the other operating funds (combined) decreased -\$9,693 due to changes in coverages (e.g. family, single, etc.) by multiple employees.

GENERAL FUND SUMMARY

years for various financial management services (asset management services, investment advisor services, etc.); funding for operational initiatives ; all of which is partially offset through a reduction in forecasted Georgia Bureau of Investigation (GBI) fingerprint/background check fees as FY 2015 included a spike in alcohol pouring permits and associated background checks related to the opening of Avalon.

- Increase in repair/maintenance (facility, vehicle, grounds, etc.) of \$133,000 (electric, water and sewer, natural gas, etc.) due primarily to vehicle repair/maintenance within public safety (based on current maintenance trends which have increased along with the targeted mileage expectancy of patrol vehicles) and anticipated maintenance needs for the new City Hall and Parking Garage (this funding was contained within the maintenance contracts account for FY 2015 and is now being broken out to the appropriate accounts based on usage).
- Increase in maintenance contracts of \$59,923 due primarily to annualized costs for maintenance of the new City Hall, Parking Garage, Park and Town Green (FY 2015 included partial-year costs due to a mid-year move-in).
- Increase in utilities of \$124,830 (electric, water and sewer, natural gas, etc.) due primarily to anticipated usage requirements of the new City Hall, Parking Garage, and Park/Town Green (including irrigation needs) as well as general growth in utility costs citywide.
- The departmental operating capital/lease budget primarily represents funding for the city's capital lease obligations (fire trucks, finance software, public works and community development software, etc.) including FY 2016 operating initiatives¹⁵).
- The Other Uses category includes the following: contingency (approximately 1% of the operating budget); Risk Management claims funding (this allocation represents funding for insurance premiums; funding for claims and administration/brokerage fees has been allocated to departments through the personnel services category); funding of debt service on the Gwinnett Technical College contribution (Alpharetta campus); and a continuation of funding for the Police Athletic League (\$35,000) and Friends of the Library (\$10,000).

The departmental budgets are detailed within the *Departmental Information* section of this document.

¹⁵ Please refer to the Operating Initiatives section of the transmittal letter for more information.

SPECIAL REVENUE FUND SUMMARIES

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 2016 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 2015 and 2016. Revenues are presented by source and expenditures are presented by use.

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

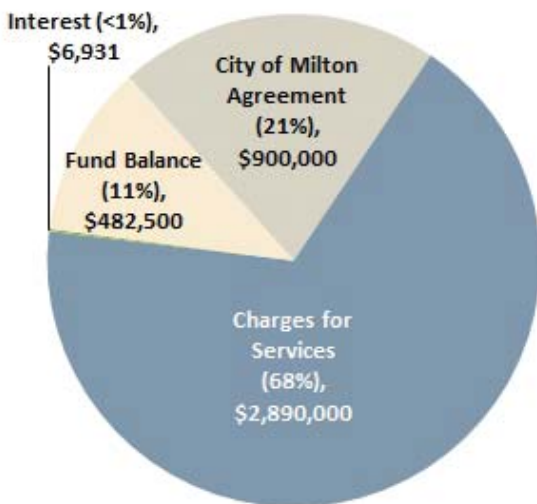
This statement provides a historical comparison of revenues and expenditures for fiscal years 2012-2016 as well as a forecast for fiscal years 2017-2018. Also included are changes in fund balance.

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

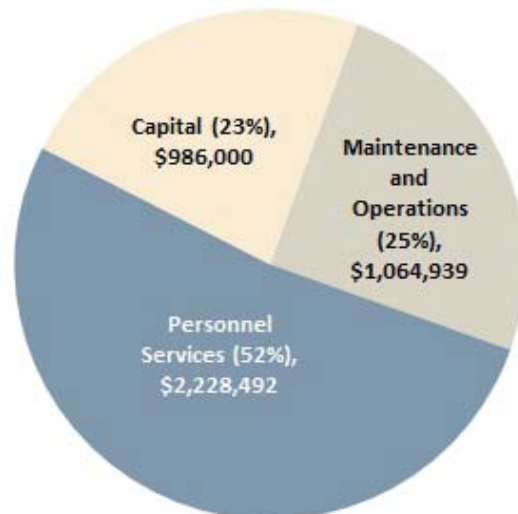
SPECIAL REVENUE FUND SUMMARIES

Emergency 911 Fund Summary

FY 2016 Budget: \$4,279,431



Revenues by Source



Expenditures by Use

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.

Trends

The FY 2016 Budget for the E-911 Fund totals \$4,279,431 and represents a decrease of -36%, or -\$2,441,390, compared to FY 2015. The main driver of this variance is the reserve (i.e. available fund balance) budgeted in FY 2015¹⁶. After adjusting for the reserve, the true operational budget growth totals 9%.

The Personnel Services category increased 0.7%, or \$14,937, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; an increase in the actuarially determined defined benefit pension contribution; which is partially mitigated through departmental turnover (and lower salary/benefit requirements).

¹⁶ 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. A portion of this Reserve was used to fund the city's share of the North Fulton Radio Initiative. The carry-forward for FY 2016 will occur subsequent to adoption of the budget.

SPECIAL REVENUE FUND SUMMARIES

Authorized personnel total 26.0 FTEs.

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Communications Officer*	14.0	14.0	14.0	14.0	13.0	(1.0)
Communications Shift Supervisor	5.0	5.0	5.0	5.0	5.0	-
Communications Training Coord. (Captain)	-	-	1.0	1.0	1.0	-
Public Safety Administrator (Battalion Chief)	-	-	1.0	-	-	-
Division Chief - Technology	-	-	-	1.0	1.0	-
Sr. Communications Officer*	4.0	4.0	4.0	4.0	5.0	1.0
IT Systems Administrator*	1.0	1.0	1.0	1.0	-	(1.0)
Network Analyst II*	-	-	-	-	1.0	1.0
	24.0	24.0	26.0	26.0	26.0	-

* Position reclassification occurred during FY 2015.

The Maintenance and Operations category increased 4%, or \$40,501, due primarily to BellSouth service costs and reflects budget adjustments necessary to cover the expenditure trend over the last several years.

The Capital category includes funding totaling \$986,000¹⁷ for radio replacements (\$565,000), E-911 phone system upgrade to VOIP (\$400,000), emergency communications equipment replacement (\$16,000), with the remaining portion comprising general capital equipment needs.



¹⁷ Please refer to the *Capital and Debt* section of this document for detailed information on the capital investment for FY 2016.

SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2015 Amended Budget	FY 2016 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
E-911 Service Fees (land lines)	\$ 1,275,000	\$ 1,300,000	\$ 25,000	2.0%
E-911 Service Fees (cell phones)	1,350,000	1,500,000	150,000	11.1%
E-911 Service Fees (prepaid cell cards)	-	90,000	90,000	100.0%
Intergovernmental:				
City of Milton	850,000	900,000	50,000	5.9%
Interest	4,123	6,931	2,808	68.1%
Other Financing Sources: (2)				
Budgeted Fund Balance ("FB")	3,241,698	482,500	(2,759,198)	-85.1%
Total Revenues (All Sources): (1)	\$ 6,720,821	\$ 4,279,431	\$ (2,441,390)	-36.3%
Personnel Services:				
Salaries	\$ 1,488,437	\$ 1,507,191	\$ 18,754	1.3%
Benefits	725,118	721,301	(3,817)	-0.5%
Maintenance and Operations:				
Communications	415,000	445,000	30,000	7.2%
Maintenance Contracts	146,640	152,300	5,660	3.9%
Professional Services (IT)	246,952	228,095	(18,857)	-7.6%
Utilities	49,250	52,375	3,125	6.3%
Miscellaneous	166,596	187,169	20,573	12.3%
Capital:				
Capital (3)	638,662	986,000	347,338	54.4%
North Fulton Radio System (COA)	2,337,845	-	(2,337,845)	-100.0%
Facility Improvements	25,000	-	(25,000)	-100.0%
Other Uses: (2)				
Non-Allocated/Reserve	481,321	-	(481,321)	-100.0%
Transfer to Capital Project Fund	-	-	-	0.0%
Total Expenditures (All Uses): (1)	\$ 6,720,821	\$ 4,279,431	\$ (2,441,390)	-36.3%
<i>Personnel (full-time-equivalent)</i>	<i>26.0</i>	<i>26.0</i>		

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 9%.

(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 2016 will occur subsequent to adoption of the budget. FY 2016 Reserve is allocated to cover capital initiatives as well as future Council approved initiatives.

(3) The FY 2015 budget included \$585,000 for radio replacements. FY 2016 represents funding for various types of public safety equipment (replacement/new). Please refer to the *Capital and Debt* section of this document for detailed information on the E911 funded capital investment for FY 2016.

SPECIAL REVENUE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
Beginning Fund Balance:	\$ 1,915,839	\$ 2,486,265	\$ 3,325,908	\$ 3,971,699	\$ 1,211,322	\$ 728,822	\$ 728,822
Revenues:							
Charges for Services	\$ 2,313,371	\$ 2,486,737	\$ 2,705,732	\$ 2,625,000	\$ 2,890,000	\$ 2,976,700	\$ 3,066,001
Interest	5,624	5,268	10,211	4,123	6,931	7,139	7,353
City of Milton Agreement	535,370	833,939	1,033,485	850,000	900,000	927,000	954,810
Other	-	-	-	-	-	-	-
	\$ 2,854,365	\$ 3,325,943	\$ 3,749,428	\$ 3,479,123	\$ 3,796,931	\$ 3,910,839	\$ 4,028,164
Expenditures:							
Public Safety	\$ 2,283,939	\$ 2,486,300	\$ 3,103,637	\$ 6,239,500	\$ 4,279,431	\$ 3,910,839	\$ 4,028,164
	\$ 2,283,939	\$ 2,486,300	\$ 3,103,637	\$ 6,239,500	\$ 4,279,431	\$ 3,910,839	\$ 4,028,164
Other Financing Sources (Uses):							
Interfund Transfer:							
General Fund (subsidy/other)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Adjustments/Reconciliation:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	\$2,486,265	\$3,325,908	\$3,971,699	\$1,211,322	\$ 728,822	\$ 728,822	\$ 728,822
<i>Changes in Fund Balance (actual/est.) (2)</i>	\$ 570,426	\$ 839,643	\$ 645,791	\$ (2,760,377)	\$ (482,500)	\$ 0	\$ 0
<i>Personnel (full-time-equivalent) (3)</i>	24.0	24.0	26.0	26.0	26.0		

Notes:

- (1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.
- (2) FY 2015: The city appropriated approximately \$2.8 million from Reserve (e.g. fund balance) to fund a portion of the city's share of the North Fulton Radio System initiative. This initiative is 100% funded by the City of Alpharetta and is being tracked in a separate project (PEM01) to ensure transparency.
FY 2016: This funding is being invested in capital initiatives (see *Capital and Debt* section for more information).
- (3) FY 2014 includes the reorganization of two full-time positions (Public Safety Administrator and Communications Training Coordinator) from the General Fund to the E-911 Fund as their job functions represent E-911 activities.

SPECIAL REVENUE FUND SUMMARIES

Impact Fee Fund Summary

FY 2016 Budget: \$46,350



Revenues by Source

Expenditures by Use

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.

Trends

The FY 2016 Budget for the Impact Fee Fund totals \$46,350 and is flat with the adopted FY 2015 budget.

Impact fee revenues have declined due to the economic slowdown but recent collection trends have highlighted growth in several targeted real estate segments. This trend is expected to stabilize in FY 2017 with multiple large scale mixed-use (retail, commercial, residential, etc.) developments either completed (Avalon Phase I), under construction, or in the planning phases.



SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	Amended Budget	Adopted Budget	Variance	Variance
Charges for Services:				
Impact Fees (streets/highways)	\$ 15,000	\$ 15,000	\$ -	0.00%
Impact Fees (recreation/parks)	15,000	15,000	-	0.00%
Impact Fees (public safety)	15,000	15,000	-	0.00%
Interest	1,350	1,350	-	0.00%
Other Financing Sources:				
Budgeted Fund Balance	1,119,410	-	(1,119,410)	-100.00%
Total Revenues (All Sources):	\$ 1,165,760	\$ 46,350	\$ (1,119,410)	-96.02%
Non-Departmental/Other Uses:				
Impact Fee Administration	1,350	1,350	-	0.00%
Professional Services (Impact Fee Ordinance Update)	56,250	-	(56,250)	-100.00%
(1) Non-Allocated/Reserve	1,108,160	45,000	(1,063,160)	-95.94%
Total Expenditures (All Uses):	\$ 1,165,760	\$ 46,350	\$ (1,119,410)	-96.02%

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 2016 will occur subsequent to adoption of the budget.

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
Beginning Fund Balance:	\$ 457,293	\$ 641,594	\$ 796,085	\$ 1,119,411	\$ 1,108,161	\$ 1,153,161	\$ 1,287,621
Revenues:							
Charges for Services	\$ 468,657	\$ 158,038	\$ 337,108	\$ 45,000	\$ 45,000	\$ 135,000	\$ 135,000
Interest	1,304	1,194	2,581	1,350	1,350	1,350	1,350
	\$ 469,961	\$ 159,232	\$ 339,689	\$ 46,350	\$ 46,350	\$ 136,350	\$ 136,350
Expenditures:							
Non-Departmental	\$ 14,060	\$ 4,741	\$ 16,363	\$ 57,600	\$ 1,350	\$ 1,890	\$ 2,646
	\$ 14,060	\$ 4,741	\$ 16,363	\$ 57,600	\$ 1,350	\$ 1,890	\$ 2,646
Other Financing Sources (Uses):							
Interfund Transfer:							
Debt Service Fund	\$ 271,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 271,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	\$ 641,594	\$ 796,085	\$ 1,119,411	\$ 1,108,161	\$ 1,153,161	\$ 1,287,621	\$ 1,421,325
<i>Changes in Fund Balance (actual/es)</i>	<i>\$ 184,301</i>	<i>\$ 154,491</i>	<i>\$ 323,326</i>	<i>\$ (11,250)</i>	<i>\$ 45,000</i>	<i>\$ 134,460</i>	<i>\$ 133,704</i>

Notes:

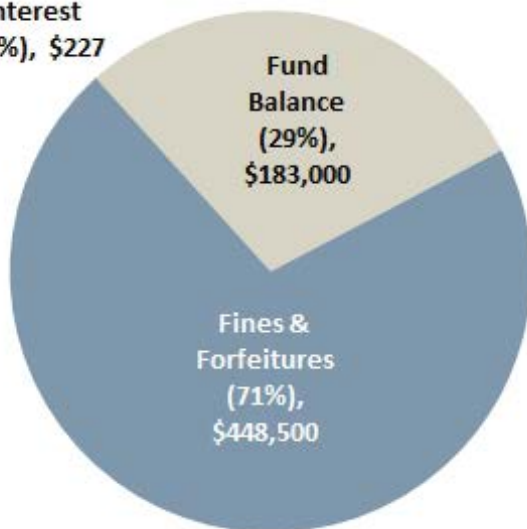
- (1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.
- (2) Impact Fee monies for FY 2012 were transferred to the Debt Service Fund to offset debt service on general obligation bonds issued to fund system improvements (recreation/parks, streets, and public safety). Impact Fees in FY's 2013-2016 are being reserved for future system improvements.

SPECIAL REVENUE FUND SUMMARIES

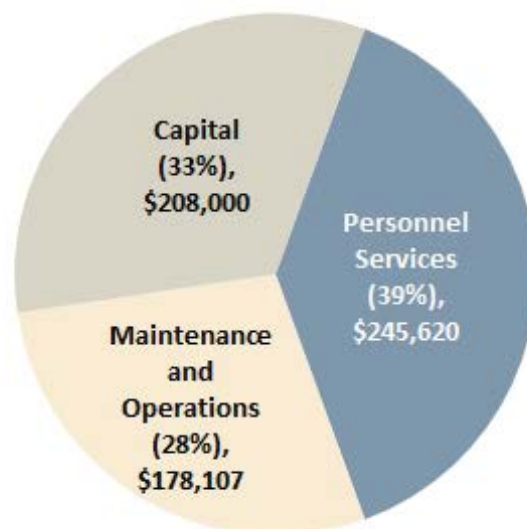
Drug Enforcement Agency Fund Summary

FY 2016 Budget: \$631,727

Interest
(<1%), \$227



Revenues by Source



Expenditures by Use

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 operational budget. The Public Safety Department manages the DEA Program.

Trends

The FY 2016 Budget for the DEA Fund totals \$631,727 and represents a decrease of -74.6%, or -\$1,850,986, compared to FY 2015. The main driver of this variance is the reserve (i.e. available fund balance) budgeted in FY 2015. After adjusting for the reserve, the true operational budget growth totals 16%.

The Personnel Services category increased 4.9%, or \$11,415, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016 and increases in group insurance premiums. Included in this funding is a Special Investigations Unit (three Police Officer positions) approved in FY 2014.

SPECIAL REVENUE FUND SUMMARIES

Authorized personnel total 3 FTEs.

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Officer	-	-	3.0	3.0	3.0	-
	-	-	3.0	3.0	3.0	-

The Maintenance and Operations category increased 28.5%, or \$39,522, due primarily to FY 2016 Operating Initiatives (Taser replacement program¹⁸) which is partially offset through a reduction in estimated training and uniform costs.

The Capital category includes funding totaling \$208,000 to cover equipment needs including police weapons (\$38,000), gas masks (\$20,000), speed detection equipment (\$33,500), intelligence equipment intended to facilitate better analysis of law enforcement needs and deployment of resources (\$32,500), accident reconstruction equipment for investigating serious injury crashes (\$8,500), enhanced equipment for police officers in high-risk incidents consisting of weapons lights (\$22,500), thermal imaging cameras (\$8,000), and breaching equipment (\$20,000), with the remaining portion comprising general capital equipment needs.



¹⁸ Please refer to the Operating Initiatives section of the transmittal letter for more information.

SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2015 Amended Budget	FY 2016 Adopted Budget	\$ Variance	% Variance
Fines and Forfeitures (1)	\$ 385,000	\$ 448,500	\$ 63,500	16.49%
Interest	1,504	227	(1,277)	-84.91%
Other Financing Sources:				
Budgeted Fund Balance	2,096,209	183,000	(1,913,209)	-91.27%
Total Revenues (All Sources): (2)	\$ 2,482,713	\$ 631,727	\$ (1,850,986)	-74.55%
Personnel Services	\$ 234,205	\$ 245,620	\$ 11,415	4.87%
Maintenance and Operations	138,585	178,107	39,522	28.52%
Capital (3)	1,311,129	208,000	(1,103,129)	-84.14%
Other Uses:				
Non-Allocated/Reserve (4)	798,794	-	(798,794)	-100.00%
Total Expenditures (All Uses):	\$ 2,482,713	\$ 631,727	\$ (1,850,986)	-74.55%

Notes:

(1) In past years, the annual budget relied primarily upon available fund balance (i.e. revenue collections in excess of expenditures/commitments). The FY 2015-2016 Budgets include an operational estimate of revenue collections.

(2) Includes non-operating revenue and expenditures such as Budgeted Fund Balance and Non-Allocated/Reserves. The true operation budget variance after adjusting for non-operating items approximates 16%.

(3) FY 2015 appropriations include a carryforward of funding for the North Fulton Regional Radio System. Any unspent funds as of fiscal year end will also carryforward into FY 2016.

(4) 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 2016 will occur subsequent to adoption of the budget. FY 2016 includes reserve funds available for allocation by the City Council towards operating/capital initiatives.

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
Beginning Fund Balance:	\$ 1,281,939	\$ 1,714,846	\$ 2,116,149	\$ 2,096,209	\$ 798,794	\$ 615,794	\$ 615,794
Revenues:							
Fines and Forfeitures	\$ 884,937	\$ 569,929	\$ 505,142	\$ 385,000	\$ 448,500	\$ 538,200	\$ 645,840
Interest	450	3	(28)	1,504	227	229	232
Sale of Capital Assets	13,700	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
	\$ 899,086	\$ 569,932	\$ 505,114	\$ 386,504	\$ 448,727	\$ 538,429	\$ 646,072
Expenditures:							
Public Safety	\$ 466,180	\$ 168,629	\$ 525,054	\$ 1,683,919	\$ 631,727	\$ 538,429	\$ 646,072
	\$ 466,180	\$ 168,629	\$ 525,054	\$ 1,683,919	\$ 631,727	\$ 538,429	\$ 646,072
Ending Fund Balance: (1),(2)	\$ 1,714,846	\$ 2,116,149	\$ 2,096,209	\$ 798,794	\$ 615,794	\$ 615,794	\$ 615,794
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ 432,907</i>	<i>\$ 401,303</i>	<i>\$ (19,940)</i>	<i>\$ (1,297,415)</i>	<i>\$ (183,000)</i>	<i>\$ -</i>	<i>\$ -</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) FYs 2014-2016 fund balance is being used for capital initiatives (e.g. North Fulton Radio Initiative, Jail Door Lock improvements, etc.).

SPECIAL REVENUE FUND SUMMARIES

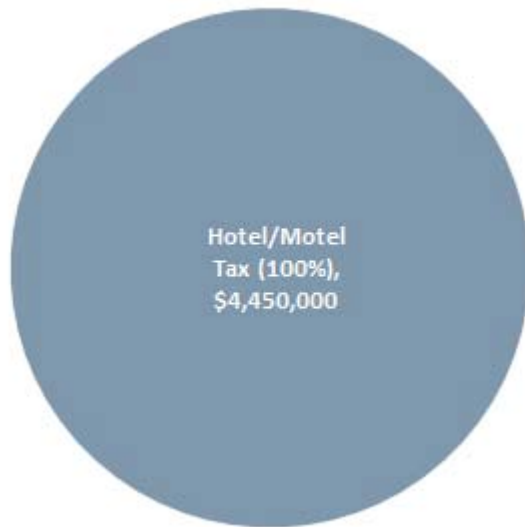


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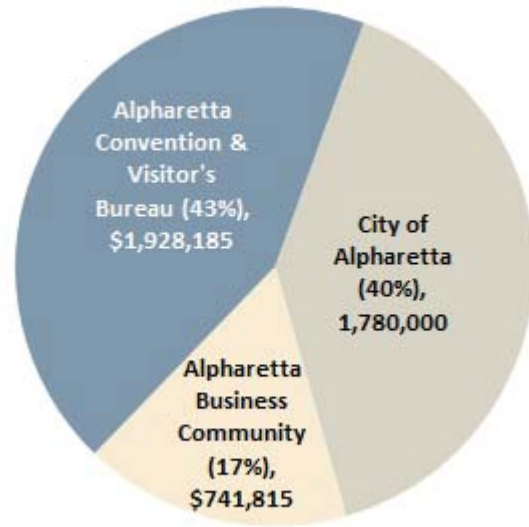
SPECIAL REVENUE FUND SUMMARIES

Hotel/Motel Fund Summary

FY 2016 Budget: \$4,450,000



Revenues by Source



Expenditures by Use

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%).

Trends

The FY 2016 budget for the Hotel/Motel Fund totals \$4,450,000. Hotel/Motel Tax collections are forecasted to grow 7% (budget-to-budget) to \$4.5 million due primarily to an increase in business spending on travel and training. However, year-to-date collections are trending 13% higher than FY 2014 and are conservatively estimated to total \$4.3 million by year-end. The city (General Fund) receives 40% of this revenue.

Conceptual design of Conference Center and Hotel planned for the Avalon development



SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2015 Amended Budget	FY 2016 Adopted Budget	\$ Variance	% Variance
Other Taxes:				
Hotel/Motel Taxes	\$ 4,155,000	\$ 4,450,000	\$ 295,000	7.1%
Interest:	-	-	-	0.0%
Other:				
Budgeted Fund Balance	-	-	-	0.0%
Total Revenues (All Sources):	\$ 4,155,000	\$ 4,450,000	\$ 295,000	7.1%
Other Uses:				
Alpharetta Business Community	\$ 692,638	\$ 741,815	\$ 49,177	7.1%
Alpharetta Convention & Visitor's Bureau	1,800,362	1,928,185	127,823	7.1%
City of Alpharetta	1,662,000	1,780,000	118,000	7.1%
Reserve	-	-	-	-
Total Expenditures (All Uses):	\$ 4,155,000	\$ 4,450,000	\$ 295,000	7.1%

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%).

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
Beginning Fund Balance:	\$ 10,947	\$ 11,083	\$ 11,117	\$ 0	\$ 0	\$ 0	\$ 0
Revenues:							
Other Taxes	\$3,364,193	\$3,862,249	\$4,130,567	\$4,155,000	\$4,450,000	\$4,583,500	\$4,721,005
Interest	136	34	-	-	-	-	-
	<u>\$3,364,329</u>	<u>\$3,862,284</u>	<u>\$4,130,567</u>	<u>\$4,155,000</u>	<u>\$4,450,000</u>	<u>\$4,583,500</u>	<u>\$4,721,005</u>
Expenditures:							
Alpharetta Business Community	\$ 571,913	\$ 643,827	\$ 690,419	\$ 692,638	\$ 741,815	\$ 764,069	\$ 786,992
Alpharetta Convention & Visitor's Bureau	1,446,603	1,673,523	1,794,592	1,800,362	1,928,185	1,986,031	2,045,611
City of Alpharetta	1,345,677	1,544,900	1,656,674	1,662,000	1,780,000	1,833,400	1,888,402
	<u>\$3,364,193</u>	<u>\$3,862,249</u>	<u>\$4,141,684</u>	<u>\$4,155,000</u>	<u>\$4,450,000</u>	<u>\$4,583,500</u>	<u>\$4,721,005</u>
Ending Fund Balance:	\$ 11,083	\$ 11,117	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ 136</i>	<i>\$ 34</i>	<i>\$ (11,117)</i>	<i>\$ -</i>	<i>\$ 0</i>	<i>\$ -</i>	<i>\$ -</i>

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, FY 2014 includes the distribution of a minor accumulated fund balance total to the participating entities.

SPECIAL REVENUE FUND SUMMARIES



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ENTERPRISE FUND SUMMARY

Enterprise Fund Summary

Overview

The *Enterprise Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2016 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 2015 and 2016. Revenues are presented by source and expenditures are presented by use.

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

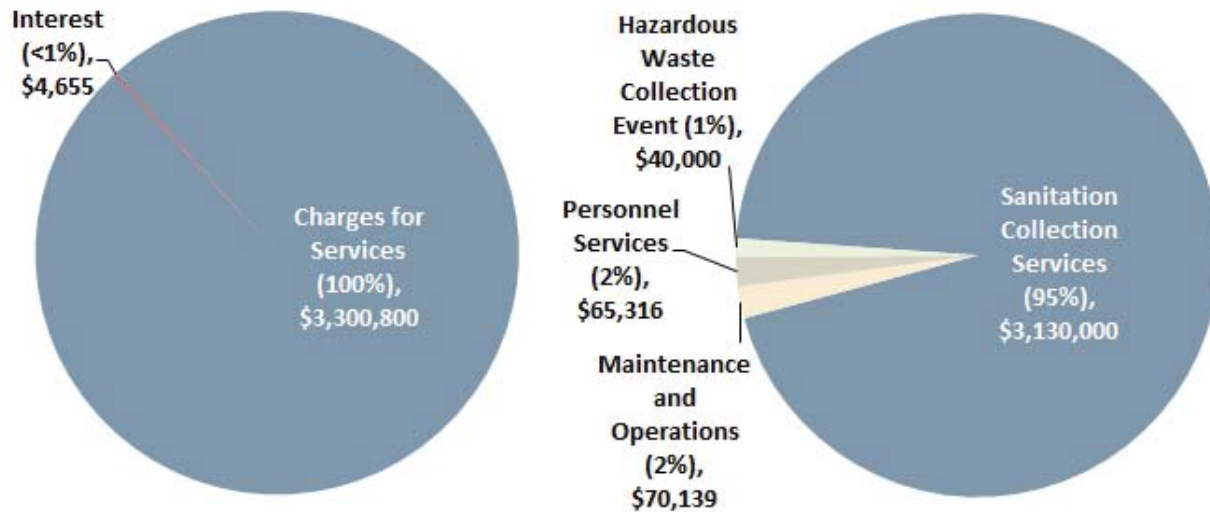
This statement provides a historical comparison of revenues and expenditures for fiscal years 2012-2016 as well as a forecast for fiscal years 2017-2018. Also included are changes in fund balance.

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

ENTERPRISE FUND SUMMARY

Solid Waste Fund Summary

FY 2016 Budget: \$3,305,455



Revenues by Source

Expenditures by Use

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.

Trends

The FY 2016 Budget for the Solid Waste Fund totals \$3,305,455 and represents a decrease of -8.1%, or -\$289,463, compared to FY 2015. The main driver of this variance is the reserve (i.e. available fund balance) budgeted in FY 2015¹⁹. After adjusting for the reserve, the true operational budget growth totals 1%.

The Personnel Services category increased 1.9%, or \$1,199, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1,

¹⁹ 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 2016 will occur subsequent to adoption of the budget.

ENTERPRISE FUND SUMMARY

2016 (although mitigated somewhat through turnover) and increases in group insurance premiums/coverage elections.

Authorized personnel total 1.0 FTE and represent the following:

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Customer Account Representative	1.0	1.0	1.0	1.0	1.0	-
	1.0	1.0	1.0	1.0	1.0	-

The Maintenance & Operations category increased 1%, or \$30,933, due to our private solid waste hauling contract (growth in the service base) and the funding of a dumpster to service downtown (fully offset through associated user fees).



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ENTERPRISE FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2015 Amended Budget	FY 2016 Adopted Budget	\$ Variance	% Variance
Licenses and Permits:				
Solid Waste Permits (Penalties/Interest)	\$ -	\$ -	\$ -	0.00%
Charges for Services:				
Solid Waste Collection Fees	3,220,000	3,250,000	30,000	0.93%
Solid Waste Tag Fees	300	500	200	66.67%
Solid Waste Commercial Hauler Fees	23,000	25,000	2,000	8.70%
Solid Waste Fees (Penalties/Interest)	25,000	25,000	-	0.00%
Bad Check Fees	300	300	-	0.00%
Interest	4,723	4,655	(68)	-1.44%
Other:				
Miscellaneous Revenue	-	-	-	0.00%
Other Financing Sources:				
Budgeted Fund Balance	321,595	-	(321,595)	-100.00%
Total Revenues (All Sources): (1)	\$ 3,594,918	\$ 3,305,455	\$ (289,463)	-8.05%
Personnel Services:				
Salaries	\$ 40,273	\$ 39,339	\$ (934)	-2.32%
Benefits	23,844	25,977	2,133	8.95%
Maintenance & Operations:				
Professional Fees	3,157,500	3,188,060	30,560	0.97%
Miscellaneous	51,706	52,079	373	0.72%
Capital/Other Uses:				
Tyler/Munis Billing Software	1,721	-	(1,721)	-100.00%
Non-Allocated/Reserve (2)	319,874	-	(319,874)	-100.00%
Total Expenditures (All Uses): (1)	\$ 3,594,918	\$ 3,305,455	\$ (289,463)	-8.05%
<i>Personnel (full-time-equivalent)</i>	<i>1.0</i>	<i>1.0</i>		

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 1%.

(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 2016 will occur subsequent to adoption of the budget.

ENTERPRISE FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
Beginning Fund Balance:	\$ 995,793	\$ 1,016,648	\$ 1,026,865	\$ 1,013,493	\$ 1,011,772	\$ 1,011,772	\$ 1,015,078
Revenues:							
Licenses and Permits	\$ -	\$ 528	\$ 368	\$ -	\$ -	\$ -	\$ -
Charges for Services	3,160,503	3,203,791	3,194,401	3,268,600	3,300,800	3,366,816	3,434,152
Interest	4,479	3,090	5,250	4,723	4,655	4,748	4,843
Miscellaneous Revenue	-	(1)	-	-	-	-	-
	<u>\$ 3,164,982</u>	<u>\$ 3,207,408</u>	<u>\$ 3,200,019</u>	<u>\$ 3,273,323</u>	<u>\$ 3,305,455</u>	<u>\$ 3,371,564</u>	<u>\$ 3,438,995</u>
Expenditures:							
Solid Waste Operations	\$ 3,144,127	\$ 3,197,191	\$ 3,213,391	\$ 3,275,044	\$ 3,305,455	\$ 3,368,259	\$ 3,432,256
	<u>\$ 3,144,127</u>	<u>\$ 3,197,191</u>	<u>\$ 3,213,391</u>	<u>\$ 3,275,044</u>	<u>\$ 3,305,455</u>	<u>\$ 3,368,259</u>	<u>\$ 3,432,256</u>
Other Financing Sources (Uses):							
Interfund Transfer:							
General Fund (subsidy/other)	\$ -	\$ -	\$ 1	\$ -	\$ -	\$ -	\$ -
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Adjustments/Reconciliation:				-	-	-	-
Ending Fund Balance: (1)	<u>\$1,016,648</u>	<u>\$1,026,865</u>	<u>\$1,013,493</u>	<u>\$1,011,772</u>	<u>\$1,011,772</u>	<u>\$1,015,078</u>	<u>\$1,021,818</u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 20,855	\$ 10,217	\$ (13,372)	\$ (1,721)	\$ -	\$ 3,305	\$ 6,740
<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. The minor reductions in fund balance between FYs 2014-2015 is based on the acquisition and implementation of new billing software for sanitation (e.g. Munis billing software) and general operations.

INTERNAL SERVICE FUND SUMMARIES

Internal Service Fund Summaries

Overview

The *Internal Service Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2016 budgets for the city's Internal Service Funds.

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 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 comparison of revenues and expenditures for fiscal years 2015 and 2016. Revenues are presented by source and expenditures are presented by use.

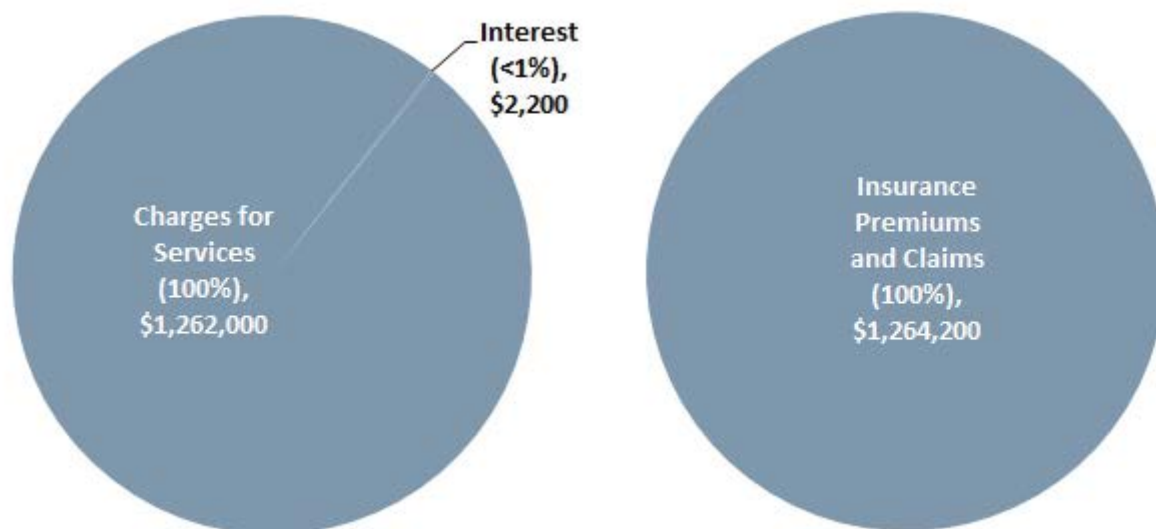
- **Statement of Revenues, Expenditures, and changes in Fund Balances**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2012-2016 as well as a forecast for fiscal years 2017-2018. Also included are changes in fund balance.

INTERNAL SERVICE FUND SUMMARIES

Risk Management Fund Summary

FY 2016 Budget: \$1,264,200



Revenues by Source

Expenditures by Use

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 an (approximate) 2% charge per employee (based on salary) for workers compensation coupled with funding 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.

Trends

The FY 2016 Budget for the Risk Management Fund totals \$1,264,200 and represents a decrease of -12.8%, or -\$186,108, compared to FY 2015. The main driver of this variance is the reserve (i.e. available fund balance) budgeted in FY 2015²⁰. After adjusting for the reserve, the true operational budget growth totals 13%.

Budgetary growth is driven through a combination of insurance premium increases/coverage changes (e.g. vehicle insurance, workers compensation excess liability insurance, etc.) and the actuarially determined funding for claims/judgments liabilities.

²⁰ 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 2016 will occur subsequent to adoption of the budget.

INTERNAL SERVICE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2015 Amended Budget	FY 2016 Adopted Budget	\$ Variance	% Variance
Charges for Services				
Risk Fund	\$ 1,115,000	\$ 1,262,000	\$ 147,000	13.2%
Interest Earnings	1,200	2,200	1,000	100.0%
Other:				
Budgeted Fund Balance	334,108	-	(334,108)	-100.0%
Total Revenues (All Sources):	\$ 1,450,308	\$ 1,264,200	\$ (186,108)	-12.8%
Maintenance & Operations: (1)				
Professional Services	\$ 125,000	\$ 125,000	\$ -	0.0%
Vehicle Insurance	113,500	135,000	21,500	18.9%
Property and Equipment Insurance	67,500	55,000	(12,500)	-18.5%
General Liability Insurance	70,000	70,000	-	0.0%
Law Enforcement Liability Insurance	101,000	100,000	(1,000)	-1.0%
Public Entity Liability Insurance	57,000	55,000	(2,000)	-3.5%
Workers Comp. Excess Liability Insurance	71,000	90,000	19,000	26.8%
Criminal Liability Insurance	4,200	4,200	-	100.0%
Umbrella Liability Insurance	62,000	60,000	(2,000)	-3.2%
Medical Services (PS Custody)	-	40,000	40,000	100.0%
Claims and Judgments	445,000	530,000	85,000	19.1%
Other Uses: (2),(3)				
Reserve	334,108	-	(334,108)	-100.0%
Total Expenditures (All Uses):	\$ 1,450,308	\$ 1,264,200	\$ (186,108)	-12.8%

Notes:

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

(2) Includes non-operating revenue and expenditures such as Budgeted Fund Balance and Reserve. The true operational budget variance after adjusting for non-operating accounts approximates 13.3%.

(3) 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 2016 will occur subsequent to adoption of the budget.

INTERNAL SERVICE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
Beginning Fund Balance:	\$ 383,598	\$ 776,139	\$ 646,621	\$ 334,109	\$ 334,109	\$ 334,109	\$ 334,109
Revenues:							
Charges for Services	\$ 769,000	\$ 1,169,500	\$ 1,075,800	\$ 1,115,000	\$ 1,262,000	\$ 1,276,842	\$ 1,289,611
Interest Earnings	649	1,765	2,815	1,200	2,200	-	-
Other:							
Insurance Proceeds	56,631	57,176	105,618	-	-	-	-
	<u>\$ 826,279</u>	<u>\$ 1,228,441</u>	<u>\$ 1,184,232</u>	<u>\$ 1,116,200</u>	<u>\$ 1,264,200</u>	<u>\$ 1,276,842</u>	<u>\$ 1,289,611</u>
Expenditures:							
Maintenance & Operations:							
Workers Comp. Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	81,526	125,419	116,273	125,000	125,000	126,250	127,513
Vehicle Insurance	102,408	121,475	109,997	113,500	135,000	136,350	137,714
Property and Equipment Insurance	59,963	62,063	65,384	67,500	55,000	55,550	56,106
General Liability Insurance	77,963	80,774	71,942	70,000	70,000	70,700	71,407
Law Enforcement Liability Insurance	124,969	141,141	93,996	101,000	100,000	101,000	102,010
Public Entity Liability Insurance	26,904	33,287	55,175	57,000	55,000	55,550	56,106
Workers Comp. Excess Liability Insurance	58,302	67,998	74,829	71,000	90,000	90,900	91,809
Employee Benefits Liability Insurance	428	450	-	-	-	-	-
Criminal Liability Insurance	3,785	-	4,075	4,200	4,200	4,242	4,284
Umbrella Liability Insurance	72,778	76,316	59,393	62,000	60,000	60,600	61,206
Medical Services (PS Custody)	-	-	25,336	-	40,000	40,400	40,804
Claims and Judgments	217,211	649,036	820,343	445,000	530,000	535,300	540,653
	<u>\$ 826,238</u>	<u>\$ 1,357,960</u>	<u>\$ 1,496,745</u>	<u>\$ 1,116,200</u>	<u>\$ 1,264,200</u>	<u>\$ 1,276,842</u>	<u>\$ 1,289,610</u>
Other Financing Sources (Uses):							
Interfund Transfer:							
General Fund	\$ 392,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>\$ 392,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Ending Fund Balance: (1)	<u>\$ 776,139</u>	<u>\$ 646,621</u>	<u>\$ 334,109</u>	<u>\$ 334,109</u>	<u>\$ 334,109</u>	<u>\$ 334,109</u>	<u>\$ 334,109</u>
<i>Changes in Fund Balance (actual/est.) (2)</i>	\$ 392,541	\$ (129,519)	\$ (312,512)	\$ -	\$ -	\$ -	\$ 0

Notes:

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

(2) Available Fund Balance is being used in FY 2013-2014 to supplement the reserve for claims and judgments.

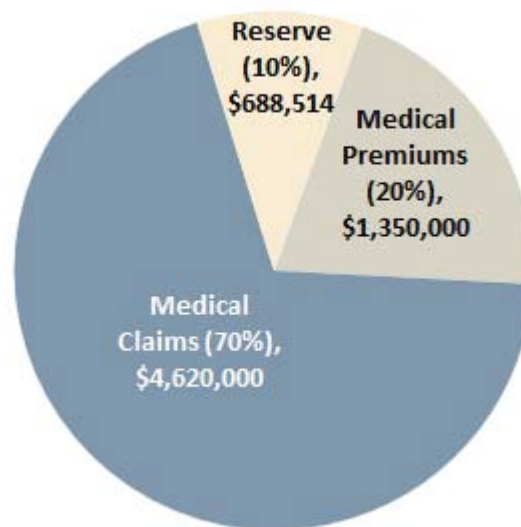
INTERNAL SERVICE FUND SUMMARIES

Medical Insurance Fund Summary

FY 2016 Budget: \$6,658,514



Revenues by Source



Expenditures by Use

The Medical Insurance Fund is being created in fiscal year 2016 to properly account for activity under the City's Minimum Premium Plan (MPP) in accordance with Generally Accepted Accounting Principles.

Accounting rules dictate the creation of an Internal Service Fund to track activity under an MPP. As such, this fund does not represent new costs. Rather, it represents a flow of funds from the Operating Funds (e.g. employer/employee premiums) that does have the effect of grossing-up the totals as the appropriations are reflected in multiple Funds.

Under the MPP, the City and the medical insurer (CIGNA) agree that the City will be responsible for paying all claims up to an agreed-upon aggregate level, with the insurer responsible for the excess. The insurer will continue to process claims and administrative services. Through the MPP arrangement, the City is able to reduce premium taxes while maintaining coverage benefits. The MPP is still a fully insured medical plan.

Trends

The FY 2016 Budget totals \$6,658,514 and represents premiums (employer and employee) and the associated expenditures (administration, claims, and reserves). The operating funds (e.g. General Fund, E911 Fund, DEA Fund, and Sanitation Fund) all include group insurance expenses that represent the City's costs.

INTERNAL SERVICE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2015 Amended Budget	FY 2016 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
Medical Insurance Premiums				
Employer Contribution	\$ -	\$ 5,952,922	\$ 5,952,922	-
Employee Contribution	-	705,592	705,592	-
Interest	-	-	-	-
Other Financing Sources:				
Budgeted Fund Balance	-	-	-	-
Total Revenues (All Sources):	\$ -	\$ 6,658,514	\$ 6,658,514	-
Maintenance and Operations				
Medical Premiums	\$ -	\$ 1,350,000	\$ 1,350,000	-
Other				
Medical Claims	-	4,620,000	4,620,000	-
Reserve	-	688,514	688,514	-
Total Expenditures (All Uses):	\$ -	\$ 6,658,514	\$ 6,658,514	-

Notes:

The Medical Insurance Fund is being created in fiscal year 2016 to properly account for activity under the City's Minimum Premium Plan (MPP) in accordance with Generally Accepted Accounting Principles.

Accounting rules dictate the creation of an Internal Service Fund to track activity under an MPP. As such, this fund does not represent new costs. Rather, it represents a flow of funds from the Operating Funds (e.g. employer/employee premiums) that does have the effect of grossing-up the totals as the appropriations are reflected in multiple Funds.

Under the MPP, the City and the medical insurer (CIGNA) agree that the City will be responsible for paying all claims up to an agreed-upon aggregate level, with the insurer responsible for the excess. The insurer will continue to process claims and administrative services. Through the MPP arrangement, the City is able to reduce premium taxes while maintaining coverage benefits. The MPP is still a fully insured medical plan.

The FY 2016 Budget totals \$6,658,514 and represents premiums (employer and employee) and the associated expenditures (administration, claims, and reserves). The operating funds (e.g. General Fund, E911 Fund, DEA Fund, and Sanitation Fund) all include group insurance expenses that represent the City's costs.

INTERNAL SERVICE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
Beginning Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:							
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ 6,658,514	\$ 7,191,195	\$ 7,766,491
Interest	-	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ 6,658,514	\$ 7,191,195	\$ 7,766,491
Expenditures:							
Medical Premiums	\$ -	\$ -	\$ -	\$ -	\$ 1,350,000	\$ 1,458,000	\$ 1,574,640
Medical Claims	-	-	-	-	4,620,000	4,989,600	5,388,768
Reserve	-	-	-	-	688,514	743,595	803,083
	\$ -	\$ -	\$ -	\$ -	\$ 6,658,514	\$ 7,191,195	\$ 7,766,491
Other Financing Sources (Uses):							
Interfund Transfer:							
Debt Service Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Changes in Fund Balance (actual/est.)</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

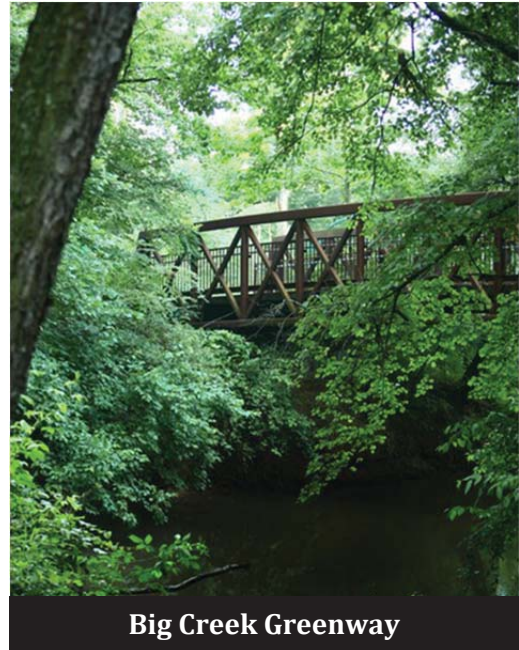
CAPITAL PROJECT FUND SUMMARIES

Capital Project Fund Summaries

Overview

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

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



Big Creek Greenway



Wills Park

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 three (3) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); and the City Center Capital Project Fund (account for bond proceeds). For the purposes of this budget document, only the

CAPITAL PROJECT FUND SUMMARIES

Capital Project Fund is presented as new appropriation activity was approved for FY 2016. 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. 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.
- **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.



Police Motorcycles



Sidewalk Improvements

CAPITAL PROJECT FUND SUMMARIES

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, 2014, the city's fund balance totaled \$20.9 million. Of this amount, approximately \$4.1 million was appropriated in the FY 2015 Budget for capital/one-time initiatives and \$11.8 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 2016 totals \$5 million.

- **Funding Recurring Capital from Operating Budget**

FY 2016 includes appropriations totaling \$3.9 million within the General Fund for capital initiatives. The capital funding includes \$2.4 million for recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment replacement, drainage maintenance, etc.) and \$1.5 million for additional pay-as-you-go capital funding.

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.

- **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 Bonds).



Ladder Truck

CAPITAL PROJECT FUND SUMMARIES



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CAPITAL PROJECT FUND SUMMARIES

FY 2016 Capital Funding

The FY 2016 Budget includes funding of \$10.1 million for capital initiatives. As part of the capital planning process, departments submitted capital/one-time initiative funding requests totaling \$21.1 million. Recommended capital projects total \$9 million with an additional \$1.1 million set aside for future capital initiatives.

FY 2016 Capital Improvement Program

	Source and Use			
	General Fund	E-911 Fund	DEA Fund	Total
Sources:				
Available Fund Balance	\$ 5,018,236	\$ 482,500	\$ 183,000	\$ 5,683,736
(1) Recurring Capital Program	2,425,000	-	-	2,425,000
Pay-as-you-go Capital Contributions	1,500,000	498,500	-	1,998,500
	\$ 8,943,236	\$ 981,000	\$ 183,000	\$ 10,107,236
Uses:				
(2) Capital	\$ 7,802,512	\$ 981,000	\$ 183,000	\$ 8,966,512
	\$ 7,802,512	\$ 981,000	\$ 183,000	\$ 8,966,512
Reserve:				
Future Capital/one-time Initiatives	\$ 1,140,724	\$ -	\$ -	\$ 1,140,724

- (1) Represents funding programmed within the General fund budget to cover recurring capital needs
 (2) All Capital Initiative funding will be transferred and accounted for within the Capital Project Fund

Capital Improvement Plan

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

Investment by Department/Entity	Fiscal Years					Total
	2016 New*	2016 Existing	2017-2019	2020-2022	2023-2025	
General Government	\$ 250,000	\$ 323,014	\$ 563,800	\$ 488,000	\$ 514,600	\$ 2,139,414
Information Technology	860,000	181,482	1,598,100	1,789,200	1,783,900	6,212,682
Public Safety	2,251,000	596,281	2,762,600	2,737,200	2,596,900	10,943,981
Public Works	4,529,512	7,627,039	13,385,500	13,982,400	14,727,100	54,251,551
Recreation and Parks	936,000	1,153,325	922,400	928,600	1,012,800	4,953,125
Community Development	140,000	209,601	356,000	165,600	175,600	1,046,801
Alpharetta Business Community	-	2,794,818	-	-	-	2,794,818
	\$ 8,966,512	\$ 12,885,560	\$ 19,588,400	\$ 20,091,000	\$ 20,810,900	\$ 82,342,372
Reserve for Future Capital	1,140,724	1,779,831	4,627,890	5,569,463	7,625,109	20,743,017
Appropriations	\$ 10,107,236	\$ 14,665,391	\$ 24,216,290	\$ 25,660,463	\$ 28,436,009	\$ 103,085,389
Net Impact to Operations Budget	\$ 8,250		\$ 173,780	\$ 251,420	\$ 283,460	

*Includes \$1.2 million in capital projects funded within the E-911 Fund (\$981,000) and DEA Fund (\$183,000) for eligible public safety initiatives.

CAPITAL PROJECT FUND SUMMARIES

FY 2016 Capital Project Listing

The following section provides both a (1) summary list of FY 2016 capital investment and (2) a detailed narrative of each capital project.

	E-911 Fund	DEA Fund	Capital Projects Fund	Total
City Administration				
Downtown Sculpture Program	\$ -	\$ -	\$ 75,000	\$ 75,000
Economic Development Toolkit (City)	-	-	25,000	25,000
Economic Development Toolkit (Dev Auth)	-	-	75,000	75,000
Downtown Beautification/Façade Improvement Grant	-	-	50,000	50,000
Senior Citizen History Project	-	-	25,000	25,000
Subtotal	\$ -	\$ -	\$ 250,000	\$ 250,000
Community Development				
Recurring Fleet Replacement (F-150; 2016 Qty: 2)	\$ -	\$ -	\$ 50,000	\$ 50,000
Lilly Garden Terrace (Trailer St.) Extension (Design)	-	-	40,000	40,000
Design Services	-	-	50,000	50,000
Subtotal	\$ -	\$ -	\$ 140,000	\$ 140,000
Information Technology				
Technology Replacement (all City departments)	\$ -	\$ -	\$ 300,000	\$ 300,000
CISCO Network Devices (replacement)	-	-	300,000	300,000
PW Data Center Backup Storage (replacement)	-	-	170,000	170,000
Application and Desktop Virtualization (Proof of Concept)	-	-	90,000	90,000
Subtotal	\$ -	\$ -	\$ 860,000	\$ 860,000
Public Works				
Recurring Traffic Signal System Maintenance	\$ -	\$ -	\$ 35,000	\$ 35,000
Recurring Milling and Resurfacing	-	-	1,500,000	1,500,000
Recurring Traffic Control Equipment	-	-	75,000	75,000
Recurring Traffic Striping and Signage	-	-	175,000	175,000
Recurring Traffic Calming/Intersection Safety Improvements	-	-	35,000	35,000
Recurring Tree Planting and Landscape Improvements	-	-	100,000	100,000
Recurring Stormwater Drainage Maintenance	-	-	200,000	200,000
Recurring Stormwater Studies/Designs	-	-	200,000	200,000
Recurring Stormwater Inspections	-	-	100,000	100,000
Recurring Stormwater Pipe Repair and Replacement	-	-	750,000	750,000
Recurring Fleet Replacement (F-750 Box Dump Truck)	-	-	115,000	115,000
Lowboy Trailer (replacement/upgrade)	-	-	75,000	75,000
Variable Message Boards	-	-	60,000	60,000
Major Intersection Improvements	-	-	250,000	250,000
Adaptive Traffic Control (Main St)	-	-	51,512	51,512
Sidewalk Improvements (Unallocated)	-	-	313,000	313,000
Stormwater Ordinance Update	-	-	100,000	100,000
New Traffic Signal at Westside Pkwy (Fiserv/HP Entrance)	-	-	250,000	250,000
Downtown Enhancements	-	-	35,000	35,000
Design Services	-	-	110,000	110,000
Subtotal	\$ -	\$ -	\$ 4,529,512	\$ 4,529,512

CAPITAL PROJECT FUND SUMMARIES

	E-911 Fund	DEA Fund	Capital Projects Fund	Total
Public Safety				
Fleet Replacement (2016 Qty: 25)	\$ -	\$ -	\$ 685,000	\$ 685,000
Public Safety Radio Replacement	565,000	-	-	565,000
Public Safety Equipment (replacement)	16,000	91,500	89,000	196,500
Public Safety Equipment (new)	-	91,500	-	91,500
E911 Phone System VOIP Upgrade	400,000	-	-	400,000
PS Headquarters Improvements	-	-	221,000	221,000
PS Facilities (multiple) Roof Repair/Replacement	-	-	32,000	32,000
Heart Monitor Replacements (Qty: 2)	-	-	60,000	60,000
Subtotal	\$ 981,000	\$ 183,000	\$ 1,087,000	\$ 2,251,000
Recreation and Parks				
Fleet Replacement (2016 Qty: 3)	\$ -	\$ -	\$ 160,000	\$ 160,000
Athletic Scoreboards (maintenance/replacement)	-	-	20,000	20,000
Park Equipment Replacement (recurring)	-	-	73,000	73,000
Webb Bridge Park Erosion Control/Parking Lot Repaving	-	-	195,000	195,000
Miracle Field Drainage Improvements	-	-	150,000	150,000
Parks Facilities (multiple) Roof Repair/Replacement	-	-	183,000	183,000
Alpharetta Library at Mayfield Rd (Design)	-	-	50,000	50,000
Replacement Signage	-	-	55,000	55,000
Wills Park Batting Pavilion (Design)	-	-	25,000	25,000
Design Services	-	-	25,000	25,000
Subtotal	\$ -	\$ -	\$ 936,000	\$ 936,000
TOTAL	\$ 981,000	\$ 183,000	\$ 7,802,512	\$ 8,966,512
RESERVE FOR FUTURE CAPITAL INITIATIVES				\$ 1,140,724

CAPITAL PROJECT FUND SUMMARIES

The capital projects include direct linkages with the city’s vision/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 city’s vision for the future.

Project: Downtown Sculpture Program
Department: City Administration
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	<p>As a means of creating additional visual interest throughout Downtown Alpharetta, promoting the district’s emerging music scene, and providing for “picture moments” that can distinguish Downtown Alpharetta from other communities, it is proposed that a program of public art installations focused on music and dance be adopted by the City. The program would feature 10 “life-size” musical instruments cast in bronze and 10 “in ground” sculptures based upon dance steps of the Rhumba, Foxtrot, Tango, Waltz, Mambo, Cha Cha, Jive, Lindy Hop, Quickstep, and the Samba.</p> <p>Implementation of the program could be accomplished over a period of time and will leverage funding from a variety of private, public, and grant sources. Total program costs are estimated at \$300,000 (currently estimated at \$150,000 in public contributions with the remaining \$150,000 raised from other sources). At this time, an investment of \$75,000 is being requested to show the community the City is serious about moving forward with this initiative. These funds will provide a basis for leveraging funding from private/grant sources.</p>
\$ Impact on Operations:	Positive increase in economic activity (e.g. foot traffic into the Downtown area).
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 75,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 75,000

CAPITAL PROJECT FUND SUMMARIES

Project: Economic Development Toolkit (City)
Department: City Administration
Strategic Priority: Providing a business climate that attracts the top echelon companies



<i>Scope</i>	
Description:	Funding will be used for projects related to business assistance for existing and future businesses, initiatives and programs that support development and re-development throughout the city and corridors of influence such as the downtown Alpharetta and business retention and expansion programs.
\$ Impact on Operations:	Positive increase in economic activity (e.g. business investment, property values, etc.).
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 25,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 25,000

Project: Economic Development Toolkit (Development Authority)
Department: City Administration
Strategic Priority: Providing a business climate that attracts the top echelon companies



<i>Scope</i>	
Description:	<p>The City of Alpharetta provides local incentives through its economic development toolbox and facilitated by our team of experienced economic development professionals. New or growing businesses that demonstrate a serious economic impact through job creation and capital investment qualify for these programs.</p> <p>FY 2016 funding is primarily for the High Impact Permit and Inspection Grant program extended to Fiserv (currently estimated at \$55,000). This grant program was created by the Alpharetta Development Authority to incentivize new or expanding businesses that are deemed high impact to the City of Alpharetta in terms of local job creation, high-wages and real property capital investment. Projects exceeding \$5 million in real property capital investment would qualify for a Base Permit Fee reduction of 20%-45% with a cap of \$250,000.</p>
\$ Impact on Operations:	Positive increase in economic activity (e.g. business investment, property values, etc.).
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 75,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 75,000

CAPITAL PROJECT FUND SUMMARIES

Project: Downtown Beautification/Façade Improvement Grants
Department: City Administration
Strategic Priority: Providing a business climate that attracts the top echelon companies



Scope

Description: This request is for seed funding for the Downtown Beautification grant program which is used to incentivize downtown building renovations and improvements (including façade improvements). This small city investment has resulted in numerous private renovation projects in downtown over the past 15 years.

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

Financial Status

Funding Source:	Local:	\$	50,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	50,000

Project: Senior Citizen History Project
Department: City Administration
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This project entails video recording the stories and oral history of our citizens and their memories of the Alpharetta Experience. This project will continue into the future and involve the recordings of a number of citizens each year as seniors are willing to express their emotions, memories and recollections of the Alpharetta they have known. As time progresses, the videos will be compiled so they can be used as an online story of our past and its respected citizens who have helped to shape our city. This documentation can also be used within the History Center as an oral history of Alpharetta's development over time. We are hoping to record 50 citizens within the next year.

\$ Impact on Operations: Minor bandwidth costs associated with streaming content from the website and is funded within current operating budget appropriations.

Financial Status

Funding Source:	Local:	\$	25,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	25,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Fleet Replacement (F-150s; Qty: 2)
Department: Community Development
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the replacement of one 2001 Ford F-150 (92,221 miles) and one 2003 F-150 (67,509 miles) for the Inspections and Code Enforcement divisions. These vehicles warrant replacement based on age and maintenance/repair costs.

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

Financial Status

Funding Source:	Local:	\$	50,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	50,000

Project: Lilly Garden Terrace (Trailer St.) Extension (Design)
Department: Community Development
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request creates economic development opportunities by improving traffic circulation through Downtown Alpharetta. This project extends Lily Garden Terrace (Trailer Street) east from Canton Street to Main Street at Cumming Street, creating an additional east/west alternative to Academy Street/Milton Avenue and providing connections to Westside Parkway and Windward Parkway. This project includes one travel lane in each direction, five foot sidewalks on each side (approximately 750 linear feet of sidewalk), and a six foot planting space.

FY 2016 Funding is for design. Right-of-way (\$800,000) and construction (\$550,000) costs would be part of future funding requests.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	40,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	40,000

CAPITAL PROJECT FUND SUMMARIES

Project: Design Services
Department: Community Development
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This request is to provide funding for various studies and professional services that arise each year from Council and/or Department initiatives. Such services may include revisions to Comprehensive Plans, Small Area Plans, project designs such as plazas, landscape architecture, hosting a series of public input sessions, conceptual design standards, etc. These types of studies and professional services are essential and will assist in forecasting the current market environment, recommend standards that will assist in policy decisions, improve project completion timelines and functionality to maintain the high level of performance by City Staff that our citizens and business owners are accustomed to.
\$ Impact on Operations:	N/A
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 50,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 50,000

Project: CISCO Network Devices (replacement)
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



<i>Scope</i>	
Description:	This request is for CISCO network equipment replacement for the data center at Public Works (PW). The equipment to be replaced provides system-wide functionality and includes: the central core switch/router (catalyst 6500/7600 replacement) at PW, core switch/router (catalyst 3750 replacement) at Public Safety, switches for Recreation and Parks, City Hall, etc. (catalyst 3560s), a variety of network controllers, WAP antennas for wireless Wi-Fi, various power supplies, giga-ports for switches, and miscellaneous connective components at all locations. This will provide greater reliability, reduced annual costs, and greater efficiency and capability for the use of system applications for the city.
\$ Impact on Operations:	Routine replacement capital - operating costs to decrease due to decline in repairs.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 300,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 300,000

CAPITAL PROJECT FUND SUMMARIES

Project: Technology Replacement (all City departments)
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



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 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 City currently has 451 computers in operation (261 desktops; 190 laptops). The main component of the FY 2016 request includes funding for the replacement of approximately 100 PCs, 82 cellular phones, 107 iPhones, 102 iPads, and wireless access points throughout city facilities (although actual replacement will be driven by equipment condition).

The current City standards for technology replacement (based on funding availability) are as follows: servers (5-6 years); SANS – Storage (5-6 years); desktop PCs (4 years); laptop PCs (3 years); iPad tablets (2 years); iPhones (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); Wireless Access Points [WAPs] (5 years); network routers/switched/firewalls (5 years); telephony gateways (5-6 years). Larger replacement initiatives are not included in this appropriation (e.g. CISCO network devices).

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

Financial Status

Funding Source:	Local:	\$	300,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	300,000

CAPITAL PROJECT FUND SUMMARIES

Project: Public Works Data Center Backup Storage (replacement)
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for replacement of the primary data storage at the Public Works (PW) data center. This storage is for the local production data storage used by the VMware Hosts to run our applications. This is a large scale SAN that will be sized at the time of the replacement and includes the storage drive enclosure that is secured in our existing racks as well as the drive components that are removable. This equipment is scheduled to be replaced every 5–6 years (normal maintenance life) in order to provide for both reliable and efficient service, but also to provide newer technology that has greater capability and hardware that requires less power and gives off less heat.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs and increased energy efficiency of replacement equipment.

Financial Status

Funding Source:	Local:	\$	170,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	170,000

Project: Recurring Traffic Signal System Maintenance
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



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

Funding Source:	Local:	\$	35,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	35,000

CAPITAL PROJECT FUND SUMMARIES

Project: Application and Desktop Virtualization (proof-of-concept)
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description:

The Application and Desktop Virtualization initiative will provide greater reliability, possible reduced annual costs, and enhanced system applications security. Through the virtualization of the desktop, each user's profile and desktop are stored centrally in the data center to be available for use from any pc or remote system given the appropriate security measures. This technology is rapidly becoming the standard deployment for organizations as they move more applications and capability to the "Cloud" and seek to provide more reliable and efficient service.

This request will also lead to the deployment of virtual application technology. The ability to manage city software applications from a central platform rather than deploying the system to every desktop will save significant amounts of time needed to "touch" each desktop and/or deploy the systems individually over the network. This way, each user accesses the software they need using the latest updates and tested systems. This will provide greater reliability, reduced annual costs, and greater security with respect to the city's software applications. This initiative should lead to decreased costs in annual desktop system replacements (reduces need for certain computer components such as a hard drive).

FY 2016 funding is for the development and testing (proof of concept) of virtual application and desktop technology. Citywide deployment is estimated at \$300,000 and would be part of future funding requests. The initial test system will be primarily deployed in the new city hall.

\$ Impact on Operations:

Should the proof-of-concept prove to be successful, the full project is estimated at \$300,000 and funding would be requested in a future budget year. Annualized equipment and support costs are estimated at \$50,000 and is estimated to be offset through reduced equipment replacement costs.

Financial Status

Funding Source:	Local:	\$	90,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	90,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Milling and Resurfacing
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	<p>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. It is anticipated that this project will be augmented through an LMIG grant (additional \$500,000 that will be appropriated upon grant submission/approval).</p> <p>The city maintains a road rating database similar to that of the Georgia Department of Transportation. In using this approach, each road receives a rating from 1 to 100, with lower scores representing a greater need for maintenance. Staff is in the process of updating the rating to reflect the impacts of the two ice events earlier this year.</p>
\$ Impact on Operations:	This program decreases roadway maintenance costs as the surface is less susceptible to potholes and road surface deterioration.

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

Project: Recurring Traffic Control Equipment
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	<p>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.</p>
\$ Impact on Operations:	Routine capital - maintenance is negligible and included in base operating budget.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 75,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 75,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Traffic Striping and Signage
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This request is for the (a) replacement and repair of traffic/Bike-lane 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.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 175,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 175,000

Project: Recurring Traffic Calming & Intersection Safety Improvements
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



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

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Tree Planting and Landscape Improvements
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the annual tree and landscape improvements which includes, but is not limited to the removal of dead trees, stump removal, light grading, soil preparation and planting in medians, right-of-ways and city properties. FY 2016 request consists of the new roadway section of Main Street (Hwy 9) from Marietta Street to Academy Street. Plantings will include trees, shrubs and groundcovers. Approximately 65 trees will be planted in FY 2016 (this price does not include the approximately \$40,000 from tree bank for the trees).

\$ Impact on Operations: \$7,500 annually for routine maintenance including landscape maintenance (e.g. fertilizing, pruning, etc.) and irrigation - added to operating budget.

Financial Status

Funding Source:	Local:	\$	100,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	100,000

Project: Recurring Stormwater Drainage Maintenance
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the continual maintenance and repair of small drainage work within the city. This account is used for items like: (1) smaller repairs such as grouting, paving inverts, and replacing tops; (2) vacuuming sediment/debris out of pipes to restore capacity; (3) annual maintenance on the city's stormceptor units, oil/water separators, and city-owned detention ponds (as required by the Georgia Environmental Protection Division); (4) Water Quality lab testing (as required by the Georgia Environmental Protection Division).

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

Financial Status

Funding Source:	Local:	\$	200,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	200,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Stormwater Studies/Designs
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Description: *Scope*
This request funds various drainage, flood, and watershed studies that are required by state and federal regulations. Watershed studies identify capital projects to improve water quality in impaired streams. Additional studies include dam breach analysis, bacterial source testing, emergency planning and estimating damage, GIS maintenance, inventory updates, stream delisting, etc. These studies also identify future capital improvement projects or provide specific information that can be used by the City to meet regulatory compliance or further our service to our citizenry.

FY 2016 includes funding for a Watershed Improvement Plan for Long Indian Creek. Watershed improvement Plans are regulatory studies to identify causes of water quality deterioration and suggest future projects to improve the impaired watershed. Long Indian Creek was added to the Environmental Protection Division (EPD) non-conforming list due to elevated levels of fecal coliform bacteria. A Watershed improvement Plan is required for most available grant funding opportunities. Watershed Improvement Plans are updated every 5-years.

\$ Impact on Operations: N/A

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

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Stormwater Inspections
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Description: *Scope*
The National Pollutant Discharge Elimination System (NPDES) Stormwater Permit requires Alpharetta to complete a number of inspections to protect our stormwater system. These inspections include site visits to private industrial facilities, private carwash and auto body repair shops, city ponds and stormwater management facilities, private ponds and stormwater management facilities, and city maintained storm structures and pipes. These inspections help us identify maintenance repair work, help us prioritize our crews and CIP lists, and help us recognize private violations of the stormwater ordinance. This project would include hiring a private consultant to complete the inspections so that City staff can focus their efforts toward planning, maintenance, and enforcement activities.

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

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

Project: Recurring Fleet Replacement (F-750 Box Dump Truck)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Description: *Scope*
This request is for the purchase of an F-750 Box Dump Truck with Sand Spreader Insert to replace a 1991 F-800 Dump Truck. The 1991 F-800 Dump Truck has 23,236 miles and is in need of replacement due to age and typical wear. Dump trucks are consistently loaded with and haul heavy loads and therefore are more subject to body and frame failure due to fatigue. The replacement truck will be dual purpose so it may be used as dump trucks during the spring and summer months and have the spreader inserts installed for use during the winter months for ice and snow events.

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

<i>Financial Status</i>			
Funding Source:	Local:	\$	115,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	115,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Stormwater Pipe Repair and Replacement
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description:

This request funds all contracted projects where a stormwater pipe will be sliplined, repaired in place, or replaced due to deterioration. It also covers pipes that must be replaced due to inadequate size to carry the stormwater without flooding impacts on public or private property including roadways. Finally, it also covers installation of new pipes in areas determined to need storm pipe due to topography and impacts caused by concentrated flow of stormwater.

FY 2016 will include storm pipe replacement and repair at two locations and various smaller contracted out repairs throughout the city. The first is on Burnett Way. This project includes both sliplining and pipe replacements for 700 linear feet of pipe across 5 residential front yards on Burnett Way. The second is across Mayfield Road near the elementary school. In this case a metal culvert carrying a live stream has rusted along the bottom. The project would extend the pipe to the north to accommodate future roadway and sidewalk work. This project is approximately 70 feet of 60" pipe.

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

Financial Status

Funding Source:	Local:	\$	750,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	750,000

CAPITAL PROJECT FUND SUMMARIES

Project: Lowboy Trailer (replacement/upgrade)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the purchase of a Lowboy Trailer to allow for the hauling of multiple pieces of heavy equipment such as backhoes and a milling machine to-and-from work sites. The current method of transporting these pieces of equipment is no longer adequate. The Public Works Department recently purchased an asphalt milling machine which needs to be hauled on a lowboy type trailer. Due to the milling machine's high center of gravity, the current "high deck" trailer setup is not as safe and is more difficult to load/unload. The current trailer we are using for the milling machine is inadequate and is a severe safety risk. We also have some larger equipment that could be loaded, hauled, and unloaded more safely with a lowboy style trailer. The lowboy setup will also allow personnel to safely and efficiently transport multiple pieces of equipment during one trip, which cannot be done using our current equipment.

\$ Impact on Operations: \$500 (FY 2016; partial year) to \$1,000 (future years) annually for maintenance.

Financial Status

Funding Source:	Local:	\$	75,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	75,000

Project: Variable Message Boards (Qty: 4)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for purchase of four new Variable Message Sign trailers. These signs are used to assist the public during special events, such as the Taste of Alpharetta and the Christmas tree lighting. The signs notify the public before the event of its time, location, and road closures. During the event they are used to provide advance notice of detour routes and parking location. These sign boards also include modems to allow City personnel to update the sign boards during an event to reflect changing conditions, such as parking lots being full. Due to the significant increase in special events as well as construction activity, the Department of Public Works has to borrow VMS boards from neighboring jurisdictions quite often in order to place adequate signage for events and or other construction activities.

\$ Impact on Operations: \$250 (FY 2016; partial year) to \$500 (future years) annually for maintenance.

Financial Status

Funding Source:	Local:	\$	60,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	60,000

CAPITAL PROJECT FUND SUMMARIES

Project: Adaptive Traffic Control (Main St.)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Description:

Scope

The Department of Public Works identified the Main Street (SR 9) corridor as a transportation corridor that could benefit from adaptive traffic signal coordination. A project called SR 9 Advanced Transportation Management System (ATMS) came about where the Cities of Sandy Springs, Roswell, Alpharetta, along with the Georgia Department of Transportation (GDOT) partnered together to design and implement an Adaptive Traffic System along SR 9. The overall goal of this project is to create a smart corridor that uses the latest advances in technology in order to improve the driver's experience and minimize the impact of regional congestion currently experienced. The preferred software for the Adaptive Traffic System was determined to be SCOOT by Siemens. When SCOOT was deployed along SR 9, it was determined SR 9 moved fairly well, however Alpharetta's streets adjacent to SR 9 suffered. The Department of Public Works requests to install SCOOT at signalized intersections adjacent to SR 9 to develop a grid network of Adaptive Traffic in Alpharetta's Downtown. The intersections proposed are (1) Canton St. at Mayfield Rd, (2) Milton Ave at Roswell/Canton St, (3) Academy St at Haynes Bridge Rd, (4) Old Milton at Haynes Bridge Rd, (5) Old Milton at Roswell St, (6) Post Office Drive at Old Milton. These six intersections are the core for developing a grid network for Downtown. However, licenses are sold in packages of 10, and the Department will work with the vendor to determine which additional intersections would benefit from SCOOT.

Costs are estimated at \$250,000. However, the current capital budget has funding totaling \$198,488 which leaves an unfunded balance of \$51,512 which is the amount requested herein.

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

Financial Status

Funding Source:	Local:	\$	51,512
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	51,512

CAPITAL PROJECT FUND SUMMARIES

Project: Major Intersection Improvements
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This request would allow the City to quickly address major intersection improvement projects, such as adding turn lanes at major intersections. Specific improvements include: installing dual lefts from eastbound Haynes Bridge Road to northbound North Point Court; eliminating the bulb-out at the bank entrance along westbound Westside Parkway to permit a long right turn lane to eliminate stacking in the through lane.
\$ Impact on Operations:	N/A
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 250,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 250,000

Project: Sidewalk Improvements (Unallocated)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This allocation of \$313,000 in sidewalk construction funds, combined with FY 2015 appropriations of \$687,000, provides total funding of \$1 million and will be placed in a reserve account pending the finalization of a citywide sidewalk prioritization matrix. Once finalized, the sidewalk prioritization matrix will provide the basis for a priority raking of sidewalk projects based on stated criteria (e.g. connection to schools, connection to greenways, homeowners served, cost, etc.). Design costs will be directly dependent on which sidewalks are selected.
\$ Impact on Operations:	Impact will not be known until specific sidewalk projects are selected.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 313,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 313,000

CAPITAL PROJECT FUND SUMMARIES

Project: Stormwater Ordinance Update
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Description: *Scope*
Downtowns are unique wherever you go and individuals do not want to see detention ponds everywhere. Additionally, if we are discussing redevelopments and there are no drainage issues downstream then why must we force developments to construct ponds everywhere? This initiative will enable Community Development and Public Works to hire a consultant to examine our current ordinance and submit the necessary paperwork to the State and other agencies to modify our ordinance to make it applicable to downtown and redevelopment. By no means am I stating we abolish our stormwater requirements. What we are looking to achieve is a more practical approach to stormwater and we need to obtain approvals through the various State Agencies. These approvals will provide Community Development new tools and parameters to work with when reviewing plans for redevelopment in downtown. In short, we are looking to replace the current one-size-fits-all approach to stormwater with a separate downtown/redevelopment ordinance and still keep the traditional approach for those developments on undeveloped land.

\$ Impact on Operations: N/A

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

Project: New Traffic Signal at Westside Parkway (Fiserv/HP Entrance)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Description: *Scope*
This request is for the installation of a new traffic signal on Westside Parkway between Windward Parkway and Cumming Street. The signal would be used to consolidate access and improve service for the HP and Cingular Way office complexes. Included within the project is installing left turn lanes and a raised median.

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

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

CAPITAL PROJECT FUND SUMMARIES

Project: Downtown Enhancements
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope			
Description:	This request is for the design, installation, and repair of streetscape/aesthetic enhancements on City property throughout the downtown area. Improvements consist of new trash receptacles, kiosks, benches, arbors, and landscape enhancements to city owned property.		
\$ Impact on Operations:	N/A		
Financial Status			
Funding Source:	Local:	\$	35,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	35,000

Project: Design Services
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



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			
Funding Source:	Local:	\$	110,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	110,000

CAPITAL PROJECT FUND SUMMARIES

Project: Fleet Replacement (Qty: 25)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



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 at least 110,000 miles; administrative vehicles are generally run somewhat longer.

The forecast need over the next 5-years based on a mileage threshold of 110,000 miles is as follows: FY 2016 (25 vehicles); FY 2017 (25 vehicles); FY 2018 (14 vehicles); FY 2019 (14 vehicles), and FY 2020 (14 vehicles). Due to the anticipated replacement spike in FY 2016, the city has been smoothing the replacement funding over the prior several years. Specifically, the city insulated the capital budget from major spikes in FY 2016 and FY 2017 by funding an amount equivalent to the annual replacement of 20 vehicles over the last several fiscal years and allowing the unspent funds to pool in the replacement account until needed.

Emergency equipment such as light bars and partitions are moved from old cars to new whenever possible, though this can be affected by changes in vehicle models (e.g. moving from Impalas to more economical Malibus for administrative applications) and by changes in body style which preclude re-use of certain components. A provision for new equipment (e.g. cameras) as needed is included in the request. Please Note: the FY 2016 request includes \$85,000 specifically for completing the addition of body-worn cameras for all officers, a process begun in FY 2015. The FY 2016 request includes a replacement server for storage of audio and video files, an expense that was previously envisioned for FY 2017.

Forecast costs represent the Impala police sedan, which will be scheduled for production through the 2016 model year. Available vehicles and costs beyond then are not known at this time and may affect costs. This estimate will be updated in subsequent years to reflect then-current information.

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

Financial Status

Funding Source:	Local:	\$	685,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	685,000

CAPITAL PROJECT FUND SUMMARIES

Project: Public Safety Radio Replacement
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the replacement of 89 existing Fire portable radios, 10 fire truck mobile radios, and 6 fire base station radios to expand coverage range and strength with the new North Fulton radio system. The portable radios will be compliant with new FCC requirements (discussed below) and GPS-enabled. Presently, Public Safety vehicles are tracked via GPS but individuals are not. The new radios will ensure that Fire personnel can be located at all times, which is a major safety enhancement. The new radios also have audible channel confirmation, which will reduce incidents of personnel getting "lost" when changing channels. The total cost of replacing fire and police portable/console radios is estimated at \$1.2 million. The FY 2015 capital budget included \$585,000 for replacement of police radios. This request is to fund the fire services component.

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

Financial Status

Funding Source:	Emergency-911 Fees:	\$	565,000
	Grant:	\$	-
Total Appropriations:		\$	565,000

Project: Public Safety Equipment Replacement
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is primarily for scheduled replacement of public safety equipment that is essential for the safety of police officers and firefighters which has expired, failed inspection, is uneconomical to repair or otherwise must be taken out of service. The FY 2016 request encompasses fire turnout gear (\$55,000), helmets (\$25,000), hose and small equipment (\$9,000), police weapons (\$38,000), gas masks (\$20,000) and emergency communications equipment (\$16,000). The request also includes replacement of existing speed detection equipment (\$33,500).

Funding is split between the General Fund (\$89,000), E-911 Fund (emergency communications equipment \$16,000), and DEA Fund (police weapons \$38,000; gas masks \$20,000; and speed detection equipment \$33,500).

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

Financial Status

Funding Source:	Local:	\$	89,000
	Emergency-911 Fees:	\$	16,000
	DEA:	\$	91,500
Total Appropriations:		\$	196,500

CAPITAL PROJECT FUND SUMMARIES

Project: Public Safety Equipment (new)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: The request is multiple projects related to intelligence-led policing, investigating serious incidents, and for new police equipment.

The first project is the purchase and/or upgrade of intelligence equipment intended to facilitate better analysis of law enforcement needs and deployment of resources (\$32,500). The second project is accident reconstruction equipment for investigating serious injury crashes (\$8,500). The third project is enhanced equipment for police officers in high-risk incidents consisting of weapons lights (\$22,500), thermal imaging cameras (\$8,000) and breaching equipment (\$20,000).

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

Financial Status

Funding Source:	Local:	\$	-
	Emergency-911 Fees:	\$	-
	DEA:	\$	91,500
Total Appropriations:		\$	91,500

Project: E-911 Phone System VOIP Upgrade
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is to replace and upgrade the E-911 phones to a VOIP system that is compatible with next Generation 911 service. This is the final phase of a nation-wide integration of 911 services with cell phone technology. New functionality includes better GPS data from cell phones (caller location rather than cell tower) and, significantly, the ability to receive text messages. The current system cannot be upgraded to provide these services and, as such, is at the end of its technological life. E-911 Funding will be used for this initiative.

\$ Impact on Operations: Maintenance costs are equivalent to the current system which is included within the base operating budget.

Financial Status

Funding Source:	Local:	\$	-
	Emergency-911 Fees:	\$	400,000
	DEA:	\$	-
Total Appropriations:		\$	400,000

CAPITAL PROJECT FUND SUMMARIES

Project: Public Safety Headquarters Improvements
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Description: *Scope*
 Public Safety Headquarters is approximately fifteen years and has the original carpet/flooring and HVAC units. The carpet is subject to heavy traffic 365 days/year and needs to be replaced. Most of the non-carpeted flooring can be maintained for several more years with some minor maintenance (e.g. re-grouting tiles). The cost of new carpet and other repairs is presently estimated at \$70,000. All of the HVAC units at Headquarters and the Jail are beyond their service life, and repair and maintenance have become constrained by parts availability. All of these units must be replaced over the next three years with eight needing replacement in FY 2016 (\$80,000) and the rest deferred to FY 2017 and FY 2018 (\$50,000 each). Security fencing must be added to the north wall between the jail and Headquarters, as the ornamental fence there now does not meet standards for a jail guard line (\$7,000). Related to this, the motors for the overhead sally port doors must be replaced (\$14,000). Finally, approximately \$50,000 is included for improvements to the building exterior on the northeast side.

\$ Impact on Operations: Facility/equipment maintenance costs to decrease due to decline in repairs.

<i>Financial Status</i>			
Funding Source:	Local:	\$	221,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	221,000

Project: Heart Monitor Replacements (Qty: 2)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Description: *Scope*
 This request is for replacement of two 12-lead heart monitors currently in service. The units to be replaced, which were originally put in service in 2011, are essential to Advanced Cardiac Life Support and part of the American Heart Association's standard of care for cardiac events. The units have a five-year life expectancy and an estimated cost of \$30,000 each. At present there is one on an apparatus at each fire station.

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

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

CAPITAL PROJECT FUND SUMMARIES

Project: Public Safety Facilities (multiple) Roof Repairs/Replacements
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: Roof repair/maintenance to the PVC/Metal Roof segments at Fire Stations 1-4. Detailed scope includes:

- (4) PVC roofs: 4250' sq ft per roof = total 17,000' sq ft
 Roof Maintenance: Installation of protective walk pads, roof cleaning by power washing, drain cleaning, all debris to be bagged and removed from roof re-caulking and resealing all areas that require on-going maintenance for warranty compliance (ex: counter-flashing joints). There will be 10 years left in the Garland PVC roof warranties after these repairs.

- (4) Metal roofs: 4800' sq ft per roof = total 19,380' sq ft
 - Clean out all gutters and blow out downspouts.
 - Re-seal all gutter seams. Install TPO liners if necessary.
 - Clean and prepare all panel termination edges at gutters.
 - Completely seal all termination edges with urethane sealant
 - Seal all fastener heads with urethane sealant.
 - Seal all ridge cap seams with urethane sealant
 - Install all new foam closures at ridge cap

These repairs will buy these roofs another 5 -10 years.

\$ Impact on Operations: This program decreases facility maintenance and utilities costs (increased energy efficiency).

Financial Status

Funding Source:	Local:	\$	32,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	32,000

CAPITAL PROJECT FUND SUMMARIES

Project: Fleet Replacement (Qty: 3)
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the replacement of one 1999 Freightliner bus (currently has over 147,000 miles and A/C is constantly in need of repair and has already been rebuilt several times) and two 2000 Ford F-250s (one has over 101,000 miles and repairs are coming closer and closer together, the other has over 75,000 miles and needs major transmission work). These vehicles warrant replacement based on age and repair costs. Repair costs for these vehicles are escalating and replacement parts can be difficult to locate.

Replacement criteria is as follows: 1) when the department director determines it is no longer cost effective to retain the vehicle; 2) when either mileage or age reaches or exceeds 10-years of service or 125,000 miles; and 3) motorized equipment damaged in accidents shall be inspected by the Safety/Risk Administrator to determine feasibility of repairs as compared to replacement cost.

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

Financial Status

Funding Source:	Local:	\$	160,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	160,000

CAPITAL PROJECT FUND SUMMARIES

Project: Athletic Scoreboards (maintenance/replacement)
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: The city owns and maintains thirty-one athletic and equestrian scoreboards.

Staff has developed a plan for systematic replacement of scoreboards. The replacement cost is estimated at \$8,500 per baseball/softball scoreboard (includes shipping and installation) and \$20,000 for a football scoreboard (includes shipping and installation). Maintenance/refurbishment of scoreboards is estimated at an additional \$1,000 to \$2,000 annually.

This request is for the replacement of scoreboards at the Wills Park baseball fields (fields 1, 2, C, & D). Staff is researching the possibility of utilizing the existing poles which will lower costs significantly. That, coupled with a funding commitment from the Alpharetta Youth Baseball Association (TBD), will assist the department in replacing the four boards identified above at a net cost to the City of the \$20,000. Scoreboard replacement may vary from what's included herein if it is in the Director's opinion that a higher priority replacement is needed (e.g. due to mechanical malfunction) or if additional funds are available.

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

Financial Status

Funding Source:	Local:	\$	20,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	20,000

Project: Park Equipment Replacement
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the replacement of three pieces of equipment including: one 2004 JD 4100 Tractor for the Greenway (over 2,500 hours of usage); one 1996 John Deere 6x4 Trail Gator (over 3,900 hours of usage); and one 1996 LX885 Skid Steer Loader for North Park.

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

Financial Status

Funding Source:	Local:	\$	73,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	73,000

CAPITAL PROJECT FUND SUMMARIES

Project: Webb Bridge Park Erosion Control/Parking Lot Repaving
Department: Recreation and Parks
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description:

This request is for the repaving of parking lots at Webb Bridge Park and associated stormwater improvements. The existing parking lots are currently paved with pervious asphalt intended to reduce stormwater runoff. The existing pavement is costly to maintain, does not function as intended regarding stormwater, and generates a large amount of loose gravel. The scope of this project includes removing loose gravel, repaving with 1.5" thickness of Type E asphalt, restriping, and various stormwater improvements. The resurfacing would improve the structural adequacy of existing paving and provide a new appearance for striping. It would provide a safer walking surface for all users of the park. The stormwater runoff improvements would help improve water quality and address downstream erosion and sedimentation issues. The three parking lots are being resurfaced and improved in phases. The FY 2014 and 2015 capital budgets included funding for design, phase 1 improvements to the lower field parking lot, and phase 2 improvements to the upper field parking lot.

The request for FY 2016 is to fund stormwater improvements to the Webb Zone Parking Lot that would include the creation of two bio retention cells along the perimeter of the parking area. These improvements serve to improve water quality and reduce sedimentation of the park pond thus reducing the frequency of necessary dredging.

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

Financial Status

Funding Source:	Local:	\$	195,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	195,000

CAPITAL PROJECT FUND SUMMARIES

Project: Miracle Field Drainage Improvements
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for construction of drainage improvements to 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. Design was funded as part of the FY 2013 capital budget. The FY 2016 funding request is for construction of the underlying improvements.

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

Financial Status

Funding Source:	Local:	\$	150,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	150,000

Project: Alpharetta Library Site at Mayfield Rd (Design)
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for design funding for the Alpharetta Library facility and grounds (after the City takes possession of the facility in late summer/fall). The plan for use of the facility is undetermined, but public input will be sought during the design phase.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	50,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	50,000

CAPITAL PROJECT FUND SUMMARIES

Project: Parks Facilities (multiple) Roof Repair/Replacement
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description:

This request is for the roof repair/rehab/replacement at multiple Parks and Recreation facilities.

- Masonry Wall Restorations:

Wacky World Restroom building (\$8,000): 2,500' sq ft

North Park Adult Activity Center (\$10,000): 3,000' sq ft

North Park Arts & Crafts building (\$10,000): 3,000' sq ft

- Pressure wash wall areas to where new materials are going to be applied.
- Repair all cracks in block larger than 1" inch using specified crack repair materials.
- Repair all cracks in block less than 1" inch using specified urethane sealant.
- Remove existing sealants from wall, window, door joints: reseal with urethane sealant.
- Apply Base coat of elastomeric acrylic masonry coating and allow two hour cure.
- Apply Top Coat of elastomeric masonry coating.

These wall restorations will beautify the buildings aesthetically and keep wind driven rain out of the walls. Receives a 10 year warranty

- Roof Restoration/Maintenance:

Community Center (\$105,000); 20,000' sq ft

- Clean and prepare all rubber roof areas.
- Tear out and replace wet insulation areas found by infrared scan.
- Apply 4" inch width Unibond ST cover tape to all roof seams and flashing corners.
- Apply 6" inch width base coat of high strength urethane coating over all seams on roof.
- Apply Top coat of white reflective high strength urethane coating to entire roof.
- Reseal all rooftop penetrations.

This roof restoration will prolong the life of this roof by 10-15 years as well as reflect heat off of the building thereby reducing energy costs. Receives a 10 year warranty with 15 year option.

CAPITAL PROJECT FUND SUMMARIES

Continued

Project: Parks Facilities (multiple) Roof Repair/Replacement
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description:

- Roof replacements:
 Wills Park Concession at fields A-D (\$8,000): 2,000' sq ft
 Wills Park Tennis Restroom building (\$15,000): 4,000' sq ft
 Wills Park Lion's Club Pavilion 3 (\$7,000): 1,800' sq ft
 - Completely remove old roof down to plywood decking.
 - Install rubberized underlayment underlayment in accordance with specifications.
 - Install 30 yr architectural shingles in accordance with manufacturer's specifications.
 - Remove and dispose of existing gutters, drip edges and downspouts.
 - Install new 6" inch k style gutters, drip edges, and 3" x 4" downspouts.
 - Install new step flashing with counter-flashing.
 - Replace pipe boots and rooftop vents.
 All will receive a 30 year warranty.

- Roof Repairs
 North Park maintenance barn (\$10,000): 2,500' sq ft
 Webb Bridge Park maintenance barn (\$10,000): 2,500' sq ft
 - Remove Any loose or delaminating previous repair materials
 - Wire brush any surface rust where new materials are to be applied.
 - Replace loose/missing fasteners with larger bolts and neoprene washers.
 - Install Unibond cover strip tape to all roof seams.
 - Apply high strength urethane coating to all screws, seams, rake edges and gutter edges.
 - Install all new foam closures at ridges.
 - Coat rusting roof areas with rust inhibitive paint.

These repairs should extend the life of these roofs by 10 years or more.

\$ Impact on Operations: This program decreases facility maintenance and utilities costs (increased energy efficiency).

Financial Status

Funding Source:	Local:	\$	183,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	183,000

CAPITAL PROJECT FUND SUMMARIES

Project: Replacement Signage
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description:

This request is for the replacement of park/building signage throughout the city with updated signage that reflects the city's new logo and brand. This will include over 25 signs across multiple locations. Signs to be replaced: (two at the Crabapple Government Center; \$5,000); (one at Cogburn Park; \$2,500); (three at North Park - two double sided signs and one at the Adult Activity Center; \$8,000); (one at the entrance to Union Hill Park; \$2,000); (one at entrance to Webb Bridge Park; \$5,000); (Seven double sided signs at Wills Park: Community Center; \$3,000, Pool \$2,500, Athletic Complex \$2,500, Admin Office \$2,500, Mansell House \$2,500, Wills Park Recreation Center \$2,500, and the Wills Park Equestrian Center \$2,500); (one at the entrance to Silos Park \$2,500); (one at the entrance to Rock Mill Park \$5,000); (one at the entrance to the Greenway at Ethan Allen \$2,500); (one at Brooke Street Park \$2,500); and (new signs at the pocket parks: Canton/Old Canton, Roswell/Old Roswell, Memorial Park at the Police Station, Maddox Park near the Mayor's Office, Olde Milton Park and the Westside Park; total of \$2,000).

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	55,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	55,000

CAPITAL PROJECT FUND SUMMARIES

Project: Wills Park Batting Pavilion (Design)
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the design of a batting pavilion at Wills Park. The pavilion will house 5 large batting cages, 1 pitching lane, and a soft toss area. This pavilion will be on a concrete slab with a roof but no walls. It will be enclosed in a black vinyl link fence and lighted for night time usage. The size of the pavilion is approximately 7,000 sf. It will be constructed near fields 1-4.

Construction costs are estimated at \$225,000 and would be part of future capital funding requests. Alpharetta Youth Baseball Association will contribute funds towards this project, but there is no written commitment at this point.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	25,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	25,000

Project: Design Services
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is to provide funding for various studies and professional services that arise each year from Council and/or Department initiatives. Such services may include revisions to Recreation Master Plans, construction plans for recreation amenities including pavilions, gazebos, etc. These types of studies and professional services are essential and will assist in forecasting the current market environment, recommend standards that will assist in policy decisions, improve project completion timelines and functionality to maintain the high level of services our customers are accustomed to.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	25,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	25,000

CAPITAL PROJECT FUND SUMMARIES



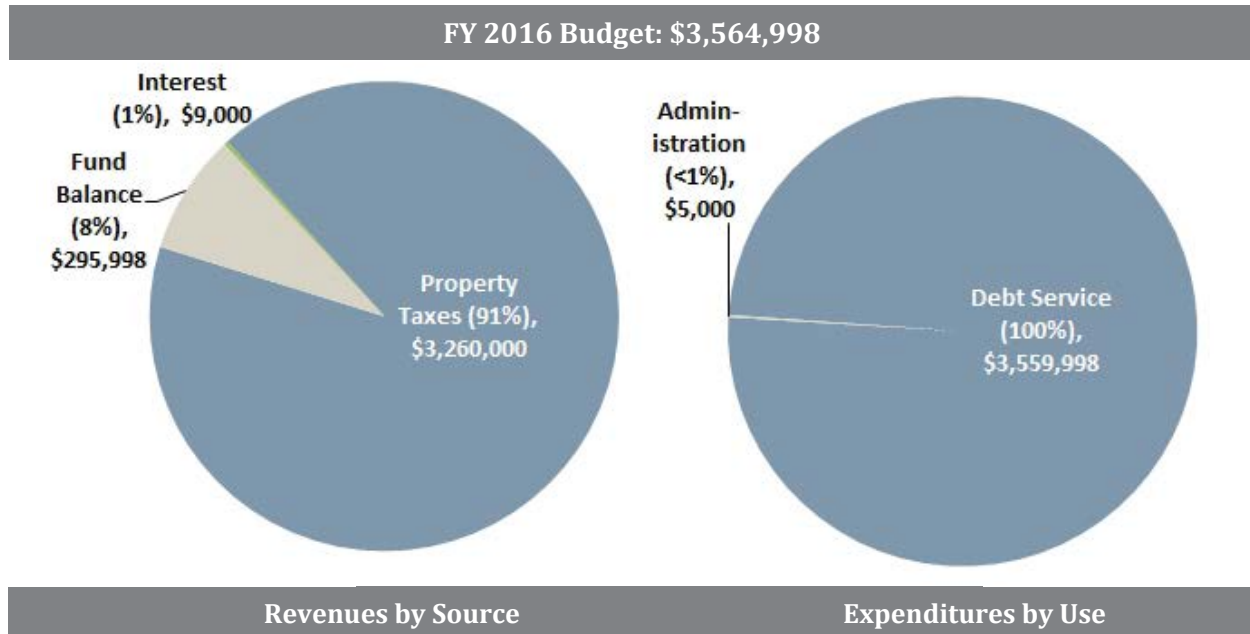
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DEBT SERVICE FUND SUMMARY

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.



The city has one debt service fund that accounts for debt service on the following obligations (except where noted) along with the principal amounts outstanding as of June 30, 2016.

GENERAL OBLIGATION (GO) BONDS		\$
GO Bonds, Series 2006 (un-refunded portion)	\$	1,240,000
GO Bonds, Series 2012		27,170,000
GO Refunding Bonds, Series 2014		17,190,000
Total GO Debt		\$ 45,600,000
DEVELOPMENT AUTHORITY		\$
Revenue Refunding Bonds, Series 2009 ²¹	\$	453,750
Revenue Bonds, Series 2013 ²²		3,905,000
Total Development Authority Debt		\$ 4,358,750

²¹ 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.

²² This obligation is funded out of the General Fund and shown herein for the purposes of providing a comprehensive overview of all bond debt obligations.

DEBT SERVICE FUND SUMMARY

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

GO Bonds, Series 2012: 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.

The first phase of the development is complete and includes:

- 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 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



DEBT SERVICE FUND SUMMARY

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 is attracting 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%.

Development Authority Revenue Bonds, Series 2013: The purpose of this bond issue was to fund a portion of the development, equipping, and construction of Gwinnett Technical College's Alpharetta campus. This obligation is funded from the General Fund.

The Series 2013 Development Authority Revenue Bonds were issued in June 2013 in a par amount of \$4.1 million with a 20-year term and a true-interest cost of 3.13%.

GO Refunding Bonds, Series 2014: The purpose of this bond issue was to advance refund a portion of the Series 2006 GO Bonds. The Series 2014 GO Refunding Bonds were issued in February 2014 in a par amount of \$17.7 million with a 13-year term and a true-interest cost of 2.34%. This refunding resulted in a present value savings of \$842,459 or approximately \$80,000 annually through maturity.

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 2016 are budgeted at \$3,850,338 with the following forecast: 2017-2032: \$3,794,100 (annual average).

The table above provides a historical snapshot of millage rate levies.

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2016	5.000	0.750	5.750	0.0%
2015	4.950	0.800	5.750	0.0%
2014	4.870	0.880	5.750	0.0%
2013	4.820	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%
2003	4.900	2.330	7.230	-3.3%
2002	5.060	2.420	7.480	-5.1%
2001	4.930	2.950	7.880	0.0%
2000	5.170	2.710	7.880	

DEBT SERVICE FUND SUMMARY

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 2006/2012/2014R).

	Principal	Interest	Total Debt Service
FY 2016	2,125,000.00	1,309,746.00	\$ 3,434,746.00
FY 2017	2,195,000.00	1,241,613.00	\$ 3,436,613.00
FY 2018	2,240,000.00	1,179,377.00	\$ 3,419,377.00
FY 2019	2,290,000.00	1,122,572.00	\$ 3,412,572.00
FY 2020	2,345,000.00	1,071,298.00	\$ 3,416,298.00
FY 2021	2,400,000.00	1,004,805.00	\$ 3,404,805.00
FY 2022	2,460,000.00	951,093.00	\$ 3,411,093.00
FY 2023	2,525,000.00	896,079.00	\$ 3,421,079.00
FY 2024	2,590,000.00	837,696.00	\$ 3,427,696.00
FY 2025	2,660,000.00	777,819.00	\$ 3,437,819.00
FY 2026	2,730,000.00	716,340.00	\$ 3,446,340.00
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
	\$ 45,600,000.00	\$ 13,549,838.00	\$ 59,149,838.00

Development Authority Revenue Bond Debt

Development Authority Revenue Bonds, Series 2009: 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,

DEBT SERVICE FUND SUMMARY

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 1st and November 1st, 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.

Development Authority Revenue Bonds, Series 2013: The purpose of this bond issue was to fund a portion of the development, equipping, and construction of Gwinnett Technical College's Alpharetta campus. The Series 2013 Development Authority Revenue Bonds were issued in June 2013 in a par amount of \$4.1 million with a 20-year term and a true-interest cost of 3.13%. The City is obligated to pay 100% of the total principal and interest payments on the bonds. This obligation is funded from the General Fund

	Principal	Interest	Total Debt Service
FY 2016	275,600.00	139,991.50	\$ 415,591.50
FY 2017	280,550.00	131,583.75	\$ 412,133.75
FY 2018	290,500.00	120,832.50	\$ 411,332.50
FY 2019	302,100.00	109,642.50	\$ 411,742.50
FY 2020	190,000.00	101,190.00	\$ 291,190.00
FY 2021	195,000.00	95,490.00	\$ 290,490.00
FY 2022	200,000.00	89,640.00	\$ 289,640.00
FY 2023	205,000.00	83,640.00	\$ 288,640.00
FY 2024	210,000.00	77,490.00	\$ 287,490.00
FY 2025	215,000.00	71,977.50	\$ 286,977.50
FY 2026	225,000.00	66,065.00	\$ 291,065.00
FY 2027	230,000.00	59,315.00	\$ 289,315.00
FY 2028	235,000.00	52,127.50	\$ 287,127.50
FY 2029	245,000.00	44,490.00	\$ 289,490.00
FY 2030	250,000.00	36,527.50	\$ 286,527.50
FY 2031	260,000.00	28,090.00	\$ 288,090.00
FY 2032	270,000.00	19,250.00	\$ 289,250.00
FY 2033	280,000.00	9,800.00	\$ 289,800.00
	\$ 4,358,750.00	\$ 1,337,142.75	\$ 5,695,892.75

DEBT SERVICE FUND SUMMARY



Bond Ratings

Alpharetta is one of only 189 cities in the United States (and one of two in Georgia) to earn a AAA bond rating (*Moody's* and *Standard & Poor'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.

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 2016 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 2015, the debt limit is estimated at \$462 million with currently outstanding general obligation debt representing 10% of capacity.

City Of Alpharetta
Legal Debt Margin (last five fiscal years)

	2015*	2014	2013	2012	2011	2010
Debt limit	\$ 462,485,452	\$ 460,476,790	\$ 465,989,704	\$ 470,312,783	479,413,845	\$ 498,525,167
Total net debt applicable to limit	44,753,767	47,655,000	48,007,538	48,952,453	21,271,623	27,458,890
Legal Debt Margin	\$ 417,731,685	\$ 412,821,790	\$ 417,982,166	\$ 421,360,330	458,142,222	\$ 471,066,277
Total net debt applicable to the limit as a percentage of debt limit	10%	10%	10%	10%	4%	6%

Legal Debt Margin Calculation for Fiscal Year 2015

Taxable Assessed Value	\$ 4,094,949,906
Add back: Exemptions	529,904,610
Total assessed value	4,624,854,516
Debt limit (10% of total assessed value)	\$ 462,485,452
Debt applicable to limit:	
General obligation bonds	45,600,000
Less: Amount set aside for repayment of general obligation debt	(846,233)
Total net debt applicable to limit	\$ 44,753,767
Legal Debt Margin	\$ 417,731,685

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

Source: City of Alpharetta Finance Department

* FY 2015 data represents estimates.

DEBT SERVICE FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2015 Amended Budget	FY 2016 Adopted Budget	\$ Variance	% Variance
Property Taxes: (1)				
Property Taxes	\$ 3,302,000	\$ 3,168,000	\$ (134,000)	-4.1%
Delinquent	5,000	20,000	15,000	100.0%
Motor Vehicle Taxes	105,000	72,000	(33,000)	-31.4%
Interest	9,000	9,000	-	0.0%
Other Financing Sources:				
Transfer-In from Impact Fee Fund	-	-	-	0.0%
Budgeted Fund Balance (2)	913,165	295,998	(617,167)	0.0%
Total Revenues (All Sources)	\$ 4,334,165	\$ 3,564,998	\$ (769,167)	-17.7%
Maintenance & Operations:				
Professional Services	\$ 5,000	\$ 5,000	\$ -	0.0%
Debt Service (Principal and Interest):				
City of Alpharetta				
GO Bonds, Series 2006	1,304,350	1,289,600	(14,750)	-1.1%
GO Bonds, Series 2012	1,502,700	1,497,900	(4,800)	100.0%
GO Bonds, Series 2014 (refunding)	647,862	647,246	(616)	100.0%
Development Authority of Alpharetta				
Revenue Refunding Bonds, Series 2009	125,986	125,252	(734)	-0.6%
Other Uses:				
Debt Service Reserve (3)	748,267	-	(748,267)	100.0%
Total Expenditures (All Uses)	\$ 4,334,165	\$ 3,564,998	\$ (769,167)	-17.7%

Notes:

(1) The reduction in property tax revenue is primarily related to a decline in the underlying millage rate. Motor vehicle tax revenue is also declining due to the impact of House Bill 386 which phased 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.

(2) FYs 2015-2016 utilize available fund balance to offset a portion of the debt service requirements.

(3) 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 2016 will occur subsequent to adoption of the budget.

(4) Debt service on the Development Authority Revenue Bonds, Series 2013, is funded through the General Fund and not included herein.

DEBT SERVICE FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
Beginning Fund Balance:	\$ 4,948,378	\$ 327,547	\$ 745,672	\$ 913,166	\$ 748,268	\$ 452,270	\$ 452,270
Revenues:							
Property Taxes (incl. Motor Vehicle)	\$ 6,731,881	\$ 4,092,596	\$ 3,803,904	\$ 3,412,000	\$ 3,260,000	\$ 3,560,807	\$ 3,544,870
Interest	11,998	8,505	4,463	9,000	9,000	6,000	4,000
Other	-	-	-	-	-	-	-
Refunding Bond Proceeds	-	-	17,695,000	-	-	-	-
	\$ 6,743,879	\$ 4,101,101	\$ 21,503,368	\$ 3,421,000	\$ 3,269,000	\$ 3,566,807	\$ 3,548,870
Expenditures:							
Professional Services	\$ 2,075	\$ 1,000	\$ 1,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Non-Departmental:							
Debt Service	7,334,235	3,681,976	3,646,451	3,580,898	3,559,998	3,561,807	3,543,870
Refunding Bonds (Pmt to Escrow)	-	-	17,518,423	-	-	-	-
Refunding Bonds (Issue Costs)	-	-	170,000	-	-	-	-
	\$ 7,336,310	\$ 3,682,976	\$ 21,335,874	\$ 3,585,898	\$ 3,564,998	\$ 3,566,807	\$ 3,548,870
Other Financing Sources (Uses):							
Interfund Transfer:							
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Impact Fee Fund	271,600	-	-	-	-	-	-
(1) Capital Project Fund	(4,300,000)	-	-	-	-	-	-
Bond IV Fund	-	-	-	-	-	-	-
	\$ (4,028,400)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	\$ 327,547	\$ 745,672	\$ 913,166	\$ 748,268	\$ 452,270	\$ 452,270	\$ 452,270
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ (4,620,831)</i>	<i>\$ 418,126</i>	<i>\$ 167,494</i>	<i>\$ (164,898)</i>	<i>\$ (295,998)</i>	<i>\$ -</i>	<i>\$ -</i>

Notes:

(1) FY 2012 included a repayment to the General Fund that has been utilized for capital initiatives. FYs 2015-2016 utilize available fund balance to offset a portion of the debt service requirements.

(2) Debt service on the Development Authority Revenue Bonds, Series 2013, is funded through the General Fund and not included herein.

DEPARTMENT SUMMARIES

Department Summaries

Overview

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

This section segments departmental budgets into the following components:

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

Direct linkages are identified between the city’s vision/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. 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.

DEPARTMENT SUMMARIES

Mayor and City Council

DONALD MITCHELL
CITY COUNCIL (POST 1)



DMitchell@alpharetta.ga.us

MIKE KENNEDY
CITY COUNCIL (POST 2)



MKennedy@alpharetta.ga.us

CHRIS OWENS
CITY COUNCIL (POST 3)

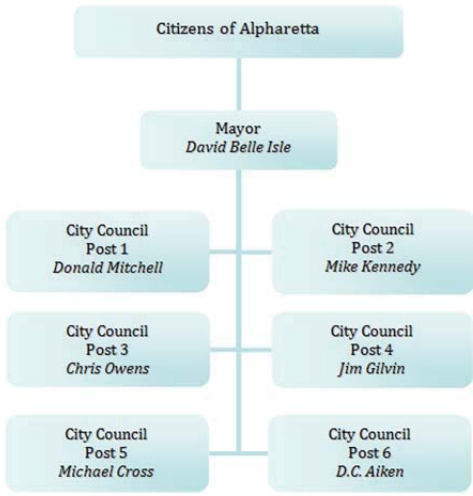


COwens@alpharetta.ga.us

DAVID BELLE ISLE
MAYOR



DBelleIsle@alpharetta.ga.us



JIM GILVIN
CITY COUNCIL (POST 4)



JGilvin@alpharetta.ga.us

MICHAEL CROSS
CITY COUNCIL (POST 5)



MCross@alpharetta.ga.us

D.C. AIKEN
CITY COUNCIL (POST 6)



DCAiken@alpharetta.ga.us

DEPARTMENT SUMMARIES

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.

Community Vision

Our Community Vision is to advance Alpharetta as a signature City by:



Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security;



Providing a business climate that attracts the top echelon companies.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Mayor and City Council General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 117,500	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	67,124	106,176	109,574	126,759	152,477	160,101	168,106
FICA	7,640	7,499	7,358	9,455	9,455	9,455	9,455
Pension (Defined Benefit)	10,995	2,051	1,683	1,735	1,845	1,845	1,845
Pension (401A Contribution/Matc	9,000	10,758	13,500	14,400	14,100	14,100	14,100
Workers Compensation	2,795	2,660	1,933	2,772	3,112	3,174	3,238
OPEB Contribution	-	-	397	407	397	397	397
Miscellaneous	1,800	5,558	3,600	3,764	3,600	3,600	3,600
subtotal	\$ 216,854	\$ 254,702	\$ 258,045	\$ 279,292	\$ 304,986	\$ 312,672	\$ 320,741
Maintenance & Operations:							
* Mayor	\$ 6,001	\$ 5,995	\$ 10,540	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
* City Council Post 1	4,709	4,205	3,486	5,000	5,000	5,000	5,000
* City Council Post 2	967	2,344	1,224	5,000	5,000	5,000	5,000
* City Council Post 3	2,418	1,684	1,918	5,000	5,000	5,000	5,000
* City Council Post 4	2,001	2,494	3,388	5,000	5,000	5,000	5,000
* City Council Post 5	5,391	3,770	3,503	5,000	5,000	5,000	5,000
* City Council Post 6	202	824	232	5,000	5,000	5,000	5,000
Miscellaneous	439	1,359	32	6,390	6,083	6,083	6,083
subtotal	\$ 22,128	\$ 22,674	\$ 24,322	\$ 45,390	\$ 45,083	\$ 45,083	\$ 45,083
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 238,982	\$ 277,376	\$ 282,367	\$ 324,682	\$ 350,069	\$ 357,755	\$ 365,824
PERSONNEL							
Mayor	1.0	1.0	1.0	1.0	1.0		
City Council	6.0	6.0	6.0	6.0	6.0		
TOTAL	7.0	7.0	7.0	7.0	7.0		

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

DEPARTMENT SUMMARIES

Budget Narrative

The Fiscal Year 2016 Budget for Mayor and City Council totals \$350,069 and represents an increase of 7.8%, or \$25,387, compared to the FY 2015 budget, and primarily represents increased group insurance premiums and changes in coverage elections.

The Maintenance and Operations category declined -0.7%, or -\$307, due to a reduction in non-recurring funding (FY 2015 included one-time funding for the citywide rebranding initiative to fund replacement of business cards, forms, etc.). 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					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Variance
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.

DEPARTMENT SUMMARIES

City Administration

BOB REGUS
CITY ADMINISTRATOR



BRegus@alpharetta.ga.us

JAMES DRINKARD
ASSISTANT CITY
ADMINISTRATOR



JDrinkard@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:



Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

DEPARTMENT SUMMARIES

City Administration

Administration, Internal Audit, City Attorney, City Clerk, Public Information, 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;



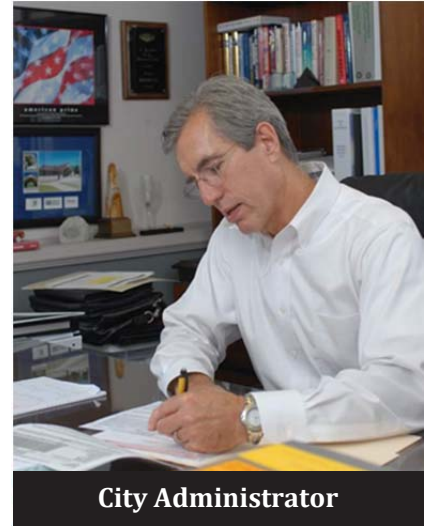
✓ To expand funding opportunities through grant resources;



✓ To increase the public/government interaction through the City's web site; and



✓ Oversee the Economic Development efforts for the City.



City Administrator

DEPARTMENT SUMMARIES

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.



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

City Administration General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
Licenses and Permits:							
Alcohol Beverage Permits	\$ 10,820	\$ 2,227	\$ 7,400	\$ -	\$ -	\$ -	\$ -
Charges for Services:							
Taste of Alpharetta	150,214	151,755	151,829	150,000	-	-	-
Other (Events)	65,181	60,888	82,193	77,500	-	-	-
Other Revenue:							
Property Leases	75,001	27,467	-	-	-	-	-
Other	-	10,803	14,057	15,000	15,000	15,000	15,000
TOTAL	\$ 301,216	\$ 253,139	\$ 255,478	\$ 242,500	\$ 15,000	\$ 15,000	\$ 15,000
EXPENDITURES							
(1) Personnel Services:							
Salaries	\$ 824,736	\$ 1,061,652	\$ 1,139,579	\$ 1,159,670	\$ 1,059,598	\$ 1,086,088	\$ 1,113,240
Overtime	40,928	39,281	67,069	80,000	-	-	-
Group Insurance	100,236	161,223	198,126	221,207	188,519	197,945	207,842
FICA	55,799	73,757	83,709	93,090	81,610	83,650	85,742
Pension (Defined Benefit)	121,002	100,455	89,226	95,207	90,396	90,396	90,396
Pension (401A Contribution/Matc	43,132	55,133	75,077	75,985	77,029	78,955	80,929
Workers Compensation	20,297	20,714	17,522	25,577	26,104	26,626	27,159
OPEB Contribution	-	-	3,643	3,841	3,390	3,458	3,527
Miscellaneous	7,279	7,605	7,852	7,363	7,445	7,445	7,445
<i>subtotal</i>	<i>\$ 1,213,410</i>	<i>\$ 1,519,820</i>	<i>\$ 1,681,803</i>	<i>\$ 1,761,940</i>	<i>\$ 1,534,091</i>	<i>\$ 1,574,563</i>	<i>\$ 1,616,279</i>
Maintenance & Operations:							
Professional Services	\$ 198,029	\$ 328,722	\$ 427,602	\$ 395,177	\$ 136,700	\$ 137,725	\$ 138,758
Rental Equipment	33,728	70,092	95,780	116,195	1,000	1,008	1,015
Advertising	52,613	66,719	65,618	85,463	109,550	110,372	111,199
Printing	21,918	28,546	26,166	46,795	6,000	6,045	6,090
Employee Training	11,089	19,325	28,789	41,650	30,650	30,880	31,111
Employee Travel	6,817	20,793	40,544	30,100	29,350	29,570	29,792
General Supplies	60,984	102,468	137,855	125,755	84,075	84,706	85,341
Maintenance Contracts/IT Services	52,544	88,983	101,916	115,604	122,416	123,334	124,259
Utilities	22,610	25,507	25,773	22,645	-	-	-
Miscellaneous	19,942	10,137	19,900	16,600	2,250	2,267	2,284
<i>subtotal</i>	<i>\$ 480,275</i>	<i>\$ 761,292</i>	<i>\$ 969,943</i>	<i>\$ 995,984</i>	<i>\$ 521,991</i>	<i>\$ 525,906</i>	<i>\$ 529,850</i>
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,693,685	\$ 2,281,112	\$ 2,651,746	\$ 2,757,924	\$ 2,056,082	\$ 2,100,469	\$ 2,146,129
Authorized Personnel (1)	11.0	14.0	14.0	14.0	11.0		

(1) Starting in FY 2016, the Special Events Division (3 FTE personnel) was reallocated to the Recreation and Parks Department.

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2016 Budget for City Administration totals \$2,056,082 and represents a decrease of -25.4%, or -\$701,842, compared to the FY 2015 budget due primarily to the reorganization of the Special Events Division to the Recreation and Parks Department. The Special Events Division includes 3 full-time-equivalent positions (2 full time; 2 part-time) and associated maintenance and operations funding (total FY 2016 reallocation of \$985,553 = \$357,059 for personnel services and \$628,494 for maintenance/operations).

The Personnel Services category decreased -12.9%, or -227,849, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; increases in group insurance premiums; an increase in the actuarially determined defined benefit pension contribution; all of which is offset through the transfer of the Special Events Division to the Recreation and Parks Department (reduction of \$357,059).

Base level personnel total 11 FTEs and represent the following:

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Assistant City Administrator	1.0	1.0	1.0	1.0	1.0	-
Assistant City Clerk	1.0	1.0	1.0	1.0	1.0	-
City Administrator	1.0	1.0	1.0	1.0	1.0	-
City Clerk	1.0	1.0	1.0	1.0	1.0	-
Economic Development Coordinator	1.0	-	-	-	-	-
Economic Development Director	-	1.0	1.0	1.0	1.0	-
Economic Development Manager	-	1.0	1.0	1.0	1.0	-
Executive Office Coordinator	1.0	1.0	1.0	1.0	1.0	-
Grants Administrator	1.0	1.0	1.0	1.0	1.0	-
Internal Auditor	1.0	1.0	1.0	1.0	1.0	-
Records Manager	-	1.0	1.0	1.0	1.0	-
Special Events Coordinator (1FT;2PT)*	1.0	2.0	2.0	2.0	-	(2.0)
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	-
	11.0	14.0	14.0	14.0	11.0	(3.0)

* The Special Events Division is being transferred to the Recreation and Parks Department effective July 1, 2015 (fiscal year 2016). This move is anticipated to increase overall efficiencies.

- The Maintenance & Operations category decreased -47.6%, or -473,993, due primarily to the reorganization of the Special Event Division to the Recreation & Parks Department (reduction of \$628,494). While fully offset through the reorganization mentioned above, notable base budget variances include:
- Increase in professional services due primarily to costs associated with conducting the November 2015 municipal election.

DEPARTMENT SUMMARIES

- Increase in advertising due to expenses for the November 2015 municipal election and multiple sponsorship initiatives including GAMEVID Expo and Alpharetta Chamber of Commerce.
- Increase in maintenance contracts due to software maintenance costs associated with the website upgrade (Sitefinity) and agenda management software (BIS).
- Decrease in utilities due primarily to cost reallocations as part of the relocation to the new City Hall. City Administration now resides in the new City Hall and the associated maintenance/operating costs are tracked within the Public Works Department. FY 2015 included partial year funding for utilities, and maintenance contracts (e.g. janitorial services) for the previous City Administration office space.
- Decrease in non-recurring due to one-time funding in FY 2015 for the citywide rebranding initiative (e.g. forms, business cards, uniforms, etc.) and the City Center grand opening event.

Statement of Revenues, Expenditures, and changes in Personnel

Legal Services

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Maintenance & Operations:							
Professional Fees	\$ 482,051	\$ 442,650	\$ 504,045	\$ 500,000	\$ 525,000	\$ 535,500	\$ 546,210
Miscellaneous	2,408	-	-	-	-	-	-
Adjustments/Reconciliation	-	-	-	-	-	-	-
TOTAL	\$ 484,458	\$ 442,650	\$ 504,045	\$ 500,000	\$ 525,000	\$ 535,500	\$ 546,210
PERSONNEL*	-	-	-	-	-	-	-

* City Attorney services are provided through a contractual arrangement with a private law firm.

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.

DEPARTMENT SUMMARIES

- **City Administration**

Statement of Service: Serves as the administrative head of the municipal government, coordinating municipal functions in order to provide effective, efficient, and responsive services. This office also ensures that ordinances, resolutions and regulations of the City Council and laws of the State of Georgia are enforced and is responsible for public relations activities. Through the grants administrator, the City's Administrator's office identifies revenue sources for the city via grant funding.

City Administration Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
City Administration Department annual turnover percentage	14.0%	0.0%	0.0%	0.0%	0.0%	0.0%
# of Public meetings held	21	30				
Number of website hits	1,757,888	607,818	610,588	311,415	616,693	622,799
Website Unique Visitors	378,451	400,843	403,015	218,739	407,045	411,075
Website Page Views	579,311	1,678,051	1,672,422	798,231	1,680,784	1,689,146
% of Website New Visits	62%	63%	63%	65%	64%	64%
Number of newsletters distributed	N/A	N/A	N/A	N/A	N/A	N/A
# of Grant applications prepared	10	8	14	7	10	10
# of Grants received	5	6	7	5	6	6
% of successful grant applications	50%	75%	50%	71%	60%	60%
Total value of grants received	\$773,450	\$540,958	\$604,440	\$1,138,563	\$100,000	\$750,000
# of Grants managed	40	43	40	39	35	35
Personnel Assigned:	8.0 FTE	9.0 FTE	9.0 FTE		9.0 FTE	9.0 FTE
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
Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.		Executive Office Coord.	Executive Office Coord.
Grants Administrator	Grants Administrator	Grants Administrator	Grants Administrator		Grants Administrator	Grants Administrator
Web Administrator	Web Administrator	Web Administrator	Web Administrator		Web Administrator	Web Administrator
City Clerk	City Clerk	City Clerk	City Clerk		City Clerk	City Clerk
Assistant City Clerk	Administrative Assistant	Administrative Assistant	Administrative Assistant		Assistant City Clerk	Assistant City Clerk
	Records Manager	Records Manager	Records Manager		Records Manager	Records Manager
Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor		Internal Auditor	Internal Auditor

- **Economic Development**

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

Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Existing business contacts	215	240	335	335	400	450
# of New projects	6	18	16	1	5	5
# of Major business prospects recruited	4	7	3	1	2	2
Personnel Assigned:	1.0 FTE*	2.0 FTE	2.0 FTE		2.0 FTE	2.0 FTE
Economic Dev Director	Economic Dev Director	Economic Dev Director	Economic Dev Director		Economic Dev Director	Economic Dev Director
		Economic Dev Manager	Economic Dev Manager		Economic Dev Manager	Economic Dev Manager

* FY 2012 includes the reorganization of the Economic Development function (1.0 FTE Economic Development Director position) from the Community Development Department to City Administration.

DEPARTMENT SUMMARIES

Community Development

KATHI COOK
DIRECTOR



KCook@alpharetta.ga.us



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Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

DEPARTMENT SUMMARIES

Community Development

Administration, Building Safety, Development Services, Zoning, and Code Enforcement

Mission Statement

To protect and enhance the lives of Alpharetta citizens by 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;



- ✓ Provide the highest quality of customer service;



- ✓ Maintain and update demographic, statistical and other data, maps and materials;



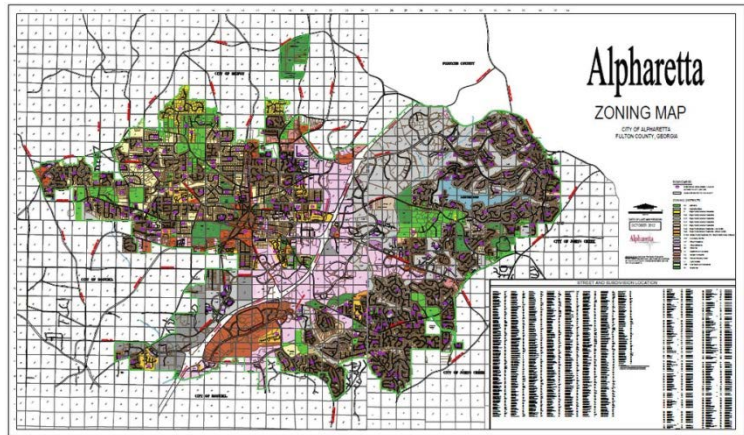
- ✓ Process all public hearings in the most efficient manner possible;



- ✓ Maintain and process business licenses for the City; and



- ✓ Collaborate with the Economic Development Division (City Administration) to fulfill the vision of the City of Alpharetta as the preeminent place to live, work, learn and play.



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Community Development General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
Business Taxes:							
Occupational License Fees	\$ 970,824	\$ 970,598	\$ 989,387	\$ 952,500	\$ 1,002,500	\$ 1,032,575	\$ 1,063,552
Licenses & Permits:							
Development Permits/Fees	106,107	179,301	281,083	175,000	180,000	185,400	190,962
Building Permit Fees	1,462,331	999,290	1,339,090	1,100,000	1,100,000	1,133,000	1,166,990
Occupancy Permit Fees	129,176	110,526	130,080	120,000	145,000	149,350	153,831
Tree Removal Permit	-	-	27,952	5,000	5,000		
Soil Erosion Permit	-	-	56,739	20,000	20,000		
Other	31,520	26,556	36,717	30,100	36,050	37,132	38,245
Charges for Services:							
Planning and Development Fees	103,502	128,137	147,864	140,000	130,000	133,900	137,917
Plan Review Fees	450,320	330,402	447,105	380,000	475,000	489,250	503,928
Other	23,755	6,222	10,379	2,900	1,750	1,803	1,857
Fines & Forfeitures	-	-	2,755	2,000	2,000	2,000	2,000
TOTAL	\$ 3,277,535	\$ 2,751,032	\$ 3,469,152	\$ 2,927,500	\$ 3,097,300	\$ 3,164,409	\$ 3,259,281
EXPENDITURES							
Personnel Services:							
Salaries	\$ 1,084,502	\$ 1,123,332	\$ 1,271,909	\$ 1,406,602	\$ 1,406,156	\$ 1,441,310	\$ 1,477,343
Overtime	-	3,727	229	-	-	-	-
Group Insurance	224,247	244,780	263,956	344,179	357,286	375,150	393,908
FICA	77,101	81,360	93,229	107,486	107,430	110,116	112,869
Pension (Defined Benefit)	155,485	138,936	103,651	99,322	104,315	104,315	104,315
Pension (401A Contribution/Matc	58,175	54,170	84,743	100,615	104,314	106,922	109,595
Workers Compensation	25,761	25,177	21,589	32,154	36,078	36,800	37,536
OPEB Contribution	-	-	4,348	4,628	4,508	4,598	4,690
Miscellaneous	1,105	237	571	326	408	408	408
<i>subtotal</i>	\$ 1,626,377	\$ 1,671,719	\$ 1,844,224	\$ 2,095,312	\$ 2,120,495	\$ 2,179,619	\$ 2,240,663
Maintenance & Operations:							
Professional Services	\$ 20,172	\$ 23,470	\$ 28,435	\$ 18,500	\$ 18,500	\$ 18,639	\$ 18,779
Board Member Fees	10,625	12,275	11,975	13,000	13,000	13,098	13,196
Fuel/Repair & Maintenance	17,716	15,179	20,363	21,800	20,000	20,150	20,301
Building Lease	82,824	111,350	118,469	65,000	-	-	-
Advertising	9,081	13,580	16,113	11,500	15,000	15,113	15,226
Employee Training	4,472	8,250	8,840	15,250	14,000		
Employee Travel	3,906	4,924	6,515	12,250	16,500		
Printing	9,122	2,701	2,270	3,600	3,100	3,123	3,147
Maintenance Contracts/IT Svcs.	77,175	97,355	138,223	139,192	135,590	136,607	137,631
General Supplies	21,474	24,887	26,312	25,900	28,650	28,865	29,081
Utilities	14,461	21,067	28,469	11,650	-	-	-
Miscellaneous	9,516	6,787	7,619	7,000	6,650	6,700	6,750
<i>subtotal</i>	\$ 280,545	\$ 341,824	\$ 413,603	\$ 344,642	\$ 270,990	\$ 242,294	\$ 244,111
Capital/Other	\$ 8,580	\$ 9,125	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,915,502	\$ 2,022,668	\$ 2,257,827	\$ 2,439,954	\$ 2,391,485	\$ 2,421,912	\$ 2,484,774
Authorized Personnel	20.0	20.0	23.0	23.0	23.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2016 Budget for Community Development totals \$2,391,485 and represents a decrease of -2%, or -\$48,469 compared to FY 2015.

The Personnel Services category increased 1.2%, or \$25,183, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; increases in group insurance premiums; an increase in the actuarially determined defined benefit pension contribution; which is partially offset through targeted position reallocations (and associated salary reductions) within the Department.

Base level personnel total 23.0 FTEs and represent the following:

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016*	
Administrative Assistant II	2.0	3.0	2.0	1.0	1.0	-
Arborist	-	-	1.0	1.0	1.0	-
Boards Administrator	1.0	1.0	-	-	-	-
Boards Assistant	-	-	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	3.0	(1.0)
Director of Community Development	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Community Development**	-	-	1.0	1.0	-	(1.0)
Economic Development Coordinator	-	-	-	-	-	-
Development Services Engineer (Stormwater)	-	-	1.0	1.0	1.0	-
Planner/GIS Specialist	1.0	1.0	1.0	1.0	1.0	-
Permit Technician	-	-	-	1.0	1.0	-
Zoning Administrator	1.0	1.0	1.0	1.0	1.0	-
Zoning Enforcement Officer**	-	-	-	-	1.0	1.0
Recording Secretary	1.0	-	-	-	-	-
Senior Engineer (Transportation)	-	-	1.0	1.0	1.0	-
Senior Planner**	-	-	-	-	1.0	1.0
Specialized Assistant - Permits Plus	1.0	1.0	1.0	1.0	1.0	-
	20.0	20.0	23.0	23.0	23.0	-

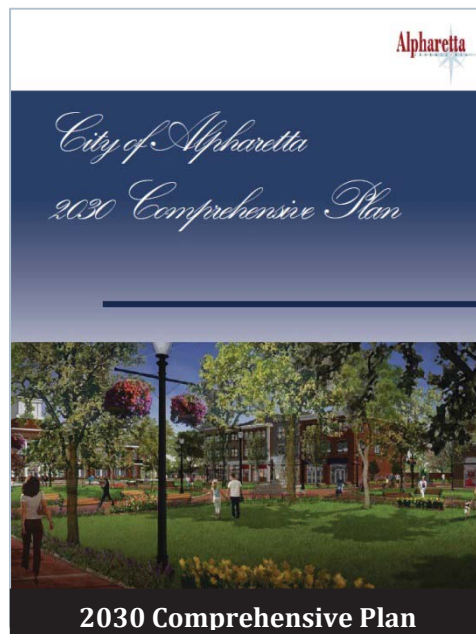
* Includes 1.0 FTE not-funded in the FY 2016 Budget [Building Inspector]. Funding for this position was eliminated in FY 2011 and will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

** Position reclassification occurred during FY 2015.

DEPARTMENT SUMMARIES

The Maintenance and Operations category decreased -21.4%, or -\$73,652, due primarily to the following activity:

- Increase in advertising of \$3,500 to cover legal notices related to growth in zoning and permitting activity.
- Increase in travel/training of \$3,000 due to a continued focus on training and certification.
- Decrease in multiple accounts (building rental, utilities, and maintenance contracts) of -\$76,150 due primarily to cost reallocations as part of the relocation to the new City Hall. Community Development now resides in the new City Hall and the associated maintenance/operating costs are tracked within the Public Works Department. FY 2015 included partial year funding for rent, utilities, and maintenance contracts (e.g. janitorial services) for the previous Community Development office space. The reduction in the maintenance contracts account is partially offset through an increase in coffee service expenses as Community Development is responsible for funding coffee service in the City Hall break room which is adjacent to their new office space.
- Decrease in professional services (IT) of -\$4,102 due primarily to a reduction in estimated maintenance and support costs for the CityWorks asset management and permitting software currently being implemented.
- Decrease in non-recurring of -\$2,000 due to FY 2015 including one-time funding for the citywide rebranding initiative (e.g. forms, business cards, uniforms, etc.).



DEPARTMENT SUMMARIES

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.

- **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.

Performance Measurements - Administration	Actual FY 2012	Actual FY 2013	Actual FY 2014*	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Special projects managed	2	4	10	14	5	5
Personnel Assigned:	6.0 FTE	6.0 FTE	4.0 FTE		4.0 FTE	4.0 FTE
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 (2)	Admin Asst. II			Admin Asst. II	Admin Asst. II
GIS Specialist	GIS Specialist					
Boards Administrator	Boards Administrator					
		Deputy Director of Comm Development			Deputy Director of Comm Development	Senior Planner
Recording Secretary						
		Specialized Assistant (Permits Plus)			Specialized Assistant (Permits Plus)	Specialized Assistant (Permits Plus)
Planning & Zoning Administrator	Planning & Zoning Administrator					

* Department completed a reorganization in FY 2013 that segmented operations by Administration, Building Safety, Development Services, Code Enforcement, and Zoning. Position reallocations are reflected starting in FY 2014.

DEPARTMENT SUMMARIES

- **Zoning/Development/Building Safety Services**

Statement of Service: These Divisions are tasked with guiding the growth and development of the city in a manner that enhances the quality of life and recognizes the city's historic and natural features.

Performance Measurements - Zoning	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of New public hearings filed	119	129	175	40	177	195
Total # of public hearings processed	133	157	161	15	192	215
# of parcels annexed	0	0				
Personnel Assigned:	4.0 FTE			4.0 FTE	4.0 FTE	4.0 FTE
	Zoning Administrator			Zoning Administrator	Zoning Administrator	Zoning Administrator
	GIS Specialist			GIS Specialist/Planner	GIS Specialist/Planner	GIS Specialist/Planner
	Boards Assistant			Boards Assistant	Boards Assistant	Boards Assistant
	Code Enforcement Officer			Code Enforcement Officer	Code Enforcement Officer	Code Enforcement Officer

* Department completed a reorganization in FY 2013 that segmented operations by Administration, Building Safety, Development Services, Code Enforcement, and Zoning. Position reallocations are reflected starting in FY 2014.

Performance Measurements - Development Services	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
Private development plans reviewed	133	90	86	53	110	120
Tree permits issued	745	793	969	500	800	815
Personnel Assigned:	3.0 FTE			3.0 FTE	3.0 FTE	3.0 FTE
	Development Services Senior Engineer - Transportation			Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation
	Services Engineer - Stormwater			Development Services Engineer - Stormwater	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater
	Arborist			Arborist	Arborist	Arborist

Division activity was previously recorded within the Public Works Department (figures sourced from FileMaker ICMA by Fiscal Year).

Development Services (Community Development) is tracking activity effective January 2013.

* Department completed a reorganization in FY 2013 that segmented operations by Administration, Building Safety, Development Services, Code Enforcement, and Zoning. Position reallocations are reflected starting in FY 2014.

DEPARTMENT SUMMARIES

Performance Measurements - Building Safety	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of New building permits issued	2,995	3,118	3,660	2,533	3,700	3,700
# of Building inspections completed	10,042	11,576	14,362	12,671	14,500	14,500
Personnel Assigned:	14.0 FTE	14.0 FTE	9.0 FTE	9.0 FTE	9.0 FTE	9.0 FTE
Building Official	Building Official	Building Official	Building Official	Building Official	Building Official	Building Official
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II		Permit Technician	Permit Technician
Specialized Assistant (Permits Plus)	Specialized Assistant (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)					

* Includes 1.0 FTE (Building Inspector positions) not-funded in the Budget.

** Department completed a reorganization in FY 2013 that segmented operations by Administration, Building Safety, Development Services, Code Enforcement, and Zoning. Position reallocations are reflected starting in FY 2014.

- Code Enforcement Services**

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 - Code Enforcement	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Code enforcement inspections completed	2,886	2,508	2,534	1,355	2,500	2,500
Personnel Assigned:			3.0 FTE	3.0 FTE	3.0 FTE	3.0 FTE
			Code Enforcement Officer (3)	Code Enforcement Officer (3)	Code Enforcement Officer (3)	Code Enforcement Officer (3)

* Department completed a reorganization in FY 2013 that segmented operations by Administration, Building Safety, Development Services, Code Enforcement, and Zoning. Position reallocations are reflected starting in FY 2014.

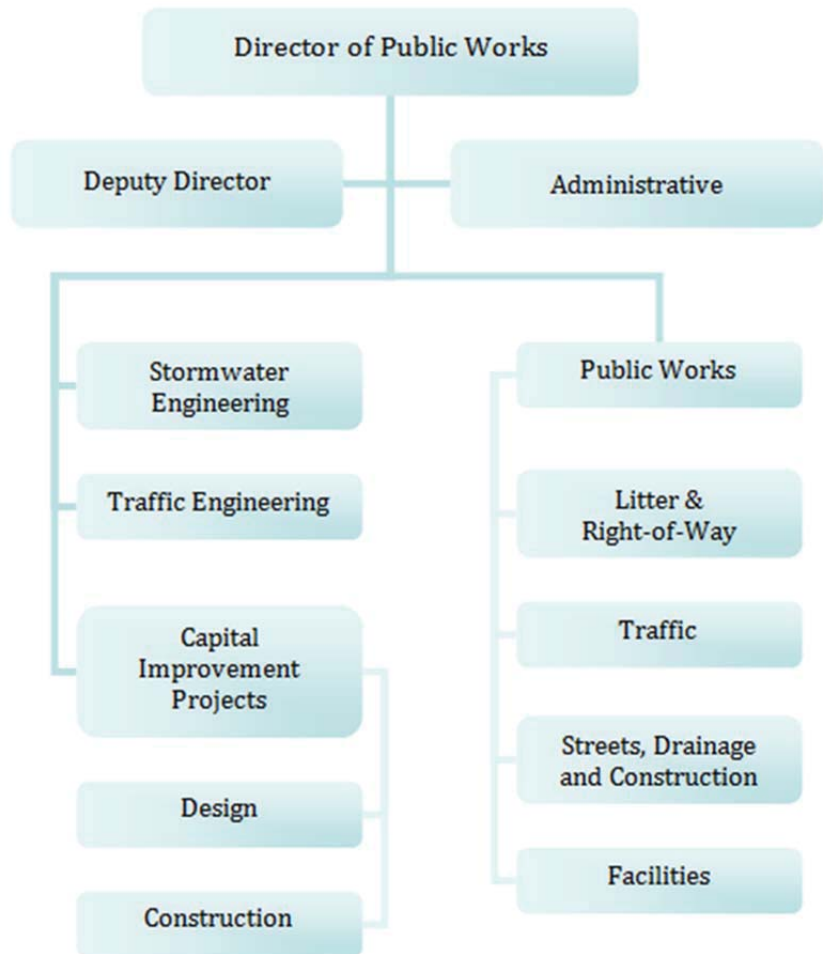
DEPARTMENT SUMMARIES

Public Works

PETE SEWCZWICZ
DIRECTOR



PSewczwicz@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:



Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

DEPARTMENT SUMMARIES

Public Works

Administration, Conservation, and Public Works

Mission Statement

The Department of 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, and environmental conservation.

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 service to the customer is minimal.

Engineering



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Public Works General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
Licenses and Permits:							
(1) Tree Removal Permit	\$ 2,504	\$ 10,520	\$ -	\$ -	\$ -	\$ -	\$ -
(1) Soil Erosion Permit	9,800	25,748	-	-	-	-	-
Charges for Services:							
Printing Services	-	-	-	250	-	-	-
Tree Replacement Fund	-	-	-	-	-	-	-
Other Revenue:							
CID (GA400 Interchange Maint.)	-	-	32,143	62,500	70,000	69,800	48,600
Miscellaneous	1,604	1,040	-	-	-	-	-
TOTAL	\$ 13,908	\$ 37,309	\$ 32,143	\$ 62,750	\$ 70,000	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 2,754,497	\$ 2,753,277	\$ 2,666,011	\$ 2,772,838	\$ 2,862,645	\$ 2,934,211	\$ 3,007,566
Overtime	23,601	18,632	36,790	30,000	40,000	40,000	40,000
Group Insurance	642,776	746,286	741,285	889,491	864,572	907,801	953,191
FICA	201,974	201,452	195,326	214,832	221,316	226,849	232,520
Pension (Defined Benefit)	339,964	302,863	228,142	240,395	236,254	236,254	236,254
Pension (401A Cont./Match)	136,461	145,336	142,009	155,453	177,356	181,790	186,335
Workers Compensation	65,788	62,315	42,558	63,499	73,214	74,678	76,172
OPEB Contribution	-	-	8,734	9,252	9,286	9,472	9,661
Miscellaneous	1,784	1,103	1,630	1,807	1,306	1,306	1,306
<i>subtotal</i>	<i>\$ 4,166,845</i>	<i>\$ 4,231,264</i>	<i>\$ 4,062,485</i>	<i>\$ 4,377,567</i>	<i>\$ 4,485,949</i>	<i>\$ 4,612,361</i>	<i>\$ 4,743,005</i>
Maintenance & Operations:							
Professional Services	\$ 29,249	\$ 35,842	\$ 47,849	\$ 37,500	\$ 37,500	\$ 37,781	\$ 38,065
Fuel/Repair & Maint. (Vehicles)	144,280	138,996	137,315	167,000	167,000	168,253	169,514
Repair & Maint. (Facilities)	137,127	152,237	185,863	169,000	209,000	210,568	212,147
Maint. Contracts/IT Services	491,574	545,531	602,765	1,132,173	905,780	912,573	919,418
General Supplies	139,635	145,765	147,648	160,250	176,000	177,320	178,650
Utilities	1,344,486	1,324,513	1,553,484	1,636,700	1,790,000	1,803,425	1,816,951
Miscellaneous	105,280	121,597	82,415	113,810	94,160	94,866	95,578
<i>subtotal</i>	<i>\$ 2,391,632</i>	<i>\$ 2,464,481</i>	<i>\$ 2,757,338</i>	<i>\$ 3,416,433</i>	<i>\$ 3,379,440</i>	<i>\$ 3,404,786</i>	<i>\$ 3,430,322</i>
Capital/Lease/Other							
Enterprise Software Lease	\$ -	\$ 73,012	\$ 71,727	\$ 75,692	\$ 75,997	\$ 75,691	\$ 75,996
Miscellaneous	22,110	4,950	-	-	-	-	-
<i>subtotal</i>	<i>\$ 22,110</i>	<i>\$ 77,962</i>	<i>\$ 71,727</i>	<i>\$ 75,692</i>	<i>\$ 75,997</i>	<i>\$ 75,691</i>	<i>\$ 75,996</i>
TOTAL	\$ 6,580,587	\$ 6,773,707	\$ 6,891,550	\$ 7,869,692	\$ 7,941,386	\$ 8,092,837	\$ 8,249,322
Authorized Personnel	62.0	62.0	59.0	59.0	59.0		

(1) Starting in FY 2014, all permitting functions were moved to the Community Development Department (3.0 FTE).

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2016 Budget for Public Works totals \$7,941,386 and represents an increase of 0.9%, or \$71,694, compared to FY 2015.

The Personnel Services category increased 2.5%, or \$108,382, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; increases in group insurance premiums; and an increase in the actuarially determined defined benefit pension contribution.

Base level personnel total 59.0 FTEs and represent the following:

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016*	
Administrative Assistant I	-	-	-	-	-	-
Administrative Assistant II	2.0	2.0	2.0	2.0	2.0	-
Arborist	1.0	1.0	-	-	-	-
Civil Engineer**	3.0	3.0	2.0	1.0	2.0	1.0
Construction Inspector	-	-	-	-	-	-
Construction Manager	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Public Works	1.0	1.0	1.0	1.0	1.0	-
Director of Public Works	1.0	1.0	1.0	1.0	1.0	-
Engineering Technician**	7.0	7.0	7.0	7.0	4.0	(3.0)
Environmental Program Coordinator	-	1.0	1.0	1.0	1.0	-
Environmental Education Coordinator	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	4.0	3.0	3.0	-
Senior Inspector	-	-	-	1.0	1.0	-
Land Disturbance Activity Inspector	-	-	-	-	-	-
Office Manager	-	-	-	-	-	-
Project Administrator	1.0	1.0	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	6.0	6.0	6.0	-	-	-
Public Works Technician I*	7.0	7.0	7.0	13.0	13.0	-
Public Works Technician II**	9.0	9.0	9.0	9.0	8.0	(1.0)
Senior Engineer**	3.0	3.0	2.0	3.0	2.0	(1.0)
Senior Operations Manager*	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	-	-	-
Senior Water Resources Analyst	-	-	-	1.0	1.0	-
Traffic Operations Manager**	-	-	-	-	1.0	1.0
Traffic Signal Engineer**	-	-	-	-	1.0	1.0
Urban Forestry Program Manager**	-	-	-	-	1.0	1.0
Utility Locator**	-	-	-	-	1.0	1.0
	62.0	62.0	59.0	59.0	59.0	-

* Includes 4.0 FTE not-funded in the FY 2016 Budget [Senior Operations Manager (1.0 FTE); GIS Specialist (1.0 FTE); and Public Works Technician I (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.

** Position reclassification occurred during FY 2015.

DEPARTMENT SUMMARIES

The Maintenance and Operations category decreased -1.1%, or -\$36,993, due primarily to the following activity:

- Increase in facility repair/maintenance of \$40,000 due to anticipated maintenance needs for the new City Hall and Parking Garage. This funding was contained within the maintenance contracts account for FY 2015 and is now being broken out to the appropriate accounts based on usage.
- Increase in professional services (IT) of \$7,767 due to multiple initiatives including a reconciliation of our Microsoft Licensing Agreement to reflect our actual number of users (prior years were low), a migration to Office 365 which will bring multiple operational efficiencies and increased capabilities, and additional bandwidth (circuit connections).
- Increase in general supplies of \$15,750 due to anticipated supply needs for the new City Hall and Parking Garage. This funding was contained within the maintenance contracts account for FY 2015 and is now being broken out to the appropriate accounts based on usage.
- Increase in anticipated electric costs of \$146,800 for the new City Hall, Parking Garage, and Park/Town Green (\$56,800 increase) as well as general growth in utility costs citywide (\$90,000 increase).
- Decrease in anticipated training needs (and associated travel costs) of -\$7,000.
- Decrease in maintenance contracts of -\$234,160 for FY 2016. FY 2015 included partial-year estimated maintenance costs for the new City Hall, Parking Garage, and Park/Town Green within the maintenance contracts account. This funding is now being broken out to the appropriate accounts based on usage. Also, Public Works will not be responsible for funding maintenance on the Park/Town Green and this funding has been reallocated to the Parks Department (\$160,500). Additionally, \$25,000 has been reallocated from HVAC maintenance within Public Works to the same account within the Parks Department. The Parks Department will leverage their staff to manage HVAC maintenance needs within the parks system.
- Decrease in non-recurring of -\$10,000 due to FY 2015 including one-time funding for the citywide rebranding initiative (e.g. forms, business cards, uniforms, etc.).

The Capital/Lease category includes funding for the CityWorks work-order management software lease.

DEPARTMENT SUMMARIES

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.

- 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.

Public Works Conservation						
Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Events coordinated	23	26	27	8	25	25
# of Students reached	930	725	330	210	900	900
# of Volunteers	1018	1040	634	387	1000	1000
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE		1.0 FTE	1.0 FTE
	Environmental Education Coord.	Environmental Program Coord.	Environmental Program Coord.		Environmental Program Coord.	Environmental Program Coord.



TREE CITY USA®

The Tree City USA® program, sponsored by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters, provides direction, technical assistance, public attention, and national recognition for urban and community forestry programs in thousands of towns and cities that more than 120 million Americans call home. The many benefits of being a Tree City include creating a framework for action, education, a positive public image, and citizen pride.

The City of Alpharetta has been designated as a Tree City USA Community. Tree City USA Designation has four (4) major components: (1) A Tree Board or Department; (2) A Community Tree Ordinance; (3) A Community Forestry Program with an Annual Budget of at Least \$2 Per Capita; and (4) an Arbor Day Observance and Proclamation.

The city has also been awarded the Tree City USA Growth Award which recognizes environmental improvement and encourages higher levels of tree care throughout America. This award is designed not only to recognize achievement, but also to communicate new ideas and help the leaders of all Tree City USA's plan for improving community tree care.



DEPARTMENT SUMMARIES

- 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.

Public Works Engineering						
Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
% of contracts completed within 10% of original budget contract	89%	80%	100%	100%	80%	80%
% of contracts completed within 10% of original contract time	72%	80%	56%	29%	80%	80%
# of Water quality samples analyzed	299	327	322	208	300	300
# of Land disturbance inspections	6491	6191	6066	4346	5500	5500
<i>* Capital contracts include traffic, stormwater, sidewalks, infrastructure, community development, and facilities projects.</i>						
Personnel Assigned:	29.0 FTE	29.0 FTE	26.0 FTE**	26.0 FTE**	26.0 FTE**	26.0 FTE**
Director of PW	Director of PW	Director of PW		Director of PW	Director of PW	
Deputy Director *	Deputy Director *	Deputy Director *		Deputy Director	Deputy Director	
Senior Operations Manager	Senior Operations Manager	Senior Operations Manager		Senior Operations Manager*	Senior Operations Manager*	
Project Administrator	Project Administrator	Project Administrator		Project Administrator	Project Administrator	
Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)		Admin Asst. II (2)	Admin Asst. II (2)	
Fleet Coordinator	Fleet Coordinator	Fleet Coordinator		Fleet Coordinator	Fleet Coordinator	
Arborist	Arborist					
Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (2)		Civil Engineer (2)	Civil Engineer (2)	
Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (2)		Sr. Engineer (2)	Sr. Engineer (2)	
Construction Mgr. Inspector (4)	Construction Mgr. Inspector (4)	Construction Mgr. Inspector (4)		Construction Mgr. Inspector (4)	Construction Mgr. Inspector (3)/ Senior Inspector (1)	
Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician		Sr. Engineering Technician	Sr. Engineering Technician	
Engineering Technician (7)	Engineering Technician (7)	Engineering Technician (7)		Engineering Technician (7)	Engineering Technician (4)	
					Traffic Operations Manager	
					Traffic Signal Engineer	
					Urban Forestry Program Manager	
Water Resources Technician	Water Resources Technician	Water Resources Technician		Water Resources Technician	Senior Water Resources Analyst	
GIS Specialist*	GIS Specialist*	GIS Specialist*		GIS Specialist*	GIS Specialist*	

* Positions are not funded in the Budget.

**Three positions were reorganized into the Community Development Department in FY 2013/2014 to improve service and availability to our permit customers (one Senior Engineer (Transportation), one Engineer (Stormwater), and one Arborist).

DEPARTMENT SUMMARIES

- **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.

Public Works						
Public Works Operations						
Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
Average # of days to complete sidewalk work order	7.2	5.5	8.7	4.0	7.5	7.5
Average # of days to complete pothole work order	1.0	1.0	1.0	1.0	1.0	1.0
Average # of days to complete curb and gutter work order	1.9	4.6	2.3	2.5	4.0	4.0
Average # of days to complete ROW, mowing, limb work order	1.5	1.1	1.9	1.1	1.5	1.5
Average # of days to complete sink hole work order	1.6	4.8	9.2	4.3	5.0	5.0
Average # of days to complete sign replacement/upgrade work order	6.1	3.3	1.9	1.9	2.5	2.5
Average # of days to complete signal light maintenance work order	1.6	1.4	2.4	1.4	1.5	1.5
Average # of days to complete striping work order	2.4	1.7	1.5	1.1	2.0	2.0
Average # of days to complete catch basin work order	1.1	3.0	1.9	2.0	2.0	2.0
Average # of days to complete storm drain work order	4.3	4.3	4.4	3.6	5.0	5.0
Average # of days to complete facilities work order	2.6	1.8	2.0	1.3	2.5	2.5
Personnel Assigned:	32.0 FTE	32.0 FTE	32.0 FTE	32.0 FTE	32.0 FTE	32.0 FTE
PW Supervisor (3)	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 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 (8)	PW Tech II (8)
PW Tech I (7)	PW Tech I (7)	PW Tech I (7)	PW Tech I (7)	PW Tech I (13)*	PW Tech I (13)*	PW Tech I (13)*
PW Tech (6)*	PW Tech (6)*	PW Tech (6)*	PW Tech (6)*			Utility Locator

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

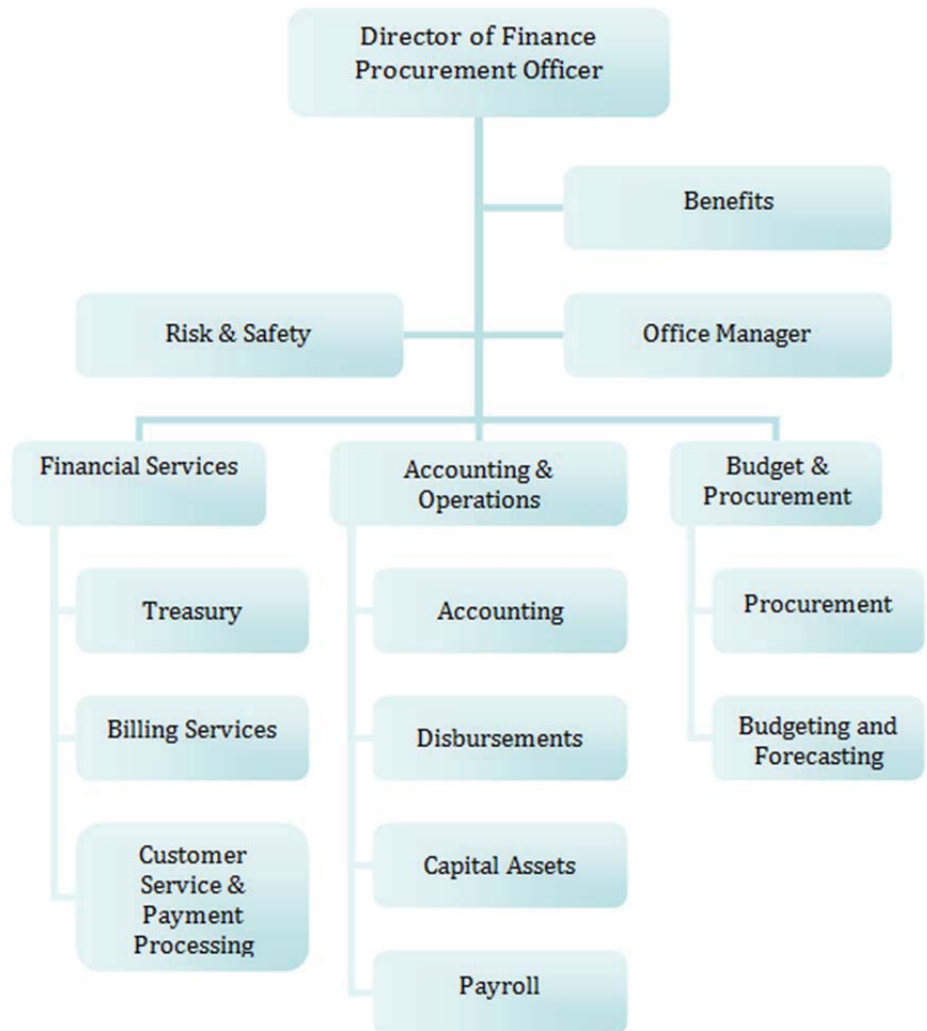
DEPARTMENT SUMMARIES

Finance

THOMAS G. HARRIS
DIRECTOR



THarris@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:



Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

DEPARTMENT SUMMARIES

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



- ✓ 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. 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.



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Finance General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 1,425,720	\$ 1,384,233	\$ 1,430,266	\$ 1,464,246	\$ 1,519,559	\$ 1,557,548	\$ 1,596,487
Overtime	-	289	1,730	-	-	-	-
Group Insurance	311,925	316,496	320,127	353,753	361,699	379,784	398,773
FICA	100,927	97,796	99,791	111,831	115,953	118,852	121,823
Pension (Defined Benefit)	204,700	185,749	150,813	158,893	168,915	168,915	168,915
Pension (401A Cont./Match)	63,153	59,681	70,185	72,749	78,430	80,391	82,401
Workers Compensation	31,770	30,688	22,776	33,394	38,862	39,639	40,432
OPEB Contribution	-	-	4,510	4,722	4,778	4,874	4,971
Miscellaneous	474	402	1,141	163	815	815	815
<i>subtotal</i>	\$ 2,138,669	\$ 2,075,334	\$ 2,101,340	\$ 2,199,751	\$ 2,289,011	\$ 2,350,817	\$ 2,414,617
Maintenance & Operations:							
Professional Services	\$ 166,634	\$ 177,843	\$ 221,024	\$ 209,305	\$ 253,955	\$ 255,860	\$ 257,779
Printing	21,724	22,893	22,454	28,750	25,450	25,641	25,833
Employee Travel	5,182	13,008	11,485	19,530	18,530	18,669	18,809
Employee Training	13,698	14,650	14,001	24,793	24,570	24,754	24,940
Maint. Contracts/IT Services	138,323	212,910	200,799	204,442	197,838	199,322	200,817
General Supplies	43,652	45,498	39,159	60,650	50,420	50,798	51,179
Wellness Programs	94,450	112,863	161,065	192,000	180,000	181,350	182,710
Miscellaneous	36,759	20,981	21,245	26,630	13,500	13,601	13,703
<i>subtotal</i>	\$ 520,423	\$ 620,645	\$ 691,232	\$ 766,100	\$ 764,263	\$ 769,995	\$ 775,770
Capital/Lease:							
Capital	\$ -	\$ 4,600	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Software Lease	111,975	117,877	101,430	106,187	107,701	106,186	107,700
<i>subtotal</i>	\$ 111,975	\$ 122,477	\$ 101,430	\$ 106,187	\$ 107,701	\$ 106,186	\$ 107,700
TOTAL	\$ 2,771,067	\$ 2,818,456	\$ 2,894,001	\$ 3,072,038	\$ 3,160,975	\$ 3,226,998	\$ 3,298,086
Authorized Personnel	25.0	24.0	24.0	24.0	24.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2016 Budget for Finance totals \$3,160,975 and represents an increase of 2.9%, or \$88,937, compared to FY 2015.

The Personnel Services category increased 4.1%, or \$89,260, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; increases in group insurance premiums; and an increase in the actuarially determined defined benefit pension contribution.

Base level personnel total 24.0 FTEs and represent the following:

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016*	
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	-
Billing/Collections Rep.	1.0	1.0	1.0	1.0	1.0	-
Benefits Manager	1.0	1.0	1.0	1.0	1.0	-
Benefits Coordinator	-	1.0	1.0	1.0	1.0	-
Billing Coordinator	1.0	1.0	1.0	1.0	1.0	-
Budget & Procurement Analyst	1.0	-	-	-	-	-
Budget & Procurement Manager	1.0	1.0	1.0	1.0	1.0	-
Cash Management Officer**	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	1.0	1.0	-	(1.0)
Customer Account Representative*, **	1.0	1.0	1.0	1.0	2.0	1.0
Customer Service Coordinator	-	-	-	-	-	-
Director of Finance	1.0	1.0	1.0	1.0	1.0	-
HRIS/Compensation Administrator	1.0	-	-	-	-	-
Office Manager	1.0	1.0	1.0	1.0	1.0	-
Payroll Coordinator	1.0	1.0	1.0	1.0	1.0	-
Records Manager	1.0	-	-	-	-	-
Safety/Risk Administrator	1.0	1.0	1.0	1.0	1.0	-
Senior Budget & Procurement Analyst	2.0	3.0	3.0	3.0	3.0	-
Treasury Services Manager	1.0	1.0	1.0	1.0	1.0	-
	25.0	24.0	24.0	24.0	24.0	-

* Includes 2.5 FTE not-funded in the FY 2016 Budget [Accountant (0.5 FTE - part time); Customer Account 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.

** Position reclassifications occurred during FY 2015.

DEPARTMENT SUMMARIES

The Maintenance and Operations category decreased -0.2%, or -\$1,837, due primarily to the following activity:

- Increase in professional fees of \$44,650 for asset management services, investment advisor services, auditing services, and temporary labor services and reflects budget adjustments necessary to cover the expenditure trend over the last several years.
- Net increase in multiple accounts (utilities and maintenance contracts) of \$14,530 due primarily to cost reallocations as part of the relocation to the new City Hall. Finance now resides in the new City Hall and the associated maintenance/operating costs are tracked within the Public Works Department. FY 2015 included partial year funding for utilities and maintenance contracts (e.g. janitorial services) for the previous Finance office space. The reduction in maintenance contracts is offset through support costs arising from software implementations in FY 2015 aimed at augmenting multiple facets of finance operations including procurement (online procurement solicitation software), contract management/workflow, and financial transparency.
- Decrease in professional services (IT) of -\$26,414 due primarily to the elimination of HTE support/maintenance costs as the Munis Financial ERP has been fully implemented.
- Decrease in general supplies of -\$10,230 based on current expenditure trends including reductions in postage and office supplies.
- Decrease in non-recurring of -\$8,000 due to FY 2015 including one-time funding for the citywide rebranding initiative (e.g. forms, business cards, uniforms, etc.).
- Decrease in employee wellness program expenses of -\$12,000 due to the removal of flu shots funding as it is covered under group insurance premiums.

The Capital/Lease category includes funding for the ERP system (Munis software) lease.

DEPARTMENT SUMMARIES

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.

- **Administration**

Statement of Service: The purpose of the administrative arm of the Department of Finance is to facilitate the success of the operating divisions of the department through the provision of oversight, staff support, and internal and public advocacy. Finance administration provides fiduciary oversight and support to the various departments of the city and communicates the financial health of the city to the Mayor, City Council, and stakeholders. Administration is also responsible for cash and debt management.

Finance Admin Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of New GAAP/GASB financial requirements implemented	1	1	1	0	0	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)	\$40,718	\$99,123	\$132,212	\$21,065	\$71,900	\$76,521
Personnel Assigned:	Finance Admin 3.0 FTE	Finance Admin 3.0 FTE	Finance Admin 3.0 FTE		Finance Admin 3.0 FTE	Finance Admin 3.0 FTE
	Director of Finance	Director of Finance	Director of Finance		Director of Finance	Director of Finance
	Controller*	Controller*	Controller*		Controller *	Controller *
	Office Manager	Office Manager	Office Manager		Office Manager	Office Manager
	Risk Mgmt 1.0 FTE	Risk Mgmt 1.0 FTE	Risk Mgmt 1.0 FTE		Risk Mgmt 1.0 FTE	Risk Mgmt 1.0 FTE
	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator		Safety/Risk Administrator	Safety/Risk Administrator
Total Personnel Assigned						
Finance Administration:	4.0 FTE	4.0 FTE	4.0 FTE		4.0 FTE	4.0 FTE

* The Controller position is not funded in the Budget.

DEPARTMENT SUMMARIES

• Internal Services

Statement of Service: The internal services arm of the Department of Finance includes Accounting & Operations along with Budgeting & Procurement Services, each further defined as:

- *Budget & Procurement:* The purpose of the budget/procurement division is to facilitate the financial planning process. This is accomplished through the budgeting and expenditure monitoring process in order to effectively distribute available resources consistent with city objectives and priorities. Responsibilities also include supporting all city departments with financial information, activities, transactions, and administration of their annual financial plan.
- *Accounting & Operations:* Accounting services records the city's financial transactions. Responsibilities include financial reporting and disbursement activities. The accounting function also provides financial data for the purpose of compiling management and public reports which reflect the financial condition of the city in accordance with Generally Accepted Accounting Principles.

Accounting, Budget, Procurement Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
Audited CAFR to be published within 180 days of fiscal year end	12/28/2012	12/16/2013	11/21/2014	N/A	11/1/2015	11/1/2016
GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes	Yes
GFOA Outstanding Achievement in Popular Annual Financial Reporting	Yes	Yes	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	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	96%	96%	96%	97%	97%	97%
Average # of vendor responses to Bids/Requests for Proposals	8	9				
	Accounting Services 8 FTE	Accounting Services 8 FTE	Accounting Services 8 FTE	Accounting Services 8 FTE	Accounting Services 8 FTE	Accounting Services 8 FTE
	Accounting & Op. Mgr	Accounting & Op. Mgr	Accounting & Op. Mgr	Accounting & Op. Mgr	Accounting & Op. Mgr	Accounting & Op. Mgr
	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant
	Accountant (4)*	Accountant (4) *	Accountant (4) *	Accountant (4) *	Accountant (4) *	Accountant (4) *
	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator
	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician
	Budget/Procurement 5 FTE	Budget/Procurement 4 FTE**	Budget/Procurement 4 FTE**	Budget/Procurement 4 FTE**	Budget/Procurement 4 FTE**	Budget/Procurement 4 FTE**
	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.
	Sr. Budget & Procurement Analyst (2)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)
	Budget & Procurement Analyst					
	Records Manager					
Total Personnel Assigned Internal Services:	13.0 FTE	12.0 FTE	12.0 FTE		12.0 FTE	12.0 FTE

* 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.

DEPARTMENT SUMMARIES

- External Services**

Statement of Service: The purpose of the external services team is to provide accurate and efficient services to City of Alpharetta residents, businesses, and stakeholders through timely and accurate billing and collections processes and outstanding customer service.

Financial Services Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
% 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	19,208	19,200	19,268	19,534	19,500	19,500
# of Personal property tax bills	2,638	2,600	2,860	2,890	2,900	2,900
# of Liens processed	229	230	166	166	150	150
# of Sanitation customers	14,822	14,850	15,026	15,026	15,050	15,075
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<10%	<10%
Personnel Assigned:	6.0 FTE	6.0 FTE	6.0 FTE	6.0 FTE	6.0 FTE	6.0 FTE
Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager
Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator
Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator
Cash Management Officer	Cash Management Officer	Cash Management Officer	Cash Management Officer	Cash Management Officer	Cash Management Officer	Cash Management Coordinator
Billing/Collections Representative	Billing/Collections Representative	Billing/Collections Representative	Billing/Collections Representative	Billing/Collections Representative	Billing/Collections Representative	Billing/Collections Representative
Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Rep. (2)*

* One Customer Account Rep is not funded in the Budget.

- Benefits and Compensation**

Statement of Service: The benefits and compensation function provides for a competitive pay and benefits package to help attract and retain the best employees.

Benefits & Compensation Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
% of Employees enrolled in group insurance	92%	91%	93%	93%	93%	93%
% of Employees enrolled in deferred compensation	75%	75%	75%	75%	78%	78%
Personnel Assigned:	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE
Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager
HRIS/Comp Administrator	Benefits Coordinator	Benefits Coordinator	Benefits Coordinator	Benefits Coordinator	Benefits Coordinator	Benefits Coordinator

DEPARTMENT SUMMARIES

Human Resources

JAMES DRINKARD
ASSISTANT CITY
ADMINISTRATOR



JDrinkard@alpharetta.ga.us



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Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

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DEPARTMENT SUMMARIES

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.

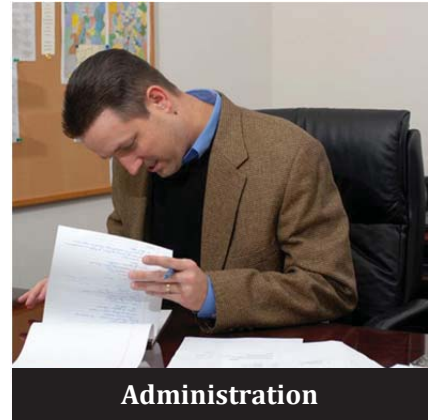
Goals and Objectives








- ✓ 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;



DEPARTMENT SUMMARIES

- 

 ✓ 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 General Fund

		FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES								
N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES								
Personnel Services:								
Salaries		\$ 113,712	\$ 115,952	\$ 123,111	\$ 127,301	\$ 132,091	\$ 135,393	\$ 138,778
Overtime		186	105	204	-	-	-	-
Group Insurance		7,120	9,422	11,792	13,503	14,103	14,808	15,549
FICA		8,667	9,048	9,374	9,739	10,105	10,358	10,617
Pension (Defined Benefit)		16,684	15,838	13,281	14,557	16,064	16,064	16,064
Pension (401A Cont./Match)		5,045	5,800	5,705	6,365	6,605	6,770	6,939
Workers Compensation		2,650	2,568	1,907	2,907	3,386	3,454	3,523
OPEB Contribution		-	-	385	419	424	432	441
Citywide Educational Programs		40,632	39,691	40,833	50,000	50,000	50,000	50,000
Miscellaneous		237	1,546	-	-	-	-	-
	<i>subtotal</i>	\$ 194,933	\$ 199,970	\$ 206,592	\$ 224,791	\$ 232,778	\$ 237,279	\$ 241,911
Maintenance & Operations:								
Professional Services		\$ 48,593	\$ 24,409	\$ 48,605	\$ 50,765	\$ 54,765	\$ 55,176	\$ 55,590
Advertising		1,160	615	257	2,000	1,500	1,511	1,523
Employee Travel		-	-	1,580	2,300	2,300	2,317	2,335
Employee Training		2,873	2,175	2,917	4,250	4,250	4,282	4,314
Maintenance Contracts/IT Svcs.		5,220	7,697	7,625	7,458	8,096	8,157	8,218
General Supplies		6,374	5,542	3,766	11,775	11,125	11,208	11,293
Employee Recognition		67,386	72,420	75,229	72,500	77,500	78,081	78,667
Miscellaneous		6,413	3,360	4,480	8,630	2,800	2,821	2,842
	<i>subtotal</i>	\$ 138,019	\$ 116,218	\$ 144,459	\$ 159,678	\$ 162,336	\$ 163,554	\$ 164,780
Capital		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL	\$ 332,952	\$ 316,187	\$ 351,050	\$ 384,469	\$ 395,114	\$ 400,833	\$ 406,691
Authorized Personnel		3.0	3.0	3.0	3.0	3.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2016 Budget for Human Resources totals \$395,114 and represents an increase of 2.8%, or \$10,645, compared to FY 2015.

The Personnel Services category increased 3.6%, or \$7,987, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; increases in group insurance premiums; and an increase in the actuarially determined defined benefit pension contribution

Base level personnel total 3.0 FTEs and represent the following:

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016*	
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Human Resources 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 2016 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 and Operations category increased 1.7%, or \$2,658, due primarily to the following activity:

- Increase in professional services of \$4,000 due primarily to funding for a legal review of the Employee Handbook.
- Increase in employee recognition program expenses of \$5,000 based on historical and year-to-date expenditure trends.
- Decrease in utilities of -\$2,330 due to cost reallocations as part of the relocation to the new City Hall. Human Resources now resides in the new City Hall and the associated maintenance/operating costs are tracked within the Public Works Department. FY 2015 included partial year funding for utilities for the previous HR office space.
- Decrease in non-recurring of -\$1,500 due to FY 2015 including one-time funding for the citywide rebranding initiative (e.g. forms, business cards, uniforms, etc.).

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.

DEPARTMENT SUMMARIES

- Administration**

Statement of Service: The administrative function monitors legal compliance and employee relations in order to effectively administer sound policies, and practices that will treat all employees equally while maintaining compliance with employment and labor laws.

Administration Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
Human Resources annual turnover percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
City-wide turnover percentage	6.94%	5.45%	6.65%	2.87%	6.80%	7.00%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	530	529	542	558	561	565
HR staff to total full-time equivalent employee ratio	1 to 265	1 to 264.5	1 to 271	1 to 279	1 to 280.5	1 to 282.5
Personnel Assigned:	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

- Recruitment and Retention**

Statement of Service: The recruitment and retention function facilitates programs to continually increase the quality of the workforce through placing, training, and retaining highly qualified individuals who have the educational background, knowledge, and competencies to perform at above average levels.

Employment & Retention Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
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	622	652	539	317	500	600
# of Qualified applications processed	80	72	134	79	125	150
# of New hires - Permanent	27	28	37	9	20	23
# of New hires - Seasonal	50	55	50	50	55	55
# of Internal promotions	9	10	16	12	15	12
# of separations	80	73	80	75	85	90
% of Employees rated "Exceeds" on annual merit review	3.6%	6.3%	5.9%	0.0%	6.5%	6.8%
% of Employees rated "Meets" on annual merit review	96.0%	93.7%	93.9%	0.0%	93.5%	93.2%
% of Employees underperforming on annual performance review	0.4%	0.5%	0.2%	0.0%	0.0%	0.0%
% of Employees on "Performance Improvement Plan"	1.0%	0.5%	0.2%	0.0%	0.0%	0.0%
Total # of employees enrolled in Education Programs						
Doctorate Degree	1	1	2	0	0	2
Master's Degree	2	7	6	7	7	8
Bachelor's Degree	11	12	11	6	6	7
Associate's Degree	9	5	2	2	2	3
Certificate Programs	2	1	1	2	2	5
Total # of employees receiving tuition	20	21	20	15	17	20
Total dollar amount of reimbursement	\$38,628	\$47,384	\$42,937	\$36,643	\$50,000	\$50,000
* 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
	Sr. HR Administrator* Employment/Recruitment Manager	Sr. HR Administrator* Employment/Recruitment Manager	Sr. HR Administrator* Human Resources Manager		Sr. HR Administrator* Human Resources Manager	Sr. HR Administrator* Human Resources Manager

* Not funded in the budget.

DEPARTMENT SUMMARIES



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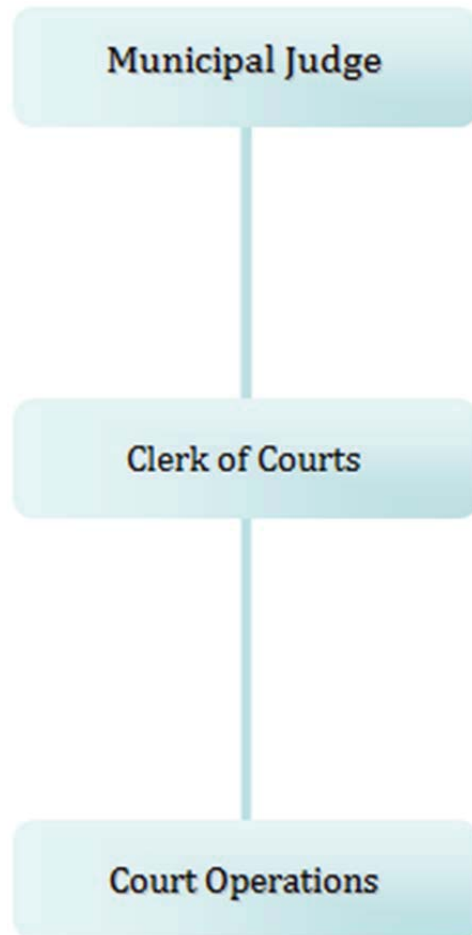
DEPARTMENT SUMMARIES

Municipal Court

ELIZABETH SAHLIN
DIRECTOR



ESahlin@alpharetta.ga.us



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Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

DEPARTMENT SUMMARIES























Municipal Court

Administration, Employee Recruitment and Retention

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.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Municipal Court General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Recommended Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 404,252	\$ 409,739	\$ 419,179	\$ 437,575	\$ 453,653	\$ 464,994	\$ 476,619
Seasonal	4,901	2,484	-	1,622	-	-	-
Overtime	-	-	-	-	-	-	-
Group Insurance	70,087	83,262	91,076	105,483	114,177	119,886	125,880
FICA	29,245	29,545	30,194	34,067	34,456	35,317	36,200
Pension (Defined Benefit)	57,012	48,897	40,772	38,692	35,925	35,925	35,925
Pension (401A Cont./Match)	21,331	19,034	22,871	23,312	29,297	30,029	30,780
Workers Compensation	10,017	9,411	6,937	10,166	11,550	11,781	12,017
OPEB Contribution	-	-	1,359	1,424	1,446	1,475	1,504
Miscellaneous	789	3,000	408	-	490	490	490
<i>subtotal</i>	\$ 597,635	\$ 605,372	\$ 612,796	\$ 652,341	\$ 680,994	\$ 699,898	\$ 719,416
Maintenance & Operations:							
Professional Services	\$ 228,966	\$ 223,398	\$ 216,244	\$ 241,100	\$ 241,100	\$ 242,908	\$ 244,730
Printing	18,031	18,908	17,152	23,600	19,600	19,747	19,895
Maintenance Contracts/IT Svcs.	42,445	46,227	46,367	49,661	57,831	58,265	58,702
General Supplies	13,989	13,613	11,847	14,200	13,200	13,299	13,399
Utilities	24,654	21,471	28,163	32,025	31,425	31,661	31,898
Miscellaneous	13,222	6,759	21,895	11,850	8,350	8,413	8,476
<i>subtotal</i>	\$ 341,307	\$ 330,378	\$ 341,667	\$ 372,436	\$ 371,506	\$ 374,292	\$ 377,099
Capital	\$ -	\$ -	\$ -	\$ 10,830	\$ -	\$ -	\$ -
TOTAL	\$ 938,942	\$ 935,750	\$ 954,463	\$ 1,035,607	\$ 1,052,500	\$ 1,074,190	\$ 1,096,515
Authorized Personnel	9.0	9.0	9.0	9.0	9.0		

- (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 2016 Budget for Municipal Court totals \$1,052,500 and represents an increase of 1.6%, or \$16,893, compared to FY 2015.

The Personnel Services category increased 4.4%, or \$28,653, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; increases in group insurance premiums; an increase in the actuarially determined

DEPARTMENT SUMMARIES

defined benefit pension contribution; and a reallocation of available funding in FY 2015 to fund a replacement copier.

Base level personnel total 9.0 FTEs and represent the following:

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Court Clerk/Director of Court Services	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk I	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk II	5.0	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 and Operations category decreased -0.2%, or -\$930, due primarily to the following activity:

- Increase in maintenance contracts of \$5,600 for copier consumables based on historical usage trends. Copier consumables (e.g. toner) are funded through maintenance contracts (under a service contract) whereas prior to FY 2015, toner was charged to general supplies (-\$1,000 reduction) and sourced through our State Contract vendor.
- Increase in professional services (IT) of \$2,570 due to multiple initiatives including a reconciliation of our Microsoft Licensing Agreement to reflect our actual number of users (prior years were low), a migration to Office 365 which will bring multiple operational efficiencies and increased capabilities, and additional bandwidth (circuit connections).
- Decrease in printing and binding of -\$4,000 due primarily to a reduction in anticipated funding needs for specialty files, folders, and labels.
- Decrease in non-recurring of -\$4,000 due to FY 2015 including one-time funding for the citywide rebranding initiative (e.g. forms, business cards, uniforms, etc.).

DEPARTMENT SUMMARIES

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.

Municipal Court Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target 2016
# of Citations received to process	16,858	14,802	15,889	7,491	16,000	16,500
Total # of cases disposed	18,946	17,496	13,791	8,866	13,800	14,350
# of Court sessions	232	232	234	116	234	234
Annual deposits (Court Fines)	\$2,606,049	\$2,393,482	\$2,012,517	\$922,505	\$2,300,000	\$2,450,000
Personnel Assigned:	9.0 FTE	9.0 FTE	9.0 FTE	9.0 FTE	9.0 FTE	9.0 FTE
	Municipal Judge	Municipal Judge	Municipal Judge		Municipal Judge	Municipal Judge
	Court Clerk /	Court Clerk /	Court Clerk /		Court Clerk /	Court Clerk /
	Director of Court Services	Director of Court Services	Director of Court Services		Director of Court Services	Director of Court Services
	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III		Deputy Clerk III	Deputy Clerk III
	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)		Deputy Clerk II (5)	Deputy Clerk II (5)
	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I		Deputy Clerk I	Deputy Clerk I

DEPARTMENT SUMMARIES



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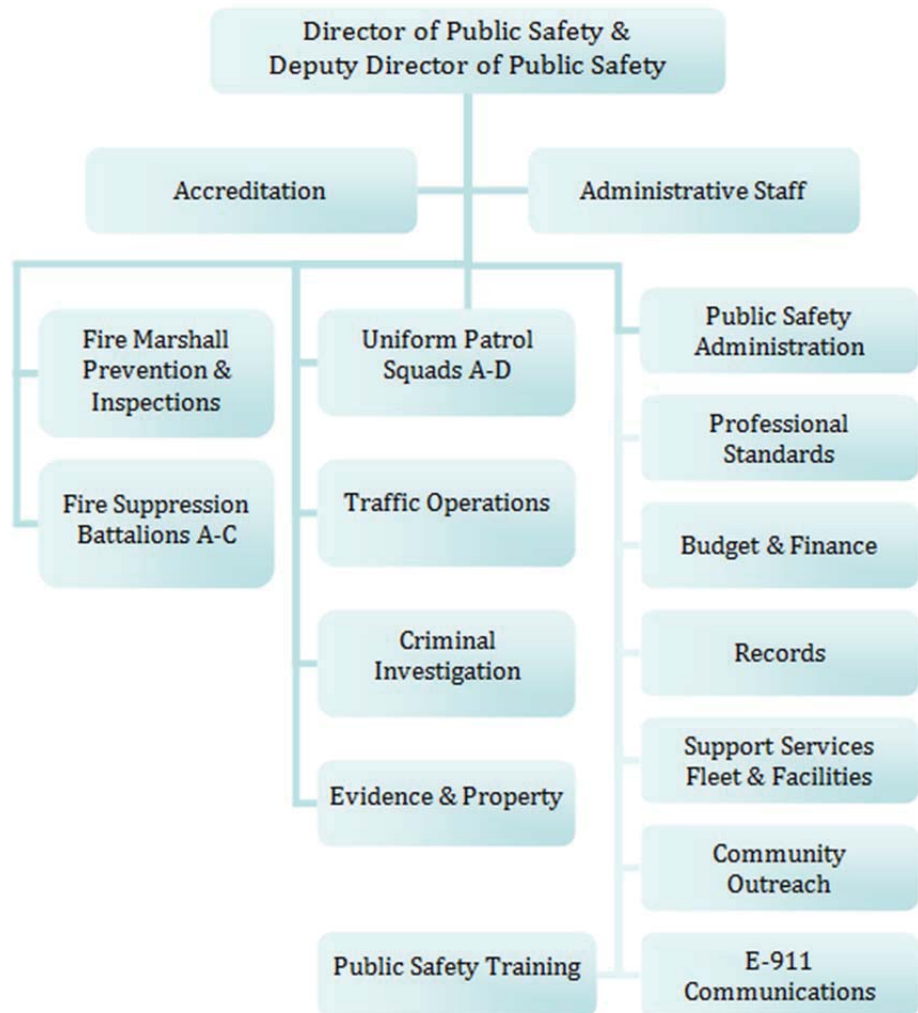
DEPARTMENT SUMMARIES

Public Safety

GARY GEORGE
DIRECTOR



GGeorge@alpharetta.ga.us



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DEPARTMENT SUMMARIES

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.



Director of Public Safety

Goals and Objectives

Police Services



- ✓ Crime Prevention – Partner with the community through the Police Athletic League (PAL), Alpharetta Community of Excellence (ACE) program, Crime-Free Multifamily Housing, 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;



























- ✓ 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; and



- ✓ 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.

DEPARTMENT SUMMARIES

Fire Services

-  ✓ Maintain a minimum on-duty staffing level of not less than 25 Firefighter/EMT or Paramedics 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.



Public Safety Department

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Public Safety General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
Licenses and Permits							
Alcohol Beverage	\$ 440,840	\$ 494,840	\$ 507,967	\$ 527,000	\$ 552,000	\$ 563,040	\$ 574,301
Other	8,113	10,205	13,031	8,000	8,000	8,160	8,323
Intergovernmental:							
City of Milton	61,734	60,000	60,000	60,000	60,000	61,200	62,424
Charges for Services:							
Reports	53,719	43,152	32,453	45,000	30,000	30,600	31,212
Services	159,257	177,684	179,365	220,000	185,000	188,700	192,474
False Alarms	20,478	23,147	25,708	20,000	20,000	20,400	20,808
Plan Review	73,611	38,324	61,433	50,000	50,000	51,000	52,020
Other	19,985	16,774	13,805	15,500	12,250	12,495	12,745
Fines & Forfeitures:							
Municipal Court Fines	2,606,049	2,393,482	2,012,517	1,900,000	2,400,000	2,448,000	2,496,960
Red Light Camera Fines	405,020	383,492	345,544	400,000	375,000	382,500	390,150
Other	2,123	901	747	100	2,000	2,040	2,081
Other Revenue	56,135	43,726	42,450	42,580	40,000	-	-
TOTAL	\$ 3,907,065	\$ 3,685,728	\$ 3,295,019	\$ 3,288,180	\$ 3,734,250	\$ 3,768,135	\$ 3,843,498
EXPENDITURES							
Personnel Services:							
Salaries	\$ 11,684,213	\$ 12,051,340	\$ 12,403,441	\$ 12,869,945	\$ 13,224,405	\$ 13,555,015	\$ 13,893,891
Overtime	874,833	763,469	825,478	860,000	839,999	839,999	839,999
Group Insurance	3,026,885	3,377,498	3,489,924	3,974,600	4,142,560	4,349,688	4,567,172
FICA	902,132	925,308	952,030	1,047,946	1,073,458	1,100,294	1,127,802
Pension (Defined Benefit)	1,569,354	1,447,416	1,219,002	1,241,498	1,310,225	1,310,225	1,310,225
Pension (401A Cont./Match)	523,188	576,466	651,984	641,877	694,117	711,470	729,257
Workers Compensation	263,090	254,059	193,170	285,442	328,369	334,936	341,635
OPEB Contribution	-	-	42,433	44,725	44,665	45,558	46,469
Miscellaneous	6,946	9,918	5,542	8,172	9,626	9,626	9,626
<i>subtotal</i>	<i>\$ 18,850,639</i>	<i>\$ 19,405,474</i>	<i>\$ 19,783,004</i>	<i>\$ 20,974,205</i>	<i>\$ 21,667,424</i>	<i>\$ 22,256,812</i>	<i>\$ 22,866,076</i>
Maintenance & Operations:							
Professional Services	\$ 290,105	\$ 325,905	\$ 215,439	\$ 265,600	\$ 194,740	\$ 196,201	\$ 197,672
Fuel/Repair & Maint. (Vehicles)	861,564	826,157	907,424	925,000	985,000	992,388	999,830
Employee Travel	50,015	53,554	59,705	60,500	74,600	75,160	75,723
Employee Training	48,597	73,091	62,592	68,800	74,015	74,570	75,129
Maint. Contracts/IT Services	1,006,310	997,663	994,492	1,137,031	1,208,426	1,217,489	1,226,620
General Supplies	202,452	217,745	219,588	247,523	242,281	244,098	245,929
Uniforms	175,610	132,737	208,601	212,697	208,400	209,963	211,538
Utilities	204,364	177,603	188,432	220,100	205,700	207,243	208,797
Miscellaneous	212,959	166,187	137,122	133,900	167,300	168,555	169,819
<i>subtotal</i>	<i>\$ 3,051,976</i>	<i>\$ 2,970,642</i>	<i>\$ 2,993,396</i>	<i>\$ 3,271,151</i>	<i>\$ 3,360,462</i>	<i>\$ 3,385,665</i>	<i>\$ 3,411,058</i>
Capital/Leases:							
Capital/Other	\$ 14,192	\$ -	\$ -	\$ 7,440	\$ 357,676	\$ 357,676	\$ 357,676
Software/Fire Truck Lease(s)	272,818	321,829	275,213	295,930	-	295,926	302,672
<i>subtotal</i>	<i>\$ 287,010</i>	<i>\$ 321,829</i>	<i>\$ 275,213</i>	<i>\$ 303,370</i>	<i>\$ 357,676</i>	<i>\$ 653,602</i>	<i>\$ 696,763</i>
TOTAL	\$ 22,189,625	\$ 22,697,945	\$ 23,051,613	\$ 24,548,726	\$ 25,385,562	\$ 26,296,080	\$ 26,973,897
Authorized Personnel	217.0	217.0	218.0	218.0	218.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2016 Budget for Public Safety totals \$25,385,562 and represents an increase of 3.4%, or \$836,836, compared to FY 2015.

The Personnel Services category increased 3.3%, or \$693,219, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; increases in group insurance premiums; and an increase in the actuarially determined defined benefit pension contribution.

Base level personnel total 218.0 FTEs and represent the following:

	FTEs					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016*	Variance
Sworn Police Officers						
Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Captain**	7.0	8.0	8.0	6.0	7.0	1.0
Lieutenant	14.0	14.0	16.0	16.0	16.0	-
Division Chief - Administrative Services**	-	-	-	1.0	-	(1.0)
Emer. Mgmt Program Coordinator (Lt.)	1.0	-	-	-	-	-
Field Training Officer	10.0	10.0	10.0	10.0	10.0	-
Officer	71.0	71.0	69.0	69.0	69.0	-
Public Information Officer	1.0	1.0	1.0	1.0	1.0	-
Public Safety Budget/Finance Administrator	-	-	-	1.0	1.0	-
	105.0	105.0	105.0	105.0	105.0	-
Certified Firefighters						
Deputy Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Battalion Chief	4.0	4.0	4.0	3.0	3.0	-
Division Chief - Training	-	-	-	1.0	1.0	-
Communications Training Coord. (Captain)	1.0	1.0	-	-	-	-
Public Safety Administrator (Battalion Chief)	1.0	1.0	-	-	-	-
Captain**	25.0	24.0	24.0	24.0	23.0	(1.0)
Fire Training/Emer. Mgmt Coord. (Captain)	-	1.0	-	-	-	-
Accreditation/Emer. Mgmt Coord. (Captain)	-	-	1.0	1.0	1.0	-
Training/Emergency Medical Svcs Coord.	-	-	-	1.0	1.0	-
Fire Apparatus Engineer	23.0	23.0	23.0	22.0	22.0	-
Firefighter/Paramedic	17.0	17.0	20.0	20.0	20.0	-
Firefighter II**	19.0	19.0	19.0	19.0	21.0	2.0
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 Marshall (Assistant)	-	-	1.0	1.0	1.0	-
Fire Prevention Officer (2FT; 1PT)	3.0	3.0	2.5	2.5	2.5	-
	96.0	96.0	97.5	97.5	98.5	1.0

DEPARTMENT SUMMARIES

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016*	
Civilian Positions						
Accreditation Manager	1.0	1.0	-	-	-	-
Administrative Assistant I (1FT; 1PT)	0.5	0.5	0.5	0.5	0.5	-
Administrative Assistant II (2FT)	2.5	2.5	2.0	2.0	2.0	-
CERT Program Manager	-	-	-	-	-	-
Criminal Intelligence Analyst	-	1.0	1.0	1.0	1.0	-
Data Entry Clerk (1PT)	0.5	0.5	0.5	0.5	0.5	-
Evidence Technician**	1.0	1.0	1.0	1.0	-	(1.0)
Evidence Custodian**	-	-	-	-	1.0	1.0
Fingerprint Technician (1PT)	0.5	0.5	0.5	0.5	0.5	-
Jail/Court Liaison	-	-	-	-	-	-
Public Safety Volunteer Manager**	1.0	1.0	1.0	1.0	-	(1.0)
Records Clerk	3.0	3.0	4.0	4.0	4.0	-
Records Supervisor	1.0	1.0	1.0	1.0	1.0	-
Research Analyst	1.0	-	-	-	-	-
School Crossing Guard (8PT)	4.0	4.0	4.0	4.0	4.0	-
	16.0	16.0	15.5	15.5	14.5	(1.0)
	217.0	217.0	218.0	218.0	218.0	-

* Includes 0.5 FTE not-funded in the FY 2016 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 2015.

The Maintenance and Operations category increased 2.7%, or \$89,311, due primarily to the following activity:

- Increase in vehicle repair and maintenance of \$60,000 based on current maintenance trends which have increased along with the targeted mileage expectancy of patrol vehicles. Raising the mileage expectancy saves capital costs (i.e. vehicle purchases) in the short-term through increasing the life of the fleet but also results in an increase in repair costs as higher mileage vehicles are maintained in the fleet.
- Increase in travel/training of \$19,315 due to a continued focus on training and certification.
- Increase in maintenance contracts of \$20,563 due to a combination of (1) reductions in red light camera lease revenues and corresponding lease payments which is fully offset through (2) additional expenditure requirements resulting from software implementations in FY 2015 aimed at augmenting the enforcement and detection of criminal activity (e.g. evidence tracking software maintenance, criminal investigation software maintenance, etc.).
- Increase in professional services (IT) of \$50,832 due to multiple initiatives including a reconciliation of our Microsoft Licensing Agreement to reflect our actual

DEPARTMENT SUMMARIES

number of users (prior years were low), a migration to Office 365 which will bring multiple operational efficiencies and increased capabilities, and additional bandwidth (circuit connections).

- Decrease in professional services of -\$70,860. The Avalon development opened during FY 2015 and resulted in an increase in applications for alcohol pouring permits and the associated Georgia Bureau of Investigation (GBI) fingerprint/background check fees. GBI charges \$42.50 for each fingerprint/background check. The City passes through these costs (including a markup for overhead) to applicants. The FY 2016 Budget forecasts a reduction in the # of GBI background checks to a more sustainable trend.

The Capital/Lease category includes funding for the fire truck leases (including operational initiative funding for the capital lease replacement of Fire Engine 3).

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.

- **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.



Public Safety Headquarters

DEPARTMENT SUMMARIES



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DEPARTMENT SUMMARIES

• Police Services

Statement of Service: Alpharetta's Police Services include criminal investigations, uniform patrol, traffic patrol, and training activities.

	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Department Target	Results
Uniform Crime Reports - Part 1						
Reported						
No.	1,762	1,517	1,316	1,339	N/A	N/A
No. reported per 1,000 population	30.64	26.26	22.31	22.28	< 39.29	A
Arrests						
No. (total)	503.00	415.00	328.00	302.00	N/A	N/A
% arrested of Part 1 Crimes	34.24%	27.36%	24.92%	22.55%	N/A	N/A
No. (juvenile only)	166	105	63	49	N/A	N/A
% juvenile arrests per total UCR Part 1 arrests	19.00%	25.30%	19.21%	16.23%	< 20.02%	C
No. arrests per 1,000 population	8.75	7.19%	5.56%	5.03%	< 9.72	A
No. arrests per sworn FTE	4.79	3.99	3.15	2.80	< 5.16	A
Assigned						
No.	491	603	591	423	N/A	N/A
% assigned	24.25%	39.75%	44.91%	31.59%	N/A	N/A
Cleared						
No.	384	346	278	158	N/A	N/A
% assigned	78.20%	22.81%	21.12%	37.35%	N/A	N/A
No. cleared per sworn FTE	3.66	3.33	2.66	1.46	N/A	N/A
Uniform Crime Reports - Part 2						
No. drug arrests	230	130	214	254	N/A	N/A
No. drug arrests per 1,000 population	4.00	2.25	3.63	4.23	< 5.88	A
No. juvenile drug arrests	25	12	18	17	N/A	N/A
% juvenile drug arrests	10.87%	9.23%	8.41%	6.69%	< 13%	A
Arrests - General						
No. total arrests	1,469	1,246	1,206	1,368	N/A	N/A
No. total arrests per 1,000 population	25.55	21.57	20.44	22.76	< 68.52	A
No. DUI arrests	439	369	277	347	N/A	N/A
No. DUI arrests per 1,000 population	7.63	6.39	4.70	5.77	> 6.96	B
Traffic Accidents						
No. fatal traffic accidents	3	2	2	0	N/A	N/A
No. fatal traffic accidents per 1,000 population	0.05	0.03	0.03	0.00	N/A	N/A
911 Calls						
No. incoming calls	42,026	39,097	39,857	45,019	N/A	N/A
Avg. ring time in seconds	0.75	5.00	5.45	6.05	< 5.00	B

LEGEND

A = met or exceeded target

B = within 15% of target

C = missed target by more than 15%

DEPARTMENT SUMMARIES

- **Fire Services**

Statement of Service: Alpharetta's Police Services include criminal investigations, uniform patrol, traffic patrol, and training activities.

	2010	2011	2012	2013	2014
	Total Incidents	Total Incidents	Total Incidents	Total Incidents	Total Incidents
FIRES					
Structure Fires	98	65	64	55	62
Vehicle Fires	40	24	22	19	23
Other Fires	73	84	64	54	60
Total Fires	211	173	150	128	145
Pressure Ruptures, Explosion, Overheat	9	6	7	5	4
RESCUE CALLS					
Emergency Medical Treatment	3,243	3,270	3,314	3,201	3,434
All Others	82	72	58	66	71
Total Rescue Calls	3,325	3,342	3,372	3,267	3,505
Hazardous Condition Calls	131	123	110	132	176
Service Calls	722	667	660	645	846
Good Intent Calls	1,074	793	912	978	1,150
Severe Weather or Natural Disaster Calls	12	9	10	8	12
Special Incident Calls	33	12	12	8	20
Unknown Incident Type	0	0	0	0	0
FALSE CALLS					
Malicious Calls	25	18	15	24	20
Other False Calls	671	625	534	607	621
Total False Calls	696	643	549	631	641
TOTAL CALLS	6,213	5,768	5,782	5,802	6,499

DEPARTMENT SUMMARIES

Recreation and Parks

MIKE PERRY
DIRECTOR



MPerry@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:



Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

DEPARTMENT SUMMARIES

Recreation and Parks

Administration, Adult Activity Center, Aquatics, Athletics, Community Center, Cultural Arts, Equestrian Center, Wills Park Recreation Center, Special Events, and Parks Maintenance

Mission Statement

The Alpharetta Recreation and Parks Department strives to promote the highest quality recreation programs and park facilities to our citizens consistent with our core values of Excellence, Stewardship, Integrity, Service and Loyalty.

Goals and Objectives



Youth Athletics



- ✓ Implement Recreation and Parks Master Plan 2025 as funded and prioritized by City Officials;



- ✓ Maintain NRPA/CAPRA accreditation;



- ✓ Develop a short/long term facility maintenance plan for all department facilities;



- ✓ Implement new programs where there is a need to serve residents;



- ✓ Complete conceptual design plans for City Pool;



- ✓ Finalize preferred route for northern Greenway extension;



- ✓ Complete drainage improvement project between Webb Bridge Road and Marconi Drive (LWCF project);



- ✓ Utilize City work order management system; and



- ✓ Increase revenues through increased participation and sponsorships.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Recreation and Parks General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Recommended Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
Intergovernmental	\$ -	\$ 325,000	\$ 316,000	\$ 320,000	\$ 320,000	\$ -	\$ -
Charges for Services:							
Aquatics Activity Fees	119,401	113,437	110,122	120,000	115,000	118,450	122,004
Athletics Activity Fees	499,445	389,644	403,695	359,000	413,000	425,390	438,152
Fulton County Arts	43,206	45,874	44,674	42,000	42,000	43,260	44,558
Community Center Activity Fees	359,779	404,194	420,537	325,000	438,000	451,140	464,674
Senior Center Activity Fees	52,808	61,566	31,424	103,500	72,500	74,675	76,915
Equestrian Center Activity Fees	299,472	267,420	330,973	280,000	322,500	332,175	342,140
Wills Park Rec. Ctr Activity Fees	204,924	182,466	190,778	165,000	180,000	185,400	190,962
Non-Resident Fees	227,041	208,349	169,317	160,000	204,500	210,635	216,954
Taste of Alpharetta	-	-	-	-	150,000	154,500	159,135
Alpharetta Arts Streetfest	-	-	-	-	20,000	20,600	21,218
Other Special Events	-	-	-	-	21,492	22,137	22,801
Other	2,742	14	4,053	1,500	28,008	28,848	29,714
Other Revenue	11,903	14,149	13,435	9,034	-	-	-
TOTAL	\$ 1,820,721	\$ 2,012,114	\$ 2,035,007	\$ 1,885,034	\$ 2,327,000	\$ 2,067,210	\$ 2,129,226
EXPENDITURES							
Personnel Services:							
Salaries	\$ 2,042,669	\$ 1,989,582	\$ 2,037,326	\$ 2,139,369	\$ 2,334,846	\$ 2,393,217	\$ 2,453,048
Seasonal	376,434	381,831	366,469	434,000	434,000	434,000	434,000
Overtime	13,772	6,074	7,088	-	95,000	95,000	95,000
Group Insurance	508,853	538,146	581,987	709,909	782,104	821,209	862,270
FICA	177,069	173,592	176,066	196,976	218,748	224,217	229,822
Pension (Defined Benefit)	285,798	252,680	199,818	199,193	216,369	216,369	216,369
Pension (401A Cont./Match)	95,851	91,217	105,554	115,598	135,242	138,623	142,089
Workers Compensation	58,888	55,637	40,418	58,962	71,065	72,486	73,936
OPEB Contribution	-	-	6,739	7,054	7,611	7,763	7,918
Miscellaneous	2,052	1,663	978	1,061	1,633	1,633	1,633
<i>subtotal</i>	<i>\$ 3,561,387</i>	<i>\$ 3,490,420</i>	<i>\$ 3,522,442</i>	<i>\$ 3,862,122</i>	<i>\$ 4,296,618</i>	<i>\$ 4,404,518</i>	<i>\$ 4,516,084</i>
Maintenance & Operations:							
Professional Services	\$ 616,111	\$ 678,432	\$ 627,994	\$ 807,543	\$ 1,190,305	\$ 1,199,232	\$ 1,208,227
Fuel/Repair & Maint. (Vehicles)	64,474	71,819	76,239	82,500	81,500	82,111	82,727
Repair & Maintenance (Grounds)	269,318	280,175	301,763	298,000	309,800	312,124	314,464
Repair & Maintenance (Facilities)	107,456	87,168	118,141	101,450	101,450	102,211	102,977
Equipment Rental	18,396	34,559	42,684	58,650	182,740	366,851	736,452
Maintenance Contracts/IT Svcs.	415,713	481,213	555,355	590,917	844,309	850,641	857,021
General Supplies	198,493	264,872	262,556	301,564	349,555	352,177	354,818
Uniforms	70,488	14,075	17,382	21,725	21,725	21,888	22,052
Utilities	568,328	513,685	564,656	563,150	602,150	606,666	611,216
Miscellaneous	218,179	168,395	132,470	187,001	251,400	253,286	255,185
<i>subtotal</i>	<i>\$ 2,546,955</i>	<i>\$ 2,594,394</i>	<i>\$ 2,699,240</i>	<i>\$ 3,012,500</i>	<i>\$ 3,934,934</i>	<i>\$ 4,147,186</i>	<i>\$ 4,545,140</i>
Capital/Other	\$ 12,554	\$ 30,837	\$ 17,307	\$ 27,000	\$ 57,200	\$ 57,200	\$ 57,200
TOTAL	\$ 6,120,896	\$ 6,115,651	\$ 6,238,989	\$ 6,901,622	\$ 8,288,752	\$ 8,608,904	\$ 9,118,425
Authorized Personnel*	51.0	51.0	51.0	51.0	54.0		

* Starting in FY 2016, the Special Events Division (3 FTE personnel) was reallocated from City Administration to the Recreation and Parks Department.

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2016 Budget for Recreation and Parks totals \$8,288,752 and represents an increase of 20.1%, or \$1.4 million, compared to FY 2015 budget due primarily to the reorganization of the Special Events Division from the Department of City Administration. The Special Events Division includes 3 full-time-equivalent positions (2 full time; 2 part-time) and associated maintenance and operations funding (total FY 2016 reallocation of \$985,553 = \$357,059 for personnel services and \$628,494 for maintenance/operations). FY 2016 operating initiatives for the Special Events Division totals \$27,250 and is in addition to the reallocation amount discussed above.

The Personnel Services category increased 11.3%, or \$434,496, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; increases in group insurance premiums; an increase in the actuarially determined defined benefit pension contribution; and the transfer of the Special Events Division to the Recreation and Parks Department (increase of \$357,059).

Authorized personnel total 54.0 FTEs and represent the following:

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016*	
Administrative Assistant I	2.0	3.0	3.0	2.0	2.0	-
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Athletic Coordinator	4.0	3.0	3.0	-	-	-
Arts Coordinator	1.0	1.0	1.0	1.0	1.0	-
Customer Service Representative*	5.0	4.0	4.0	4.0	4.0	-
Deputy Director of Recreation/Parks	1.0	1.0	1.0	1.0	1.0	-
Director of Recreation/Parks	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	4.0	4.0	4.0	4.0	4.0	-
Marketing/Accreditation Coordinator	-	-	-	1.0	1.0	-
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*	10.0	8.0	8.0	8.0	-	(8.0)
Parks Maintenance Technician I*	2.0	5.0	5.0	5.0	13.0	8.0
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	-	-	-
Recreation Coordinator*	-	-	-	7.0	7.0	-
Recreation Supervisor II	4.0	4.0	4.0	4.0	4.0	-
Special Events Coordinator (1FT;2PT)**	-	-	-	-	2.0	2.0
Special Events Manager**	-	-	-	-	1.0	1.0
	51.0	51.0	51.0	51.0	54.0	3.0

* Includes 3.0 FTE not-funded in the FY 2016 Budget [Recreation Coordinator (2.0 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 reclassification occurred during FY 2015.

** The Special Events Division is being transferred to the Recreation and Parks Department effective July 1, 2015 (fiscal year 2016). This move is anticipated to increase overall efficiencies.

DEPARTMENT SUMMARIES

The Maintenance and Operations category increased 30.6%, or \$922,824, due primarily to the reorganization of the Special Event Division to the Recreation and Parks Department (increase of \$655,744). Additional base budget variances include:

- Increase in maintenance contracts due primarily to a reallocation of funding from Public Works for maintenance on the Park/Town Green at City Center as well as HVAC maintenance. The Recreation and Parks Department is responsible for maintenance of the City Center Park/Town Green and will leverage their staff to manage HVAC maintenance needs within the parks system. Additionally, growth in Equestrian Center events has led to increases in stall cleaning and manure removal contract expenses (offset through additional revenue collections).
- Increase in general supplies and utilities (combined) based on current usage and expenditure trends.
- Increase across multiple accounts due to new programs (Outdoor Recreation Programs) and special event expansions (Old Soldier's Day and Food Truck Thursdays) approved as part of the operating initiatives for FY 2016 (please refer to the Operating Initiatives section of this document for more information).

The Capital/Lease category includes funding for: replacement of septic pumps at Webb Bridge Park; purchase and installation of security cameras at the Wills Park Recreation Center; replacement of 6 life guard stands and 60 lounge chairs for the pool; and general equipment needs (e.g. playground parts).



DEPARTMENT SUMMARIES

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.

- **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.

Recreation & Parks - Rec Admin						
Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
Recreation & Parks turnover percentage	5.70%	5.70%	10.00%	2%	5%	5%
Maintain CAPRA accreditation *	yes	yes	yes	yes	yes	yes
Semi-Annual Leisure Guide distribution (per season)	2,500	2,500	2,500	2,500	2,500	2,500
Annual Activity Enrollments as in RecWare and ActiveNet	26,837	30,525	29,485	12,519	28,750	28,750
# of Part-time hours used	43,893.50	45,370.00	43,394.25	24,410.00	43,750	43,750
# of purchase orders managed	176	178	195	136	150	150
*CAPRA = Commission for						
Personnel Assigned:	6.0 FTE	5.0 FTE	5.0 FTE	6.0 FTE	6.0 FTE	6.0 FTE
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)*
Facility Tech				Mkt/Accreditation Coordinator	Mkt/Accreditation Coordinator	Mkt/Accreditation Coordinator

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

DEPARTMENT SUMMARIES

- 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 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
Total # of Participants per year*	12,635	12,954	17,989	3,781	22,000	24,000
(Res / Non-Res)	3341 / 9294	2541/10413	4072/13917	1049/2732	6000/12000	8000/16000
Total # of Building rentals	43	50	65	13	52	70
Total # of Day trips taken	160	145	105	13	144	144
Total # of Overnight trips taken using City buses	1	2	4	1	4	4
Personnel Assigned:	5.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
Recreation Supervisor II		Recreation Supervisor II	Recreation Supervisor II		Recreation Supervisor II	Recreation Supervisor II
Program Coord		Program Coord.	Program Coord		Recreation Coord	Recreation Coord
Admin Asst. I		Admin Asst. I	Admin Asst. I		Admin Asst. I	Admin Asst. I
Customer Service Representative						
Facility Technician		Facility Technician	Facility Technician		Facility Technician	Facility Technician

- Aquatics**

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

Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
% of Days pool facilities were open during pool season (93 days)	100%	98%	99%	NA	98%	98%
Average daily attendance at City pool	240	250	300	NA	300	300
Hours of lifeguard training per person	20	20	20	NA	20	20
# of Swim lessons held	113	118	110	NA	118	118
# of Swim lessons participants	639	572	696	NA	650	675
(resident / non-resident)	498/141	381/191	469/227	NA	400/250	440/235
Swim teams participants	263	265	272	NA	270	270
(resident / non-resident)	163/100	164/101	177/95	NA	165/105	175/95
C.O.A.S.T. participants	55	60	67	NA	65	65
(resident / non-resident)	27/28	29/31	36/31	NA	33/32	35/30
# of Non-competitive special events held	3	3	2	NA	3	2
# of Swim competitions hosted at City pool	2	2	3	NA	2	3
Total attendance at non-competitive special events	240	368	400	NA	450	400
# of Pool passes sold	107	118	110	NA	120	120
(resident / non-resident)	58/49	79/39	81/29	NA	85/35	90/30
* Pool season spans two fiscal years						
Personnel Assigned: Employees are hired seasonally. Aquatics is overseen by Recreation Supervisor II at the Community Center. YTD figures are not available as the season has not begun.						

DEPARTMENT SUMMARIES

- Athletics**

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

Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Participants - Adult Basketball						
2 Seasons-25 teams	227	270	201	158	225	200
(resident / non-resident)	104/123	113/157	69/132	51/107	135/58	145/55
# of Participants - Adult Softball						
3 Seasons-170 teams	2244	2205	2069	672	2500	2500
(resident / non-resident)	619/1625	582/1623	751/1317	199/473	700/1800	800/1700
# of Participants - Teen Basketball						
2 Season-12 teams	294	333	249	80	300	275
(resident / non-resident)	156/138	130/205	94/155	44/36	175/125	175/100
# of Participants - Youth Basketball						
75 Teams	590	575	652	0	620	650
(resident / non-resident)	417/173	409/166	413/239		445/175	500/150
# of Participants - Youth Lacrosse						
8 Teams	244	142	145	65	200	200
(resident / non-resident)	111/133	81/61	125/20	57/8	150/50	150/50
# of Participants - Youth Soccer						
70 Teams	706	788	847	489	775	800
(resident / non-resident)	600/106	645/143	694/153	281/108	600/175	600/200
# of Participants - Youth Travel Soccer						
40 Teams (2 seasons)	808	874	787	512	800	825
(resident / non-resident)	490/318	544/330	549/238	268/243	600/200	625/200
Personnel Assigned:	6.0 FTE	6.0 FTE	6.0 FTE		6.0 FTE	6.0 FTE
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II		Recreation Supervisor II	Recreation Supervisor II
	Facility Technician	Facility Technician	Facility Technician		Facility Technician	Facility Technician
		Admin Asst. I	Admin Asst. I		Admin Asst. I	Admin Asst. I
	Athletic Coord (4)*	Athletic Coord (3)*	Athletic Coord (3)*		Recreation Coord (3)*	Recreation Coord (3)*

* 1.0 FTE Recreation Coordinator position is not funded in the Budget.

DEPARTMENT SUMMARIES

- 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 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Participants in dance (resident / non-resident)	619 459/160	457 329/128	459 310/149	292 183/109	460 360/100	460 310/150
# of Participants in gymnastics (resident / non-resident)	2,077 1665/412	2047 1528/519	2234 1438/796	1227 709/518	2260 1800/460	2400 1400/1000
# of Participants in instructional sports, including camps (resident / non-resident)	745 543/202	1057 728/329	921 589/332	514 325/189	1,206 866/340	1,100 700/400
# of Participants in Tree Climbing (resident / non-resident)			96 22/74	72 26/46	100 25/75	120 40/80
# of Participants in Babysitting Classes (resident / non-resident)			72 47/25	50 35/15	75 50/25	75 50/25
# of Special events	4	3	3	3	3	4
Total attendance at special events	715	500	536	589	850	650
# of Part-time hours used	3,720	3,720	3,720	1,860	3,720	3,720
Personnel Assigned:	6.0 FTE	6.0 FTE	6.0 FTE	5.0 FTE	5.0 FTE	
	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)	Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)
	Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative
	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician
	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 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Participants in youth art classes (resident / non-resident)	146 73/73	136 74/62	152 71/81	56 31/25	230 155/75	250 200/50
# of Participants in adult art classes (resident / non-resident)	130 76/54	143 69/74	228 99/129	114 47/67	175 100/75	175 100/75
# of Participants in summer camp (resident / non-resident)	142 96/46	156 104/52	166 107/59	0 0	250 175/75	200 150/50
# of Cultural arts special events	3	3	4	1	12	12
Total attendance at special events	105**	45	36	14	200	225
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE
	Arts Coordinator	Arts Coordinator	Arts Coordinator	Arts Coordinator	Arts Coordinator	Arts Coordinator

DEPARTMENT SUMMARIES

- **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 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
Total # of Equestrian event dates	98	96	96	46	100	110
Total # dog show events	31	23	27	9	26	26
Total # other event dates hosted at equestrian center	29	23	23	13	9	10
Total attendance at events	75,000	90,000	100,000	60,000	115,000	125,000
# of Arenas/rings maintained	6	6				
Personnel Assigned:	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr
	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II
		Parks Maintenance Tech I	Parks Maintenance Tech I	Parks Maintenance Tech I	Parks Maintenance Tech I	Parks Maintenance Tech I (2)
	Parks Maintenance Tech (2)	Parks Maintenance Tech	Parks Maintenance Tech	Parks Maintenance Tech	Parks Maintenance Tech	



DEPARTMENT SUMMARIES

- **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 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Participants in aerobics	320	316	295	164	365	325
(resident / non-resident)	230/90	232/84	253/42	138/26	295/70	260/65
# of Participants in summer camp	1026	1082	1181	1218	1100	1200
(resident / non-resident)	904/122	942/140	1075/106	1138/80	990/110	1110/90
# of Participants in tennis	399	377	471	199	410	408
(resident / non-resident)	350/49	316/61	422/49	179/20	340/70	348/60
# of Participants in karate	190	193	278	149	210	200
(resident / non-resident)	123/67	133/60	214/64	136/13	160/50	150/50
# of Wills Park special events	6	5	1	5	6	8
Estimated attendance at July 4th	30,000	30,000	12,000	45,000	45,000	45,000
Total attendance at special events	7,000	6,500	6,500	6,515	6,600	6,700
Personnel Assigned:	3.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
Program Coord*	Program Coord*	Program Coord*	Program Coord*	Recreation Coordinator*	Recreation Coordinator*	Recreation Coordinator*
	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician
Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative

*Recreation Coordinator position is unfunded.

The 4th of July celebration in FY 2014 was significantly lower than prior year attendance due to inclement weather. All activities were cancelled but the fireworks show.



DEPARTMENT SUMMARIES

- **City Special Events**

Statement of Service: To enhance the quality of life and reputation of the city by providing special event opportunities for citizens and visitors of Alpharetta.

	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Total approved events:						
Exclusive City Events	42	51	51	28	51	49
City Partnered Events	52	47	47	27	47	50
Other Events	47	49	50	30	50	50
Approximate attendance for:						
Taste of Alpharetta	61,000	59,500	60,000	n/a	60,000	60,000
Mayor's Challenge	751	500	1,000	1,000	1,200	1,500
Old Soldier's Day Parade	9,000	8,000	6,000	6,000	7,500	7,500
Annual Tree Lighting	8,000	9,500	10,000	10,000	10,000	10,000
Alpharetta Arts Street Fest Spring	19,000	17,000	19,000	n/a	20,000	20,000
Scarecrow Harvest	5,000	5,500	6,000	6,000	6,000	6,000
Lazy Log Cabin Days	600	600	600	600	700	700
Wire & Wood	N/A	N/A	6,000	6,000	8,000	10,000
Alpharetta Food Truck Alley	N/A	N/A	28,000	17,000	30,000	32,000
Restless In Resthaven	N/A	N/A	400	400	500	500
Chili Cook-Off & Football	N/A	N/A	1,000	1,000	1,200	1,500
Grilling & Gridiron	N/A	N/A	1,500	1,500	1,750	1,750
Snow On the Square	N/A	N/A	0	0	400	500
# of Special events applications processed	2,870	3,342	3,638	2,500	3,700	3,700
# of Volunteers recruited	924	1,128	1,216	810	1,250	1,400
# of Special event sponsors	52	61	96	65	100	110
# of Event vendors managed	731	793	986	650	990	125
Personnel Assigned:						3.0 FTE
						Special Events Manager
						Special Events Coord. (1 FT; 2 PT)

Effective July 1, 2015, the City's Special Event Division is being transferred from the City Administration Department to the Recreation & Parks Department. The Special Events Division includes 3 full-time-equivalent positions (2 full time; 2 part-time). Division performance data is being shown herein for comparison purposes.

DEPARTMENT SUMMARIES

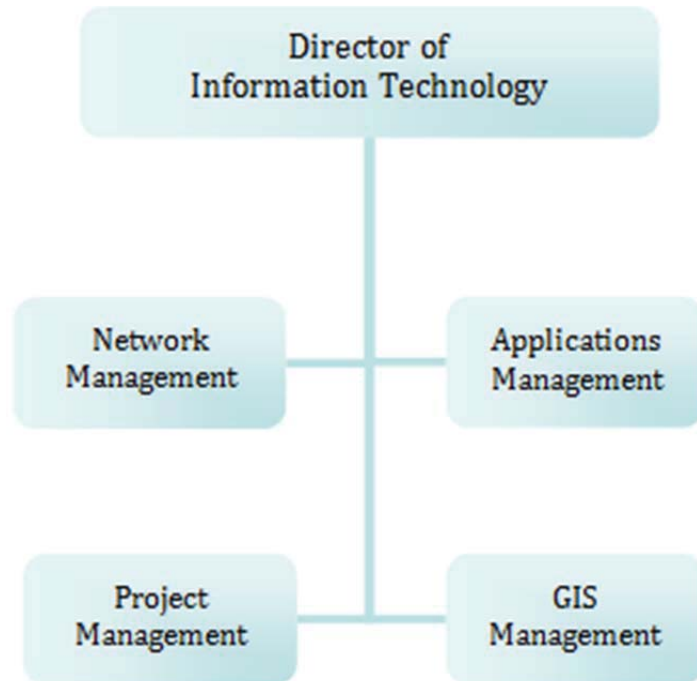
- **Parks Maintenance**

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.

Performance Measurements	Actual FY 2012	Actual FY 2013	Actual FY 2014	YTD (Dec. 2014) FY 2015	Target FY 2015	Target FY 2016
# of Athletic fields maintained*	29	31	33	33	33	33
# of Park acres maintained	318	320	320	320	320	320
# of Greenway acres maintained	250	250	250	250	250	250
# of Playground inspections	96	96	96	96	96	6
# of Park/playground injuries	4	0	0	0	0	0
# of Athletic field preparations	5,388	5,720	6,030	2,522	6,030	6,030
# of Park mowings	40	40	40	20	40	40
# of Athletic field mowings	80	80	80	40	80	80
# of Buildings maintained	35	36	37	37	37	37
# of Restrooms maintained	50	52	50	50	50	50
# of Pavilions maintained	15	15	15	15	15	15
# of Hours utilized for trash	9,425	9,425	9,425	4,712	9,425	9,425
# of Part-time hours used	4,915	6,600	4,895	2,864	6,000	6,000
# of Vehicles maintained	14	15	15	15	15	15
# of Vehicle-related accidents	2	2	2	1	0	8
# of Work days missed due to accidents	-	0	1	0	0	1
Personnel Assigned:	20.0 FTE	21.0 FTE	21.0 FTE	21.0 FTE	21.0 FTE	21.0 FTE
Park Services Manager	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 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 II (4)
Park Maintenance Tech I (2)	Park Maintenance Tech I (4)	Park Maintenance Tech I (4)	Park Maintenance Tech I (4)	Park Maintenance Tech I (4)	Park Maintenance Tech I (4)	Park Maintenance Tech I (11)
Park Maintenance Tech (8)	Park Maintenance Tech (7)	Park Maintenance Tech (7)	Park Maintenance Tech (7)	Park Maintenance Tech (7)	Park Maintenance Tech (7)	
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II

DEPARTMENT SUMMARIES

Information Technology



Our Community Vision is to advance Alpharetta as a signature City by:



Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

DEPARTMENT SUMMARIES

Information Technology

Administration, Network, and Systems

Mission Statement

Information Technology's mission is to provide high quality technology products, services and human resources to City departments that enable them to accomplish their goals and objectives. The Information Technology Department strives to continuously improve the delivery of services and minimize costs while accommodating future City growth.

Goals and Objectives

As we accomplish our mission, the City of Alpharetta Information Technology Department will be known to provide high quality services by:



- ✓ Being recognized by City departments as having a high level of skill and knowledge;



- ✓ Providing excellent serves to all City departments as measured by the City's performance standards;



- ✓ Acquiring and supporting proven, sustainable technology solutions that are continually maintained and updated; and



- ✓ Helping City departments to improve and extend the functionality of major systems by offering systems integration and software development services.



Network Administration

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Information Technology General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2016 Adopted Budget	FY 2017 Forecast	FY 2018 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 749,831	\$ 864,020	\$ 892,218	\$ 914,547	\$ 952,190	\$ 975,995	\$ 1,000,395
Group Insurance	110,483	151,125	148,099	170,679	178,029	186,930	196,277
FICA	55,334	63,669	65,808	69,871	72,748	74,567	76,431
Pension (Defined Benefit)	105,175	92,142	67,082	87,163	96,162	96,162	96,162
Pension (401A Cont./Match)	34,261	44,097	55,424	56,034	61,236	62,767	64,336
Workers Compensation	16,708	17,241	13,889	20,876	24,401	24,889	25,387
OPEB Contribution	-	-	2,799	3,009	3,052	3,113	3,175
Miscellaneous	158	158	408	826	-	-	-
<i>subtotal</i>	\$ 1,071,951	\$ 1,232,451	\$ 1,245,726	\$ 1,323,005	\$ 1,387,818	\$ 1,424,423	\$ 1,462,163
Maintenance & Operations:							
Professional Services	\$ 14,756	\$ 11,135	\$ 11,191	\$ 15,500	\$ 15,500	\$ 15,616	\$ 15,733
Employee Travel	7,307	10,538	14,815	14,000	14,000		
Employee Training	7,925	18,710	14,023	23,000	27,000		
Maintenance Contracts/IT Svcs.	99,610	68,967	62,448	52,530	49,737	50,110	50,486
General Supplies	10,937	15,573	12,220	19,300	19,300	19,445	19,591
Utilities	20,605	17,489	21,858	10,565	-		
Small Equipment	28,431	598	1,990	6,300	6,300	6,347	6,395
Miscellaneous	10,085	11,117	5,142	5,100	3,700	3,728	3,756
<i>subtotal</i>	\$ 199,656	\$ 154,127	\$ 143,685	\$ 146,295	\$ 135,537	\$ 95,246	\$ 95,960
Capital/Other	\$ 3,630	\$ 9,125	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,275,237	\$ 1,395,703	\$ 1,389,411	\$ 1,469,300	\$ 1,523,355	\$ 1,519,669	\$ 1,558,123
Authorized Personnel	11.0	11.0	11.0	11.0	11.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2016 Budget for Information Technology totals \$1,523,355 and represents an increase of 3.7%, or \$54,055, compared to FY 2015.

The Personnel Services category increased 4.9%, or \$64,813, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2016; increases in group insurance premiums; an increase in the actuarially determined defined benefit pension contribution; and targeted pay adjustments to several team members in 2015 to bring them in line with the local market.

Authorized personnel total 11.0 FTEs and represent the following:

	FTEs					Variance
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016*	
Director	1.0	1.0	1.0	1.0	1.0	-
Database Administrator	-	-	-	1.0	1.0	-
GIS Coordinator	1.0	1.0	1.0	-	-	-
GIS Manager	1.0	1.0	1.0	1.0	1.0	-
IT Manager*	-	-	-	-	2.0	2.0
IT Project Manager	1.0	-	-	-	-	-
IT Systems Administrator*	1.0	1.0	1.0	1.0	-	(1.0)
Network Administrator*	-	-	-	-	2.0	2.0
Network Analyst I	1.0	1.0	1.0	1.0	1.0	-
Network Analyst II*	1.0	1.0	1.0	1.0	-	(1.0)
Network Manager*	1.0	1.0	1.0	1.0	-	(1.0)
Systems Analyst II	2.0	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	1.0	1.0	-
	11.0	11.0	11.0	11.0	11.0	-

* Position reclassification occurred during FY 2015.

The Maintenance & Operations category decreased -7.4%, or -\$10,758, due primarily to the following activity:

- Decrease in multiple accounts (utilities and maintenance contracts) of -\$12,290 due primarily to cost reallocations as part of the relocation to the new City Hall. Information Technology now resides in the new City Hall and the associated maintenance/operating costs are tracked within the Public Works Department. FY 2015 included partial year funding for utilities and maintenance contracts (e.g. janitorial services) for the previous IT office space.
- Decrease in non-recurring of -\$2,000 due to FY 2015 including one-time funding for the citywide rebranding initiative (e.g. forms, business cards, uniforms, etc.).
- Increase in travel/training of \$4,000 due to a continued focus on training and certification.

DEPARTMENT SUMMARIES

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.

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

(Calendar Year Stats)	Actual CYear 2010	Actual CYear 2011	Actual CYear 2012	Actual CYear 2013	Department Target	Results
Telephone						
Repairs						
Number	148	88	90	70		N/A
Number resolved w/in 24 hours	88	58	55	59		N/A
% resolved w/in 24 hours	59.46%	65.90%	61.11%	84.29%	60.00%	A
Service Requests						
Number	116	137	188	149		N/A
Number resolved on time	110	130	168	139		N/A
% resolved on time	94.83%	94.89%	89.36%	93.29%	90.00%	A
Network						
Repairs						
Number	173	214	210	227		N/A
Number resolved w/in 24 hours	140	157	178	199		N/A
% resolved w/in 24 hours	80.92%	73.36%	84.76%	87.67%	80.00%	A
Service Requests						
Number	121	234	256	298		N/A
Number resolved on time	119	228	244	275		N/A
% resolved on time	98.35%	97.44%	95.31%	92.28%	90.00%	A
Outages						
Number (including maintenance)	41	29	25	30	60	N/A
Avg. duration in hours	3.70	1.39	1.24	1.65		N/A
Applications						
Repairs						
Number	537	418	544	603		N/A
Number resolved w/in 24 hours	366	306	388	463		N/A
% resolved w/in 24 hours	68.16%	73.21%	71.32%	76.78%	70.00%	A
Desktop						
Repairs						
Number	1,380	1,343	1,448	1,643		N/A
Number resolved w/in 24 hours	874	769	881	989		N/A
% resolved w/in 24 hours	63.33%	57.26%	60.84%	60.19%	60.00%	A
Service Requests						
Number	879	536	688	745		N/A
Number resolved on time	834	500	634	658		N/A
% resolved on time	94.88%	93.28%	92.15%	88.32%	90.00%	B
Helpdesk						
Number total calls	4,099	3,661	4,189	4,745		N/A
Number resolved w/in 4 hours	1,856	1,600	1,501	1,753		N/A
Number resolved w/in 8 hours	264	233	225	297		N/A
% resolved w/in 8 hours	51.72%	50.07%	41.20%	43.20%	40.00%	A
GIS						
Number total cases	276	310	333	365		N/A
Number resolved on time	257	282	289	303		N/A
% resolved on time	93.12%	90.97%	86.79%	83.01%	80.00%	A
Emails						
Number	9,024,850	5,270,672	4,287,745	6,752,409		N/A
SPAM blocked	7,890,426	4,452,730	3,471,248	5,942,119		N/A
Viruses blocked	320,180	110,911	81,068	137,900		N/A
% SPAM	87.43%	84.48%	80.96%	88.00%		N/A
% viruses	3.55%	2.10%	1.89%	2.04%		N/A
Servers						
Avg. number	63	80	89	142	89.00	N/A
% availability (including maintenance)	99.75%	99.88%	99.92%	99.89%	99.00%	A

FINANCIAL MANAGEMENT POLICIES

Financial Management Policies

The *Financial Management Policies* section is intended to provide readers with a sampling of the city's financial management policy program. Due to size constraints, several of the city's larger policies have been excluded. First and foremost is the city's procurement policy which guides the purchasing of goods/services of the highest quality at the most reasonable cost through ensuring fair and open competition. Details of the city's procurement policy as well as any of the policies contained within our financial management policy program can be obtained from the city's Finance Department²³.

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

²³ City of Alpharetta – Finance Department: 2 Park Plaza, Alpharetta, Georgia 30009. Phone (678) 297-6094. Fax (678) 297-6063.

FINANCIAL MANAGEMENT POLICIES

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.

FINANCIAL MANAGEMENT POLICIES

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

FINANCIAL MANAGEMENT POLICIES

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 expenditures²⁴.

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 operating 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

²⁴ 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%.

FINANCIAL MANAGEMENT POLICIES

expenditures, must first be met before utilizing the excess fund balance as a funding source for the budget.

I. Appropriation Lapses at Year End

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

J. Budget Control Reports

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

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-

FINANCIAL MANAGEMENT POLICIES

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

FINANCIAL MANAGEMENT POLICIES

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 ten-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 above 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 10-Year CIP.

City of Alpharetta, GA Fiscal Years 2016 - 2025 Capital Improvement Program Input Form												
Project Name:		Milling and Resurfacing (Asphalt)						Project Category:		Resurfacing (Pavement Improvements)		
Department:		200						Improvement Type:		Asphalt		
Contact:		John Deane (678) 427-1010						Funding Source(s):		General Revenue LMG Grant		
Department Priority:		4						Useful Life:		10 to 15 years		
Strategic Priority:		Offering the Highest Quality of Experiences for our Residents and Businesses										
Project Costs:		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Capital Costs:												
Design/Grades												
Land Right-of-Way												
Construction		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Equipment												
Other												
Contingency												
Subtotal		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Operating Costs:												
Personnel												
Maintenance & Operations												
Subtotal												
Total Project Costs:		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Funding Sources:												
General Fund												
Resurfacing Capital		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Pay-as-you-go (LAMG)												
Fund Balance (Available)												
User Fees												
Grants		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
Capital Expenses (Bond/Loan)												
Other												
Total Funding Sources:		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Funding Variance:												
Description and Justification												
Detail of Operational Costs												
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 in need of repair. It is anticipated that this project will be augmented through an LMG grant (additional \$500,000 that will be appropriated upon grant submission/approval).												
This city maintains a road rating database similar to that of the Georgia Department of Transportation. In using this approach, each road receives a rating from 1 to 100, with lower scores representing a greater need for maintenance. Staff is in the process of updating the rating to reflect the purpose of the fee on an annual basis.												
This program decreases roadway maintenance costs as the surface is less susceptible to potholes and road surface deterioration.												

FINANCIAL MANAGEMENT POLICIES

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 (Fiscal 2011) - Life-to-date for entire project

As of July 31, 2015

Account #	Project	Project Summary	Total Project	Prior Year	FY 2015		FY 2016		Funds Available
					Budget	Appropriations	Total Budget	Expenditures	
001103044100	01-100	Overseas Public Order Program	\$ 1,64,223	\$ 21,333	\$ 11,243	\$ 20,000	\$ 11,243	\$ -	\$ 41,081
001103044100	01-200	General Development Activities	\$ 43,739	\$ 34,637	\$ 4,324	\$ 33,000	\$ 33,000	\$ 29,324	\$ 29,324
001103044100	01-300	Community Services Initiatives	\$ 29,000	\$ 29,000	\$ 11,129	\$ 11,129	\$ 11,129	\$ -	\$ 11,129
001103044100	01-308	Overseas Services	\$ 13,000	\$ 13,000	\$ 3,839	\$ 3,839	\$ 3,839	\$ -	\$ 3,839
001103044100	01-400	Police - Patrol Services	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-500	Fire - Fire Services	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-600	Information Technology - City Use	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-700	Information Technology - Police Dept	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-800	Information Technology - Fire Dept	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-900	Information Technology - City Use	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-100	Police - Patrol Services	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-200	Fire - Fire Services	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-300	Information Technology - City Use	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-400	Police - Patrol Services	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-500	Fire - Fire Services	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-600	Information Technology - City Use	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-700	Information Technology - Police Dept	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-800	Information Technology - Fire Dept	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-900	Information Technology - City Use	\$ 10,000	\$ 10,000	\$ 3,324	\$ 3,324	\$ 3,324	\$ 33,129	\$ 33,129
001103044100	01-100	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-200	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-300	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-400	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-500	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-600	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-700	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-800	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-900	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-100	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-200	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-300	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-400	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-500	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-600	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-700	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-800	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-900	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-100	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-200	Information Technology - Police Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-300	Information Technology - Fire Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-400	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-500	Information Technology - Police Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-600	Information Technology - Fire Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-700	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-800	Information Technology - Police Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-900	Information Technology - Fire Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-100	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-200	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-300	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-400	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-500	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-600	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-700	Information Technology - Police Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-800	Information Technology - Fire Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-900	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-100	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-200	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-300	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-400	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-500	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-600	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-700	Information Technology - Police Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-800	Information Technology - Fire Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-900	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-100	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-200	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-300	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-400	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-500	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-600	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-700	Information Technology - Police Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-800	Information Technology - Fire Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-900	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-100	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-200	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-300	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-400	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-500	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-600	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-700	Information Technology - Police Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-800	Information Technology - Fire Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-900	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-100	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-200	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-300	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-400	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-500	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-600	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
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001103044100	01-800	Information Technology - Fire Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-900	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-100	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-200	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-300	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-400	Police - Patrol Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-500	Fire - Fire Services	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-600	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-700	Information Technology - Police Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-800	Information Technology - Fire Dept	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828	\$ 10,828	\$ -	\$ 10,828
001103044100	01-900	Information Technology - City Use	\$ 21,333	\$ 21,333	\$ 10,828	\$ 10,828			

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

FINANCIAL MANAGEMENT POLICIES

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

FINANCIAL MANAGEMENT POLICIES

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.

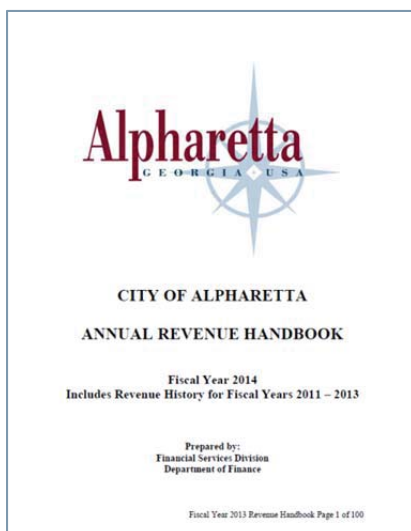
F. Rates and Charges

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



FINANCIAL MANAGEMENT POLICIES

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.

FINANCIAL MANAGEMENT POLICIES

- *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

FINANCIAL MANAGEMENT POLICIES

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

FINANCIAL MANAGEMENT POLICIES

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.

FINANCIAL MANAGEMENT POLICIES

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

FINANCIAL MANAGEMENT POLICIES

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.

FINANCIAL MANAGEMENT POLICIES

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.

FINANCIAL MANAGEMENT POLICIES

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.

FINANCIAL MANAGEMENT POLICIES

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.

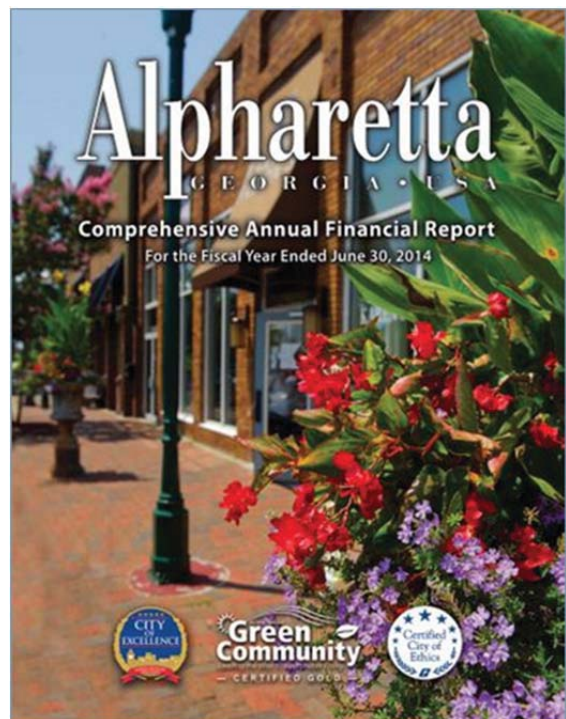
Section III: Financial Reporting Policies

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)²⁵

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.

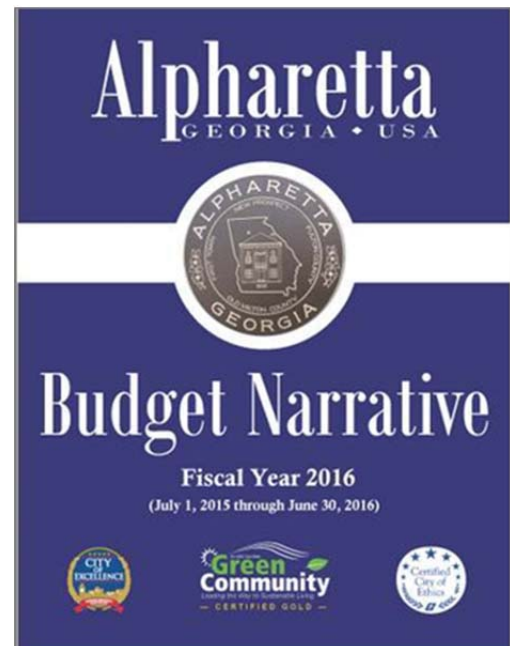
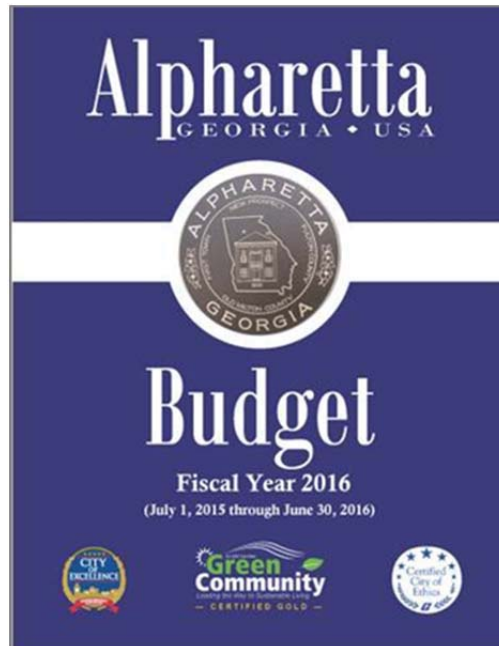


²⁵ Available for download from the City's website: www.alpharetta.ga.us.

FINANCIAL MANAGEMENT POLICIES

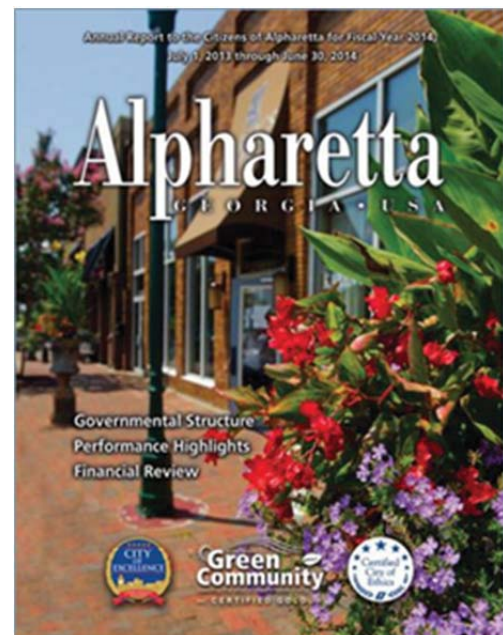
B. Annual Budget Documents²⁶

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 Report¹⁰

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




²⁶ Available for download from the City's website: www.alpharetta.ga.us.

FINANCIAL MANAGEMENT POLICIES

D. Financial Reporting to the City Council²⁷

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 \$50,000. The city also shall prepare a “Capital Project” report outlining appropriations (if any), expenses, outstanding encumbrances, and available appropriable balances.



City of Alpharetta, GA

Financial Management Reports

THE CITY OF ALPHARETTA GEORGIA

CITY OF ALPHARETTA
Financial Management Reports
General Fund (Detailed)
Revenue Summary and Collection Comparison
For the month ended May 31, 2015

2015 Budget	2015 Actual		2015 Estimated		2014 Actual		Variance
	YTD	%	YTD	%	YTD	%	
Top 10 Revenues:							
Property Taxes	\$ 18,120,000	100.0%	\$ 18,120,000	100.0%	\$ 18,120,000	100.0%	\$ 0.00
General Tax	245,000	100.0%	245,000	100.0%	245,000	100.0%	\$ 0.00
Delinquent	245,000	100.0%	245,000	100.0%	245,000	100.0%	\$ 0.00
Water Utility Tax	450,000	100.0%	450,000	100.0%	450,000	100.0%	\$ 0.00
State Utility Tax	865,000	100.0%	865,000	100.0%	865,000	100.0%	\$ 0.00
Local Utility Tax	13,560,000	100.0%	13,560,000	100.0%	13,560,000	100.0%	\$ 0.00
Franchise Tax	6,450,000	100.0%	6,450,000	100.0%	6,450,000	100.0%	\$ 0.00
Business License Tax	2,010,000	100.0%	2,010,000	100.0%	2,010,000	100.0%	\$ 0.00
Alcohol Beverage Tax	1,800,000	100.0%	1,800,000	100.0%	1,800,000	100.0%	\$ 0.00
Bulky Item Tax	1,500,000	100.0%	1,500,000	100.0%	1,500,000	100.0%	\$ 0.00
Business and Occupational Tax	900,000	100.0%	900,000	100.0%	900,000	100.0%	\$ 0.00
Managerial Fund Fee	1,500,000	100.0%	1,500,000	100.0%	1,500,000	100.0%	\$ 0.00
Recycling and Parks Fee	1,500,000	100.0%	1,500,000	100.0%	1,500,000	100.0%	\$ 0.00
Head Start Tax (City-owned)	1,500,000	100.0%	1,500,000	100.0%	1,500,000	100.0%	\$ 0.00
Other Revenues:							
Total Revenues	\$ 38,120,000	100.0%	\$ 38,120,000	100.0%	\$ 38,120,000	100.0%	\$ 0.00
Comprehensive Fund Balance							
	\$ 108,240		\$ 108,240		\$ 108,240		\$ 0.00

E. Financial Reporting to City Administration

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

F. External Financial Reporting

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

²⁷ Available for download from the City’s website: www.alpharetta.ga.us.

FINANCIAL MANAGEMENT POLICIES

Section IX: Debt Management Reporting

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;

FINANCIAL MANAGEMENT POLICIES

- 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

FINANCIAL MANAGEMENT POLICIES

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

FINANCIAL MANAGEMENT POLICIES

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.

COMMUNITY PROFILE

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:	62,298
Per Capita Personal Income:	\$46,907
Area:	27 square miles
Bond Rating:	
Moody’s Investor Service	Aaa
Standard & Poor’s	AAA

Infrastructure

Advantages

Our story goes like this: During the late-90s dot-com boom, the City of Alpharetta started to grow from the ground up—literally. Hundreds of miles of fiber optic cables were buried throughout the city, and the state’s largest electricity provider, Georgia Power, took it a step further by establishing a series of redundant electric networks throughout the city.

600+	60%	19.6M
TECH. COMPANIES	D/L SPEEDS ABOVE U.S. AVG.	TOTAL SQ. FT. OFFICE SPACE

COMMUNITY PROFILE

Alpharetta's technological infrastructure is the ideal environs for tech companies and beyond, whether it's a burgeoning start-up looking to stake its claim or global conglomerates in need of an expansion. You won't find a more fertile ground for business to grow. The City of Alpharetta is a utopia of tech that boasts an ever-growing list of economic advantages.

Citywide Power Redundancies

Georgia Power

Abundance of Data Centers

Enterprise and Co-Location

Availability

Alpharetta's office vacancy rate has fallen below 11% making it one of the lowest office vacancy rates in Metro Atlanta and Georgia. Two of the largest non-renewal leases in Metro Atlanta decided to call Alpharetta home in 2014/2015 (Fiserv during Q1; Halyard Health during Q2).

# Buildings:	539	% Vacant:	10.20%	YTD Net Absorption:	735,624
RBA:	19,786,756	% Leased:	90.90%	YTD Leasing Activity:	567,736
Avg Age (yrs):	23.2	% Available:	14.50%	YTD Deliveries:	0
Absorption	YTD	2014	QTD	2014 3Q	
Net Absorption	735,624	280,524	388,839	51,234	
Gross Absorption	1,328,136	1,408,035	487,716	388,311	
Leasing Activity	567,736	2,728,683	75,336	737,379	
Deliveries	0	3	0	0	

Accessibility

Because Alpharetta is just a quick drive from Atlanta, businesses are conveniently positioned right by the world's busiest airport. And if that's not enticing enough, there are plenty of other ways to get around whether you prefer to drive by car or ride public transit, Alpharetta makes sure businesses and their workers get to where they need to go.

22

MILES

Alpharetta to Downtown Atlanta

4

MAJOR HIGHWAYS

GA 400, HWY 9, HWY 120, HWY 372

4

MARTA ROUTES TO ATLANTA

Route 85, 140, 143 and 185

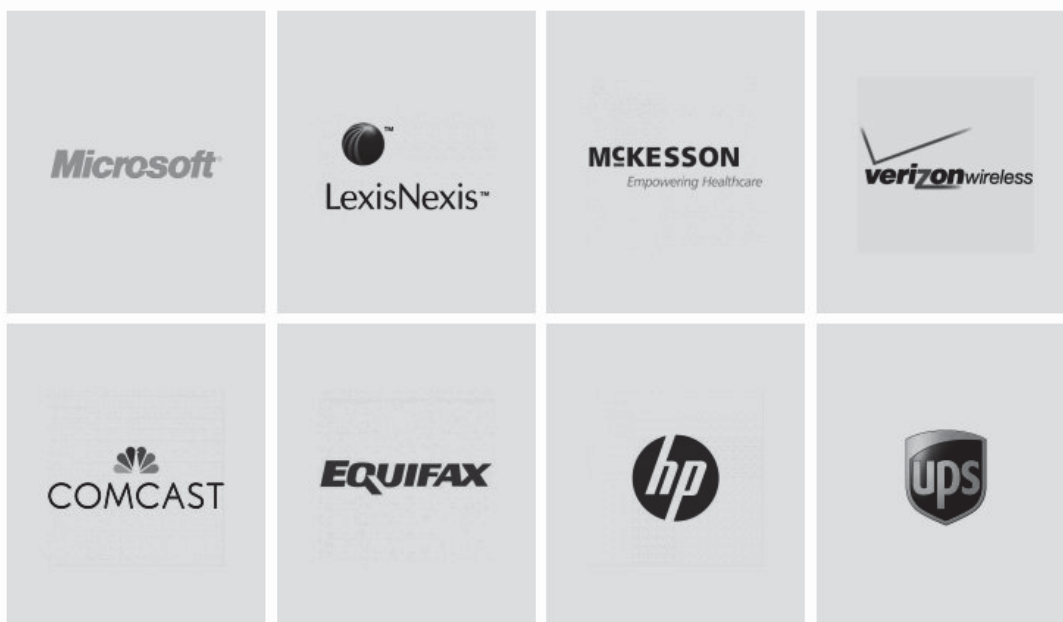
COMMUNITY PROFILE

Business Climate

Local Companies

There's a reason why more than 600 technology-based businesses have made their home in Alpharetta, and it's not just the nice houses and great weather. Our fiber-optic network is the most extensive and redundant in the Southeast, and we work closely with state and local economic development agencies to provide tax credits and incentives to complement any brand of business. Some of the biggest and most recognized names in the tech industry are thriving here in Alpharetta.

We could talk about Alpharetta's exceptional business climate all day long, but nothing speaks to our success quite like our track record. Here are just a few names we're proud to work with.



Local Government

It's one thing to roll out the welcome mat for new businesses; it's something altogether rare for a local government to provide constant communication and full support for its economic catalysts. And we're working on a new city hall and city center to help further meet the needs of our expanding business community.

COMMUNITY PROFILE

Tax Credits and Incentives

The city of Alpharetta and the state of Georgia offer several tax credits, grants, fee reductions, and other forms of financial assistance for businesses big and small.

Alpharetta Incentive Programs	Georgia Incentive Programs	
		* Mega Project Tax Credit
		* Investment Tax Credit
* Expedited Permitting And Inspections	* Tax Exemptions	* Optional Investment Tax Credit
* Discounted Permitting And Inspection Fees	* Job Tax Credit	* Research and Development Tax Credit
* Local Job Creation Credit	* Quality Jobs Tax Credit	
* Tax Abatement	* Work Opportunity Tax Credit	
* Revenue Bonds	* Retraining Tax Credit	

Job Growth

Job creation trends in Alpharetta are positive and highlight strong growth into the future. Prominent job growth plans within the next 12 months include:

- ✓ Halyard Health (spinoff of Kimberly Clark): Fortune 1000 company is bringing 800 jobs to Alpharetta (600 relocations; 200 new);
- ✓ High-Rez Studios: investing \$10 million in facility improvements and creating 30 new jobs;
- ✓ Verizon Wireless: adding 400 jobs in Georgia with over 200 in their Alpharetta and Milton locations (mix of relocation/new jobs);
- ✓ Bridge2Solutions: signing a new 23,000 sq.ft. lease and adding over 50 jobs (mix of relocation/new jobs); and
- ✓ Proximity Payment: planning a 25,000 sq.ft. facility expansion and adding over 200 jobs (mix of relocation/new jobs).

COMMUNITY PROFILE

Workforce

Competitive Edge

Every business on the planet, from Mom & Pop stores to Fortune 500 companies, is only as good as its employees. And in Alpharetta, we're proud to be home to some of the smartest minds in the world of tech.

62.7 percent of Alpharetta's residents own a bachelor's degree or higher, which is nearly 35 percent above the national average for young adults. And there are plenty of them, too. With a **daytime population over 100,000**, Alpharetta boasts 3,500 workers per square mile; that's more than major metropolises like Denver, Houston, Charlotte, Nashville, Austin, and even Atlanta.

Education

When it comes to college degrees, our workforce has credentials that are hard to compete with. No matter what heights our businesses desire to reach, our workers come equipped with the invaluable knowledge it takes to get there.

21%

**GRADUATE OR PROFESSIONAL
DEGREE**

41.7%

BACHELOR'S DEGREE

5.2%

ASSOCIATE'S DEGREE

Professions

Need more proof that Alpharetta is a rising hub in the business world? Consider that 77% of Alpharetta residents are employed in professional, managerial, technical, sales and administrative positions. Our citizens don't just have degrees—they've got the experience and working knowledge needed to take any business to the next level.

52%

**OF HOUSEHOLDS EARN \$100K
OR MORE**

77%

**EMPLOYED IN
PROFESSIONAL/TECHNICAL
SECTOR**

62K

TOTAL CITY POPULATION

COMMUNITY PROFILE

Personnel

Alpharetta's consistent population nearly doubles during the day. That means that employees are coming from throughout the region to work for Alpharetta's rising tech companies. With great accessibility and a superior quality of life, it's no wonder we're the 6th fastest-growing city in the nation, and it's getting better every day.

100K+

DAYTIME POPULATION

650K

**PEOPLE WITH 30 MINUTES
DRIVE TIME**

3,500

WORKERS PER SQ. MILE

**Top City in the
Nation for Health
IT**

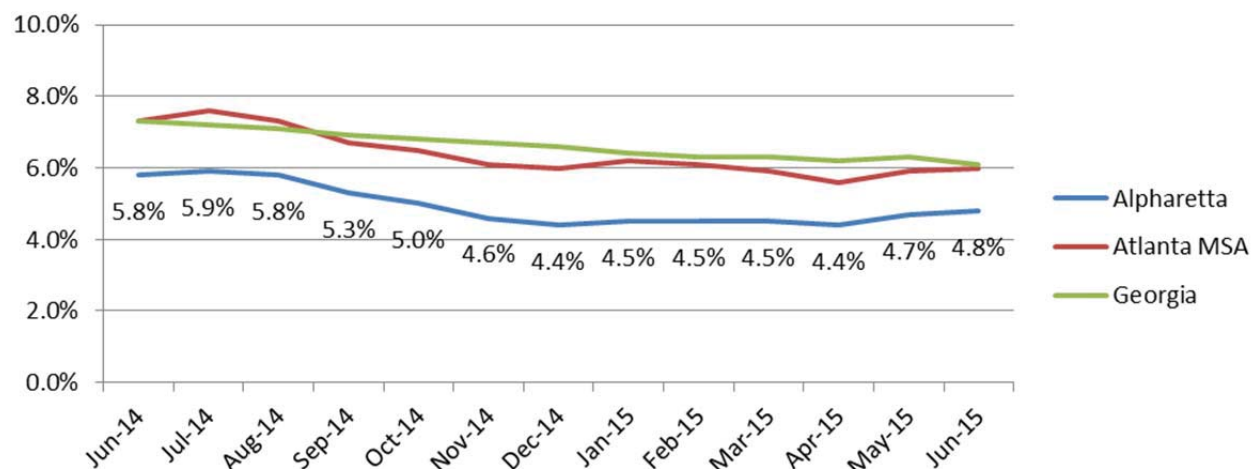
**Healthcare Infomatics Top
100**

**Over 1/4 Metro
Atlanta's Top 25
Technology Employers**

Atlanta Business Chronicle

Unemployment

Alpharetta is in the top 3 of cities in Georgia with the lowest unemployment rates. While trending up slightly (along with the state and economy as a whole), Alpharetta still significantly outperforms the Atlanta Metropolitan Statistical Area and Georgia.



COMMUNITY PROFILE

Universities and Colleges

Alpharetta's highly educated workforce comes from all over the state and beyond. Whether it's the remarkable public and private schools throughout the state to the numerous community and technical colleges—like Gwinnett Technical College, building right here in Alpharetta—our businesses have a pipeline of refined minds ready to work.

See where Alpharetta's many public and private universities are harvesting the forward-thinkers of tomorrow's tech enterprises:



Quality of Life

Alpharetta Living

Alpharetta's more than just one of the friendliest cities in America. We've got excellent housing options featuring contemporary architecture, thriving school systems with high graduation rates and impressive ACT scores, and an entertainment scene that stretches to sprawling shopping concourses and large theaters to food trucks and craft breweries.

Most cities will claim they offer "something for everyone." But ever since Forbes named us the "#1 Place to Relocate in America," well, we like to think we're pretty convincing.

Top 25 Best Places
to Move

Forbes

6th Fastest Growing
City

U.S. Census, 2012

COMMUNITY PROFILE

Housing

Our many workspaces and office buildings are state-of-the-art, but we admit that they'd make a lousy home. Thankfully, Alpharetta has plenty of great housing options to choose from.

More than 90 percent of our houses were built in 1980 or later, which explains why 83 percent of our houses are worth \$200,000 or more, with nearly a third of our homes offer 9 or more rooms.



Schools

Alpharetta's workforce is highly educated, but we wouldn't be doing our jobs if we didn't expect great things from our students as well. Our high schools boast a combined graduation rate of 95.5 percent, and with an average ACT score of 23.8 and 65 percent of students participating in AP courses, the future of our city is in great hands.



Entertainment

How did we earn our place in Forbes' "Top Ten Friendliest Cities in America" list? We didn't do it by staying home all the time, that's for sure. From the brand new \$600 million Avalon entertainment concourse to excellent events at the Verizon Wireless Amphitheatre at Encore Park to countless independently owned businesses, it's hard not to love thy neighbor.

Dining

Food is more than just fuel—it's an excuse to relax, converse, and celebrate the people around us. Whether you're into local gastropubs that brew their own craft beers or inventive restaurants that span the culinary cultural palate, we've got plenty of reasons to treat yourself. And don't miss Food Truck Thursdays, featuring the city's finest mobile kitchens bringing delightful dishes to your neighborhood.

COMMUNITY PROFILE

Targeted Development

Avalon

In the heart of Alpharetta, this sustainably-designed, 86-acre development with 559,000 square feet of retail, a 14-screen theater, four-star hotel, Class A office, single-family residences and luxury rental homes infuses resort-level hospitality throughout a walkable, seamlessly connected community of shopping, dining, entertainment, living, and working. It's more than just another place to go, it's a place to be—a hub of local art and activity that delivers the luxury of time well spent.

Retail

570,000 square feet of curated retailers and local chef-driven restaurants deliver a destination for those seeking to experience a hotspot of cultural activity and amazing finds.

Residential

The 800 residents—both in luxury lofts and in an exclusive single-family courtyard enclave—who call Avalon home will experience a truly connected lifestyle, where everything is just a walk or click away.

Office

750,000 square feet of Class-A office space and office lofts in a Gigabit community—with superfast pervasive internet connection speeds—create a hub of connectivity for the modern workplace.

Hotel

A 300-room hotel and 47,000 square foot convention center caters to business and leisure travelers who want to meet, mingle, work and stay someplace unlike anywhere else.

Connectivity

Avalon is Georgia's first Gigabit community, a futureproof fiberhood with internet connection speeds 100x faster than what's currently available.

<http://experienceavalon.com/>



Avalon (Phase I)

COMMUNITY PROFILE

City Center

The components of the Alpharetta City Center 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 are many who will also patronize the unique shops and restaurants that call Downtown Alpharetta home.

Phase I



CITY HALL

Acting as a strong visual element, the new City Hall has the ability to draw people into the site. It will also act as a focal point within the City Park which surrounds it on three sides.



PARKING DECK

Parking to support the City Hall, Library, and the future commercial uses on the site is located in a 450-space Municipal Parking Deck. A total of 174 additional parking spaces are provided as on-street parallel parking throughout the site.



LIBRARY

The new new 25,000-square-foot Fulton County library is situated on it's own 3 acre site that is designed as an extension of the park including interconnected pathways.



New City Hall

COMMUNITY PROFILE

The environment created through these civic elements will also offer a unique environment for 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.

Phase II - RFQ/RFP process underway to secure a development partner



COMMERCIAL DEVELOPMENT

These areas are planned for flexibility and to allow for phased development of a variety of uses. Up to four different development pads are available that comprise approximately 4.53 acres (197,411.46 square feet) of prime build-able property, located within the Alpharetta's City Center project. The master plan is configured to specifically encourage the development of successful street-level retail, service, and restaurant uses that will enhance and expand the quality of businesses in the downtown, thus creating a strong draw of customers during daytime and evening, weekdays and weekends.

Population, Personal Income, and Employment

City of Alpharetta DEMOGRAPHIC AND ECONOMIC STATISTICS Last Ten Fiscal Years

Fiscal Year	Population ¹	Personal Income	Per Capita Personal Income ²	Median Age ³	Education Levels in Years of Formal Schooling ⁴	School Enrollment ⁴	Unemployment Rate ²
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	8.1
2010	52,508	2,042,193,644	38,893	36.3	16.0	11,417	7.9
2011	57,571	2,442,795,101	42,431	36.8	16.0	11,022	7.8
2012	59,397	2,642,513,133	44,489	36.8	16.0	12,033	6.9
2013	61,981	2,800,921,390	45,190	36.8	16.0	16,456	6.2
2014	62,298	2,750,020,614	44,143	35.8	16.0	17,989	5.9

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.

COMMUNITY PROFILE

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

Employer	2014			2005		
	Employees	Rank	% of Total City Employment	Employees	Rank	% of Total City Employment
ADP	2,024	1	2.53%	1,700	3	1.68%
McKesson	1,775	2	2.22	1,400	4	1.38
LexisNexis	1,491	3	1.86	—	—	—
Verizon Business Network Svs	1,312	4	1.64	—	—	—
Comcast	1,015	5	1.27	—	—	—
UPS Supply Chain Solutions	1,002	6	1.25	850	10	0.84
Hewlett-Packard Company	892	7	1.12	1,000	7	0.99
Equifax Information Services	733	8	0.92	1,195	6	1.18
E Trade Financial	683	9	0.85	—	—	—
Chartis Insurance (AIG)	661	10	0.83	—	—	—
AT & T	—	—	—	2,600	1	2.57
Cingular Wireless	—	—	—	1,800	2	1.78
Lucent Technologies	—	—	—	1,359	5	1.34
Radiant Systems	—	—	—	925	8	0.91
MCI	—	—	—	900	9	0.89
	11,588		14.49%	13,729		13.56%

Source: City of Alpharetta Community Development Department

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					
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	2,721,978,449	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%
2012	1,900,633,180	2,603,970,058	198,495,280	29,308	541,498,910	4,161,628,916	5.75	11,757,819,565	40.00%
2013	1,899,875,770	2,558,697,811	201,312,700	10,760	533,072,610	4,126,824,431	5.75	11,649,742,603	40.00%
2014	1,859,569,100	2,526,630,701	218,557,340	10,760	527,564,070	4,077,203,831	5.75	11,511,919,753	40.00%

Source: Georgia Department of Revenue, Property Tax Division

COMMUNITY PROFILE

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		
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
2012	2011	4.215	1.535	5.750	10.281	0.270	10.551	18.502	0.000	18.502	0.250	35.053
2013	2012	4.820	0.930	5.750	10.281	0.270	10.551	18.502	0.000	18.502	0.200	35.003
2014	2013	4.870	0.880	5.750	10.211	0.270	10.481	18.502	0.000	18.502	0.150	34.883

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 PRINCIPAL PROPERTY TAXPAYERS Current and Nine Years Ago

Taxpayer	2014			2005		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
BRE COH GA LLC	\$79,165,360	1	1.94%	—	—	—
GGP North Point Inc	\$9,040,350	2	1.45	\$31,118,960	1	1.10%
Sanctuary Park Realty Holding	\$4,234,980	3	1.33	—	—	—
Gardner Drive LLC	\$2,015,280	4	0.71	\$18,943,520	2	0.67
CH Realty IV Royal Centre LLC	\$2,154,160	5	0.64	—	—	—
AMLI at Milton Park LLC	\$2,826,000	6	0.56	\$11,068,120	9	0.39
Metropolitan Life Ins Co	\$2,762,520	7	0.56	—	—	—
CP Venture Two LLC	\$2,877,600	8	0.54	\$11,166,600	8	0.39
AT&T Resource Mgmt Corp	\$2,020,680	9	0.49	—	—	—
Park Bridge Pkwy Apartments	\$1,308,680	10	0.42	—	—	—
Imperatum Georgia LLC	—	—	—	\$18,636,160	3	0.66
Duke Realty LTD Partnership	—	—	—	\$17,184,360	6	0.61
HBO & Co of GA	—	—	—	\$18,137,590	5	0.64
Allianz Life Insurance	—	—	—	\$18,562,160	4	0.66
Digital Equipment Corp	—	—	—	\$12,594,720	7	0.45
SVF Park Bridge	—	—	—	\$10,890,960	10	0.38
Totals	\$352,405,610		8.64%	\$168,303,150		5.95%

COMMUNITY PROFILE

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
2005	2004	\$18,188,180	\$18,188,800	100.00%	\$(16,113) ¹	\$18,172,687	99.91%
2006	2005	19,556,666	19,227,210	98.32	304,128	19,531,338	99.87
2007	2006	21,345,278	20,926,995	98.04	397,468	21,324,463	99.90
2008	2007	23,626,058	23,144,721	97.96	453,544	23,598,265	99.88
2009	2008	25,158,928	24,170,200	96.07	953,679	25,123,879	99.86
2010	2009	24,787,156	24,113,565	97.28	588,108	24,701,673	99.66
2011	2010	23,238,644	22,902,145	98.55	229,480	23,131,625	99.54
2012	2011	21,948,802	21,691,376	98.83	256,480	21,947,856	100.00
2013	2012	21,423,240	21,113,760	98.56	309,067	21,422,827	100.00
2014	2013	21,384,269	21,144,336	98.88	0	21,144,336	98.88

1. There was a change to the 2004 digest which resulted in refunds.

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
2005	4.9%	1.0%	1.0%	1.0%	7.9%
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
2012	4	1	1	1	7
2013	4	1	1	1	7
2014	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 5.2% of the Local Option Sales Tax collected on a county-wide basis.

COMMUNITY PROFILE

Operating Indicators by Function

City of Alpharetta OPERATING INDICATORS BY FUNCTION Last Ten Fiscal Years										
Function	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
General government										
Ordinances approved	13	10	13	12	20	35	40	30	30	25
Special events held	104	95	90	62	62	65	61	35	38	39
Court cases heard	13,791	17,498	18,946	21,336 ¹	9,859	12,449	12,428	12,527	12,342	12,499
Bond rating	Aaa/AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AA+	Aa1-AA+
Software applications supported	124	157	164	173	172	179	80	70	68	66
Grants managed	42	44	40	43	40	30	34	34	26	17
Police										
Calls for service	77,967	77,156	70,711	74,773	82,499	74,966	98,223	80,229	52,056	45,731
Part 1 crimes reported	1,655	1,627	1,797	1,486	1,676	1,126	1,899	2,077	1,922	1,445
Traffic citations issued	26,478	24,316	22,517	21,561	23,621	18,727	17,519	19,197	16,100	15,290
Fire										
Incident responses	6,305	5,984	5,268	5,410	6,143	6,197	5,939	5,590	5,113	5,119
Average response time	3:29	3:40	6:18	6:18	6:46	6:24	4:23	5:24	5:29	12:04
Fire safety programs conducted	159	146	176	146	145	126	100	395	203	299
Inspections conducted	7,253	7,048	7,215	7,269	7,216	7,404	5,093	6,456	4,646	5,753
Highways and streets										
Traffic signals timed	49	54	51	50	40	56	N/A	82	N/A	41
Average days to repair pothole	1	1	1	1	1	2	1	2	25	2
Stormwater plans reviewed	106	163	133	133	103	161	260	224	68	60
Community development										
New building permits issued	3,892	3,287	2,995	2,516	2,360	3,352	3,692	4,821	3,855	3,800
Parcels annexed	—	—	—	—	1	—	2	36	352	352
Culture and recreation										
Park acres maintained	312	312	312	312	311	311	306	306	300	306
Greenway acres maintained	206	206	206	206	205	205	200	200	200	200
Annual program registrants	37,310	36,191	26,366	20,106	20,132	21,135	23,597	23,777	23,500	23,791

Source: Various City departments

1. The City purchased new court management software which allowed them to process court cases more efficiently.

COMMUNITY PROFILE

Capital Asset Statistics by Function

City of Alpharetta CAPITAL ASSET STATISTICS BY FUNCTION Last Ten Fiscal Years										
<i>Function</i>	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Police										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units and support vehicles	158	155	135	146	139	145	138	115	110	97
Police motorcycles	8	8	8	7	7	7	6	5	6	6
Fire										
Fire stations	6	6	6	6	6	6	6	6	6	4
Ladder units - in service	1	1	1	1	1	1	1	2	2	3
Ladder units - reserve	1	1	1	1	1	1	1	-	-	1
Pumper units - in service	6	6	6	6	6	6	6	6	6	5
Pumper units - reserve	2	2	2	2	2	2	2	2	2	2
Highways and streets										
Streets - paved (miles)*	214	214	214	214	218	270	270	270	257	217
Streets - unpaved (miles)	1	1	1	1	1	1	2	2	2	1
Sidewalk (miles)	214	212	211	205	205	202	204	170	143	116
Drainage - piped (miles)	99	99	100	100	100	100	99	99	90	40
Drainage - open (miles)*	35	35	40	40	40	165	165	165	157	140
Culture and recreation										
Parks - active and passive	15	15	14	15	14	11	9	9	9	9
Park acreage	764	764	764	764	762	762	757	760	769	769
Greenway and walking trails (miles)	12	12	12	12	11	11	11	11	11	11
Adaptive athletic fields	1	1	1	1	1	1	1	1	1	1
Athletic fields	28	29	28	28	29	28	29	29	29	29
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	1	1	1	2	2	2	2
Tennis courts	17	17	17	17	17	17	17	17	17	17
Recreation buildings	20	20	20	20	20	18	18	11	11	11
Playgrounds	8	8	8	8	7	7	7	7	6	6
Picnic shelters/restrooms	24	24	24	33	31	31	29	24	23	23
<i>Sources: Various government departments</i> <i>Note: Capital asset indicators are not available for the general government function</i> <i>* Change due to update of GIS records</i>										



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GLOSSARY OF TERMS

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 st and ends of June 30 th .
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 th of a dollar or \$1.00 per \$1,000 of taxable property value).

GLOSSARY OF TERMS

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.

GLOSSARY OF TERMS

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.

GLOSSARY OF TERMS

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").

GLOSSARY OF TERMS

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.

GLOSSARY OF TERMS

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 st to June 30 th 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.

GLOSSARY OF TERMS

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.

GLOSSARY OF TERMS

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.

GLOSSARY OF TERMS

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.

GLOSSARY OF TERMS

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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