

Popular Annual Financial Report for Fiscal Year 2017

July 1, 2016 through June 30, 2017

THE CITY OF
ALPHARETTA
GEORGIA



Governmental Structure | Performance Highlights | Financial Review

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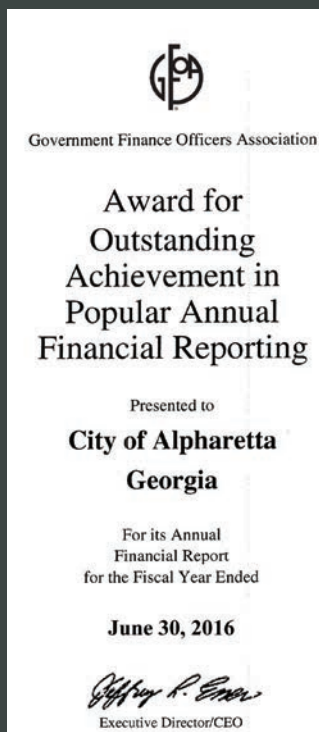


REPORT TO THE CITIZENS OF ALPHARETTA

We are pleased to present this Citizens Report, also known as the Popular Annual Financial Report (PAFR), for the City of Alpharetta's fiscal year ended June 30, 2017. The PAFR is focused on providing useful information about your city government's operations, services, programs, and financial condition. Our goal is to provide this information in an uncomplicated, understandable format that you will find both inviting and easy to read.

Financial information referenced herein is sourced from Alpharetta's audited financial statements as published in the city's Comprehensive Annual Financial Report (CAFR) for fiscal year 2017. The 2017 CAFR was audited by Mauldin & Jenkins, LLC and has received an unmodified or "clean" audit opinion. Financial statements are presented in conformity with Generally Accepted Accounting Principles. Financial activity, as highlighted in the Financial Review section, discloses the appropriate Fund in which the detail was derived. Component units are not presented within this section.

This 2017 CAFR may be accessed through the City's website at www.alpharetta.ga.us or by contacting the Finance Department at 678-297-6094.



The Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) to the City of Alpharetta for its PAFR for the fiscal year ended June 30, 2016. The award is a prestigious national honor, recognizing conformance with the highest standards for preparation of state and local government popular annual financial reports.

In order to receive this award, the published report must reflect the program standards of creativity, presentation, understandability, and reader appeal.

MAYOR AND CITY COUNCIL



Mayor of Alpharetta

David Belle Isle

678-297-6020

Email:

DBelleIsle@alpharetta.ga.us

Term:

Jan. 1, 2016 to Dec. 31, 2019



City Council, Post 1

Donald Mitchell

678-297-6003

Email:

DMitchell@alpharetta.ga.us

Term:

Jan. 1, 2018 to Dec. 31, 2021



City Council, Post 3

Chris Owens

678-297-6003

Email:

COwens@alpharetta.ga.us

Term:

Jan. 1, 2018 to Dec. 31, 2021



City Council, Post 5

Jason Binder

678-297-6003

Email:

JBinder@alpharetta.ga.us

Term:

Jan. 1, 2016 to Dec. 31, 2019



City Council, Post 2

Mike Kennedy

678-297-6003

Email:

MKennedy@alpharetta.ga.us

Term:

Jan. 1, 2014 to Dec. 31, 2017

See note below



City Council, Post 4

Jim Gilvin

678-297-6003

Email:

JGilvin@alpharetta.ga.us

Term:

Jan. 1, 2016 to Dec. 31, 2019



City Council, Post 6

Dan Merkel

678-297-6003

Email:

DMerkel@alpharetta.ga.us

Term:

Jan. 1, 2016 to Dec. 31, 2019



City Council, Post 2

Ben Burnett

678-297-6003

Email:

BBurnett@alpharetta.ga.us

Term:

Jan. 1, 2018 to Dec. 31, 2021

◀ **NEWLY ELECTED OFFICIAL**
Beginning Jan 1, 2018

MY FRIENDS AND NEIGHBORS

MAYOR DAVID BELLE ISLE

On behalf of the Alpharetta City Council, I am pleased to present our Annual Citizens' Report for Fiscal Year 2017. The report is designed to provide an overview and easy insight into how your tax dollars have been managed and invested this year. Of course, if you have questions or want more information, I and the City's professional staff are always happy to hear from you.



This has been another amazing year for Alpharetta, and we continue to be the envy of communities across the country. The heart of Alpharetta, our Downtown, has never been stronger; with residents and visitors enjoying afternoons and evenings exploring new restaurants and retailers and enjoying the numerous community events that draw us all closer together. New corporate investments such as Jackson Healthcare's 1,500 job expansion have brought new employment opportunities, and through initiatives like Tech Alpharetta our business community has never been more engaged in creating the exciting future of our city.

The year ahead is even more exciting. As I write this we are just days away from the opening of the new Alpharetta Conference Center and construction on the final phases of City Center is moving rapidly. I am even more excited about the progress on projects such as the Alpha Loop, the new City Pool Complex, and our new Arts Center that will greatly enhance Alpharetta's quality of life for years to come. Key transportation projects are also progressing, and we will soon enjoy the benefits of enhancements to Rucker, Kimball Bridge, and Webb Bridge Roads; among others.

When you chose me to be your Mayor six years ago, my strongest desire was to create in every citizen of Alpharetta a special connection so that they would not simply be residents. They would have a passion for this community and think of it, regardless of where they may have been born or raised, as their hometown. Today, I see evidence of that growing connection everywhere, and I know that more than ever Alpharetta is not just a city. No, ours is truly a very special community.

As we enter 2018 and advance to the years ahead, Alpharetta's future shines brighter than ever, as residents we are more connected to her and to each other, and our community continues to be regarded as a shining example for others to follow. Your City Council, your city's professional staff, and I thank you for your continued trust in us, and our commitment to serving you and this community is stronger than ever. For all that we have achieved, Alpharetta's best days lay ahead and together we will continue to shine.

May God bless you, and may God bless Alpharetta.

David Belle Isle, Mayor

OUR GUIDING PRINCIPLES

City of Alpharetta's 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.

City of Alpharetta's VISION STATEMENT

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 vision.

RECOGNITION



Certificate of Achievement for Excellence in Financial Reporting for fiscal year 2016 from the Government Finance Officers Association (GFOA).



Achievement of Excellence in Procurement Award for 2017 from the National Procurement Institute, Inc.



Distinguished Budget Presentation Award for fiscal year 2017 from GFOA.



Insurance Services Office (ISO) Class 1 Rating

This certification, representing superior property fire protection capabilities, is based primarily on an evaluation of the city's water supply and distribution, fire department equipment, manpower, etc. Alpharetta is one of only 20 agencies in Georgia and 270 agencies nationwide, to receive an ISO Class 1 rating, the highest available.



TREE CITY USA®

Tree City USA from the National Arbor Day Foundation for the 27th consecutive year.



Special Needs Certified Community from the Special Needs Certified Organization

Recognizing communities that are better able to understand, engage, and serve people with special needs.

RANKINGS

BEST CITY FOR WOMEN ENTREPRENEURS



BEST SMALL CITY IN GEORGIA



TOP 10 SURPRISING STARTUP HUBS AROUND THE WORLD



TOP 10 BEST PLACES IN GEORGIA TO GET A JOB



ONE OF THE BEST CITIES FOR TECH



TOP 100 INNOVATION HUBS



AVALON NAMED URBAN PROJECT OF THE YEAR



“A small city of just 60,000 people, Alpharetta has been gaining recognition as the “Technology City of the South.” The area’s robust fiber-optic network and proximity to Atlanta lends it the edge it needs to attract both large and small data-heavy companies.”

– Inc. Magazine

OUR COMMUNITY



Population
(nighttime)

64,820



Population
(daytime)

100,000



Square
Miles

27

Bond
Rating

AAA

Highest credit rating available.
Alpharetta is one of only 214
cities nationwide to earn an
AAA bond rating from
Moody's Investors Service.

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.



640+

Tech Companies



60%

D/L Speeds
Above U.S. Average



19.7M

Total Sq. Ft.
Office Space

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 from Alpharetta
to Downtown Atlanta



4 Major
Highways

marta



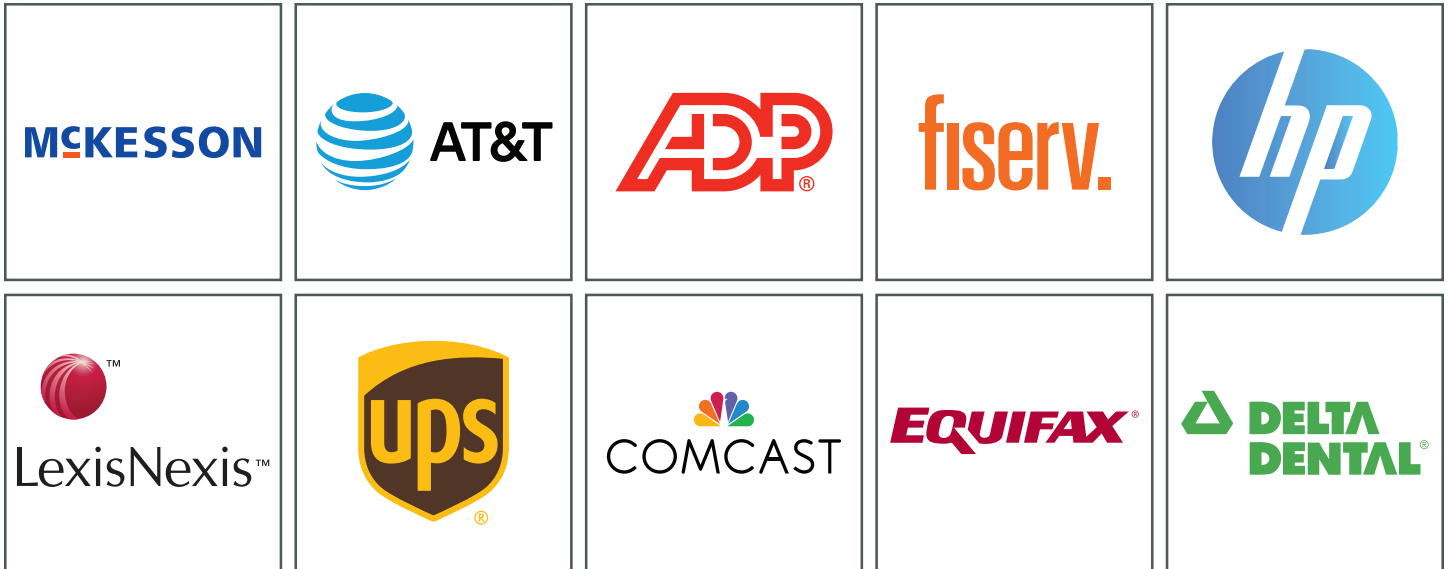
4 MARTA Routes
to Atlanta

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.



TOP 10 EMPLOYERS

Providing a strong economic foundation for our community, the City of Alpharetta is pleased to recognize the top 10 employers – based on the number of employees – according to Business Wise 2017.

<i>Employer</i>	<i>No. of Employees</i>
MCKESSON INFORMATION SOLUTIONS	2,450
AT&T, INC	2,200
ADP, LLC	2,100
FISERV	2,000
HEWLETT-PACKARD COMPANY	1,300
LEXIS NEXIS RISK SOLUTIONS	1,225
UPS SUPPLY CHAIN SOLUTIONS	1,200
COMCAST CABLE COMMUNICATIONS INC	1,000
EQUIFAX INFORMATION SERVICES	1,000
DELTA DENTAL INSURANCE CO.900

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.

64.1 percent of Alpharetta's residents own a bachelor's degree or higher, which is nearly double 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 metropolitan areas 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.



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.



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.



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

Healthcare
Informatics
Healthcare IT Leadership Vision & Strategy

**Over 1/3 of Metro Atlanta's
10 Largest Technology Employers**

**ATLANTA
BUSINESS
CHRONICLE**

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

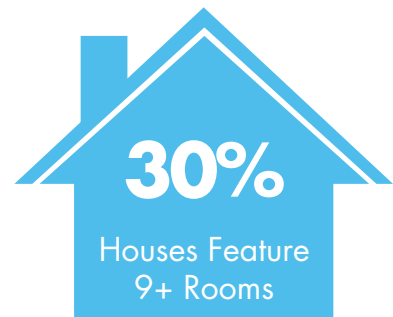
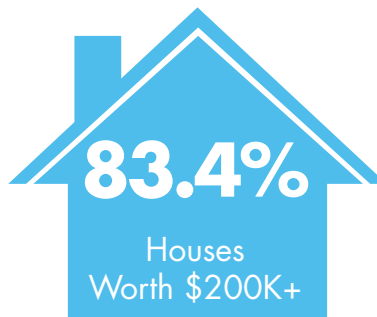
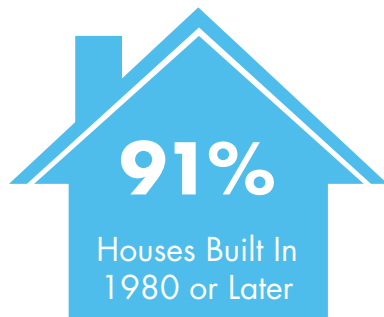
**Sixth Fastest
Growing City**

**United States™
Census
Bureau**

HOUSING

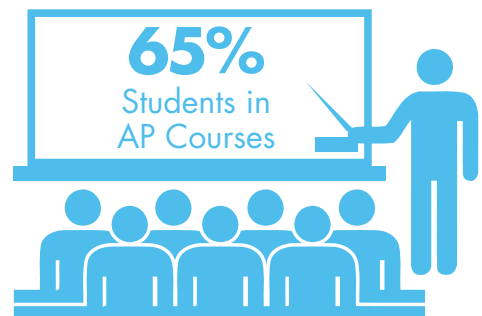
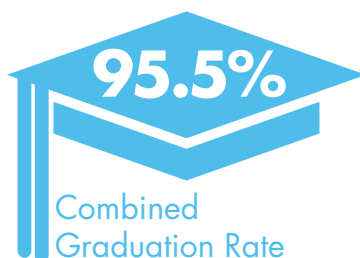
Our many workspaces and office buildings are state-of-the-art, but we admit that they'd make a lousy home. Thankfully, Alpharetta has plenty of great housing options to choose from.

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.

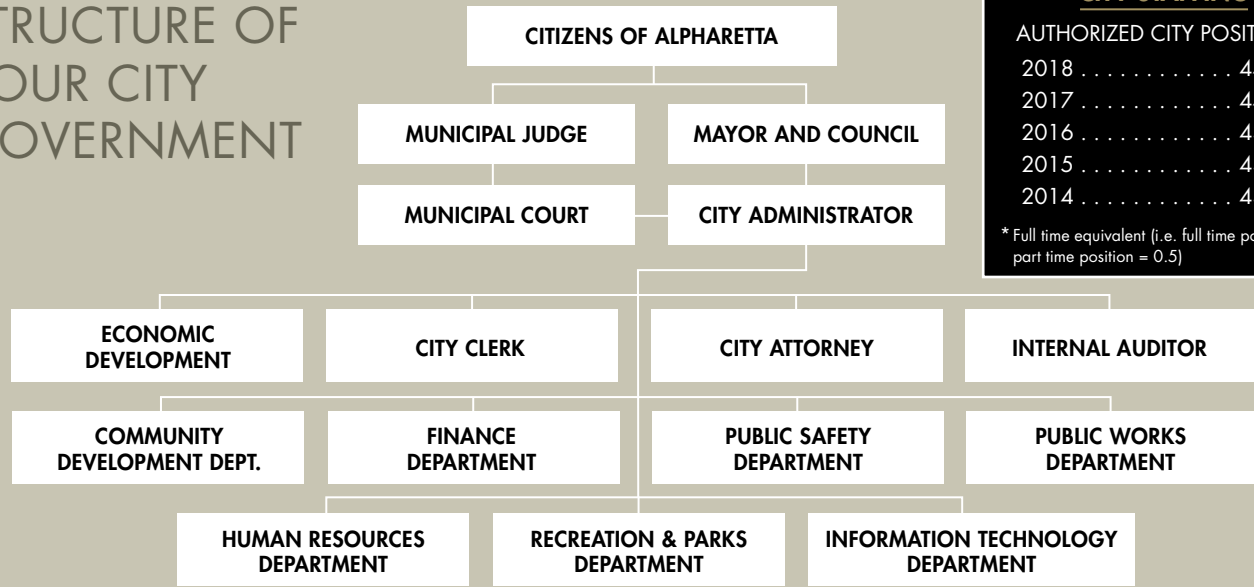


SCHOOLS

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.



STRUCTURE OF YOUR CITY GOVERNMENT



CITY STAFFING

AUTHORIZED CITY POSITIONS*

2018	444.5
2017	442.5
2016	439.0
2015	437.0
2014	437.0

* Full time equivalent (i.e. full time position = 1, part time position = 0.5)

MUNICIPAL JUDGE

Barry Zimmerman
678-297-6250 | bzimmerman@alpharetta.ga.us
Crabapple Government Center
12624 Broadwell Road, Second Floor
Alpharetta, GA 30004

MUNICIPAL COURT

Elizabeth Sahlin
Municipal Court Services Director
678-297-6250 | esahlin@alpharetta.ga.us
Crabapple Government Center
12624 Broadwell Road, Second Floor
Alpharetta, GA 30004

FINANCE

Thomas G. Harris, CPA
Finance Director
678-297-6094 | tharris@alpharetta.ga.us
2 Park Plaza
Alpharetta, GA 30009

COMMUNITY DEVELOPMENT

Kathi Cook
Community Development Director
678-297-6073 | kcook@alpharetta.ga.us
2 Park Plaza
Alpharetta, GA 30009

PUBLIC WORKS

Pete Sewczwicz, PE
Public Works Director
678-297-6219 | psewczwicz@alpharetta.ga.us
1790 Hembree Road
Roswell, GA 30009

HUMAN RESOURCES

James Drinkard
Assistant City Administrator and
Human Resources Director
678-297-6014 | jdrinkard@alpharetta.ga.us
2 Park Plaza
Alpharetta, GA 30009

CITY ADMINISTRATOR

Robert J. Regus
678-297-6010 | bregus@alpharetta.ga.us
2 Park Plaza
Alpharetta, GA 30009

ECONOMIC DEVELOPMENT

Peter Tokar, III
Economic Development Director
678-297-6075 | ptokar@alpharetta.ga.us
2 Park Plaza
Alpharetta, GA 30009

PUBLIC SAFETY

John Robison
Public Safety Director
678-297-6302 | jrobison@alpharetta.ga.us

Police Department Headquarters
2565 Old Milton Parkway
Alpharetta, GA 30009

Fire Station 81
2970 Webb Bridge Road
Alpharetta, GA 30009

Fire Station 82
3070 Market Place
Alpharetta, GA 30005

Fire Station 83
9600 Westside Parkway
Alpharetta, GA 30009

Fire Station 84
525 Park Bridge Parkway
Alpharetta, GA 30005

Fire Station 85
1475 Mid Broadwell Road
Alpharetta, GA 30004

Fire Station 86
3275 Kimball Bridge Road,
Alpharetta, GA 30022

INFORMATION TECHNOLOGY

Randy Bundy
Information Technology Director
678-297-6030 | rbundy@alpharetta.ga.us
2 Park Plaza
Alpharetta, GA 30009

CITY CLERK

Coty Thigpen
678-297-6003 | cthigpen@alpharetta.ga.us
2 Park Plaza
Alpharetta, GA 30009

CITY ATTORNEY

Sam Thomas
678-297-6010 | sthomas@alpharetta.ga.us
2 Park Plaza
Alpharetta, GA 30009

RECREATION & PARKS

Morgan Rodgers
Recreation & Parks Director
678-297-6103 | mrodders@alpharetta.ga.us

Administrative Office
1825 Old Milton Parkway
Alpharetta, GA 30009

Alpharetta City Pool
1815 Old Milton Parkway
Alpharetta, GA 30009

Alpharetta Community Center
175 Roswell Street, Alpharetta, GA 30009

Crabapple Government Center
12624 Broadwell Road, First Floor
Alpharetta, GA 30004

North Park and Adult Activity Center
13450 Cogburn Road, Alpharetta, GA 30004

Rock Mill Park
3100 Kimball Bridge Road
Alpharetta, GA 30022

Union Hill Park
1590 Little Pine Trail, Alpharetta, GA 30005

Webb Bridge Park
4780 Webb Bridge Road
Alpharetta, GA 30005

Wills Park Equestrian Center
11915 Wills Road, Alpharetta, GA 30009

Wills Park Recreation Center
11925 Wills Road, Alpharetta, GA 30009

Windward Soccer Complex
6435 Windward Parkway
Alpharetta, GA 30005

PUBLIC SAFETY



The Alpharetta Department of Public Safety is a modern and proactive agency combining police, fire, emergency medical and 911 services within a consolidated command and administrative structure. The Department is committed to providing a safe, secure, and livable city for our residents, businesses, and visitors through appropriate and coordinated responses to a wide range of emergencies and other calls for service. In addition, the Department is actively engaged in our community through a variety of initiatives and outreach programs on topics such as crime prevention, identity theft, child safety, loss prevention, and fire safety. In the past year, personnel hosted 84 Business Watch meetings, 401 fire safety events, 71 business fire drills, 146 child safety seat inspections, and 337 other events in schools, churches, neighborhoods, and community groups.

The data below represent a sampling of fiscal year 2016-2017 workload and performance measures for the Department of Public Safety that track our efforts and corresponding results in keeping Alpharetta safe.



Public Safety Performance Summary for the 12 months ending June 30th

	2017	2016
Sworn Police Officers ¹	108	108
Top priority calls ²	2,206	1,272
Violent/Property crimes:		
Arrests ³	237	269
Cleared cases ³	243	202
Other crimes:		
Drug arrests	344	249
DUI arrests	356	274
Other arrests ⁴	320	294
Certified Firefighters ¹	99.5	99.5
Fire Incidents:		
Residential structure	34	61
Commercial/Industrial structure	9	5
Non-structure ⁵	72	69
Non-Fire incidents ⁶	6,922	6,254
Rescue/Recovery incidents	15	9
EMS incidents	3,353	3,422
Hazardous material incidents	157	154
911 calls	36,677	44,512

Top Priority Calls per 1,000 residents

2017 Actual: **34**

Alpharetta Target: 129

Benchmark ⁷: 129



Total Arrests per 1,000 residents

2017 Actual: **40**

Alpharetta Target: 63

Benchmark ⁷: 63



Fire Total Response Customer Time in minutes ⁸

2017 Actual: **6.0**

Alpharetta Target: 7



911 Calls Answered in 20 Seconds

2017 Actual: **87%**

Alpharetta Target: 95%



LEGEND

Green = meets or exceeds target; Yellow = approaches target; Red = needs improvement

¹ Full time equivalent (i.e. full time position = 1, part time position = 0.5).

² The methodology for tracking top priority calls changed during 2016 with the implementation of police dispatch protocols. This change allows for increased accuracy.

³ Arrests made and cases cleared may not occur in the same period as the reported crime.

⁴ Includes simple assault, counterfeiting, disorderly conduct, stolen property, etc.

⁵ Includes vehicle, trash, and vegetation fires, etc.

⁶ Incidents that require the dispatch of fire suppression equipment or personnel.

⁷ The benchmark represents performance data from governmental entities (both local and national) comparable in population/scope to the City of Alpharetta. While not applicable to all measures, benchmarks enable the city to assess its performance relative to its peers.

⁸ Represents total response time from when the call is received in the call center to when fire personnel arrive on the scene.

RECREATION AND PARKS



As a livable city with a nationally-accredited recreational program, the City of Alpharetta's Recreation and Parks Department provides excellent active and passive recreational, educational, and cultural opportunities for our community in an outstanding park system.

Included below is a sampling of fiscal year 2016-2017 workload and performance measures for the Recreation and Parks Department that track our efforts and corresponding results toward providing the highest quality recreational programs and facilities for our citizens and visitors.



Alpharetta was a finalist for the 2017 National Gold Medal Award through the National Recreation and Park Association. This program honors communities throughout the United States that demonstrate excellence in long-range planning, resource management and innovative approaches to delivering superb park and recreation services with fiscally sound business practices.

The city is committed to continually improving its recreational opportunities and providing safe, functional, and beautiful park amenities to residents and visitors. Please refer to page 19 for a listing of capital improvements completed during fiscal year 2017.

For the latest Recreation and Parks Department news, please "Like" us on our Facebook page at www.facebook.com/alpharettarecreation.



Recreation and Parks Performance Summary for the 12 months ending June 30th

	2017	2016
Total park acres	832	810
Total greenway and walking trail miles	17	17
Total program participants ¹	53,939	42,837
Breakdown by residency:		
Residents	25,247	19,486
Non-residents ²	28,692	23,351
Breakdown by program/camp:		
Athletics	7,769	7,558
Aquatics	1,191	1,143
Cultural arts and dance	1,746	1,607
Gymnastics	3,747	3,103
Senior ³	33,844	25,014
Other ⁴	5,642	4,412
Pool attendance	22,638	23,022
Equestrian Center events	179	168
Special Events:		
City-sponsored events	51	52
Community-sponsored events ⁵	71	56

Park Acres per 1,000 residents

2017 Actual: **13**
 Alpharetta Target: 10
 Benchmark ⁶: 10



% of Program Participants who are Residents

2017 Actual: **47%** ◀ See note below
 Alpharetta Target: 61%



LEGEND

Green = meets or exceeds target; Yellow = approaches target; Red = needs improvement

► How are we addressing it?

The Alpharetta Recreation and Parks Department is committed to increasing the resident program participation in all programs and services. With the renovations to the swimming pool at Wills Park and the new Alpharetta Arts Center at the corner of Mayfield Road and Canton Street, additional programming and services designed to attract residents will be offered. In addition, the Department has restructured its organization to expand the programming offerings for residents, particularly in the areas of arts programming, general programming, health & wellness, and park activation.

¹ Programs include athletics, aquatics, cultural arts, etc.

² Non-residents program fees are 50% higher (minimum) than resident fees.

³ Increase is related to growth in participation and improved tracking processes.

⁴ Includes summer programs at the Wills Park Recreation Center, dog shows at Wills Park, instructional sports, etc.

⁵ These events are not managed by the city but do utilize city resources. Figures for 2017 include film permits (16) which were not reported in prior years.

⁶ The benchmark represents performance data from governmental entities (both local and national) comparable in population/scope to the City of Alpharetta. While not applicable to all measures, benchmarks enable the city to assess its performance relative to its peers.

COMMUNITY DEVELOPMENT



The Community Development Department guides the growth and development of the City of Alpharetta to enhance the quality of life in our community while recognizing the city's historic and natural features.

Included below is a sampling of fiscal year 2016-2017 workload and performance measures for the Community Development Department that track our efforts and corresponding results toward maintaining and enhancing the outstanding quality of life for which Alpharetta is well known.

The City continues to experience strong economic growth including the resurgence of construction activity. Building permit activity remains to be strong as highlighted by the measures below.

Operational Highlights include: (1) Completion of recommendations for downtown parking management and pay in-lieu parking requirements; (2) Livable Centers Initiative update for North Point Activity Center in order to promote a mixed use walkable destination for live, work and play; (3) Helped to develop the Alpha Loop concept and oversaw construction of the trail between downtown and Avalon by private development; (4) Requiring the restoration of Historic Properties: The Lewis Manning House & The Taylor Morris House; (5) Creation of an easily accessible link on the city's website whereby private projects can be viewed.



Community Development Performance Summary for the 12 months ending June 30th

Permits and Plan Review:

	<u>2017</u>	<u>2016</u>
Total permits issued	5,333	4,816
Residential permits issued	713	585
Construction permit applications received	662	586
Inspections performed	24,814	24,971
Development plans reviewed	40	59
Development/construction site inspections	12,436	9,159

Code Enforcement:

Total inspections ¹	539	1,599
Warnings issued	176	194
Notice of violations issued ¹	44	54
Code Enforcement Board judgements	9	6

Business Licenses:

Total business licenses	4,432	4,241
Renewals	3,812	3,530
New	620	711

% of Construction Permits Completed (initial code review) within 14 calendar days

2017 Actual: **100%**
Alpharetta Target: 87%
Benchmark²: 87%



Average Time for Stormwater Engineer to Review a Land Development Plan in calendar days

2017 Actual: **6.2**
Alpharetta Target: 14



% of Inspections Completed Same Day as Request

2017 Actual: **100%**
Alpharetta Target: 100%



LEGEND

Green = meets or exceeds target; Yellow = approaches target; Red = needs improvement

¹ The methodology for tracking inspections and violations changed during 2017 with the implementation of new software (CityWorks). Specifically, the 2017 figures only track inspections and violations that require action. These figures do not reflect proactive daily patrols and interactions with citizens and businesses.

² The benchmark represents performance data from governmental entities (both local and national) comparable in population/scope to the City of Alpharetta. While not applicable to all measures, benchmarks enable the city to assess its performance relative to its peers.

PUBLIC WORKS



The Public Works Department has the responsibility to protect, preserve, and maintain the City of Alpharetta's infrastructure with a focus on traffic control, city streets, stormwater, sidewalks, and conservation.

Included below is a sampling of fiscal year 2016–2017 workload and performance measures for the Public Works Department that track our efforts and corresponding results toward optimizing the ability of our infrastructure to meet community needs. Please refer to page 19 for a listing of capital improvements completed during fiscal year 2017.

In addition to focusing on the city's infrastructure, the Public Works Department is dedicated to environmental sustainability. During fiscal year 2017, Public Works coordinated 32 public events and workshops that included 554 volunteers and over 1,180 attendees. The department hosted 6 recycling events that facilitated the recycling of over 11 tons of electronics and 9 tons of paper. Additionally, 36.5 tons of household hazardous wastes and paint were collected for fiscal year 2017. Much of this was reused, recycled or otherwise properly disposed.



Public Works Performance Summary for the 12 months ending June 30th

Capital projects ¹ :	<u>2017</u>	<u>2016</u>
Total projects managed	43	22
Total construction value (in millions)	\$10.9	\$7.7
Roadways:		
Total paved miles	523	523
Paved miles resurfaced ²	18	21
Roadway repairs ³	21	37
Pothole repairs ⁴	249	448
Total traffic signals	1,868	1,831
Traffic signal repairs	61	68
Sidewalk repairs	141	42
Stormwater structure inspections	1,884	1,390
Drainage repairs and maintenance	705	407
Utility permits issued	269	320

Average Time to Repair a Roadway
in weekdays ³
2017 Actual: 1
Alpharetta Target: 10



Average Time to Repair a Pothole
in weekdays ⁴
2017 Actual: 1
Alpharetta Target: 2
Benchmark ⁵: 3



Average Time to Repair a Traffic Signal
in weekdays
2017 Actual: 1
Alpharetta Target: 1



LEGEND

Green = meets or exceeds target; Yellow = approaches target; Red = needs improvement

¹ Includes traffic control and maintenance/improvements to roadways, stormwater, sidewalks, facilities, etc. (design and construction components).

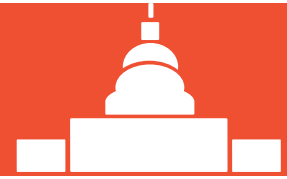
² The city funds a minimum of \$2.5 million annually for milling and resurfacing of city streets.

³ Repair of pavement damage less than 2" deep.

⁴ Repair of pavement damage greater than 2" deep.

⁵ The benchmark represents performance data from governmental entities (both local and national) comparable in population/scope to the City of Alpharetta. While not applicable to all measures, benchmarks enable the city to assess its performance relative to its peers.

GENERAL GOVERNMENT



The Public Safety, Public Works, Recreation and Parks, and Community Development Departments are the recognizable city services as they have the most direct impact on our community. However, the success of these services is reliant upon the dedication and innovation of numerous internal departments/divisions. These internal departments/divisions form the general government function of our city. Fiscal year 2017 general government performance highlights include:

- **Over 485,000 Site Visits and 1.1 Million Page Views on City Website.** The city website is a great source of information on city meetings, special events, recreational offerings, etc.
- **Over 43,000 Online Payments Processed**, totaling \$5.5 million. The city website offers our customers the convenience of online bill payment for many services including: property taxes, business license renewals, sanitation fees, traffic citations, etc.
- **35 Formal Solicitations Issued**, including requests for bids, proposals, qualifications, etc. culminating in over 200 vendor responses. Formal solicitations assist in maximizing competition for goods and services thereby ensuring a competitive price.
- **Over 16,000 Sanitation Accounts**, resulting in 49,000 tons of trash and 7,800 tons of recyclables collected. Sanitation services are provided on a user charge basis and managed through a contract with a private operator.



Photo courtesy of Alpharetta Convention & Visitors Bureau

General Government Performance Summary for the 12 months ending June 30th

Audit Findings by Independent External Auditor

2017 Actual: 0

Alpharetta Target: 0



% of Non-Construction Bids with a Purchase Order Issued within 4 months

Actual Number: 50% ◀ See note below

Alpharetta Target: 85%



▶ How are we addressing it?

This category included two solicitations during fiscal year 2017. The main driver of the variance related to the bid for Landscaping Maintenance Services at the city's interchanges along GA 400 (7 days over target). Specifically, this project entails a partnership between the City of Alpharetta and the North Fulton Community Improvement District in terms of project oversight and funding. The complexities involved with approval of the two governing boards resulted in minor delays that led to a purchase order issuance slightly outside the 4-month target.

Total Pounds of Recycled Material Collected per Residential Account (single/multi-family)

2017 Actual: 560

Alpharetta Target: 475

Benchmark 1: 475



% of Construction Bids with a Purchase Order Issued within 4 months

2017 Actual: 90%

Alpharetta Target: 85%



¹ The benchmark represents performance data from governmental entities (both local and national) comparable in population/scope to the City of Alpharetta. While not applicable to all measures, benchmarks enable the city to assess its performance relative to its peers.

LEGEND

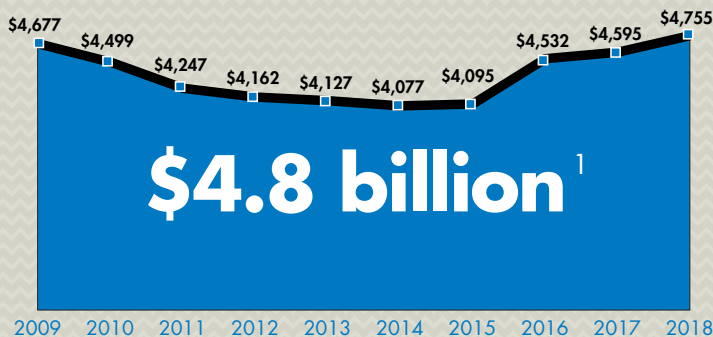
Green = meets or exceeds target; Yellow = approaches target; Red = needs improvement

PROPERTY TAXES

The City of Alpharetta has historically acknowledged the need to provide a taxation rate commensurate with the government's level of service. Over the last ten years, the city has experienced significant growth in its population, service delivery responsibilities, and tax base. As the tax base has grown, the city's fiscally conservative, long-term approach to government has invested those funds in expansion of service delivery capabilities including infrastructure (roads, sidewalks, parks), equipment (fire trucks, cardiac monitors, etc.), and targeted workforce growth (public safety, community development, etc.).

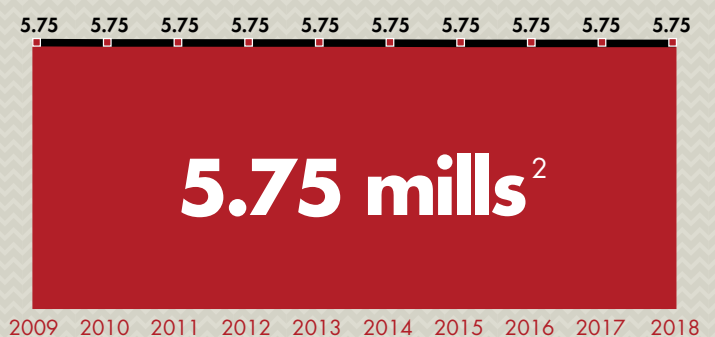
The adopted property tax rate for calendar year 2017 (fiscal year 2018) totals 5.75 mills. Alpharetta's homestead exemption totals \$40,000 and saves our homeowners over \$2.6 million annually (e.g. equates to a 1.3 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities and is the highest in Georgia. The city's competitive property tax rate, coupled with a substantial homestead exemption goes great lengths in keeping Alpharetta not only an affordable place to live and raise a family, but also strategically positions us relative to neighboring areas.

Property Tax Base



1. Includes taxable values from the following property types: Real, Personal, and Motor Vehicles.

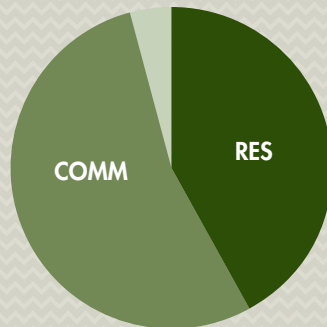
Property Tax Rate (Millage Rate)



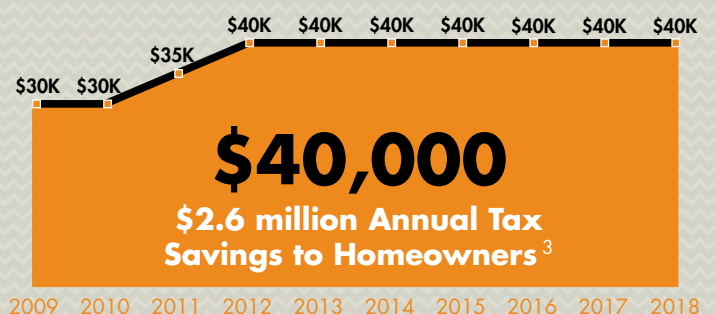
2. Includes 4.72 mills for Operations and 1.03 mills for Debt Service on voter-approved Bonds.

Tax Base Segmentation

Residential **42%**
 Commercial **54%**
 Other **4%**

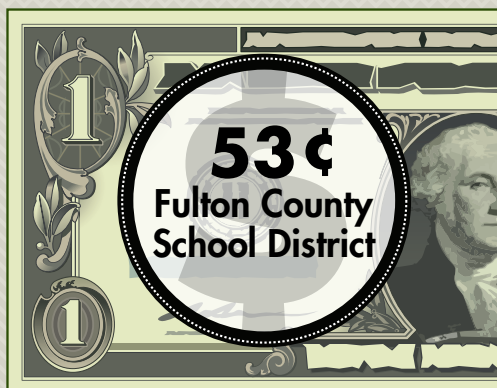


Homestead Exemption



3. Equates to a 1.3 mill reduction for the average homeowner (i.e. average home value of \$350,000).

Where Does My Property Tax Dollar Go?



FINANCIAL REVIEW OF FISCAL YEAR 2017

The Financial Review section is designed to provide details on the financial health and stability of the City of Alpharetta. Included within this section are discussions of major revenue sources and major expenditure allocations, analysis of fund balances, analysis of net position, significant financial trends, etc. Information contained within this section is intended to provide the reader with an increased level of understanding of how available resources are utilized to provide city services.

The tables below depict the sources of revenues and expenditures for the government as a whole on a fund-level basis of accounting, highlighting how the government received its funding and where the funds were spent. Fiscal years 2015-2016 are presented to highlight financial trends.

During fiscal year 2017, the city's governmental funds reported a combined ending fund balance of \$110 million which represents an increase of \$46.1 million over the prior year. The increase in fund balance is primarily attributable to the issuance of \$52 million in Series 2016 General Obligation Bonds aimed at alleviating traffic congestion, expanding sidewalk connectivity, improving park amenities, and extending the Big Creek Greenway north to connect with Forsyth County's Greenway. Offsetting this increase is \$17 million in expenditures associated with construction of the city's new state-of-the-art 44,000 square foot Conference Center which will commence operations in January 2018. Please refer to page 17 for a narrative on revenue and expenditure variances.

The city's proprietary funds reported a combined ending net position of \$2.4 million which represents an increase of \$739,758 over the prior year. The increase in net position is primarily attributable to Medical Insurance Fund operations (actual claims and administrative costs trailed estimates) and partially offset through a reduction in net position within the Risk Management Fund (claims and judgements exceeded estimates).

Governmental Funds (e.g. General Fund, E-911 Fund, etc.)

Figures presented in millions. Totals subject to rounding.

	FY 2017	FY 2016	FY 2015
Revenues:			
Property Taxes	\$27.3	\$25.8	\$24.3
Sales and Use Taxes	17.4	15.0	14.8
Other Taxes	21.7	21.0	18.5
Licenses and Permits	4.2	3.8	2.9
Charges for Services	6.4	6.8	6.5
Impact Fees	1.4	1.4	0.5
Fines and Forfeitures	2.5	2.5	3.5
Intergovernmental	12.7	8.9	3.6
Contributions and Donations	1.0	0.8	0.2
Investment Earnings	0.6	0.2	0.1
Other Revenues	0.2	0.2	0.3
Total Revenues:	\$95.3	\$86.4	\$75.2
Expenditures:			
General Government	\$27.0	\$10.2	\$10.2
Public Safety	28.9	28.7	30.8
Public Works	8.8	7.3	7.0
Community Development	5.7	5.4	5.1
Culture and Recreation	13.2	8.1	6.7
Capital Outlay	19.5	22.5	23.8
Debt Service	7.3	4.4	4.3
Total Expenditures:	\$110.6	\$86.7	\$87.9
Excess (deficiency) of Revenues over (under) Expenditures	\$(15.2)	\$(0.3)	\$(12.8)
Other Financing Sources (Uses)	\$61.3	\$26.7	\$0.2
Net Changes in Fund Balances	\$46.1	\$26.4	\$(12.6)

Beginning Fund Balances	\$64.0	\$37.6	\$50.2
Ending Fund Balances	\$110.1	\$64.0	\$37.6

Proprietary Funds (e.g. Solid Waste Fund, Risk Management Fund, etc.)

Figures presented in millions. Totals subject to rounding.

	FY 2017	FY 2016	FY 2015
Operating Revenues:			
Charges for Services			
Refuse Collection Charges	\$3.3	\$3.2	\$3.2
Risk Management Charges	1.3	1.3	1.1
Medical Insurance			
Fund Charges	6.7	6.6	—
Other Revenues	0.1	—	0.1
Total Operating Revenues:	\$11.4	\$11.1	\$4.4
Operating Expenses:			
Program Administration	\$3.4	\$3.2	\$3.4
Claims and Judgments	5.3	5.7	0.5
Premiums	2.0	1.9	0.5
Total Operating Expenses:	\$10.7	\$10.8	\$4.4
Operating Income (Loss)	\$0.7	\$0.3	—
Non-Operating Revenues	—	—	—
Transfers-in	—	—	—
Changes in Net Position	\$0.7	\$0.3	—
Beginning Net Position	\$1.6	\$1.3	\$1.3
Ending Net Position	\$2.4	\$1.6	\$1.3

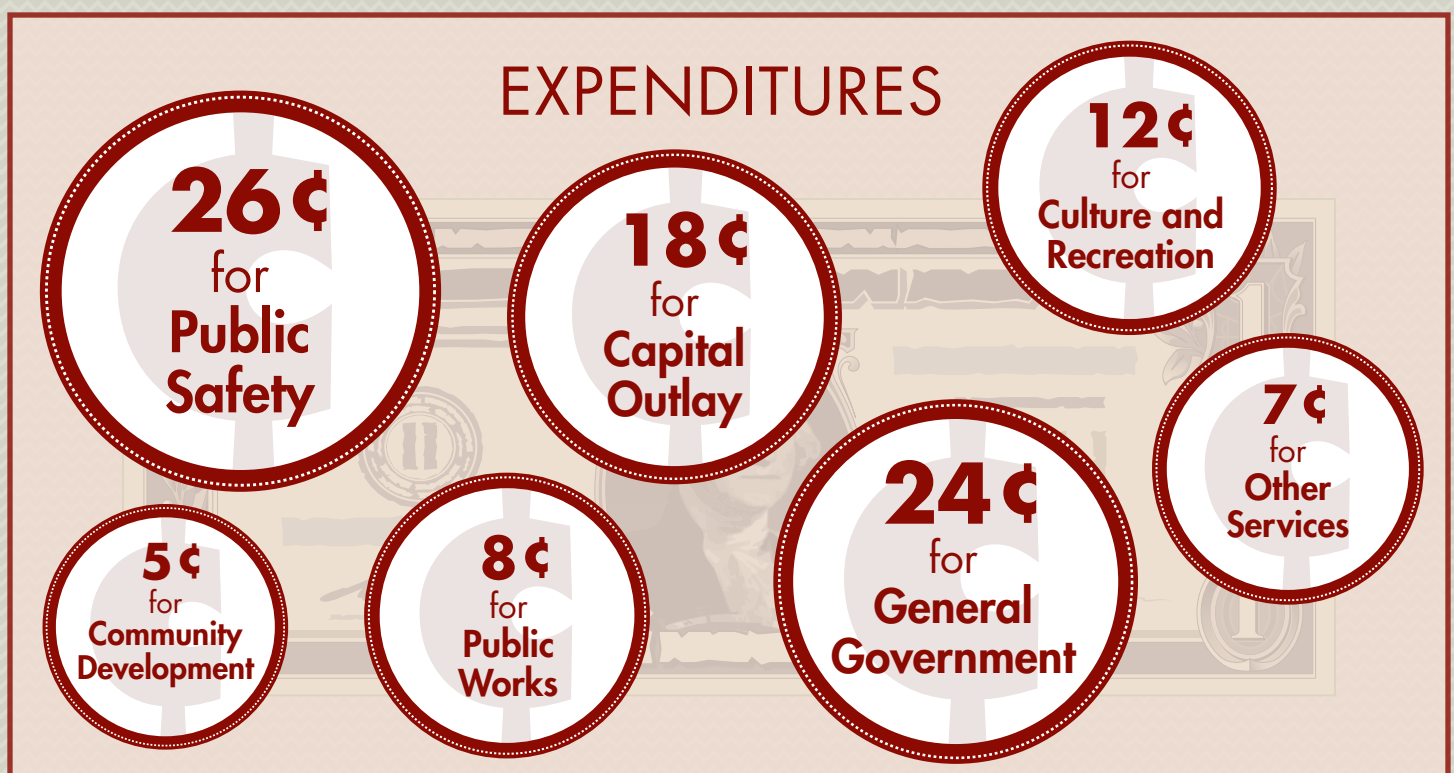
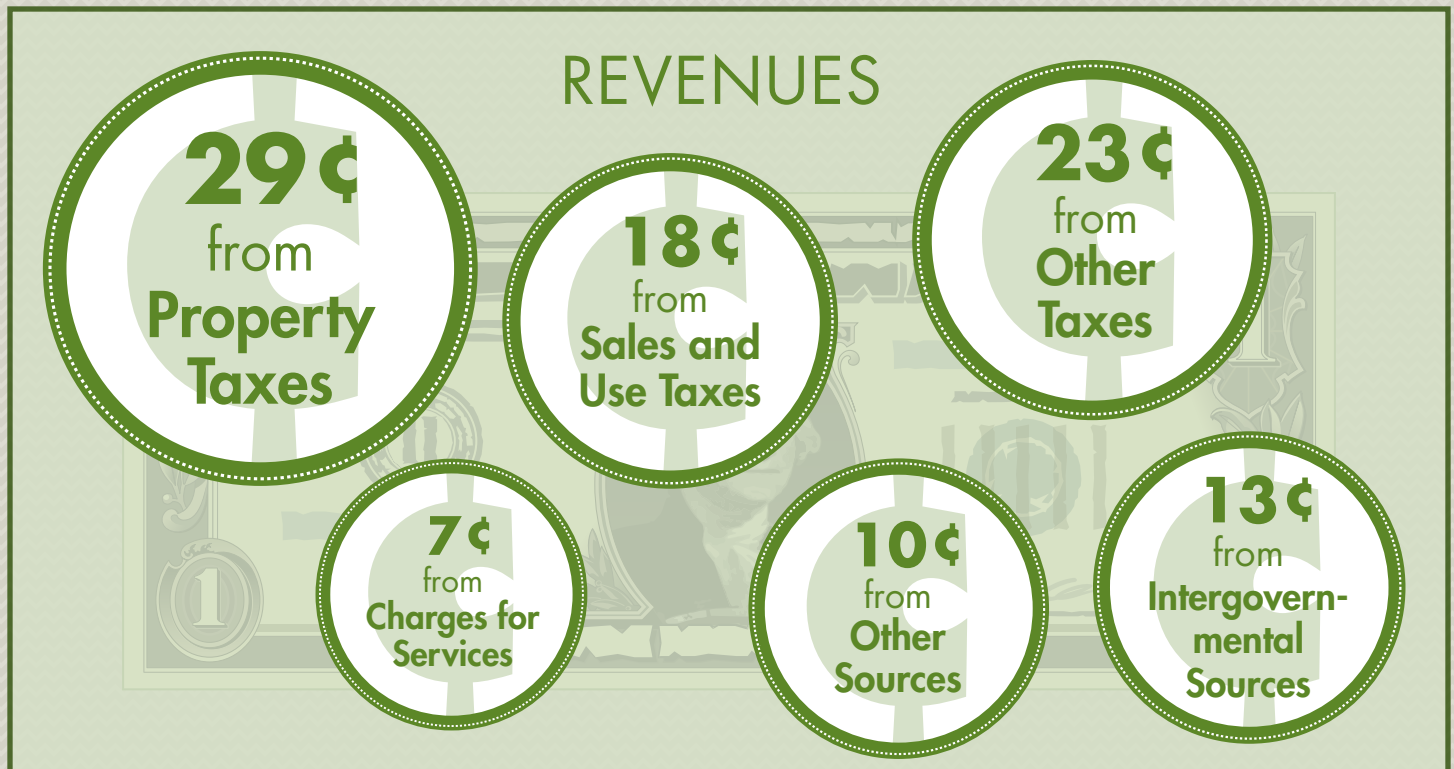
Sources:

City of Alpharetta, Comprehensive Annual Financial Report for the respective Fiscal Year
Statement of Revenues, Expenditures & Changes in Fund Balances (Governmental Funds)

City of Alpharetta, Comprehensive Annual Financial Report for the respective Fiscal Year
Statement of Revenues, Expenditures & Changes in Net Position (Proprietary Funds)

REVENUE AND EXPENDITURE SUMMARY

The City of Alpharetta maintains 13 individual governmental funds. The governmental funds reflect the city's basic services, including public safety, public works, culture and recreation, community development, general government, etc. The chart below displays governmental fund results for fiscal year 2017 in cents to provide an easy to understand summary of activity (e.g. Property Taxes make up 29¢ of every \$1 received; Public Safety accounts for 26¢ of every \$1 spent; etc.).



REVENUES

For fiscal year ended June 30, 2017, the city's revenues for all governmental funds totaled \$95 million. Revenues within Governmental Funds increased \$9 million between fiscal years 2016 and 2017. Major revenue variances include the following: increase of \$1.4 million in Property Taxes due to a combination of general growth in the property tax base coupled with new construction; increase of \$2.5 million in Sales and Use Taxes due to the Transportation Special Purpose Local Option Sales Tax (TSPLOST) that went into effect on April 1, 2017 which is earmarked for transportation improvements; increase of \$700,129 in Other Taxes due to growth in hotel/motel taxes (general growth in business travel investment); increase of \$3.9 million in Intergovernmental Sources due to partnerships with other governmental entities on various capital projects (e.g. Encore Parkway Bridge and Greenway connection, Milling and Resurfacing of city streets, Main Street Operational Improvements, etc.); and an increase of \$1 million in Other Sources due primarily to growth in licenses and permit revenue (e.g. building permit fees resulting from growth in overall development activity), investment earnings (including earnings on the \$52 million in Series 2016 General Obligation Bonds issued during fiscal year 2017), and general contributions (recreation partnerships, tree bank, etc.).

The following section provides a brief description of the city's revenue sources by category:

Property Taxes	Taxes collected from property owners based upon an assessed valuation and tax rate. The dollar amount received is to be used to fund governmental services and debt service on voter approved general obligation bonds.
Sales and Use Taxes	Taxes imposed on the purchase, sale, rental, storage, use, or consumption of tangible personal property and related services. Specifically represents the city's portion of the: (a) 1% sales and use tax collected in Fulton County; and (b) 0.75% sales and use tax earmarked towards transportation improvements.
Other Taxes	Represents various other taxes such as franchise fees, insurance premium taxes, alcohol beverage excise taxes, intangibles taxes, business and occupational taxes, hotel/motel taxes, etc.
Intergovernmental Sources	Revenue from other governments in the form of operating grants, shared revenues, etc.
Charges for Services	Fees collected for general government services. Several of the larger revenue components include emergency 911 fees, recreation and park activity fees, planning and development fees, plan review and inspection fees, etc.
Other Sources	This category includes the following revenue sources: licenses and permits; impact fees; fines and forfeitures; contributions and donations; investment earnings; and other revenues.

EXPENDITURES

For fiscal year ended June 30, 2017, the city's expenditures for all governmental funds totaled \$110.6 million. Expenditures within Governmental Funds increased \$24 million between fiscal years 2016 and 2017. Major expenditure variances include the following: increase of \$16.8 million in General Government expenditures associated with construction of the city's state-of-the-art 44,000 square foot Conference Center which will commence operations in January 2018; increase of \$5.1 million in Culture and Recreation expenditures primarily related to capital investment funded through the Series 2016 General Obligation Bonds; increase of \$1.5 million in Public Works expenditures primarily related to capital investment in stormwater, drainage, and transportation infrastructure; increase of \$3.3 million in Other Services primarily related to debt service on several new obligations (Series 2016 General Obligation Bonds – general capital investment; Series 2016 Development Authority of Alpharetta Revenue Bonds – Conference Center); and a decrease of \$3 million in Capital Outlay due to the inclusion of capital investment within other functional areas discussed above (e.g. Culture and Recreation, Public Works, etc.).

The following section provides a brief description of the city's expenditures by function:

General Government	Expenditures incurred for general administrative offices including the Mayor and City Council, City Administration, Finance, Human Resources, Information Technology, etc. as well as expenditures related to construction of the city's state-of-the-art 44,000 square foot Conference Center which will commence operations in January 2018.
Public Safety	Expenditures incurred for public safety activities including police and fire services.
Capital Outlay	Expenditures incurred for capital improvements throughout the city (please refer to page 19 for detailed information on our capital investment activities).
Public Works	Expenditures incurred in providing engineering, transportation, and public works services as well as capital investment.
Community Development	Expenditures incurred in providing community development, permitting, and inspection services.
Culture and Recreation	Expenditures incurred in providing cultural and recreational services as well as capital investment.
Other Services	This category includes expenditures for intergovernmental activities and debt service.

NET POSITION AND FUND BALANCE

For fiscal year ended June 30, 2017, the City of Alpharetta's net position totaled approximately \$250 million with the breakdown as follows:

Net Investment in Capital Assets

The largest portion of net position (63% or approx. \$157 million) is invested in capital assets (e.g., land, buildings, infrastructure, machinery, and equipment); less any related debt used to acquire said assets that is still outstanding. Capital assets are used to provide services to citizens; consequently, these assets are not available for future spending. The decrease in FY 2017 is primarily related to the issuance of \$52 million in Series 2016 General Obligation Bonds (recording of the Debt obligation).

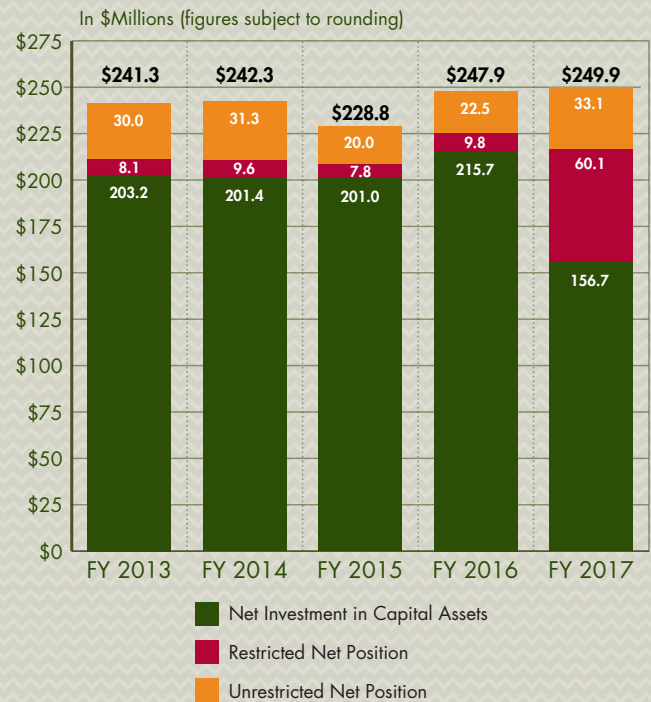
Restricted Net Position

The portion of net position (24% or approx. \$60 million) that is restricted for specific uses (e.g. debt service, capital projects, law enforcement, and emergency telephone activities). The increase in FY 2017 is primarily related to the issuance of \$52 million in Series 2016 General Obligation Bonds (recording of the cash proceeds).

Unrestricted Net Position

The portion of net position (13% or approx. \$33 million) which may be used to meet the government's ongoing obligations to its citizens and creditors.

Over time, the increases or decreases in net position may serve as a useful indicator of the city's financial position and stability.



Source:
 City of Alpharetta, Comprehensive Annual Financial Report for the respective Fiscal Year
 Statement of Net Position

FUND BALANCE OF THE GENERAL FUND

A key measure of the City of Alpharetta's overall financial health is the fund balance. For fiscal year ended June 30, 2017, the city's Fund Balance for the General Fund totaled approximately \$28 million and can be further segmented as follows:

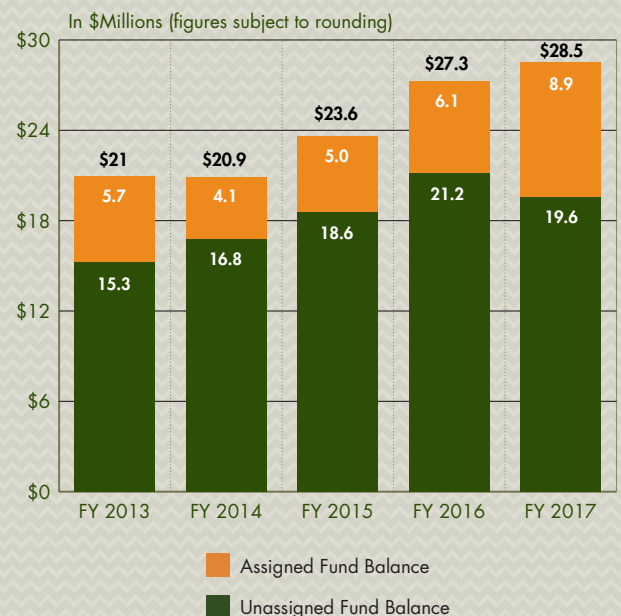
Assigned Fund Balance \$8.9 million

This balance represents appropriations included in the fiscal year 2018 budget for pay-as-you-go capital projects and one-time, non-recurring expenditures.

Unassigned Fund Balance \$19.6 million

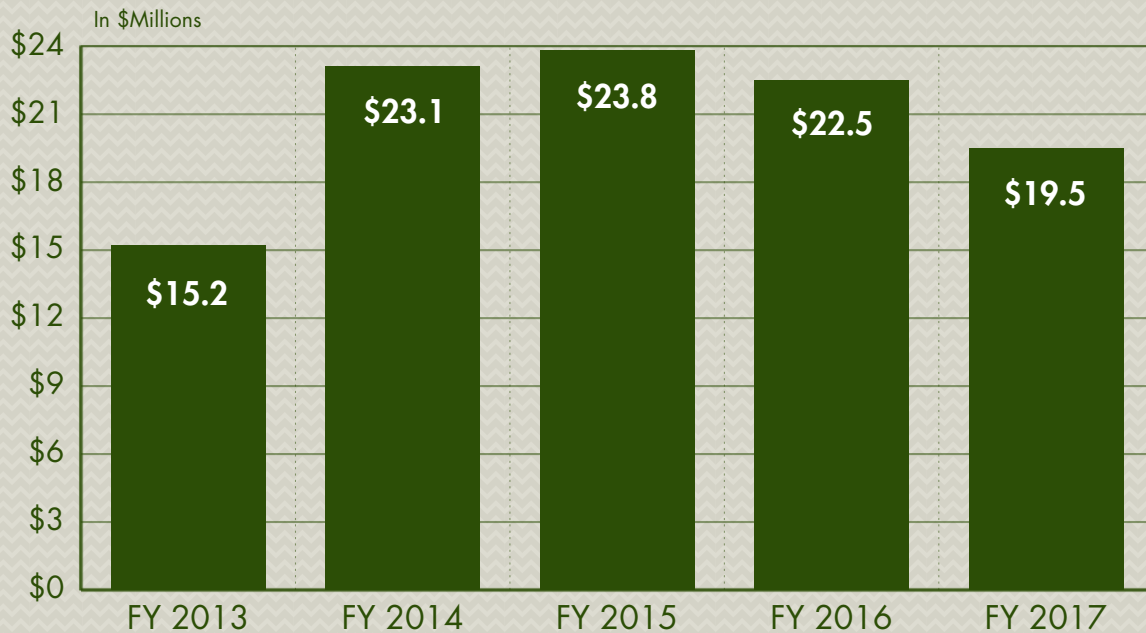
Approximately 69% of total fund balance or \$19.6 million constitutes unassigned fund balance. This balance represents approximately 31% of fiscal year 2018 budgeted expenditures. By ordinance, the city has mandated that such balance not be less than 16% of budgeted expenditures. This requirement allows the city to maintain an adequate reserve to cover unforeseen emergencies and/or revenue shortfalls. Historically, when budgeting, the City has set the minimum for the emergency reserve at a level in excess of the ordinance requirement. For fiscal year end 2017, the emergency reserve requirement remained at 21% which equates to \$13.5 million. The surplus after such emergency reserve and other allowances will enable the City to fund one-time future capital in the amount of \$6.1 million as part of the annual budget to be developed for fiscal year 2019.

The accompanying chart depicts a 5-year history of the fund balance of the General Fund. The Fund Balance components are further defined within the Definitions of Key Terms on the inside back cover of this report.



Source:
 City of Alpharetta, Comprehensive Annual Financial Report for the respective Fiscal Year
 Balance Sheet (Governmental Funds)

CAPITAL IMPROVEMENT PROJECTS



Substantial investments in community/capital improvements are made each year. The chart above depicts a 5-year history of the capital expenditures to purchase, construct, and renovate the capital assets and infrastructure of our city. For fiscal year 2017, the City of Alpharetta's investment in capital outlay (parks, roadways, buildings, etc.) totaled approximately \$19.5 million, demonstrating our on-going commitment to provide a quality of life that ensures the success and vitality of the area for the present and the future.

Sources: City of Alpharetta, Comprehensive Annual Financial Report for the respective Fiscal Year, Statement of Revenues, Expenditures & Changes in Fund Balances (Governmental Funds)

CAPITAL IMPROVEMENTS COMPLETED DURING FISCAL YEAR 2017

Annual Capital Projects

- Roadway Milling and Resurfacing (various locations)
- Roof Repair and Rehabilitation (various facilities)
- Tree Planting and Landscape Improvements (various locations)

Drainage Improvements

- Burnett Way Pipe Rehabilitation
- Drainage Design Studies (various locations)
- Sherry Drive Pipe Rehabilitation
- Storm Pipe Lining (various locations)

Roadway Projects

- Bridge Maintenance Design (various locations)
- Mayfield Road at Freemanville Road Turn Lane
- Northwinds Street Lighting

Parks Improvements

- Alpharetta Arts Center Design
- Cogburn Park Wall Restoration
- Community Center Gym Floor Repair
- Master Plan Development Update
- Park Land Acquisition
- Webb Bridge Park Spectator Seating
- Wills Park Batting Cage Pavilion
- Wills Park Drainage Design
- Wills Park Pool Renovation Design

Sidewalk Improvements

- Mayfield Road Sidewalk Improvements (Colony Drive to Mayfield Manor Drive)
- Waters Road Sidewalk Improvements

WEB DIRECTORY



www.Alpharetta.ga.us

The City of Alpharetta's website is your source for information about city policies, services and events, available 24 hours per day, seven days a week. Log onto www.alpharetta.ga.us and find information about public meetings, press releases, employment opportunities, community events and much more. In addition to being a great source of valuable information about our city, residents can also take advantage of many online services through our website. Online services include:

- Business License Renewals
- Municipal Code Online
- Permit Manager Online
- Procurement (Bid) Opportunities
- Property Tax Accounts
- Public Hearing Notices
- Recreation Registration
- Report a Crime Tip Online
- TicketViewer – Red Light Cameras
- Traffic Ticket Payments
- Trash Service Payments
- Vendor Registration

GENERAL CONTACTS

City of Alpharetta

678-297-6000

www.alpharetta.ga.us

Alpharetta Athletic Programs

678-297-6172

www.arpathletics.org

Alpharetta City Band

770-475-9684

www.alpharetta.ga.us/cityband

Alpharetta Convention & Visitors Bureau

678-297-2811

www.awesomealpharetta.com

Alpharetta Public Safety Foundation

678-297-6302

www.apsfoundation.org

Alpharetta Youth Baseball Association

www.alpharettayouthbaseball.org

North Atlanta Football League

www.nafl.club

Alpharetta Youth Softball Association

www.alpharettasoftball.com

Fulton County Tax Assessor

404-612-6440

www.qpublic.net/ga/fulton

North Metro Miracle League

770-777-7044

<http://www.nmml.net>

SOCIAL MEDIA

Alpharetta on Twitter

<https://twitter.com/alpharettagov>



Alpharetta on YouTube

<http://www.youtube.com/user/Alpharettagov>



Like us on:

City of Alpharetta Main Facebook Page

<https://www.facebook.com/CityofAlpharetta>



Alpharetta Natural Resources Commissions Facebook Page

<https://www.facebook.com/AlpharettaNaturalResources>

Alpharetta Public Safety Facebook Page

<https://www.facebook.com/AlpharettaPublicSafety>

Alpharetta Recreation and Parks Facebook Page

<https://www.facebook.com/AlpharettaRecreation>

DEFINITION OF KEY TERMS

ASSESSED VALUATION	The Fulton County Board of Assessors determines the fair market value of all real and personal property in Fulton County for property tax purposes. The Board then applies a statutory 40% to the fair market value to generate the assessed valuation on which property taxes are levied.
FUND	A grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The city, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the city can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.
FUND BALANCE	<p>Fund equity for governmental funds which reflects the accumulated excess of revenues and other financing sources over expenditures and other financing uses. Fund Balance can be further segmented as follows:</p> <ul style="list-style-type: none">• Nonspendable – Represents fund balance not available to be spent or legally/contractually required to be maintained intact (e.g. prepaids).• Assigned – Represents fund balance utilized in subsequent periods for pay-as-you-go capital projects and one-time, non-recurring expenditures.• Unassigned – Represents fund balance that is available for any purpose. However, the city has allocated this fund balance as follows: (a) The City Council adopted a minimum Fund Balance Reserve of approximately 16% for the General Fund to cover the cost of unforeseen emergencies, cover shortfalls by revenue declines, etc. In keeping with the best practices of a AAA rated city, Alpharetta currently maintains a Fund Balance Reserve of approximately 21%; and (b) funding for future one-time capital investment or other city initiatives.
GOVERNMENTAL FUND	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 that can be spent in the near future as a result of transactions of the period? Increases in spending are reported in the operating statement as revenues or other financing sources, and decreases are reported as expenditures or other financing uses. The General Fund is the city's primary governmental fund.
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 \$1,000 of assessed valuation on real and personal property. The millage rate is the total number of mills assessed against the assessed valuation.
NET POSITION	Total assets minus total liabilities of either the city as a whole or for a specific fund (e.g. Solid Waste Fund).
PROPRIETARY FUND	These funds are used to account for a government's on-going activities which are similar to those often found in the private sector. The primary 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 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. The difference between fund assets and liabilities is referred to as "Net Position".



2 Park Plaza
Alpharetta, GA 30009