

# Alpharetta

GEORGIA ♦ USA

## Operating & Capital Budget Narrative for Fiscal Year 2009

(July 1, 2008 through June 30, 2009)



# Operating & Capital Budget Narrative

for Fiscal Year 2009

(July 1, 2008 through June 30, 2009)

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# City Council



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



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



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



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



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



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

## **MISSION STATEMENT**

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



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

# Vision

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



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



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



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



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



Small Town Feel with a Historic Past



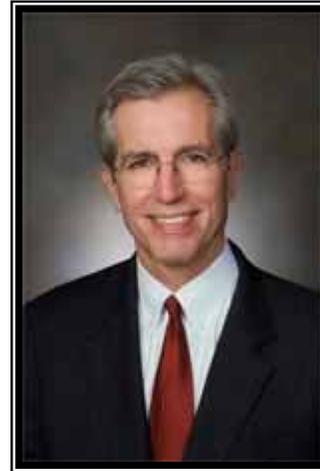
Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Operating & Capital Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Executive Management Team



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

## Executive Staff

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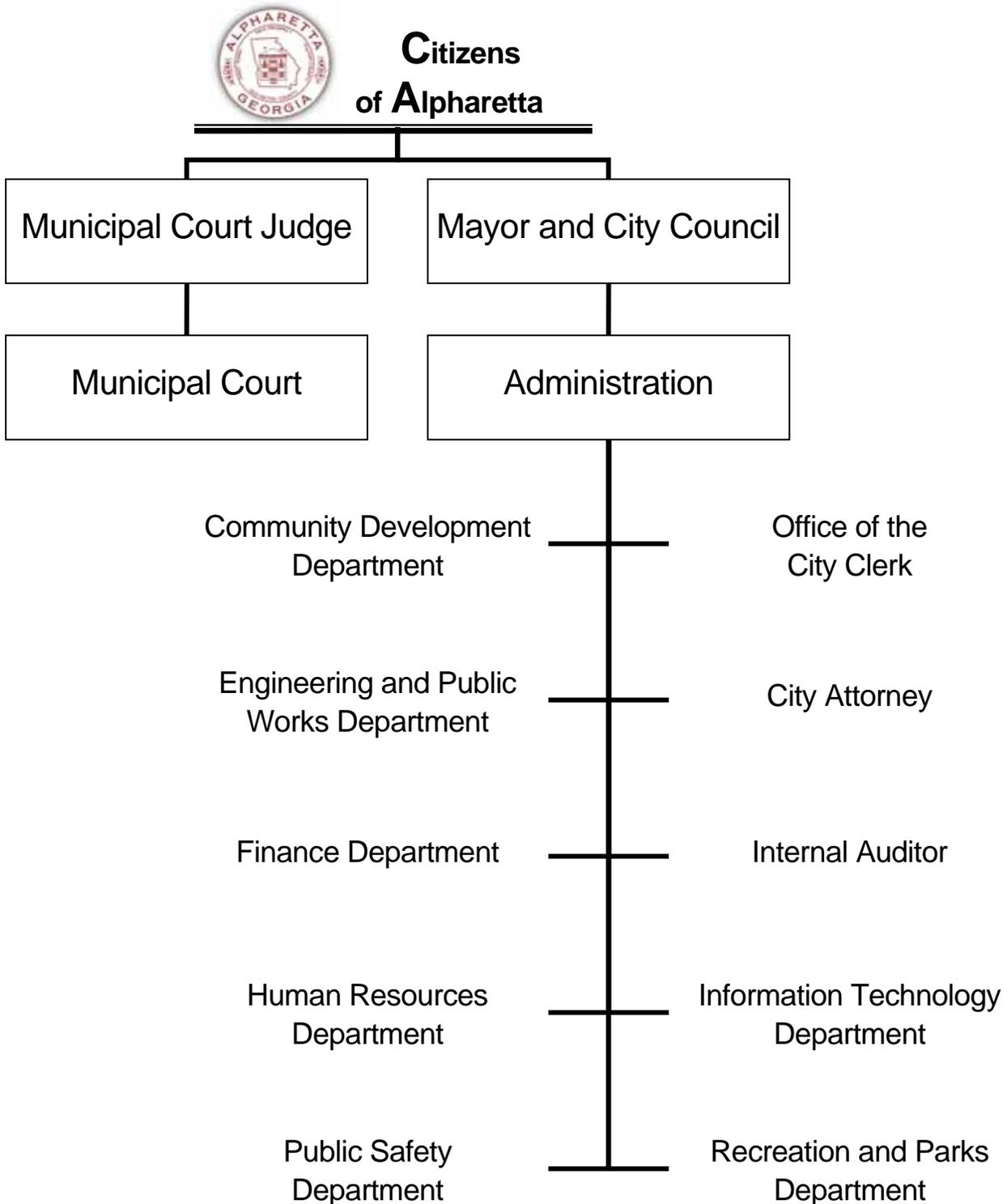
Randy Bundy	Director of Information Technology
James Drinkard	Assistant City Administrator
Gary George	Director of Public Safety
Thomas G. Harris	Director of Finance
Carl S. Mays	Internal Auditor
Dr. John Moskaluk	Director of Engineering & Public Works
Mike Perry	Director of Recreation and Parks
Sue Rainwater	City Clerk
Elizabeth Sahlin	Clerk of Courts
Sam Thomas	City Attorney
Diana Wheeler	Director of Community Development

## Elected Officials

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Jim Matoney	Municipal Court Judge
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# Organizational Chart





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# *Transmittal Letter*



**MAYOR**

Arthur G. Letchas

**COUNCIL**

D.C. Aiken

David Belle Isle

Douglas J. DeRito

John Monson

Cheryl Oakes

Jim Paine

**CITY ADMINISTRATOR**

Robert Regus

**CITY HALL**

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**24 HOUR INFORMATION**

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June 19, 2008

To the City Council and Citizens of Alpharetta:

We are pleased to present the Annual Operating & Capital Budget Narrative for Fiscal Year 2009 of the City of Alpharetta, Georgia. This budget is based on direction provided at the Mayor & City Council Retreat (the "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 Administration, and our City Departments. As you are all aware, regionally, as well as nationally, economic growth has slowed and while our local economic base is much stronger than most, we are starting to feel the effects in our revenue trends, particularly revenues related to construction (e.g. building permits, plan review fees, etc.). We can also expect to see this downturn affect our LOST (i.e. local option sales tax) and franchise fee revenues as residents and businesses move toward cost reduction strategies as is typical in periods of slowing economic growth. However, despite the slowing economic growth and its impact on City revenues, we have compiled a budget in line with our guiding principles that accomplishes the following:

- ✓ Total millage rate of 5.750 mills which represents a reduction of 0.498 mills, or -8.0%, compared to the FY 2008 levy;
- ✓ Increase in the annual Milling & Resurfacing appropriations to \$1.2 million as discussed at the Retreat;
- ✓ Addition of \$135,000 in appropriations to supplement the base service level provided by Fulton County for emergency medical response;
- ✓ Elimination of General Fund subsidy to the E-911 Fund; and
- ✓ Capital funding totaling \$8.7 million that continues to mitigate traffic issues, provide for replacement of our fleet and the acquisition of a new E-911 system, among other goals.

## **STRATEGIC PRIORITIES**

The City Council has adopted strategic plan(s) for the City that sets forth a vision for the future and identifies the specific goals and objectives necessary to achieve said vision. As a component of the strategic plan(s), the City Council adopted the following strategic priorities to aid in maintaining Alpharetta's Signature City reputation in the region as well as providing a framework for decision making:

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

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

## **FINANCIAL POLICIES**

The Finance Department is responsible for administering the City's Financial Management Program that outlines the policies within which the government's finances are maintained. These policies address fund balances; the use of one-time revenues; issuance of debt; purchasing and procurement; cash and investment management; accounting practices; etc. In totality, these policies formulate the core criteria for which internal evaluations occur. Policy summaries are included under the *Financial Management Policies* section of this document.

It should be noted that the State of Georgia provides a statutory framework for budget formulation and adoption that serves as the basis for the City's budgeting policy.

## **BUDGET PROCESS AND OVERVIEW**

The annual budget serves as the foundation for the City's financial plan and assists in the control of the financial stability and health of the government. The Mayor and Council are required to adopt a balanced budget (i.e. revenues = expenditures) no later than the close of the fiscal year. Annual budgets are legally adopted for activities of the general fund, special revenue funds, capital project funds, enterprise funds and debt service funds. Without City Council approval, expenditures may not legally exceed appropriations at the department level. The budget is prepared by fund, function, and department, with performance measurement. Department heads may transfer resources within a department (within a fund) as needed to meet their operational benchmarks. Transfers between departments or funds, however, need approval from the governing council.

The Fiscal Year 2009 ("FY 2009") budget process began with an update of the City's financial condition, which was presented to the Mayor and City Council during the January 2008 City Council retreat. During this update, a financial plan was established which prioritized the use of available fund balance to most effectively position the City for financial success in the future.

City departments responded to the direction provided by City Administration and submitted their base operating budgets (i.e. funding needed to maintain current service levels) at growth rates approximating the 2-3% inflationary target established by the Finance Department for maintenance & operations. Improvements to existing service levels that require additional funding were submitted through operating and capital requests (i.e. initiatives).

During the week of March 31 – April 4, 2008, each department presented their FY 2009 budget requests to the Mayor, City Administrator, and Director of Finance. These meetings provided the conduit for reviews of the base level operating budgets and operating/capital initiative requests.

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

- May 12, 2008: Council Budget Workshop (7:00 p.m.)
  - June 2, 2008: Council Budget Workshop (7:30 p.m.)
  - June 9, 2008: Council Budget Workshop (7:00 p.m.)
  - June 12, 2008: Public Hearing (11:30 a.m.)
  - June 12, 2008: Public Hearing (6:30 p.m.)
- Council Meeting  
*1<sup>st</sup> reading of Budget Ordinance*  
*1<sup>st</sup> reading of Millage Rate Ordinance*  
*E-911 Resolution*

- June 19, 2008:           Public Hearing (7:30 p.m.)  
                                  Council Meeting  
                                          *2<sup>nd</sup> reading of Budget Ordinance*  
                                          *2<sup>nd</sup> reading of Millage Rate Ordinance*

**BUDGET ISSUES AND PRIORITIES**

The FY 2009 Budget formalizes numerous key financial factors which have been themes for several years within the government:

- ✓ Bond ratings;
- ✓ Sustainability of existing services;
- ✓ Cost of government;
- ✓ Taxpayer savings;
- ✓ Debt service payments/bond smoothing;
- ✓ FY 2009 Budget Synopsis:
  - Meeting the internal needs of operating departments;
  - Expansion of departmental service levels (i.e. operational initiatives); and
  - Maintaining the quality of life through an effective capital improvement program.

**Bond Ratings**

In conjunction with the sale of \$26.3 million of General Obligation Bonds, Series 2006, Moody’s Investors Service and Standard & Poor’s issued a rating of Aaa and AAA, respectively, on all of the City’s outstanding General Obligation Bonds.

These ratings demonstrate the strongest creditworthiness relative to other U.S. municipal or tax-exempt issuers and reflect 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 2009 Budget is mindful of these factors and the importance of maintaining the highest rating, not only for our citizens but also our bondholders.

**Sustainability of Existing Services**

Governments in our regional area as well as across the country are experiencing significant budgetary shortfalls due to slowing economic growth and weak construction activity. Although many economic factors are largely outside of local government control, the City Council, City Administration, and City departments have displayed impressive financial stewardship over the years through an

established philosophy of budgetary evaluation. This philosophy entails reviewing the needs of the City relative to a standard that services and associated costs should not be appropriated unless they are justified as strategic goals of the organization that serve to accomplish our guiding principles.

This philosophy is a foundation of our budget process as evidenced by City Administration’s direction to departments that base operating budgets (i.e. maintenance & operations) should be submitted with growth rates approximating 2-3% (i.e. inflationary growth). This growth rate is more in line with the City’s short-term revenue growth rate trends which is necessary to position the City for financial success in the future.

The issue of sustainability also is addressed through a diversification of revenue sources. While property taxes do represent the largest single source of revenue, significant discussion is centered on how to further diversify the City’s revenue base and lessen reliance on property taxes. Existing revenue sources are evaluated on an annual basis to ensure the underlying rate is reasonable and justifiable. Examples of revenue sources that are reevaluated annually include: all user fee based revenue sources (i.e. permits, licenses, recreation fees, etc.), impact fees, etc.

**Cost of Government**

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

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
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	

The FY 2009 Budget is based on a total millage rate of 5.750 mills which represents a decrease of 0.498 mills, or -8.0%, compared to the FY 2008 levy.

The preliminary Net Digest for FY 2009 totals \$4.8 billion and includes reassessments totaling \$604 million (i.e. primarily commercial reassessments) and new growth of \$155 million. It should be noted that the net digest values set forth herein represent a preliminary certification from the Fulton County Board of Assessors. A material portion of the commercial reassessments are under litigation which, if successful, would reduce net digest values and affect the City's property tax revenues. As such, City Administration and the Finance Department have taken the following actions to mitigate the liability associated with the potential reduction in digest values:

- Property tax collections within the General Fund for FY 2009 contain a contingency equivalent to 50% of the reassessments. In other words, the General Fund budget is insulated from a 50% reduction in reassessment values; and
- Operating Initiatives, with a few exceptions, are recommended to be placed in a reserve account pending a mid-year review of revenues, including property tax collections. If the revenue trend is favorable, the Operating Initiatives will be instituted. If the revenue trend is not favorable, the Operating Initiatives funding will be used to offset the revenue declines.

FY 2009 Property Taxes are estimated at \$25.0 million with the breakdown as follows: General Fund (\$17.6 million); and Debt Service Fund (\$7.4 million).

Property taxes generated from the new growth are being utilized to fund the initiatives identified herein including the increase in annual milling & resurfacing, funding to supplement the base service level provided by Fulton County for emergency medical response, etc.

### **Taxpayer Savings**

The FY 2009 millage rate reduction of -0.498 mills equates to a tax savings of approximately \$2.4 million to the citizens and businesses of Alpharetta. The millage rate reduction for FY 2009, coupled with the City's substantial Homestead Exemption of \$30,000 goes great lengths in keeping Alpharetta not only an affordable place to live, but also strategically positions us relative to neighboring areas. It should be noted that the \$30,000 Homestead Exemption our City offers is equivalent to a 1.0 mill reduction for the average homeowner.

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

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

The Debt Service Fund currently includes a fund balance reserve that when augmented with a base level of property tax revenues (as adjusted for rollback), investment earnings, and impact fees, is forecasted to be sufficient to cover annual debt service on the underlying bonds through maturity. Principal and interest payments for fiscal year 2009 are budgeted at \$9,694,484 with the following five-year forecast:

2010: \$9,698,907  
2011: \$9,705,829  
2012: \$7,329,360  
2013: \$2,176,561  
2014: \$2,176,936

Beginning in FY 2013, property tax revenues will decline significantly in accordance with the underlying debt service requirements.

As highlighted through the reduction in the debt millage rate levy for FY 2009, annual reassessments will continue to place downward pressure on the debt millage rate levy going into the future.

## **FY 2009 Budget Synopsis**

### ***Budget Rollup: All Funds***

The total FY 2009 Budget for all funds is \$84,969,025 with the breakdown by fund type as follows:

• General Fund:	\$56,514,342
• Special Revenue Funds:	6,191,188 (1)
• Debt Service Fund:	9,709,484
• Capital Project Funds:	9,980,990 (1)
• Solid Waste Fund:	<u>2,573,021</u>
<b>Total</b>	<b>\$84,969,025</b>

(1) Amounts contained herein represent new appropriations for FY 2009. Unexpended FY 2008 appropriations for Council approved projects are re-appropriated annually pursuant to City policy.

### ***FY 2009 Budget: General Fund***

Revenues: FY 2009 General Fund revenues are forecasted to grow approximately 3.3% compared to Amended FY 2008. The following table compares major revenue categories within the General Fund:

	Amended Budget FY 2008	Adopted Budget FY 2009	\$ Variance	% Variance
Revenues:				
Property Taxes (real, personal, etc.)	\$ 16,059,674	\$ 16,620,000	\$ 560,326	3.5%
Property Taxes (motor vehicles)	1,003,285	1,003,285	-	0.0%
L.O.S.T.	10,278,631	10,950,000	671,369	6.5%
Franchise Tax	4,100,000	5,173,836	1,073,836	26.2%
Insurance Premium Tax	1,825,000	1,950,000	125,000	6.8%
Alcohol Beverage Tax	1,325,000	1,250,000	(75,000)	-5.7%
Other Taxes	1,665,416	1,725,000	59,584	3.6%
Licenses & Permits	2,146,513	1,997,500	(149,013)	-6.9%
Intergovernmental	103,502	76,252	(27,250)	-26.3%
Charges for Service	2,980,479	3,145,058	164,579	5.5%
Fines & Forfeitures	3,713,161	3,536,500	(176,661)	-4.8%
Interest	555,000	710,000	155,000	27.9%
Other Revenues	991,025	78,000	(913,025)	-92.1%
I/F Transfer from Hotel/Motel Fund	1,250,000	1,375,000	125,000	10.0%
<b>Total Operating Revenue:</b>	<b>\$ 47,996,686</b>	<b>\$ 49,590,430</b>	<b>\$ 1,593,744</b>	<b>3.3%</b>
Carryforward Fund Balance	4,928,685	6,923,912		
<b>Total Revenue:</b>	<b>\$ 52,925,371</b>	<b>\$ 56,514,342</b>		

The following section provides brief narratives on major variances within the Revenue categories detailed in the table above.

- Local Option Sales Tax: Growth of 6.5% is forecasted due to the City's recent designation as a Newly Expanded Qualified Municipality (i.e. annexations) which will result in an increased distribution of sales tax revenue.
- Franchise Taxes: Growth of 26.2% is forecasted to more accurately reflect the current revenue collection pattern. For example, Franchise Taxes generated \$5.1 million in FY 2007 and \$5.5 million in FY 2008.
- Insurance Premium Taxes: Growth of 6.8% is forecasted to more accurately reflect the current revenue collection pattern. For example, Insurance Premium Taxes generated \$1.8 million in FY 2007 and \$1.9 million in FY 2008.
- Licenses & Permits: Reduction of -6.9% is forecasted to more accurately reflect the current revenue collection pattern which is a direct reflection of the slowdown within the construction economy (i.e. primarily residential construction).
- Intergovernmental: Reduction of -26.3% is directly related to the Fulton County Arts Grant (estimated at \$17,500 for FY 2009) which was included within the General Fund in prior years but will be accounted for in the Operating Grant Fund for FY 2009.
- Interest: Growth of 27.9% is forecasted to more accurately reflect the earnings the City is currently receiving on its investments. For example, Interest earnings generated \$1.2 million in FY 2007 and \$736,263 in FY 2008.
- Other Revenues: The primary causes for the reduction in Other Revenues is related to the non-renewal of the Finance Department sublease of Suite 675, 2400 Lakeview Parkway (\$60,000; the Finance Department's expenditures will also decline as a result of the non-renewal), as well as non-recurring revenue for the OSSI capital lease (\$699,840) that was recorded in FY 2008.

Expenditures: FY 2009 General Fund expenditures are forecasted to grow approximately 4.5% compared to Amended FY 2008. The following table compares major expenditures by Department/Function within the General Fund:

	FY 2008		FY 2009		\$	%
	Amended Budget		Adopted Budget		Variance	Variance
<b>Expenditures:</b>						
City Administration	\$	1,388,398	\$	1,465,559	\$ 77,161	5.56%
City Attorney		445,587		400,000	(45,587)	-10.23%
City Clerk		383,421		313,162	(70,259)	-18.32%
Community Development		1,978,747		2,125,786	147,039	7.43%
Engineering and Public Works		7,358,261		7,936,198	577,937	7.85%
Finance:		2,310,964		2,801,064	490,100	21.21%
Risk Management		1,216,707		1,248,818	32,111	2.64%
Human Resources		802,173		432,120	(370,053)	-46.13%
Internal Audit		139,644		147,554	7,910	5.66%
Mayor & Council		276,864		268,037	(8,827)	-3.19%
Municipal Court		918,197		948,404	30,207	3.29%
Public Safety:		21,763,175		22,389,165	625,990	2.88%
Emergency Medical Transportation		-		135,000	135,000	100.00%
Recreation and Parks		6,803,179		6,982,875	179,696	2.64%
Information Technology		1,330,557		1,504,549	173,992	13.08%
Non-Departmental		395,000		45,000	(350,000)	-88.61%
Contingency		424,413		558,270	133,857	31.54%
Operational Initiative Reserve		-		388,869	388,869	100.00%
<b>Total (before Interfund Transfers):</b>	\$	47,935,287	\$	50,090,430	\$ 2,155,143	4.50%
<b>Interfund Transfer:</b>						
E-911 Fund		340,344		-		
Operating Grant Fund		62,950		25,450		
Capital Grant Fund		-		184,575		
Capital Project Fund		4,586,185		6,213,887		
Solid Waste Fund		605		-		
	\$	4,990,084	\$	6,423,912		
<b>Total Expenditures</b>	<b>\$</b>	<b>52,925,371</b>	<b>\$</b>	<b>56,514,342</b>		

As detailed in the chart above, the growth in FY 2009 operating expenditures totals 4.5%, or \$2.2 million, and includes the following components:

	<u>Total</u>
Continuation of Base Service Level (i.e. base budget):	
Salary & Benefit growth (4.9%)	1,575,458
Maintenance & Operations growth (3.2%)	392,757
Other Adjustments (-0.6%)	(13,476)
	<u>\$ 1,954,738</u>
New Initiatives:	
Milling & Resurfacing growth (to a total of \$1.2M)	485,000
Emergency Medical Transport (augmentation of base service levels)	135,000
Operational Initiatives: Engineering and Public Works	80,600
Public Safety	26,919
Reserve	388,869
	<u>\$ 1,116,388</u>
Other Adjustments:	
Contingency growth (to a total of \$558K)	133,857
Reduction in City Hall bond funding in General Fund	(350,000)
Non-Recurring funding for OSSI initiative	(699,840)
	<u>\$ (915,983)</u>
	<u><b>\$ 2,155,143</b></u>

### ***Expansion of Departmental Service Levels (i.e. Operational Initiatives)***

Recommended operational initiative funding for FY 2009 totals \$496,388. Of this amount, approximately \$107,519 represents initiatives (i.e. Civil Engineer; Logistic Officer PT to FT) recommended for funding effective July 1, 2008. The remaining \$388,869 of operational initiatives will be placed in a reserve account pending a mid-year review of revenues, including property tax collections. If the revenue trend is favorable, the Operating Initiatives will be instituted. If the revenue trend is not favorable, the Operating Initiatives funding will be used to offset the revenue declines.

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

During the FY 2009 budget process, departments were asked to submit budget requests based on continuing to provide the current level of service to constituents with cost growth capped at a reasonable inflationary rate of 2-3% when applicable (i.e. contract rates may call for \$ growth in excess of the target established by City Administration and the Finance Department).

The FY 2009 Budget was constructed with the following assumptions:

- Personnel level of 437.0 full-time equivalent (“FTE”) positions. Includes a continuation of the FY 2008 base personnel level of 435.5 FTE’s and the addition of 1.5 FTE’s for FY 2009 (i.e. Civil Engineer for Engineering and Public Works; Logistic Officer PT to FT for Public Safety).
- The Salary category includes merit increases of 4% per approved position and the residual impact resulting from the 3% midyear salary adjustment;
- The Benefit category assumes the City secures its renewal of health, dental, and life insurance program from AETNA with the same exceptional benefits and no financial impact to the City or to our employees. Current estimates suggest the City could save up to \$450,000 compared to renewal rates quoted by our current provider; and
- The Maintenance & Operations category, after adjusting for non-recurring items, grew approximately 3.2% over FY 2008. Specific drivers of growth include fuel costs and Information Technology (i.e. software licensing requirements).

The following table provides a comparison of personnel by fiscal year at the department level.

	FY 2008	FY 2009	Variance	(2)	Revised	(2)
	Actual	Base		Approved Initiatives	FY 2009	Contingent Initiatives
<b>Detail by Department:</b>						
City Administration	6.5	6.5	-	-	6.5	-
City Clerk	2.0	2.0	-	-	2.0	-
Community Development Department	21.0	21.0	-	-	21.0	-
Engineering/Public Works Department	60.0	60.0	-	1.0	61.0	1.0
(1) Finance Department	21.0	24.0	3.0	-	24.0	-
<i>Solid Waste</i>	1.0	1.0	-	-	1.0	-
(1) Human Resources Department	6.0	3.0	(3.0)	-	3.0	-
Internal Audit	1.0	1.0	-	-	1.0	-
Mayor & Council	7.0	7.0	-	-	7.0	-
Municipal Court	9.0	9.0	-	-	9.0	-
Public Safety Department	218.0	218.0	-	0.5	218.5	0.5
<i>Emergency 911</i>	20.0	20.0	-	-	20.0	-
Recreation & Parks Department	51.0	51.0	-	-	51.0	-
Information Technology Department	12.0	12.0	-	-	12.0	1.0
<b>Total FTEs</b>	<b>435.5</b>	<b>435.5</b>	<b>-</b>	<b>1.5</b>	<b>437.0</b>	<b>2.5</b>

**Notes**

- (1) FY 2009 Budget includes the reallocation of three (3) positions from the Human Resources Department to the Finance Department (Risk/Safety Manager; Benefits Manager; and HRIS/Compensation Administrator).
- (2) Included within the recommended operating initiatives for FY 2009 is funding for four (4) FTEs. Specifically, only 1.5 of the four (4) FTEs is recommended for funding effective July 1, 2008. The remaining 2.5 FTE's are recommended to be placed in a reserve account pending a mid-year review of revenues. If the revenue trend is favorable, the operating initiatives will be instituted. If the revenue trend is not favorable, the operating initiatives funding will be used to offset the revenue declines.
  - \* Position(s) recommended for funding effective July 1, 2008:  
Civil Engineer (1.0 FTE; Engineering & Public Works); and Logistic Officer/part-time to full-time (0.5 FTE; Public Safety).
  - \* Position(s) recommended for funding pending mid-year revenue review:  
GIS Specialist (1.0 FTE; Engineering & Public Works); Administrative Assistant I (0.5 FTE; Public Safety); and a Network Analyst II (1.0 FTE; Information Technology).

The departmental budgets are discussed in detail under the respective departmental section of this document. Those operational initiatives approved for funding effective July 1, 2008, have been included in the departmental budgets. Additionally, those operational initiatives subject to a mid-year revenue review have been placed in a reserve account and are not reflected in the departmental budgets.

**Maintaining the Quality of Life through an effective CIP**

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

As part of the capital planning process for FY 2009, departments submitted capital initiative funding requests totaling

Capital Improvement Program	Requested	Funded
General Fund Operating Budget		
<i>Milling &amp; Resurfacing</i>	\$ 1,200,000	\$ 1,200,000
Fund Balance (General Fund)		
<i>Department Initiatives</i>	8,568,712	6,423,912
ABC Donation		
<i>Sidewalk Improvements</i>	572,928	572,928
E-911 Fund		
<i>E-911 Phone System</i>	500,000	500,000
	<b>\$ 10,841,640</b>	<b>\$ 8,696,840</b>

over \$10.8 million of which \$8.7 million is recommended for funding. Please refer to the *Capital Project Fund Summaries* section of this document for more detailed information.

- **Commitment to Funding Recurring Capital Projects from Operating Budget**

As previously indicated, the City has historically used available fund balance to pay for recurring capital initiatives. While this is an acceptable practice, it is more fiscally prudent to program appropriations in the operating budget for on-going renewal & replacement of capital initiatives. The FY 2009 Budget builds on this practice through increasing the annual operational funding for milling & resurfacing to \$1.2 million. Milling & resurfacing projects include the following:

- Brookside Parkway (*eastbound lane; Old Milton Parkway to Old Milton Parkway*): \$255,104
- Brookside Parkway (*westbound lane; Old Milton Parkway to Old Milton Parkway*): \$147,854
- Haynes Bridge Road (*Blackwatch Lane to Thornberry Drive*): \$212,300
- Douglas Road (*McGinnis Ferry Road to Leeward Walk Circle*): \$331,262
- McGinnis Ferry Road (*400 Bridge to Union Hill Road*): \$113,660
- Hopewell Plantation (*Cogburn Road to 1<sup>st</sup> speed hump*): \$55,160
- Wills Road (*Old Milton Parkway to Mid-Broadwell Road*): \$84,660

As discussed at the Retreat, it is our recommendation that our City continue to strive towards programming capital investment in future

operational budgets, including fleet and technology replacement.

- ***Use of Available Fund Balance (General Fund)***

Based on audited financial statements for the year ended June 30, 2007, the City's unreserved fund balance was \$14.8 million. Of this amount, approximately \$8.4 million has been designated as an emergency account based on a conservative policy of 18% of total appropriations (i.e. roughly 2½ months of operating expenditures). It has been the City's policy to utilize the remaining fund balance above the emergency requirement for one-time capital expenditures. Available capital initiative funding for FY 2009 totals \$6,423,912.

As part of the capital planning process for FY 2009, departments submitted capital initiative funding requests totaling \$8.6 million of which \$6.4 million is recommended for funding. Please refer to the *Capital Projects Fund Summaries* section of this document for detailed narratives of the initiatives.

- ***Alpharetta Business Community Donation ("ABC")***

The FY 2009 budget includes a donation from ABC in an amount totaling \$572,928 for sidewalk improvement projects.

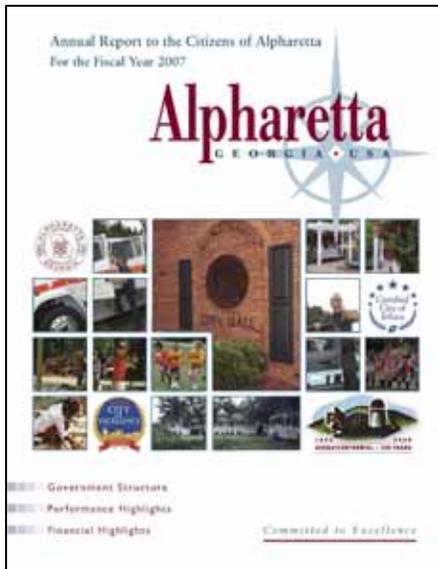
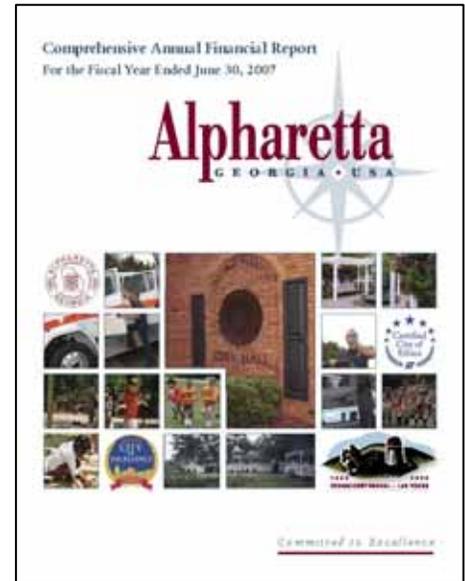
- ***Use of Available Fund Balance (E-911 Fund)***

The FY 2009 budget includes the funding of a new E-911 Phone System in an amount totaling \$500,000. Funding is provided through a carryforward of available fund balance within the E-911 Fund.

The current E-911 Phone System is over ten (10) years old and is no longer supported by the manufacturer. Replacement units and spare parts are no longer available from the manufacturer which causes significant uncertainty in case of mechanical failure. A new system is essential for reliable E-911 service.

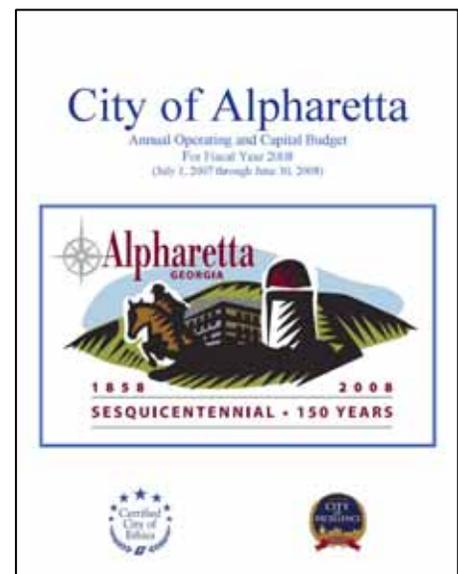
## Awards and Acknowledgements

**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, 2007. 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 nineteenth consecutive year that the City has received this prestigious award.



**Citizens Reporting:** The City also received the GFOA *Popular Annual Financial Reporting Award* (“PAFR”) for our annual citizens’ report for the fiscal year ended June 30, 2007. This program recognizes those governments that produce high quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance. This was the sixth consecutive year that the City has received this prestigious award.

**Budgetary Reporting:** Last but certainly not least, the City also received the GFOA *Distinguished Budget Presentation Award* for its annual budget narrative for the fiscal year ended June 30, 2008. This program recognizes those governments that prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA’s recommended practices on budgeting. This was the sixth consecutive year that the City has received this prestigious award.



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

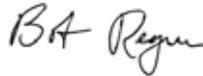
Special recognition is given to the following individuals for their efforts in coordinating and preparing the Fiscal Year 2009 Budget Narrative:

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

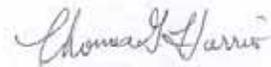
Respectfully Submitted,



Arthur G. Letchas  
Mayor



Robert J. Regus  
City Administrator



Thomas G. Harris  
Finance Director



# *Reader's Guide*

# Reader's Guide

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



## **Introduction**

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

## **Transmittal Letter**

The Transmittal Letter provides a summarized narrative of the citywide FY 2009 budget, including our budgetary philosophy which is driven from the City's Mission, Vision and corresponding Strategic Priorities. Included is a discussion on the principal issues facing our City in both the short-term and long-term operating environments and steps we are taking to proactively manage the resulting challenges. Also included is a detailed discussion of the citywide budget including revenues, expenditures, changes in staffing levels, and capital renewal/replacement and improvements.

## **Reader's Guide**

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

## **About Alpharetta**

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

### **Financial Management Policies**

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

### **Citywide Budget Summaries**

This section is intended to provide readers with an overall understanding of the City's fiscal year 2009 budget. Included are schedules that provide readers with revenue and expenditure summaries from several different perspectives including by: fund; revenue source; expenditure category; and expenditures by department. A detailed multi-year personnel listing by department is also provided.

### **General Fund Summary**

This section is intended to provide readers with an overall understanding of the fiscal year 2009 budget for the City's General Fund. Included are schedules that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summary; statement of budgetary comparisons (i.e. FY 2008 and FY 2009); statement of revenues, expenditures, and changes in fund balance (FY 2006 through the FY 2011 forecast period); and a detailed narrative of revenue and expenditure trends including historical information.

### **Special Revenue Fund Summaries**

This section is intended to provide readers with an overall understanding of the respective fiscal year 2009 budgets for the City's Special Revenue Funds. Included are schedules set forth by Fund that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summaries; statements of budgetary comparisons (i.e. FY 2008 and FY 2009); and statements of revenues, expenditures, and changes in fund balance (FY 2006 through the FY 2011 forecast period).

### **Debt Service Fund Summary**

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

### **Capital Project Fund Summaries**

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

### **Enterprise Fund Summary**

This section is intended to provide readers with an overall understanding of the fiscal year 2009 budget for the City's Solid Waste Fund. Included are schedules that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summary; statement of budgetary comparisons (i.e. FY 2008 and FY 2009); and a statement of revenues, expenditures, and changes in fund balance (FY 2006 through the FY 2011 forecast period).

### **Department Summaries**

This section provides detailed non-financial and financial information about each department including: departmental mission statement; goals and objectives and how they link with the City's strategic priorities; revenue and expenditure summary and fiscal year 2009 budget narrative; changes in personnel; and performance measurement.

### **Glossary**

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



### **Government Finance 101**

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

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

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

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

**Q: What is a Fiscal Year?**

A: A fiscal year is a 12-month operating cycle that comprises a budget and financial reporting period. The City's fiscal year, along with many other municipalities and special districts located within the State of Georgia, begins on July 1<sup>st</sup> and ends on June 30<sup>th</sup>.

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

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

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

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

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

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

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

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

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

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

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

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

It should be noted that the City’s property taxes represent only a small portion of a homeowner’s property tax bill – other taxing authorities include Fulton

County, the Board of Education, etc. and are detailed in the *About Alpharetta* section of this document.

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

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

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

A: There is no difference.

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

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

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

A: A fund is a separate accounting entity within the City that receives revenues from a specific source and expends them on a specific activity or activities.

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

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



## GFOA Distinguished Budget Presentation Award



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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Alpharetta, Georgia for its annual budget for the fiscal year beginning July 1, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

## Acronyms/Abbreviations

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



E-911



SWAT



PS



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# *About Alpharetta*

# About Alpharetta



## History<sup>1</sup>

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

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

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

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

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

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

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

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

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

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

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

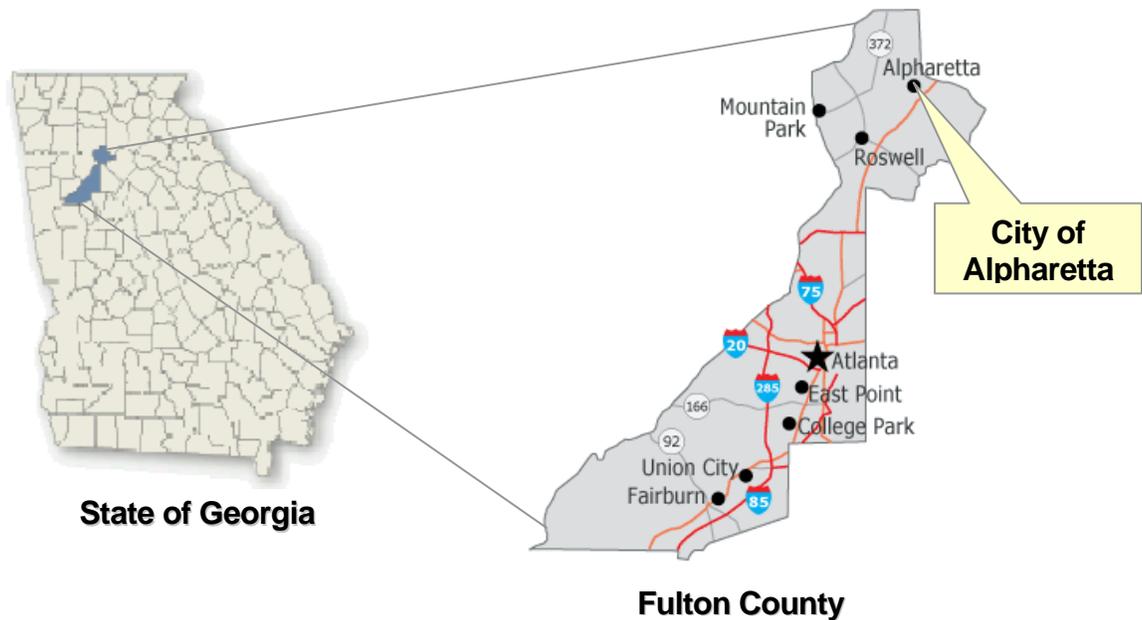
As the Civil War drew to a close, Alpharetta, along with the rest of the South, suffered a period of economic hardship. These "hard times" tended to draw folks together and a sense of community identity began to grow. As hard as these times were, Milton County fared better than many areas. Since the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

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

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

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

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



## **Government**

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

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



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

- ✓ City Council Meetings (location: City Hall Council Chambers)
  - 1<sup>st</sup> Monday of each month (7:30pm, business meeting)
  - 2<sup>nd</sup> Monday of each month (7:00pm, workshop)
  - 3<sup>rd</sup> Monday of each month (7:30pm, business meeting)
  - 4<sup>th</sup> Monday of each month (7:30pm, public hearing)
- ✓ Tree Commission Meetings (location: Engineering & Public Works Department)
  - 2<sup>nd</sup> Tuesday of each month (7:00pm)
- ✓ Planning Commission Meetings (location: City Hall Council Chambers)
  - 1<sup>st</sup> Thursday of each month (7:30pm)
- ✓ Recreation Commission Meetings (location: City Hall Council Chambers)
  - 2<sup>nd</sup> Thursday of each month (7:30pm)
- ✓ Board of Zoning Appeals Meetings (location: City Hall Council Chambers)
  - 3<sup>rd</sup> Thursday of each month as needed (5:30pm)
- ✓ Code Enforcement Board Meetings (location: City Hall Council Chambers)
  - 4<sup>th</sup> Thursday of each month (3:30pm)
- ✓ Design Review Board Meetings (location: City Hall Council Chambers)
  - 2<sup>nd</sup> Friday of each month (9:00am)
  - 4<sup>th</sup> Friday of each month (9:00am)
- ✓ Development Authority Meetings (location: Community Development Department)
  - Quarterly meetings (8:00am)

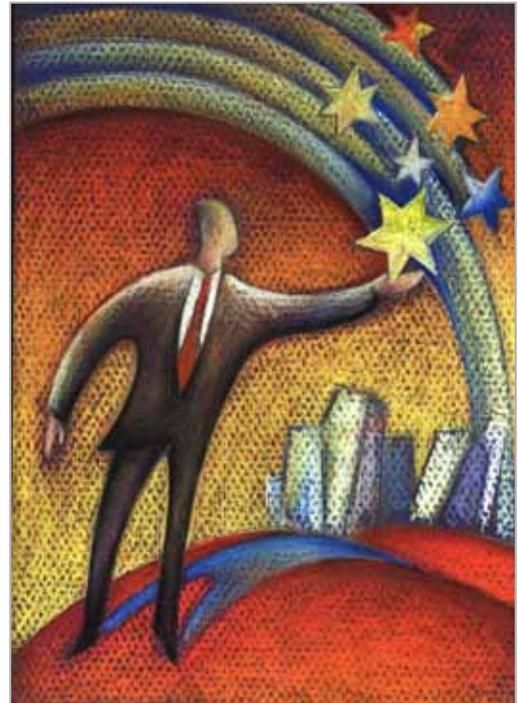
## **Mission**<sup>2</sup>

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

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

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

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



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

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

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

## **Annual Budget Process**

The annual budget serves as the foundation for the City's financial plan and assists in control of the financial stability and health of the government. The Mayor and Council are legally required to adopt a balanced budget (i.e. revenues = expenditures) no later than the close of the fiscal year. The City's fiscal year runs from July 1<sup>st</sup> through June 30<sup>th</sup>, with the official fiscal year taken from the year ending date. For example, the FY 2009 Budget Narrative is prepared for the fiscal year commencing July 1, 2008 and ending June 30, 2009.

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



### **Budget Methodology**

The City's budget is created under a hybrid performance-based budgeting system. This type of budgeting system blends the traditional historical financial trend model with the performance based model of identifying a particular level of performance for each type of service/program and the resources necessary to operate it, as well as describes the structure of the departments and the programs into which they are divided. The City views its performance measurement system as a priority and is continuing to develop and refine performance data and benchmarks. Accordingly, the City is a member of the International City/County Management Association's ("ICMA") performance measurement consortium which tracks data from various service units (e.g. code enforcement, police service, fire service, etc.) and allows for the comparison and exchange of data with other local governments within the consortium as well as nationwide. The City has created a performance measurement team that is tasked with incorporating the ICMA consortium data into the City's performance measurement systems. One major benefit will be a significant increase in benchmarking capabilities as the City's performance measurement data can be quickly compared to other local governments.

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

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

The departmental budget is separated into the following components:

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



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

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



## **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 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).

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

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

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

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

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



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

## City Council Budget Workshops (May-June)

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

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



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

## Budget Adoption (June)

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



## FY 2009 Budget Calendar

<b>City of Alpharetta</b> <b>Fiscal Year 2009 Budget Calendar</b>	
<b>January 30-31</b>	City Council Retreat
<b>February 18-25</b>	Budget kickoff meetings Phase I-III budget data/forms distributed to departments
<b>March 17</b>	Due to Finance: <ul style="list-style-type: none"> <li>- Phase I and II Budget Requests</li> <li>- Performance Measurements ("PM"), including:               <ul style="list-style-type: none"> <li>• FY08 PM ytd actual</li> <li>• FY08 PM year-end forecast</li> <li>• FY09 PM forecast</li> </ul> </li> </ul>
<b>March 23</b>	Due to Finance: <ul style="list-style-type: none"> <li>- Phase III Budget Requests (operational/capital initiatives)</li> </ul>
<b>March 31-April 4</b>	Mayor, City Administrator, & Finance Director (the "Budget Review Committee") budget overview meetings with individual departments.
<b>April 25</b>	Mayor's Budget memorandum provided to the City Council for discussion
<b>May 5</b>	Distribute Mayor's Proposed FY 2009 Budget
<b>May 12</b>	Council Budget Workshop (7:00pm) Finance Department presentation
<b>June 2</b>	Council Budget Workshop (7:30pm) Finance Department presentation
<b>June 9</b>	Council Budget Workshop (7:00pm) Departments presented their operational and capital initiatives
<b>June 12</b>	Public Hearing (11:30am)
<b>June 12</b>	Public Hearing (6:30pm) Council Meeting 1 <sup>st</sup> reading of Budget Ordinance 1 <sup>st</sup> reading of Millage Rate Ordinance E-911 Resolution
<b>June 19</b>	Public Hearing (7:30pm) Council Meeting 2 <sup>nd</sup> reading of Budget Ordinance 2 <sup>nd</sup> reading of Millage Rate Ordinance

## **Budget Basis and Structure**



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

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

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

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

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

## **Financial Accounting Structure**

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

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

Each accounting entity is accounted for in a separate "fund". A fund is defined as a fiscal accounting entity with a self-balancing set of accounts recording cash and other



financial resources together with related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

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

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

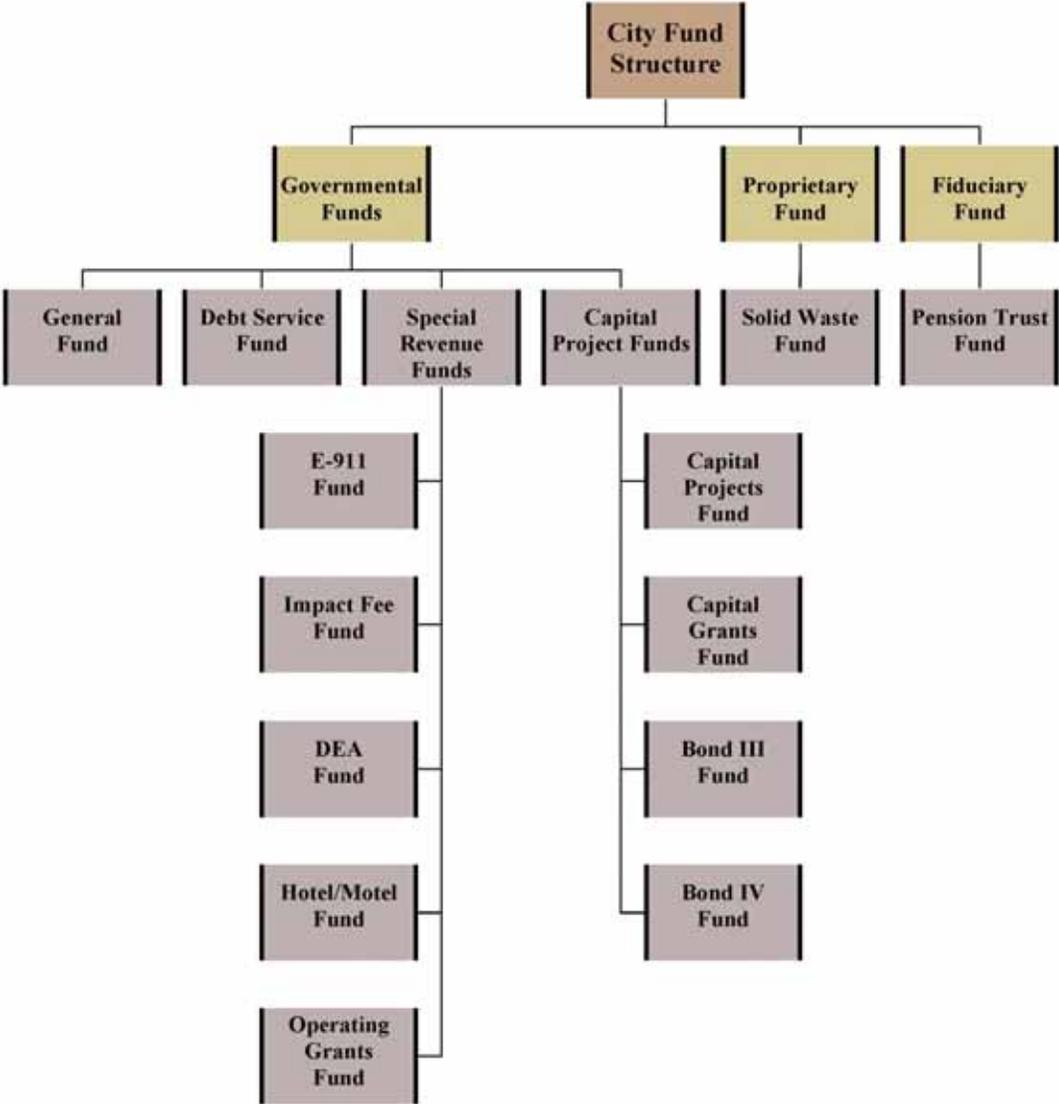
<b><u>Classification</u></b>	<b><u>Fund Type</u></b>
Governmental Funds	General Fund Special Revenue Funds Debt Service Fund Capital Project Funds
Proprietary Fund	Enterprise Fund
Fiduciary Fund	Pension Trust Fund

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

proprietary funds. The generally accepted accounting principles are those applicable to similar businesses in the private sector, and the measurement focus is the economic condition of the fund as a result of the events and transactions of the period. Events and transactions that improve the economic position of a proprietary fund are reported as revenues or gains in the operating statement. Those events and transactions that diminish the economic position are reported as expenses or losses.

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

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



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

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

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

Pursuant to City policy, the General Fund maintains a fund balance reservation equal to 18% of operating expenditures (approximately \$8.4 million as of audited fiscal-year-ending September 30, 2007). 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 2009 budget includes a carryforward of excess fund balance totaling \$6.4 million for capital investment. The City has begun a commitment to fund recurring capital projects from the operating budget as opposed to relying solely of excess fund balance. As such, the FY 2009 budget includes over \$1.2 million for milling & resurfacing within the General Fund.

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

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

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

The resulting revenue is distributed as follows:

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

- **Operating Grants Fund**: This fund accounts for resources received from federal, state, and local grants awarded to the City. Matching funds, which represents the City’s financial investment, are also recorded within this fund. This fund accounts for operational grants only. Capital grant proceeds are recorded within the Capital Grants Fund.

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

- ✓ General Obligation Bonds, Series 1992
- ✓ General Obligation Bonds, Series 1998
- ✓ General Obligation Refunding Bonds, Series 2003
- ✓ General Obligation Bonds, Series 2006
- ✓ Development Authority Revenue Bonds, Series 1998 *(City is obligated via an Intergovernmental Agreement to fund 16.5% of the principal and interest associated with this obligation; the associated debt service is funded from General Fund operations through prior interfund transfers)*

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

**Capital Project Funds (Governmental Fund)**: These funds are used to account for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities. The City has four (4) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); Bond III Fund (account for proceeds from GO Bonds,

Series 1998); and Bond IV Fund (account for proceeds from GO Bonds, Series 2006). For the purposes of this budget document, only the Capital Project Fund and the Capital Grant Fund are presented as new appropriation activity was approved for FY 2009. All capital project funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, these appropriations are not reflected in this budget document, but they are reflected in the City's monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us). The capital project funds utilize the modified accrual basis of budgeting and accounting.

- **Capital Project Fund**: This fund accounts for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities, with a value in excess of \$25,000<sup>4</sup>. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Appropriations are perpetual with only new appropriations recognized in the annual budget.
- **Capital Grants Fund**: This fund accounts for resources received from federal, state, and local grants awarded to the City. Matching funds, which represents the City's financial investment, are also recorded within this fund. This fund accounts for capital grants only. Operating grant proceeds are recorded within the Operating Grants Fund.
- **Bond III Fund**: This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 1998. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.
- **Bond IV Fund**: This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2006. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.

**Enterprise Fund (Proprietary Fund)**: This fund is 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.

- **Solid Waste 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.

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

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

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

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

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



Date of Incorporation:	1858
Date First Charter Adopted:	1858
Date Present Charter Adopted:	1981
Form of Government:	Mayor and City Council
(1) Population:	52,282
Median Age:	35.7 years
Median Income:	\$86,528
Median Family Income:	\$111,315
Per Capita Income:	\$46,700
(2) Area:	27 square miles
Bond Rating:	
Moody’s Investor Service	Aaa
Standard & Poor’s	AAA
(2) Miles of Streets:	
Streets – Paved	261 miles
Streets – Unpaved	2 miles
Drainage – Piped	35 miles
Drainage – Open	143 miles
(6) Elections:	
Number of Registered Voters	20,185
Number of Votes Cast in last Municipal Election	2,595
% of Registered Voters Participation	12.9%

(3) Police Protection:

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

(3) Fire Protection:

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

(4) Recreation:

Number of Major Parks	4
Number of Playgrounds	7
Number of Park Acreage	757
Number of Swimming Pools	1
Number of Athletic Fields	28
Number of Recreation Buildings	32
Number of Tennis Courts	17
Number of Hockey Rinks	2

(5) Municipal Sanitation Service:

Number of Customers	12,710
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(1) Education:

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

Notes:

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

## Population, Personal Income, and Employment

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

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	Education Levels in Years of Formal Schooling	School Enrollment	Unemployment Rate
1998	24,536	\$ 803,504,928	\$ 32,748	33.0	16.0	15,043	2.8%
1999	30,000	1,041,570,000	34,719	34.5	16.0	16,796	2.6%
2000	30,000	1,182,960,000	39,432	34.0	16.0	17,067	2.5%
2001	35,406	1,435,465,458	40,543	33.3	16.0	18,723	2.9%
2002	36,079	1,445,649,451	40,069	35.0	16.0	19,592	4.4%
2003	37,090	1,462,532,880	39,432	33.0	16.0	19,154	2.4%
2004	37,124	1,463,873,568	39,432	33.3	16.0	19,536	2.1%
2005	38,274	1,509,220,368	39,432	33.0	16.0	19,567	4.5%
2006	48,240	1,902,199,680	39,432	33.0	16.0	19,598	3.5%
2007	51,243	2,393,048,100	46,700	35.6	16.0	18,966	3.0%

**Notes:**

Source: City's Comprehensive Annual Financial Report ("CAFR") for the fiscal year ended June 30, 2007  
 Bureau of the Census/County Regional Planning Commission  
 State Department of Labor and Department of Commerce  
 Fulton County School District

\* Data for FY's 2008 and 2009 not available at time of printing.

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

### CITY OF ALPHARETTA, GEORGIA Principal Employers Fiscal Year 2007

Employer	Employees	Rank	Percentage of Total City Employment
ADP	1,931	1	1.83%
McKesson	1,393	2	1.32%
AT & T Mobility	1,200	3	1.14%
ChoicePoint	1,066	4	1.01%
Hewlett Packard	926	5	0.88%
Lucent Technologies	891	6	0.85%
UPS Supply Chain Solutions	800	7	0.76%
General Electric	799	8	0.76%
GE Consumer Finance	658	9	0.63%
Radiant Systems	471	10	0.45%
<b>Total</b>	<b>10,135</b>		<b>9.63%</b>

**Notes:**

Source: City's CAFR for the fiscal year ended June 30, 2007  
 City of Alpharetta Community Development Department

\* Data for FY 2008 and 2009 not available at time of printing.

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

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

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

**Notes:**

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

- \* Property in the County is assessed annually. The County assesses property at approximately 40 percent of actual value for all types of real and personal property.
- \* Tax rates are per \$1,000 of assessed value.

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

Fiscal Year	Tax Year	Overlapping Districts											Direct & Overlapping Rates	
		City of Alpharetta			Fulton County			School District				Grady Hospital		State
		Operating Millage	Debt Service Millage	Total City Millage	Operating Millage	Debt Service Millage	Total County Millage	Operating Millage	Debt Service Millage	Total School Millage				
2000	1999	5.170	2.710	7.880	13.030	0.660	13.690	19.860	0.900	20.760	-	0.250	42.580	
2001	2000	4.930	2.950	7.880	13.310	0.380	13.690	19.350	0.800	20.150	-	0.250	41.970	
2002	2001	5.060	2.420	7.480	13.040	0.300	13.340	18.260	0.760	19.020	-	0.250	40.090	
2003	2002	4.900	2.330	7.230	12.527	0.280	12.807	18.460	0.310	18.770	-	0.250	39.057	
2004	2003	4.750	2.250	7.000	12.052	0.270	12.322	17.758	0.298	18.056	-	0.250	37.628	
2005	2004	4.700	2.300	7.000	11.581	0.066	11.647	17.315	0.291	17.606	-	0.250	36.503	
2006	2005	4.550	2.450	7.000	11.581	0.064	11.645	17.825	0.282	18.107	-	0.250	37.002	
2007	2006	4.150	2.450	6.600	11.407	0.063	11.470	17.825	0.282	18.107	-	0.250	36.427	
2008	2007	4.508	1.740	6.248	10.281	0.000	10.281	16.904	1.189	18.093	-	0.250	34.872	
2009	2008	4.215	1.535	5.750	10.281	0.000	10.281	16.403	1.099	17.502	-	0.250	33.783	

**Notes:**

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

- \* Overlapping rates are those of local and county governments that apply to property owners within the City of Alpharetta.
- \* Tax rates are per \$1,000 of assessed value.

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

Fiscal Year	Tax Year	Total Tax Levy	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
			Amount	Pct. of Levy		Amount	Pct. of Levy
1998	1997	\$ 10,006,902	\$ 8,852,299	88.46%	\$ 231,402	\$ 9,083,701	90.77%
1999	1998	12,177,953	9,695,428	79.61%	2,477,588	12,173,016	99.96%
2000	1999	13,992,591	13,194,833	94.30%	790,420	13,985,253	99.95%
2001	2000	15,596,035	15,143,169	97.10%	444,707	15,587,876	99.95%
2002	2001	16,654,747	16,279,679	97.75%	340,949	16,620,628	99.80%
2003	2002	17,450,098	17,136,171	98.20%	285,762	17,421,933	99.84%
2004	2003	17,212,047	16,935,962	98.40%	257,194	17,193,156	99.89%
2005	2004	18,189,673	18,188,800	100.00%	(19,622)	18,169,178	99.89%
2006	2005	19,566,679	19,277,210	98.52%	248,474	19,525,684	99.79%
2007	2006	21,350,404	20,926,995	98.02%	355,420	21,282,415	99.68%
2008	2007	23,529,629	23,144,721	98.36%	-	23,144,721	98.36%

**Notes:**

Source: City of Alpharetta Comprehensive Annual Financial Report for the fiscal year ended June 30, 2007  
City of Alpharetta Finance Department

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

Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
GGP Northpoint	\$ 50,076,840	1	1.05%
HBO & Company	28,767,360	2	0.60%
Gardner Drive LLC	28,633,560	3	0.60%
AT&T Resource Mgmt Corp	24,222,040	4	0.51%
Imperatum Georgia LLC	21,397,140	5	0.45%
C P Venture Two LLC	20,243,320	6	0.42%
Digital Equipment Corporation	19,967,800	7	0.42%
A D P Inc	19,250,000	8	0.40%
Sanctuary Park Realty Holding	19,035,160	9	0.40%
Dillard Department Stores	18,708,360	10	0.39%
<b>Totals</b>	<b>\$ 250,301,580</b>		<b>5.25%</b>

**Notes:**

Source: City's CAFR for the fiscal year ended June 30, 2007  
Fulton County Board of Assessors

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

<b>Fiscal Year</b>	<b>State of Georgia</b>	<b>Local Option Sales Tax</b>	<b>Metropolitan Atlanta Regional Transportation</b>	<b>Fulton County Board of Education</b>	<b>Total Overlapping Rates</b>
1999	4%	1%	1%	1%	7%
2000	4	1	1	1	7
2001	4	1	1	1	7
2002	4	1	1	1	7
2003	4	1	1	1	7
2004	4	1	1	1	7
2005	4	1	1	1	7
2006	4	1	1	1	7
2007	4	1	1	1	7
2008	4	1	1	1	7

**Notes:**

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

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

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



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# *Financial Management Policies*

# Financial Management Policies

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

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

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

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

### **A. Scope**

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

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

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

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

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

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

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

- General Fund – The annual budget for the General Fund shall provide for general government operations of the City and maintain working capital necessary for the City’s financial health and stability;
- Special Revenue Fund(s) – The City adopts annual budgets for each special revenue fund that demonstrates that any legally restricted revenue sources are used consistent with the applicable laws and/or regulations (i.e. Emergency 911 Fund, Impact Fee Fund, etc.);
- Capital Project Fund(s) – The City adopts project budgets for each of its capital project funds. These adopted appropriations do not lapse at the end of a fiscal year; rather they remain in effect until project completion or re-appropriation by City Council;
- Debt Service Fund(s) – The City adopts annual budgets for its debt service funds. Any remaining fund balances from prior years plus current years projected revenues shall be sufficient to meet all annual debt service requirements; and
- Enterprise 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.

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

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

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

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

### **A. Departmental Appropriations**

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

### **B. Performance Budget**

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

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

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

Each department shall submit budget requests separately for:

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

budget will include replacement capital equipment; and

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

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

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

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

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

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

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

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

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

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

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

## I. Appropriation Lapses at Year End

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

## J. Budget Control Reports

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

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

The screenshot shows a web interface for 'Daily Financials 2009'. It includes a navigation menu with options like 'Project Report', 'Account Report', 'Encumbrance Report', and 'Revenue'. Below this is a list of departments with checkboxes for each report type. An inset window displays an 'Internal Audit Daily Budget Report by Account' for the date 8/28/2009. The report table is as follows:

Account	Object	Appropriations	Expenditures	Encumbrances	Balance	Balance %
PROFESSIONAL DEVELOPMENT		\$2,856.00	\$0.00	\$0.00	\$2,856.00	100.00%
PROFESSIONAL		\$0.00	\$0.00	\$0.00	\$0.00	
REPAIR & MAINTENANCE	EQUIPMENT	\$204.00	\$0.00	\$0.00	\$204.00	100.00%
COMMUNICATIONS		\$51.00	\$0.00	\$0.00	\$51.00	100.00%
ADVERTISING		\$0.00	\$0.00	\$0.00	\$0.00	
PRINTING		\$0.00	\$0.00	\$0.00	\$0.00	
TRAVEL		\$3,162.00	\$0.00	\$0.00	\$3,162.00	100.00%
PURCHASED-PROPERTY SRVC	MAINTENANCE CONTRACTS	\$0.00	\$0.00	\$0.00	\$0.00	
GENERAL SUPPLIES		\$816.00	\$0.00	\$0.00	\$816.00	100.00%
SMALL EQUIPMENT		\$0.00	\$0.00	\$0.00	\$0.00	
MACHINERY		\$0.00	\$0.00	\$0.00	\$0.00	
		\$7,089.00	\$0.00	\$0.00	\$7,089.00	

## K. Authorization of Budget Adjustments and Amendments

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

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

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

### **L. Contingency**

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

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

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

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

### **N. Contributions**

Unless authorized by City Council, outside contributions to programs operated by City departments shall be subject to the City's accounting and budgetary policies. The City welcomes both unrestricted and restricted contributions compatible with the City's programs and objectives. Any material contribution shall be appropriated by City Council prior to expenditure. Material contributions shall be defined as one-time contributions exceeding one percent of the department's annual maintenance and operating expenditure

appropriation or \$10,000, whichever is less.

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

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

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

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

### **A. Budget Allotments**

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

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

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

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

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

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

## B. Budget Preparation

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

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

## C. Budget Control Reports

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

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

Account #	Project	Fiscal Year		FY 2010			FY 2011			Public Safety
		Budget	Expenditures	Budget	Expenditures	Encumbrances	Budget	Expenditures	Encumbrances	
<b>Public Safety</b>										
0000000000	Police	1,000,000	1,000,000	1,000,000	1,000,000	0	1,000,000	0	0	0
<b>Engineering &amp; Public Works</b>										
0000000000	Capital Projects	5,000,000	5,000,000	5,000,000	5,000,000	0	5,000,000	0	0	0
<b>Recreation and Parks</b>										
0000000000	Park Funds	2,000,000	2,000,000	2,000,000	2,000,000	0	2,000,000	0	0	0
<b>Non-Departmental Funds</b>										
0000000000	City Council	1,000,000	1,000,000	1,000,000	1,000,000	0	1,000,000	0	0	0
<b>Total</b>		<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>0</b>	<b>10,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

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

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

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

#### **F. Contingency**

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

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

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

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

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

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

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

## **B. Conservative Revenue Estimates**

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

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

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

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

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

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

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

## **D. Alternative Revenue Sources**

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

## **E. Revenue Collection**

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

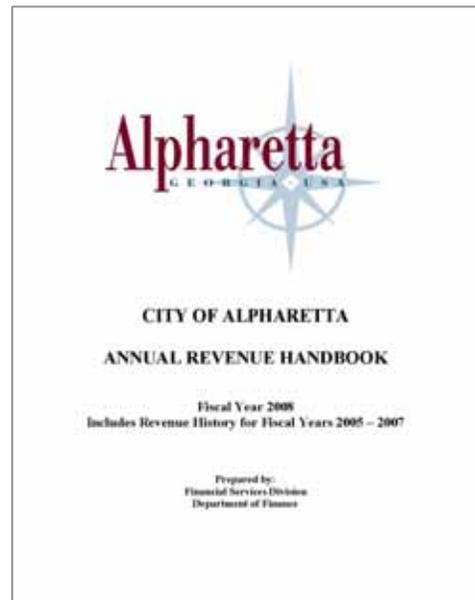
## **F. Rates and Charges**

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

## **G. Revenue Handbook**

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

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



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

### **A. Introduction**

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

### **B. Definitions**

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

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

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

## **B. Classification Categories**

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

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

upgrade of the space.

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

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

### **C. Annual Inventory**

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

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

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

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

proceeds of from the sale of the asset.

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

### **E. Depreciation**

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

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

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

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

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

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

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

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

### **A. Acquisition**

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

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

### **B. Inventory**

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

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

### **C. Classification Categories**

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

## **D. Annual Inventory**

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

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

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

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

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

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

### **Section I: Accounting**

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

#### **A. Scope**

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

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

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

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

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

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

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

### **Section II: Auditing**

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

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

### **A. Scope**

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

### **B. Auditor Qualifications**

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

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

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

### **D. Auditing Agreement**

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

### **E. Internal Audit**

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

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

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

### Section III: Financial Reporting

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

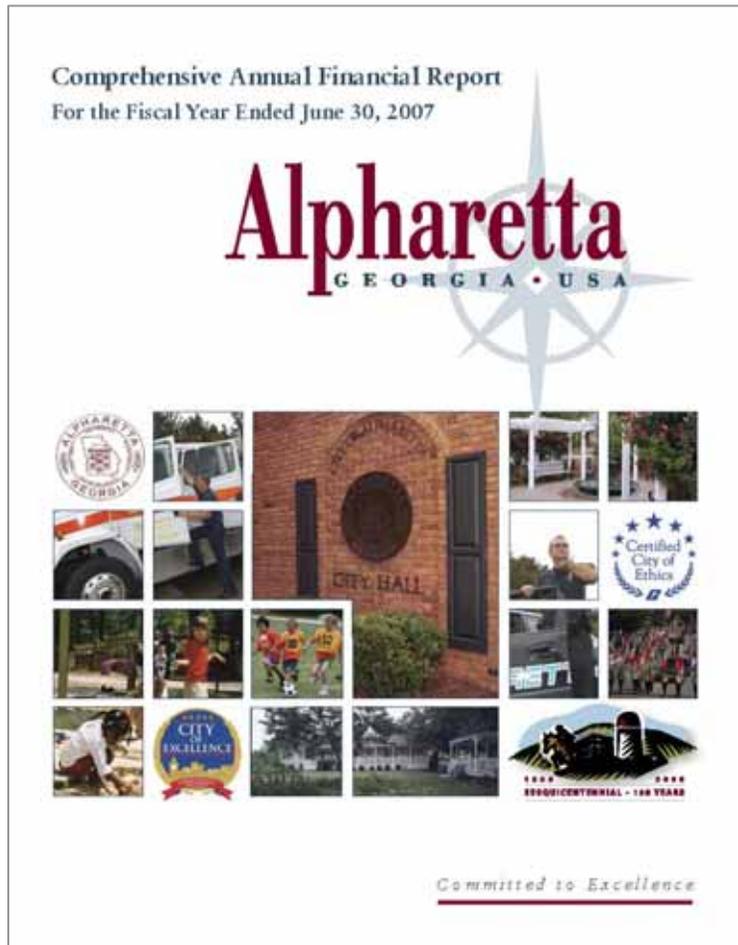
#### A. Comprehensive Annual Financial Report (CAFR)<sup>6</sup>

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

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

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

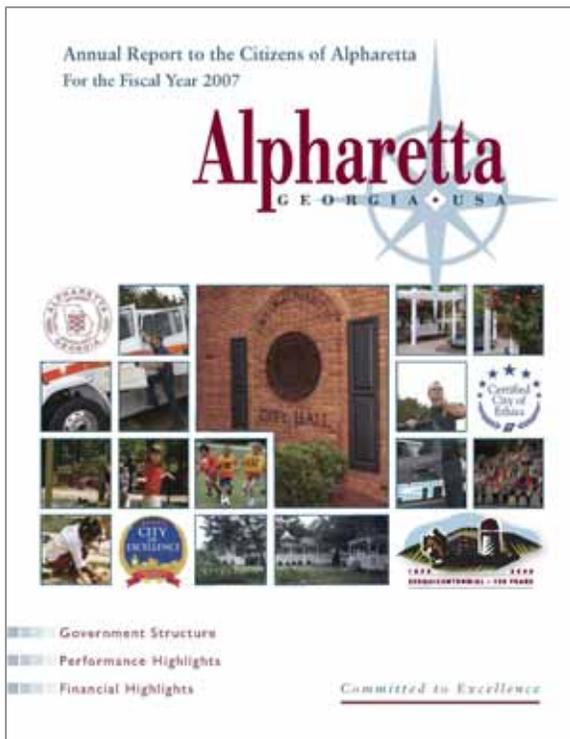
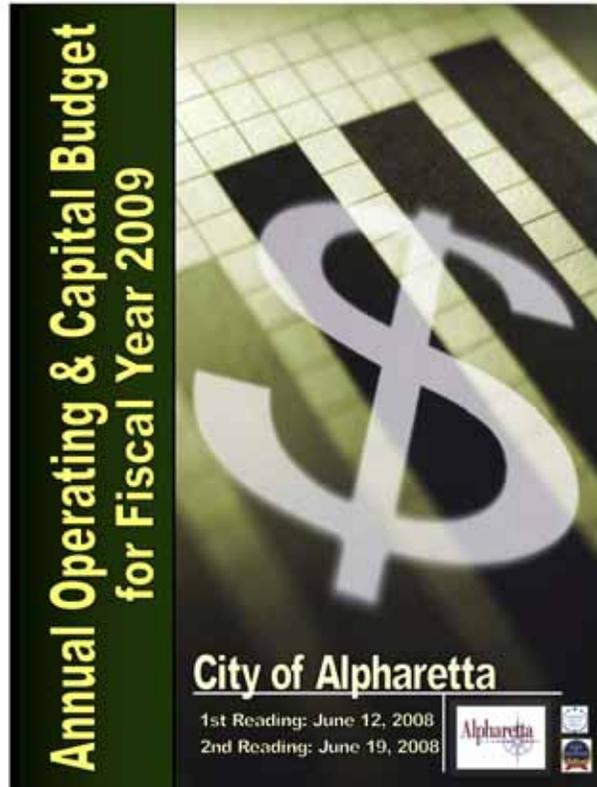
within the CAFR shall be audited with the purpose to effectively communicate the complete financial affairs of the City to all interested readers.



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

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

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



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

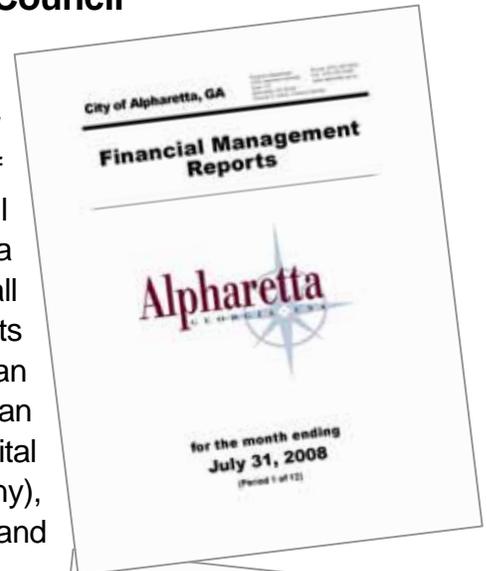
In order to provide citizens with financial information that is easily disseminated, the Finance Department shall coordinate the publication of an annual report to the citizen's (e.g., a popular report). This report is in addition to the CAFR. This report shall be in conformance with GAAP and follow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

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

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

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

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



## E. Financial Reporting to City Administration

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



## F. External Financial Reporting

The City shall report in conformity with O.C.G.A Section 36-81-7.

A copy of the City’s annual audit (i.e., the CAFR) shall be submitted to the Georgia Department of Audits and Accounts within 180 days of year-end as required.

Department	Actual		Budget	
	Actual	Budget	Actual	Budget
City of Alpharetta	1,000,000	1,000,000	1,000,000	1,000,000
City of Atlanta	2,000,000	2,000,000	2,000,000	2,000,000
City of Marietta	3,000,000	3,000,000	3,000,000	3,000,000
City of Roswell	4,000,000	4,000,000	4,000,000	4,000,000
City of Stone Mountain	5,000,000	5,000,000	5,000,000	5,000,000
City of Tucker	6,000,000	6,000,000	6,000,000	6,000,000
City of Dunwoody	7,000,000	7,000,000	7,000,000	7,000,000
City of Peachtree City	8,000,000	8,000,000	8,000,000	8,000,000
City of Conley	9,000,000	9,000,000	9,000,000	9,000,000
City of Kennesaw	10,000,000	10,000,000	10,000,000	10,000,000
City of Acworth	11,000,000	11,000,000	11,000,000	11,000,000
City of Marietta	12,000,000	12,000,000	12,000,000	12,000,000
City of Roswell	13,000,000	13,000,000	13,000,000	13,000,000
City of Stone Mountain	14,000,000	14,000,000	14,000,000	14,000,000
City of Tucker	15,000,000	15,000,000	15,000,000	15,000,000
City of Dunwoody	16,000,000	16,000,000	16,000,000	16,000,000
City of Peachtree City	17,000,000	17,000,000	17,000,000	17,000,000
City of Conley	18,000,000	18,000,000	18,000,000	18,000,000
City of Kennesaw	19,000,000	19,000,000	19,000,000	19,000,000
City of Acworth	20,000,000	20,000,000	20,000,000	20,000,000
City of Marietta	21,000,000	21,000,000	21,000,000	21,000,000
City of Roswell	22,000,000	22,000,000	22,000,000	22,000,000
City of Stone Mountain	23,000,000	23,000,000	23,000,000	23,000,000
City of Tucker	24,000,000	24,000,000	24,000,000	24,000,000
City of Dunwoody	25,000,000	25,000,000	25,000,000	25,000,000
City of Peachtree City	26,000,000	26,000,000	26,000,000	26,000,000
City of Conley	27,000,000	27,000,000	27,000,000	27,000,000
City of Kennesaw	28,000,000	28,000,000	28,000,000	28,000,000
City of Acworth	29,000,000	29,000,000	29,000,000	29,000,000
City of Marietta	30,000,000	30,000,000	30,000,000	30,000,000
City of Roswell	31,000,000	31,000,000	31,000,000	31,000,000
City of Stone Mountain	32,000,000	32,000,000	32,000,000	32,000,000
City of Tucker	33,000,000	33,000,000	33,000,000	33,000,000
City of Dunwoody	34,000,000	34,000,000	34,000,000	34,000,000
City of Peachtree City	35,000,000	35,000,000	35,000,000	35,000,000
City of Conley	36,000,000	36,000,000	36,000,000	36,000,000
City of Kennesaw	37,000,000	37,000,000	37,000,000	37,000,000
City of Acworth	38,000,000	38,000,000	38,000,000	38,000,000
City of Marietta	39,000,000	39,000,000	39,000,000	39,000,000
City of Roswell	40,000,000	40,000,000	40,000,000	40,000,000
City of Stone Mountain	41,000,000	41,000,000	41,000,000	41,000,000
City of Tucker	42,000,000	42,000,000	42,000,000	42,000,000
City of Dunwoody	43,000,000	43,000,000	43,000,000	43,000,000
City of Peachtree City	44,000,000	44,000,000	44,000,000	44,000,000
City of Conley	45,000,000	45,000,000	45,000,000	45,000,000
City of Kennesaw	46,000,000	46,000,000	46,000,000	46,000,000
City of Acworth	47,000,000	47,000,000	47,000,000	47,000,000
City of Marietta	48,000,000	48,000,000	48,000,000	48,000,000
City of Roswell	49,000,000	49,000,000	49,000,000	49,000,000
City of Stone Mountain	50,000,000	50,000,000	50,000,000	50,000,000
City of Tucker	51,000,000	51,000,000	51,000,000	51,000,000
City of Dunwoody	52,000,000	52,000,000	52,000,000	52,000,000
City of Peachtree City	53,000,000	53,000,000	53,000,000	53,000,000
City of Conley	54,000,000	54,000,000	54,000,000	54,000,000
City of Kennesaw	55,000,000	55,000,000	55,000,000	55,000,000
City of Acworth	56,000,000	56,000,000	56,000,000	56,000,000
City of Marietta	57,000,000	57,000,000	57,000,000	57,000,000
City of Roswell	58,000,000	58,000,000	58,000,000	58,000,000
City of Stone Mountain	59,000,000	59,000,000	59,000,000	59,000,000
City of Tucker	60,000,000	60,000,000	60,000,000	60,000,000
City of Dunwoody	61,000,000	61,000,000	61,000,000	61,000,000
City of Peachtree City	62,000,000	62,000,000	62,000,000	62,000,000
City of Conley	63,000,000	63,000,000	63,000,000	63,000,000
City of Kennesaw	64,000,000	64,000,000	64,000,000	64,000,000
City of Acworth	65,000,000	65,000,000	65,000,000	65,000,000
City of Marietta	66,000,000	66,000,000	66,000,000	66,000,000
City of Roswell	67,000,000	67,000,000	67,000,000	67,000,000
City of Stone Mountain	68,000,000	68,000,000	68,000,000	68,000,000
City of Tucker	69,000,000	69,000,000	69,000,000	69,000,000
City of Dunwoody	70,000,000	70,000,000	70,000,000	70,000,000
City of Peachtree City	71,000,000	71,000,000	71,000,000	71,000,000
City of Conley	72,000,000	72,000,000	72,000,000	72,000,000
City of Kennesaw	73,000,000	73,000,000	73,000,000	73,000,000
City of Acworth	74,000,000	74,000,000	74,000,000	74,000,000
City of Marietta	75,000,000	75,000,000	75,000,000	75,000,000
City of Roswell	76,000,000	76,000,000	76,000,000	76,000,000
City of Stone Mountain	77,000,000	77,000,000	77,000,000	77,000,000
City of Tucker	78,000,000	78,000,000	78,000,000	78,000,000
City of Dunwoody	79,000,000	79,000,000	79,000,000	79,000,000
City of Peachtree City	80,000,000	80,000,000	80,000,000	80,000,000
City of Conley	81,000,000	81,000,000	81,000,000	81,000,000
City of Kennesaw	82,000,000	82,000,000	82,000,000	82,000,000
City of Acworth	83,000,000	83,000,000	83,000,000	83,000,000
City of Marietta	84,000,000	84,000,000	84,000,000	84,000,000
City of Roswell	85,000,000	85,000,000	85,000,000	85,000,000
City of Stone Mountain	86,000,000	86,000,000	86,000,000	86,000,000
City of Tucker	87,000,000	87,000,000	87,000,000	87,000,000
City of Dunwoody	88,000,000	88,000,000	88,000,000	88,000,000
City of Peachtree City	89,000,000	89,000,000	89,000,000	89,000,000
City of Conley	90,000,000	90,000,000	90,000,000	90,000,000
City of Kennesaw	91,000,000	91,000,000	91,000,000	91,000,000
City of Acworth	92,000,000	92,000,000	92,000,000	92,000,000
City of Marietta	93,000,000	93,000,000	93,000,000	93,000,000
City of Roswell	94,000,000	94,000,000	94,000,000	94,000,000
City of Stone Mountain	95,000,000	95,000,000	95,000,000	95,000,000
City of Tucker	96,000,000	96,000,000	96,000,000	96,000,000
City of Dunwoody	97,000,000	97,000,000	97,000,000	97,000,000
City of Peachtree City	98,000,000	98,000,000	98,000,000	98,000,000
City of Conley	99,000,000	99,000,000	99,000,000	99,000,000
City of Kennesaw	100,000,000	100,000,000	100,000,000	100,000,000

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

## **Section IX: Debt Management**

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

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

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

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

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

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

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

repay the debt;

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

### **C. Debt Retirement**

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

### **D. Disclosure**

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

### **E. Legal Compliance**

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

### **F. Credit Ratings**

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

## **G. Other Policies**

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

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

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

### **A. Grant Applications**

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

### **B. Grant Administration**

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

Principles (GAAP).

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

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

### **C. Auditing**

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



# *Citywide Budget Summaries*

Fiscal Year 2009 Operating & Capital Budget Narrative

# Citywide Budget Summaries

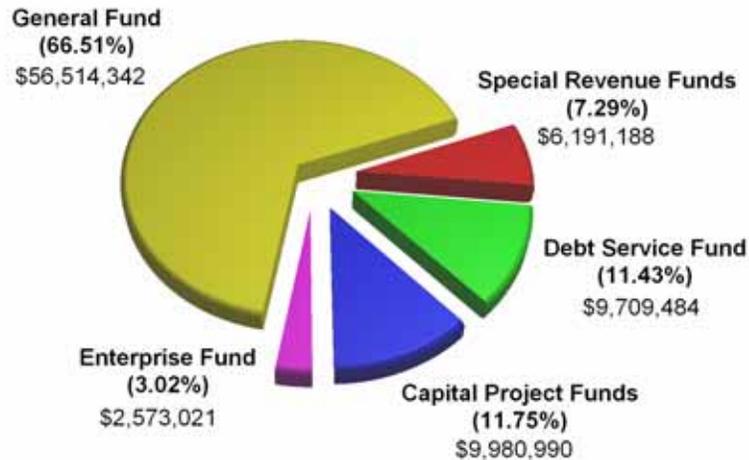
## Overview

The *Citywide Budget Summaries* section is intended to provide readers with an overall understanding of the City's fiscal year 2009 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 2009 budget data by fund type (e.g. General Fund, Special Revenue Funds, etc.). Please refer to the *About Alharetta* 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 2009 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 Expenditure Category**  
This section provides a summary/narrative of FY 2009 budget data by expenditure category (e.g. Personnel Services, Maintenance & Operations, etc.).
- **Citywide Budget Summary by Department Expenditures**  
This section provides a summary/narrative of FY 2009 budget data by department expenditures (e.g. City Administration, Public Safety, etc.). Please refer to the specific *Department Summaries* section of this document for more detailed information about each department's expenditures.

## Citywide Budget Summary by Fund

FY 2009 Citywide Budget = \$84,969,025



The Fiscal Year 2009 budget for all funds totals \$85.0 million. The overall City budget includes appropriations for the following fund types:

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

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

**Debt Service Fund** – The Debt Service Fund is utilized to account for debt service

requirements of the City’s general government debt obligations. Specifically, the FY 2009 budget includes debt service funding for the following debt obligations: General Obligation (“GO”) Bonds, Series 1992; GO Bonds, Series 1998; GO Refunding Bonds, Series 2003; GO Bonds, Series 2006; and Development Authority Revenue Bonds, Series 1998.

**Capital Project Funds** – Capital Project Funds are used for various citywide capital projects. Projected funding for FY 2009 is from anticipated interest earnings and transfers from other funds. Unspent appropriations from fiscal year 2008 will be re-appropriated to continue previously approved projects.

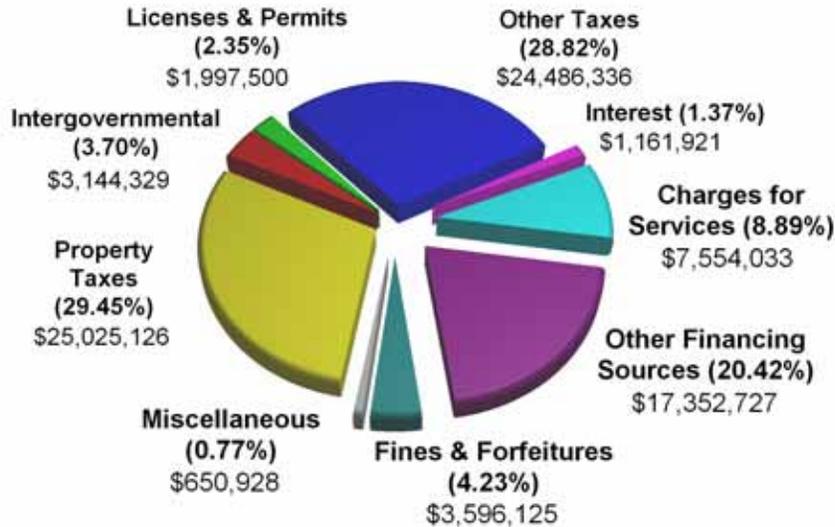
**Enterprise Fund** – The Enterprise Fund is a self-supporting entity that derives its revenue primarily from charges levied on the users of its services, much like private enterprises. The City’s utilizes an enterprise fund to account for operations of its solid waste system.

**City of Alpharetta  
 FY 2009 Adopted Budget  
 Citywide Detail Fund Statement**

	Revenues	Expenditures	Balanced Budget
<b>General Fund</b>	<b>\$ 56,514,342</b>	<b>\$ 56,514,342</b>	√
<b>Special Revenue Funds:</b>			
E-911 Fund	\$ 2,377,261	\$ 2,377,261	√
Impact Fee Fund	225,000	225,000	√
Drug Enforcement Agency Fund	67,500	67,500	√
Hotel/Motel Fund	3,437,500	3,437,500	√
Operating Grants Fund	83,927	83,927	√
	<b>\$ 6,191,188</b>	<b>\$ 6,191,188</b>	√
<b>Debt Service Fund</b>	<b>\$ 9,709,484</b>	<b>\$ 9,709,484</b>	√
<b>Capital Project Funds:</b>			
Capital Projects Fund	\$ 6,786,815	\$ 6,786,815	√
Capital Grants Fund	3,194,175	3,194,175	√
	<b>\$ 9,980,990</b>	<b>\$ 9,980,990</b>	√
<b>Enterprise Fund:</b>			
Solid Waste Fund	\$ 2,573,021	\$ 2,573,021	√
<b>FY 2009 Adopted Budget</b>	<b>\$ 84,969,025</b>	<b>\$ 84,969,025</b>	√

## Citywide Budget Summary by Revenue Source

FY 2009 Citywide Budget = \$84,969,025



The chart above segments the FY 2009 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 2009 totals 5.750 mills and is composed of the following: Operating Millage Rate of 4.215 mills (used to fund general City operations); and a Debt Service Millage Rate of 1.535 mills (used to fund debt service on voter approved general obligation bonds).

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

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

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

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

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

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

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

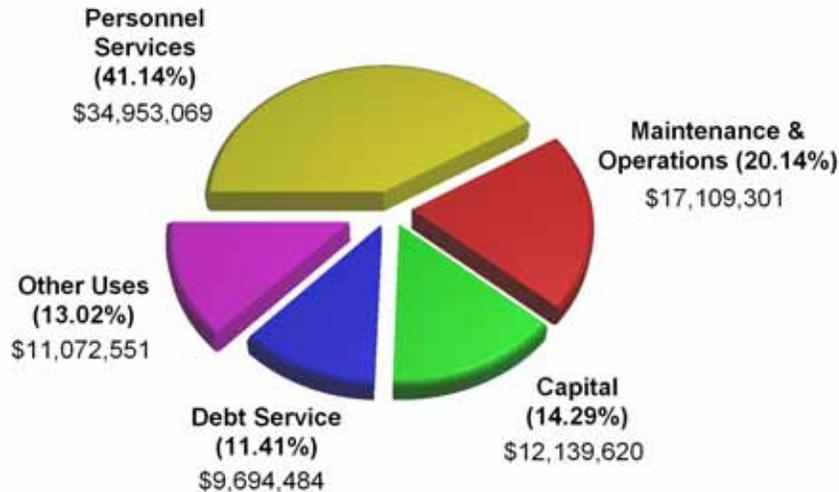
**Other Financing Sources** – Includes inter-fund transfers, sale of surplus assets, and budgeted fund balance.

# City of Alpharetta FY 2009 Adopted Budget Citywide Statement of Revenue Source by Fund

	Special Revenue Funds						Capital Project Funds		Enterprise Fund	TOTAL	
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Operating Grants Fund	Debt Service Fund	Capital Projects Fund	Capital Grants Fund		Solid Waste Fund
<b>REVENUES</b>											
<b>Property Taxes:</b>											
Real/Personal Property Taxes	\$ 16,620,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,014,592	\$ -	\$ -	\$ -	\$ 23,634,592
Motor Vehicle Taxes	1,003,285	-	-	-	-	-	387,249	-	-	-	1,390,534
<i>subtotal</i>	\$ 17,623,285	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,401,841	\$ -	\$ -	\$ -	\$ 25,025,126
<b>Other Taxes:</b>											
Local Option Sales Taxes	\$ 10,950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,950,000
Franchise Taxes	5,173,836	-	-	-	-	-	-	-	-	-	5,173,836
Hotel/Motel Taxes	-	-	-	-	3,437,500	-	-	-	-	-	3,437,500
Insurance Premium Taxes	1,950,000	-	-	-	-	-	-	-	-	-	1,950,000
Alcohol Beverage Taxes	1,250,000	-	-	-	-	-	-	-	-	-	1,250,000
Miscellaneous	1,725,000	-	-	-	-	-	-	-	-	-	1,725,000
<i>subtotal</i>	\$ 21,048,836	\$ -	\$ -	\$ -	\$ 3,437,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,486,336
<b>Licenses &amp; Permits:</b>											
Alcohol Beverage Permit Fees	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 420,000
Building Permit Fees	1,000,000	-	-	-	-	-	-	-	-	-	1,000,000
Development Permits and related fees	290,000	-	-	-	-	-	-	-	-	-	290,000
Miscellaneous	287,500	-	-	-	-	-	-	-	-	-	287,500
<i>subtotal</i>	\$ 1,997,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,997,500
<b>Intergovernmental:</b>											
Public Safety Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,977	\$ -	\$ -	\$ 169,600	\$ -	\$ 210,577
Recreation and Parks Grants	-	-	-	-	-	17,500	-	-	400,000	-	417,500
Engineering and Public Works Grants	-	-	-	-	-	-	-	-	2,440,000	-	2,440,000
Intergovernmental Agreement(s)	76,252	-	-	-	-	-	-	-	-	-	76,252
<i>subtotal</i>	\$ 76,252	\$ -	\$ -	\$ -	\$ -	\$ 58,477	\$ -	\$ -	\$ 3,009,600	\$ -	\$ 3,144,329
<b>Charges for Services:</b>											
General Government	\$ 165,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 165,500
Public Safety, Community Development, etc.	515,000	1,675,000	50,000	-	-	-	-	-	-	-	2,240,000
Recreation and Parks, Special Events, etc.	2,464,558	-	50,000	-	-	-	-	-	-	-	2,514,558
Engineering and Public Works	-	-	100,000	-	-	-	-	-	-	-	100,000
Solid Waste	-	-	-	-	-	-	-	-	-	2,533,975	2,533,975
<i>subtotal</i>	\$ 3,145,058	\$ 1,675,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,533,975	\$ 7,554,033
<b>Fines &amp; Forfeitures:</b>											
Municipal Court Fines	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Red Light Camera Fines	1,035,000	-	-	-	-	-	-	-	-	-	1,035,000
Miscellaneous	1,500	-	-	59,625	-	-	-	-	-	-	61,125
<i>subtotal</i>	\$ 3,536,500	\$ -	\$ -	\$ 59,625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,596,125
<b>Interest</b>											
	\$ 710,000	\$ 80,000	\$ 25,000	\$ 7,875	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 39,046	\$ 1,161,921
<b>Other Revenue:</b>											
Alpharetta Business Community contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 572,928	\$ -	\$ -	\$ 572,928
Miscellaneous	78,000	-	-	-	-	-	-	-	-	-	78,000
<i>subtotal</i>	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 572,928	\$ -	\$ -	\$ 650,928
<b>Other Financing Sources:</b>											
<b>Interfund Transfer from General Fund:</b>											
Public Safety Grant Match	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,950	\$ -	\$ -	\$ 42,400	\$ -	\$ 50,350
Recreation and Parks Grant Match	-	-	-	-	-	17,500	-	-	100,000	-	117,500
Engineering and Public Works Grant Match	-	-	-	-	-	-	-	-	42,175	-	42,175
Capital Funding from excess Fund Balance	-	-	-	-	-	-	-	6,213,887	-	-	6,213,887
Interfund Transfer from Hotel/Motel Fund	1,375,000	-	-	-	-	-	-	-	-	-	1,375,000
Interfund Transfer from Impact Fee Fund	-	-	-	-	-	-	219,000	-	-	-	219,000
<b>Budgeted Fund Balance:</b>											
Capital (Capital Project Fund)	6,213,887	-	-	-	-	-	-	-	-	-	6,213,887
Grant Matching (Operating Grants Fund)	25,450	-	-	-	-	-	-	-	-	-	25,450
Grant Matching (Capital Grants Fund)	184,575	-	-	-	-	-	-	-	-	-	184,575
Reserve for Claims (Risk Management)	500,000	-	-	-	-	-	-	-	-	-	500,000
E-911 Phone System (Capital)	-	500,000	-	-	-	-	-	-	-	-	500,000
Miscellaneous	-	122,261	-	-	-	-	1,788,643	-	-	-	1,910,904
<i>subtotal</i>	\$ 8,298,911	\$ 622,261	\$ -	\$ -	\$ -	\$ 25,450	\$ 2,007,643	\$ 6,213,887	\$ 184,575	\$ -	\$ 17,352,727
<b>TOTAL REVENUES</b>	<b>\$ 56,514,342</b>	<b>\$ 2,377,261</b>	<b>\$ 225,000</b>	<b>\$ 67,500</b>	<b>\$ 3,437,500</b>	<b>\$ 83,927</b>	<b>\$ 9,709,484</b>	<b>\$ 6,786,815</b>	<b>\$ 3,194,175</b>	<b>\$ 2,573,021</b>	<b>\$ 84,969,025</b>

# Citywide Budget Summary by Expenditure Category

FY 2009 Citywide Budget = \$84,969,025



The chart above segments the FY 2009 budget by expenditure category and includes the following:

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

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

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

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

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

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

# City of Alpharetta FY 2009 Adopted Budget Citywide Statement of Expenditure Categories by Fund

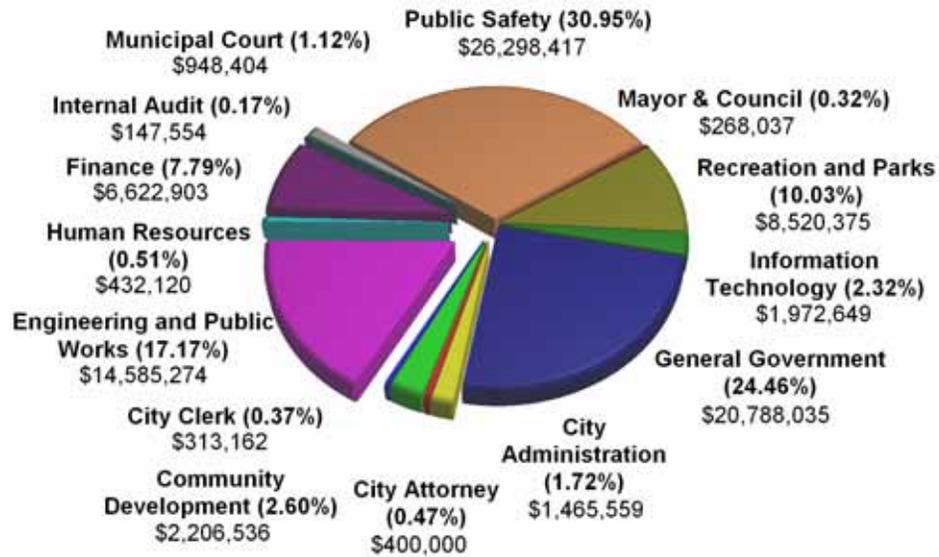
	Special Revenue Funds						Capital Project Funds		Enterprise Fund	TOTAL	
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Operating Grants Fund	Debt Service Fund	Capital Projects Fund	Capital Grants Fund		Solid Waste Fund
<b>EXPENDITURES</b>											
<b>Personnel Services: (1)</b>											
Salaries	\$ 22,098,568	\$ 940,097	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,061	\$ 23,086,726
Overtime	856,167	46,845	-	-	-	-	-	-	-	-	903,012
Seasonal	479,150	-	-	-	-	-	-	-	-	-	479,150
Group Insurance	4,605,572	180,478	-	-	-	-	-	-	-	14,755	4,800,805
FICA	1,780,664	83,322	-	-	-	-	-	-	-	3,649	1,867,635
Pension (Defined Benefit)	2,427,058	98,865	-	-	-	-	-	-	-	5,602	2,531,525
Pension (Defined Contribution)	688,126	22,055	-	-	-	-	-	-	-	-	710,181
Workers Compensation	430,819	16,834	-	-	-	-	-	-	-	954	448,607
Miscellaneous	119,020	6,408	-	-	-	-	-	-	-	-	125,428
<i>subtotal</i>	\$ 33,485,144	\$ 1,394,904	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73,021	\$ 34,953,069
<b>Maintenance &amp; Operations: (2)</b>											
Professional Development	\$ 302,496	\$ 14,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 316,796
Professional Fees:											
General	1,865,995	15,459	-	9,000	-	-	15,000	-	242,175	2,500,000	4,647,629
Taste of Alpharetta	122,782	-	-	-	-	-	-	-	-	-	122,782
Emergency Medical Transportation	135,000	-	-	-	-	-	-	-	-	-	135,000
Repair & Maintenance:											
Equipment	174,784	25,700	-	-	-	-	-	-	-	-	200,484
Vehicles	975,710	-	-	-	-	-	-	-	-	-	975,710
Grounds	304,120	-	-	-	-	-	-	-	-	-	304,120
Facilities	332,101	-	-	-	-	-	-	-	-	-	332,101
Rental (Land/Buildings)	183,143	-	-	-	-	-	-	-	-	-	183,143
Communications	411,845	240,000	-	-	-	-	-	-	-	-	651,845
Advertising	130,717	2,000	-	-	-	-	-	-	-	-	132,717
Printing	282,644	250	-	-	-	-	-	-	-	-	282,894
Travel	214,654	8,000	-	9,000	-	-	-	-	-	-	231,654
Maintenance Contracts	2,854,755	105,348	-	-	-	-	-	-	-	-	2,960,103
General Supplies	1,065,141	7,000	-	-	-	-	-	-	-	-	1,072,141
Uniforms	538,973	2,500	-	-	-	-	-	-	-	-	541,473
Utilities	1,892,380	45,850	-	-	-	-	-	-	-	-	1,938,230
Risk Management	1,248,818	-	-	-	-	-	-	-	-	-	1,248,818
Legal Services	400,000	-	-	-	-	-	-	-	-	-	400,000
Miscellaneous	340,234	1,500	6,000	-	-	83,927	-	-	-	-	431,661
<i>subtotal</i>	\$ 13,776,292	\$ 467,907	\$ 6,000	\$ 18,000	\$ -	\$ 83,927	\$ 15,000	\$ -	\$ 242,175	\$ 2,500,000	\$ 17,109,301
<b>Capital:</b>											
Milling & Resurfacing	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
Capital:											
General	636,855	14,450	-	49,500	-	-	-	6,786,815	2,952,000	-	10,439,620
E-911 Phone System	-	500,000	-	-	-	-	-	-	-	-	500,000
<i>subtotal</i>	\$ 1,836,855	\$ 514,450	\$ -	\$ 49,500	\$ -	\$ -	\$ -	\$ 6,786,815	\$ 2,952,000	\$ -	\$ 12,139,620
<b>Debt Service:</b>											
Principal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,351,625	\$ -	\$ -	\$ -	\$ 7,351,625
Interest	-	-	-	-	-	-	2,342,859	-	-	-	2,342,859
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,694,484	\$ -	\$ -	\$ -	\$ 9,694,484
<b>Other Uses: (3)</b>											
Contingency	\$ 558,270	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 558,270
Donations/Contributions:											
Police Athletic League	35,000	-	-	-	-	-	-	-	-	-	35,000
Friends of the Library	10,000	-	-	-	-	-	-	-	-	-	10,000
Alpharetta Business Community	-	-	-	-	572,928	-	-	-	-	-	572,928
Alpharetta Convention & Visitor's Bureau	-	-	-	-	1,489,572	-	-	-	-	-	1,489,572
Operational Initiatives Reserve	388,869	-	-	-	-	-	-	-	-	-	388,869
Interfund Transfer to General Fund	-	-	-	-	1,375,000	-	-	-	-	-	1,375,000
Interfund Transfer to Operating Grants Fund:											
Public Safety Grant Match	7,950	-	-	-	-	-	-	-	-	-	7,950
Recreation and Parks Grant Match	17,500	-	-	-	-	-	-	-	-	-	17,500
Interfund Transfer to Capital Grants Fund:											
Public Safety Grant Match	42,400	-	-	-	-	-	-	-	-	-	42,400
Recreation and Parks Grant Match	100,000	-	-	-	-	-	-	-	-	-	100,000
Engineering and Public Works Grant Match	42,175	-	-	-	-	-	-	-	-	-	42,175
Interfund Transfer to Capital Project Fund:											
Capital Funding (excess Fund Balance)	6,213,887	-	-	-	-	-	-	-	-	-	6,213,887
Interfund Transfer to Debt Service Fund	-	-	219,000	-	-	-	-	-	-	-	219,000
<i>subtotal</i>	\$ 7,416,051	\$ -	\$ 219,000	\$ -	\$ 3,437,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,072,551
<b>TOTAL EXPENDITURES</b>	<b>\$ 56,514,342</b>	<b>\$ 2,377,261</b>	<b>\$ 225,000</b>	<b>\$ 67,500</b>	<b>\$ 3,437,500</b>	<b>\$ 83,927</b>	<b>\$ 9,709,484</b>	<b>\$ 6,786,815</b>	<b>\$ 3,194,175</b>	<b>\$ 2,573,021</b>	<b>\$ 84,969,025</b>

**Notes:**

- (1) Includes funding totaling \$107,519 for the following personnel actions: one (1) new Civil Engineer for Engineering & Public Works (\$80,600); and the upgrade from part-time to full-time for one (1) Logistics Officer for Public Safety (\$26,919).
- (2) Legal services are provided through a contractual arrangement with a private law firm.
- (3) Operational Initiatives shown herein are net of revenue anticipations.

# Citywide Budget Summary by Department Expenditures

FY 2009 Citywide Budget = \$84,969,025



The chart above segments the FY 2009 budget by department/functional unit and includes the following:

- Mayor and Council**
- City Administration**
- City Clerk**
- City Attorney**
- Community Development**
- Engineering and Public Works**
- Finance**
- Human Resources**
- Information Technology**
- Internal Audit**
- Municipal Court**
- Public Safety**
- Recreation and Parks**

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

# City of Alpharetta FY 2009 Adopted Budget Citywide Statement of Expenditures by Department

	Special Revenue Funds						Capital Project Funds		Enterprise Fund	TOTAL	
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Operating Grants Fund	Debt Service Fund	Capital Projects Fund	Capital Grants Fund		Solid Waste Fund
<b>EXPENDITURES</b>											
<b>City Departments/Functional Units:</b>											
City Administration	\$ 1,465,559	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,465,559
(1) City Attorney	400,000	-	-	-	-	-	-	-	-	-	400,000
City Clerk	313,162	-	-	-	-	-	-	-	-	-	313,162
Community Development	2,125,786	-	-	-	-	-	-	80,750	-	-	2,206,536
(2) Engineering and Public Works	7,936,198	-	-	-	-	-	-	4,166,901	2,482,175	-	14,585,274
Finance:	2,801,064	-	-	-	-	-	-	-	-	2,573,021	5,374,085
Risk Management	1,248,818	-	-	-	-	-	-	-	-	-	1,248,818
Human Resources	432,120	-	-	-	-	-	-	-	-	-	432,120
Internal Audit	147,554	-	-	-	-	-	-	-	-	-	147,554
Mayor & Council	268,037	-	-	-	-	-	-	-	-	-	268,037
Municipal Court	948,404	-	-	-	-	-	-	-	-	-	948,404
(2) Public Safety:	22,389,165	2,377,261	-	67,500	-	48,927	-	1,068,564	212,000	-	26,163,417
Emergency Medical Transportation	135,000	-	-	-	-	-	-	-	-	-	135,000
Recreation and Parks	6,982,875	-	-	-	-	35,000	-	1,002,500	500,000	-	8,520,375
Information Technology	1,504,549	-	-	-	-	-	-	468,100	-	-	1,972,649
<i>subtotal</i>	\$ 49,098,291	\$ 2,377,261	\$ -	\$ 67,500	\$ -	\$ 83,927	\$ -	\$ 6,786,815	\$ 3,194,175	\$ 2,573,021	\$ 64,180,990
<b>General Government:</b>											
Contingency	\$ 558,270	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 558,270
Administration	-	-	6,000	-	-	-	-	15,000	-	-	\$ 21,000
<b>Donations/Contributions:</b>											
Police Athletic League	35,000	-	-	-	-	-	-	-	-	-	35,000
Friends of the Library	10,000	-	-	-	-	-	-	-	-	-	10,000
Alpharetta Business Community	-	-	-	-	572,928	-	-	-	-	-	572,928
Alpharetta Convention & Visitor's Bureau	-	-	-	-	1,489,572	-	-	-	-	-	1,489,572
(3) Operational Initiatives Reserve	388,869	-	-	-	-	-	-	-	-	-	388,869
Interfund Transfer to General Fund	-	-	-	-	1,375,000	-	-	-	-	-	1,375,000
<b>Interfund Transfer to Operating Grants Fund:</b>											
Public Safety Grant Match	7,950	-	-	-	-	-	-	-	-	-	7,950
Recreation and Parks Grant Match	17,500	-	-	-	-	-	-	-	-	-	17,500
<b>Interfund Transfer to Capital Grants Fund:</b>											
Public Safety Grant Match	42,400	-	-	-	-	-	-	-	-	-	42,400
Recreation and Parks Grant Match	100,000	-	-	-	-	-	-	-	-	-	100,000
Engineering & Public Works Grant Match	42,175	-	-	-	-	-	-	-	-	-	42,175
<b>Interfund Transfer to Capital Project Fund:</b>											
Capital Funding (excess Fund Balance)	6,213,887	-	-	-	-	-	-	-	-	-	6,213,887
Interfund Transfer to Debt Service Fund	-	-	219,000	-	-	-	-	-	-	-	219,000
Debt Service	-	-	-	-	-	-	9,694,484	-	-	-	9,694,484
<i>subtotal</i>	\$ 7,416,051	\$ -	\$ 225,000	\$ -	\$ 3,437,500	\$ -	\$ 9,709,484	\$ -	\$ -	\$ -	\$ 20,788,035
<b>TOTAL EXPENDITURES</b>	<b>\$ 56,514,342</b>	<b>\$ 2,377,261</b>	<b>\$ 225,000</b>	<b>\$ 67,500</b>	<b>\$ 3,437,500</b>	<b>\$ 83,927</b>	<b>\$ 9,709,484</b>	<b>\$ 6,786,815</b>	<b>\$ 3,194,175</b>	<b>\$ 2,573,021</b>	<b>\$ 84,969,025</b>

**Notes:**

- (1) City Attorney services are provided through a contractual arrangement with a private law firm.
- (2) Includes funding totaling \$107,519 for the following personnel actions: one (1) new Civil Engineer for Engineering & Public Works (\$80,600); and the upgrade from part-time to full-time for one (1) Logistics Officer for Public Safety (\$26,919).
- (3) Operational Initiatives shown herein are net of revenue anticipations.

# Personnel Listing by Department

## City of Alpharetta Positions by Department

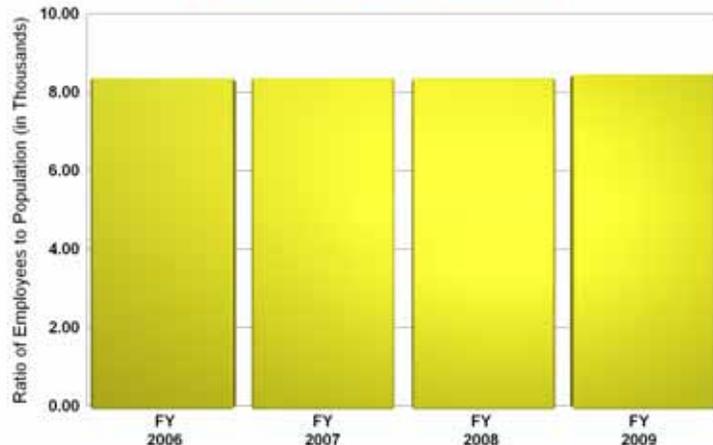
	Actual FY 2006	Actual FY 2007	Actual FY 2008	Base FY 2009	Variance	(2) Approved Initiatives	Revised FY 2009	(2) Contingent Initiatives
<b>Detail by Department:</b>								
<b>General Fund</b>								
City Administration	7.5	6.5	6.5	6.5	-	-	6.5	-
City Clerk	2.0	2.0	2.0	2.0	-	-	2.0	-
Community Development Department	20.0	22.0	21.0	21.0	-	-	21.0	-
Engineering/Public Works Department	57.0	57.0	60.0	60.0	-	1.0	61.0	1.0
(1) Finance Department	21.0	21.0	21.0	24.0	3.0	-	24.0	-
(1) Human Resources Department	7.0	7.0	6.0	3.0	(3.0)	-	3.0	-
Internal Audit	1.0	1.0	1.0	1.0	-	-	1.0	-
Mayor & Council	7.0	7.0	7.0	7.0	-	-	7.0	-
Municipal Court	7.5	7.5	9.0	9.0	-	-	9.0	-
Public Safety Department	195.0	215.0	218.0	218.0	-	0.5	218.5	0.5
Recreation & Parks Department	49.0	51.0	51.0	51.0	-	-	51.0	-
Information Technology Department	8.0	9.0	12.0	12.0	-	-	12.0	1.0
<b>subtotal</b>	<b>382.0</b>	<b>406.0</b>	<b>414.5</b>	<b>414.5</b>	<b>-</b>	<b>1.5</b>	<b>416.0</b>	<b>2.5</b>
<b>E-911 Fund (Special Revenue Fund)</b>								
Public Safety Department	20.0	20.0	20.0	20.0	-	-	20.0	-
<b>Solid Waste Fund (Enterprise Fund)</b>								
Finance <i>Solid Waste</i>	1.0	1.0	1.0	1.0	-	-	1.0	-
<b>Total FTEs</b>	<b>403.0</b>	<b>427.0</b>	<b>435.5</b>	<b>435.5</b>	<b>-</b>	<b>1.5</b>	<b>437.0</b>	<b>2.5</b>

<b>City of Alpharetta Population</b>	<b>48,240</b>	<b>51,243</b>	<b>52,282</b>	<b>52,282</b>
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### Notes

- (1) FY 2009 Budget includes the reallocation of three (3) positions from the Human Resources Department to the Finance Department (Risk/Safety Manager; Benefits Manager; and HRIS/Compensation Administrator).
- (2) Included within the recommended operating initiatives for FY 2009 is funding for four (4) FTEs. Specifically, only 1.5 of the four (4) FTEs is recommended for funding effective July 1, 2008. The remaining 2.5 FTE's are recommended to be placed in a reserve account pending a mid-year review of revenues. If the revenue trend is favorable, the operating initiatives will be instituted. If the revenue trend is not favorable, the operating initiatives funding will be used to offset the revenue declines.
- \* Position(s) recommended for funding effective July 1, 2008:  
Civil Engineer (1.0 FTE; Engineering & Public Works); and Logistic Officer/part-time to full-time (0.5 FTE; Public Safety).
  - \* Position(s) recommended for funding pending mid-year revenue review:  
GIS Specialist (1.0 FTE; Engineering & Public Works); Administrative Assistant I (0.5 FTE; Public Safety); and a Network Analyst II (1.0 FTE; Information Technology).

**Employees per 1,000 Customers**



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



# *General Fund Summary*

Fiscal Year 2009 Operating & Capital Budget Narrative

# General Fund Summary

## Overview

The *General Fund Summary* section is intended to provide readers with an overall understanding of the City's fiscal year 2009 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 2008 and 2009. Revenues are presented by source and expenditures are presented by category (i.e. Personnel Services, Maintenance & Operations, Capital, etc.).

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

This statement provides a historical comparison of revenues and expenditures for fiscal years 2006-2009 as well as a forecast for fiscal years 2010-2011. Also included are changes in the City's fund balance. As previously noted, fund balance in excess of the City's 18% emergency reserve is used to fund non-recurring capital expenditures.

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

- **Budget Narrative**

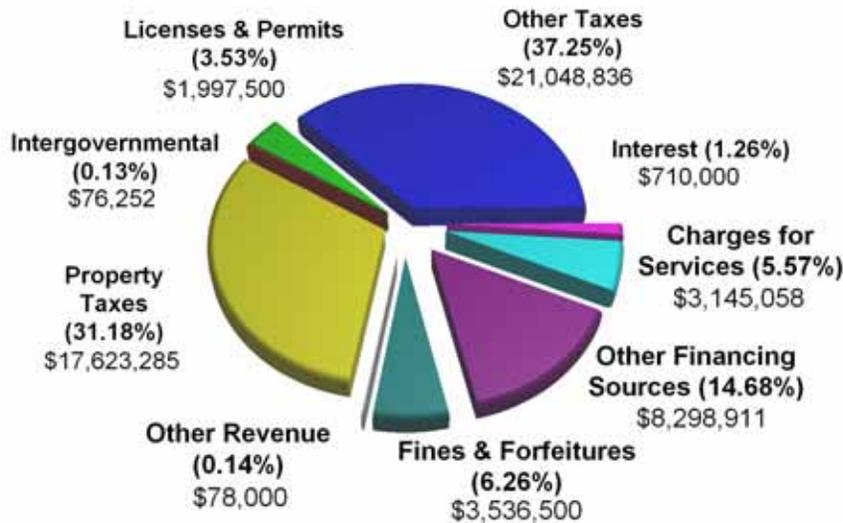
This section provides a narrative of General Fund revenue and expenditure trends including historical information.

## General Fund Summary

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

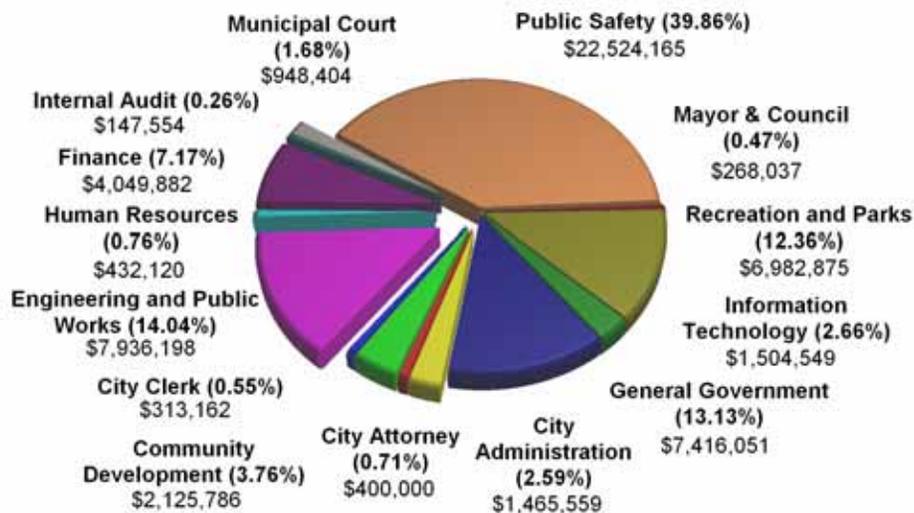
### Revenues by Source

**FY 2009 General Fund Budget = \$56,514,342**



### Expenditures by Department

**FY 2009 General Fund Budget = \$56,514,342**



**City of Alpharetta  
General Fund  
Statement of Budgetary Comparisons (FY 2008-2009)**

	FY 2008 Amended Budget	FY 2009 Adopted Budget	\$ Variance	% Variance
<b>Property Taxes:</b>				
Real/Personal Property Taxes	\$ 16,059,674	\$ 16,620,000	\$ 560,326	3.49%
Motor Vehicle Taxes	1,003,285	1,003,285	-	0.00%
<b>Other Taxes:</b>				
	1,665,416	1,725,000	59,584	3.58%
Local Option Sales Taxes	10,278,631	10,950,000	671,369	6.53%
Franchise Taxes	4,100,000	5,173,836	1,073,836	26.19%
Insurance Premium Taxes	1,825,000	1,950,000	125,000	6.85%
Alcohol Beverage Taxes	1,325,000	1,250,000	(75,000)	-5.66%
<b>Licenses &amp; Permits:</b>				
	1,046,513	997,500	(49,013)	-4.68%
Building Permit Fees	1,100,000	1,000,000	(100,000)	-9.09%
Intergovernmental	103,502	76,252	(27,250)	-26.33%
Charges for Services	2,980,479	3,145,058	164,579	5.52%
<b>Fines &amp; Forfeitures:</b>				
	1,500	1,500	-	0.00%
Municipal Court Fines	2,347,000	2,500,000	153,000	6.52%
Red Light Camera Fines	1,364,661	1,035,000	(329,661)	-24.16%
Interest	555,000	710,000	155,000	27.93%
<b>Other Revenue:</b>				
	291,185	78,000	(213,185)	-73.21%
OSSI Capital Lease	699,840	-	(699,840)	-100.00%
<b>Other Financing Sources:</b>				
	1,250,000	1,375,000	125,000	10.00%
Fund Balance Carryforward	4,928,685	6,923,912	1,995,227	40.48%
<b>Total Revenues (All Sources) (1)</b>	<b>\$ 52,925,371</b>	<b>\$ 56,514,342</b>	<b>\$ 3,588,971</b>	<b>6.78%</b>
<b>Personnel Services:</b>				
Salaries (2)	21,103,897	22,098,568	\$ 994,671	4.71%
Seasonal	405,959	479,150	73,191	18.03%
Overtime	854,000	856,167	2,167	0.25%
Group Insurance	4,481,404	4,605,572	124,168	2.77%
FICA	1,601,170	1,780,664	179,494	11.21%
Pension (Defined Benefit)	2,158,257	2,427,058	268,801	12.45%
Pension (Defined Contribution)	839,691	688,126	(151,565)	-18.05%
Workers Compensation	301,388	430,819	129,431	42.94%
Miscellaneous	56,400	119,020	62,620	111.03%
<b>Maintenance &amp; Operations:</b>				
Professional Fees	1,958,374	2,123,777	165,403	8.45%
Repair & Maintenance	1,695,656	1,786,715	91,059	5.37%
Maintenance Contracts	2,514,985	2,854,755	339,770	13.51%
General Supplies	978,059	1,065,141	87,082	8.90%
Utilities	1,936,402	1,892,380	(44,022)	-2.27%
Risk Management	1,216,707	1,248,818	32,111	2.64%
Miscellaneous	2,936,207	2,804,706	(131,501)	-4.48%
<b>Capital:</b>				
Milling & Resurfacing	715,000	1,200,000	485,000	67.83%
Miscellaneous	1,362,318	636,855	(725,463)	-53.25%
<b>Other Uses:</b>				
Contingency	424,413	558,270	133,857	31.54%
Reserve for Op. Initiatives	-	388,869	388,869	100.00%
Donations/Contributions	45,000	45,000	-	0.00%
Interfund Transfer (Capital Inv.)	4,649,135	6,423,912	1,774,777	38.17%
Interfund Transfer (Other)	340,949	-	(340,949)	-100.00%
Miscellaneous	350,000	-	(350,000)	-100.00%
<b>Total Expenditures (All Uses) (1)</b>	<b>\$ 52,925,371</b>	<b>\$ 56,514,342</b>	<b>\$ 3,588,971</b>	<b>6.78%</b>

<i>Personnel (full-time-equivalent)</i>	414.5	416.0
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**Notes:**

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance. The true operational budget growth after adjusting for non-operating items approximates 4.2%.

(2) FY 2009 includes funding totaling \$107,519 for the following personnel actions: one (1) new Civil Engineer for Engineering & Public Works (\$80,600); and the upgrade from part-time to full-time for one (1) Logistics Officer for Public Safety (\$26,919).



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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 20,946,358	\$ 22,405,741	\$ 19,846,379	\$ 14,917,694	\$ 7,993,783	\$ 8,004,997
<b>REVENUES</b>						
Property Taxes	\$ 14,096,517	\$ 14,124,495	\$ 17,062,959	\$ 17,623,285	\$ 17,975,751	\$ 18,335,266
Other Taxes	17,730,892	20,050,155	19,194,047	21,048,836	21,890,789	22,766,421
Licenses & Permits	2,428,720	2,650,990	2,146,513	1,997,500	2,077,400	2,160,496
Intergovernmental	24,398	12,152	103,502	76,252	78,540	80,896
Charges for Services	2,964,285	3,395,473	2,980,479	3,145,058	3,239,410	3,336,592
Fines & Forfeitures	2,720,371	3,250,607	3,713,161	3,536,500	3,677,900	3,824,956
Interest	591,631	1,231,512	555,000	710,000	731,300	753,239
Other Revenue	238,329	723,647	991,025	78,000	80,340	82,750
	\$ 40,795,143	\$ 45,439,031	\$ 46,746,686	\$ 48,215,431	\$ 49,671,089	\$ 51,257,866
<b>EXPENDITURES</b>						
City Administration	\$ 952,664	\$ 1,059,649	\$ 1,388,398	\$ 1,465,559	\$ 1,501,391	\$ 1,538,476
(1) City Attorney	557,167	412,633	445,587	400,000	404,000	408,040
City Clerk	277,350	168,996	383,421	313,162	322,124	331,403
Community Development	1,678,989	1,803,052	1,978,747	2,125,786	2,195,750	2,268,322
(2) Engineering and Public Works	5,130,903	5,762,199	7,358,261	7,936,198	8,120,025	8,310,305
Finance:	1,687,985	1,944,524	2,310,964	2,801,064	2,883,701	2,969,316
Risk Management	515,129	792,479	1,216,707	1,248,818	1,261,306	1,273,919
Human Resources	777,154	662,029	802,173	432,120	442,658	453,546
Internal Audit	60,838	121,506	139,644	147,554	152,882	158,414
Mayor & Council	184,650	226,085	276,864	268,037	269,986	274,655
Municipal Court	612,836	697,326	918,197	948,404	974,150	1,000,793
(2) Public Safety:	15,415,801	18,203,890	21,763,175	22,389,165	23,089,922	23,816,791
Emergency Medical Transportation	-	-	-	135,000	135,000	135,000
Recreation and Parks	5,454,734	6,002,740	6,803,179	6,982,875	7,155,250	7,333,438
Information Technology	1,000,805	1,003,629	1,330,557	1,504,549	1,549,257	1,595,614
Non-Departmental	-	-	350,000	-	-	-
	\$ 34,307,005	\$ 38,860,737	\$ 47,465,874	\$ 49,098,291	\$ 50,457,402	\$ 51,868,032
<b>Other Financing Sources (Uses):</b>						
Contingency	\$ -	\$ -	\$ (424,413)	\$ (558,270)	\$ (573,724)	\$ (589,763)
(3) Operational Initiative Reserve	-	-	-	(388,869)	-	-
Donations/Contributions	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Sale of Assets	6,500	-	-	-	-	-
Interfund Transfer:						
E-911 Fund	(451,163)	(484,321)	(340,344)	-	-	-
Hotel/Motel Fund	1,252,296	1,391,665	1,250,000	1,375,000	1,416,250	1,458,738
Operating Grant Fund	-	-	(62,950)	(25,450)	-	-
Capital Grant Fund	-	-	-	(184,575)	-	-
Capital Project Fund	(3,010,710)	(7,000,000)	(4,586,185)	(6,213,887)	-	-
Debt Service Fund	(2,525,000)	(3,000,000)	-	-	-	-
Solid Waste Fund	(255,678)	-	(605)	-	-	-
	\$ (5,028,755)	\$ (9,137,656)	\$ (4,209,497)	\$ (6,041,051)	\$ 797,526	\$ 823,974
<b>ENDING FUND BALANCE (4)</b>	\$ 22,405,741	\$ 19,846,379	\$ 14,917,694	\$ 7,993,783	\$ 8,004,997	\$ 8,218,805
<i>Changes in Fund Balance (actual/est.)</i>	\$ 1,459,383	\$ (2,559,362)	\$ (4,928,685)	\$ (6,923,911)	\$ 11,214	\$ 213,808
<i>Personnel (full-time-equivalent)</i>	382.0	406.0	414.5	416.0		

**Notes:**

- (1) City Attorney services are provided through a contractual arrangement with a private law firm.
- (2) FY 2009 includes funding totaling \$107,519 for the following personnel actions: one (1) new Civil Engineer for Engineering & Public Works (\$80,600); and the upgrade from part-time to full-time for one (1) Logistics Officer for Public Safety (\$26,919).
- (3) Operational Initiatives shown herein are net of revenue anticipations.
- (4) Pursuant to the City's financial management policies, fund balance in excess of the City's 18% Fund Balance Reserve (i.e. \$7.9 million as of 9/30/2007; \$8.4 million including the \$500,000 claims reservation with the Finance Department/Risk Management 2009

## Budget Narrative

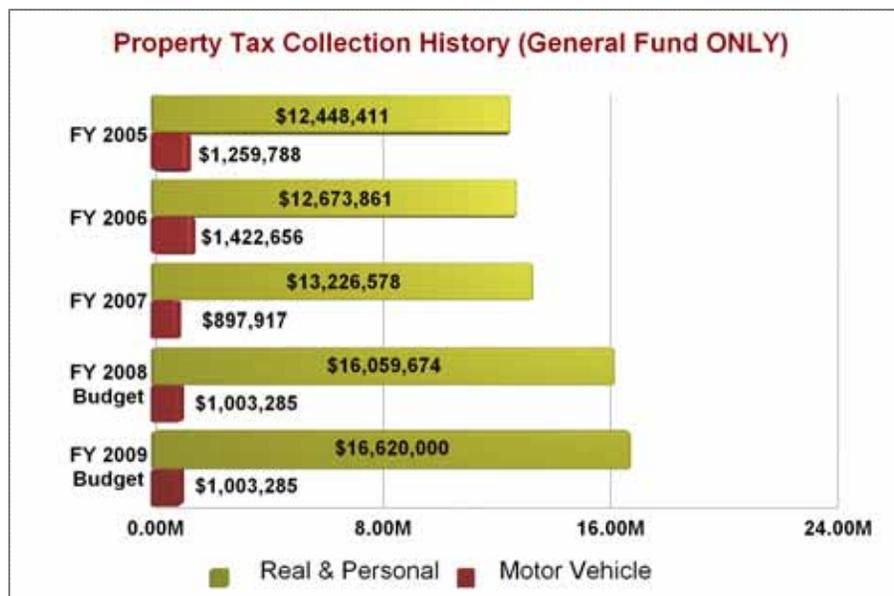
**Revenues:** FY 2009 General Fund revenues are forecasted to grow approximately 3.3% compared to Amended FY 2008. The following table compares major revenue categories within the General Fund:

	FY 2008		FY 2009		\$	%	
	Amended Budget		Adopted Budget		Variance	Variance	
<b>Revenues:</b>							
Property Taxes:							
Real/Personal Property Taxes	\$	16,059,674	\$	16,620,000	\$	560,326	3.49%
Motor Vehicle Taxes		1,003,285		1,003,285		-	0.00%
Other Taxes:		1,665,416		1,725,000		59,584	3.58%
Local Option Sales Taxes		10,278,631		10,950,000		671,369	6.53%
Franchise Taxes		4,100,000		5,173,836		1,073,836	26.19%
Insurance Premium Taxes		1,825,000		1,950,000		125,000	6.85%
Alcohol Beverage Taxes		1,325,000		1,250,000		(75,000)	-5.66%
Licenses & Permits:		1,046,513		997,500		(49,013)	-4.68%
Building Permit Fees		1,100,000		1,000,000		(100,000)	-9.09%
Intergovernmental		103,502		76,252		(27,250)	-26.33%
Charges for Services		2,980,479		3,145,058		164,579	5.52%
Fines & Forfeitures:		1,500		1,500		-	0.00%
Municipal Court Fines		2,347,000		2,500,000		153,000	6.52%
Red Light Camera Fines		1,364,661		1,035,000		(329,661)	-24.16%
Interest		555,000		710,000		155,000	27.93%
Other Revenue:		291,185		78,000		(213,185)	-73.21%
OSSI Capital Lease		699,840		-		(699,840)	-100.00%
Other Financing Sources:		1,250,000		1,375,000		125,000	10.00%
<b>Total Operating Revenue:</b>	\$	47,996,686	\$	49,590,431	\$	1,593,745	3.32%
Fund Balance Carryforward		4,928,685		6,923,912			
<b>Total Revenues</b>	<b>\$</b>	<b>52,925,371</b>	<b>\$</b>	<b>56,514,342</b>			

## Property Taxes

Property taxes represent approximately 31.2% of General Fund revenues. FY 2009 Property Taxes are estimated at \$25.0 million citywide with the breakdown as follows: General Fund (\$17.6 million); and Debt Service Fund (\$7.4 million). The chart to the right depicts a 5-year history of General Fund property tax collections by type.

Property taxes are calculated based on an assessed millage rate on real and personal property owned within the

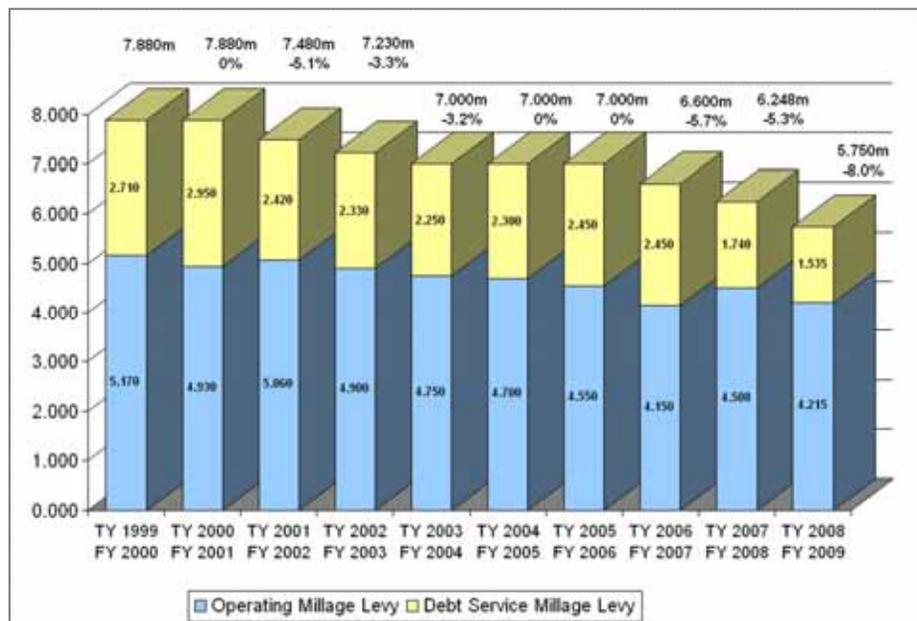


City. Real property consists of land, buildings, structures, and improvements affixed to land. Personal property includes machinery, equipment, inventory supplies, furniture, motor vehicles, boats, etc.

The Fulton County Board of Assessors determines the fair market value of property (i.e. tax digest) utilizing numerous analytical methods including comparative sales data. The tax digest is provided to the City on or around July after approval by the Georgia Department of Revenue. 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 10 years.

The FY 2009 Budget is based on a total millage rate of 5.750 mills which represents a decrease of 0.498 mills, or -8.0%, compared to the FY 2008 levy. The operating millage



levy for FY 2009 totals 4.215 mills and proceeds are recognized within the General Fund to be used for general City operations such as public safety, engineering & public works, etc. The debt service millage levy for FY 2009 totals 1.535 mills and proceeds are recognized within the Debt Service Fund to be used for repayment of voter approved general obligation bonds.

The FY 2009 millage rate reduction of -0.498 mills equates to a tax savings of approximately \$2.4 million to the citizens and businesses of Alpharetta. The millage rate reduction for FY 2009, coupled with the City's substantial Homestead Exemption of \$30,000 goes great lengths in keeping Alpharetta an affordable place to live and also strategically positions us relative to neighboring areas. It should be noted that the current \$30,000 Homestead Exemption is equivalent to a 1.0 mill reduction for the average homeowner.

The preliminary net operating tax digest for FY 2009 totals \$4.8 billion and includes reassessments totaling \$604 million (i.e. primarily commercial reassessments) and new growth of \$155 million.

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

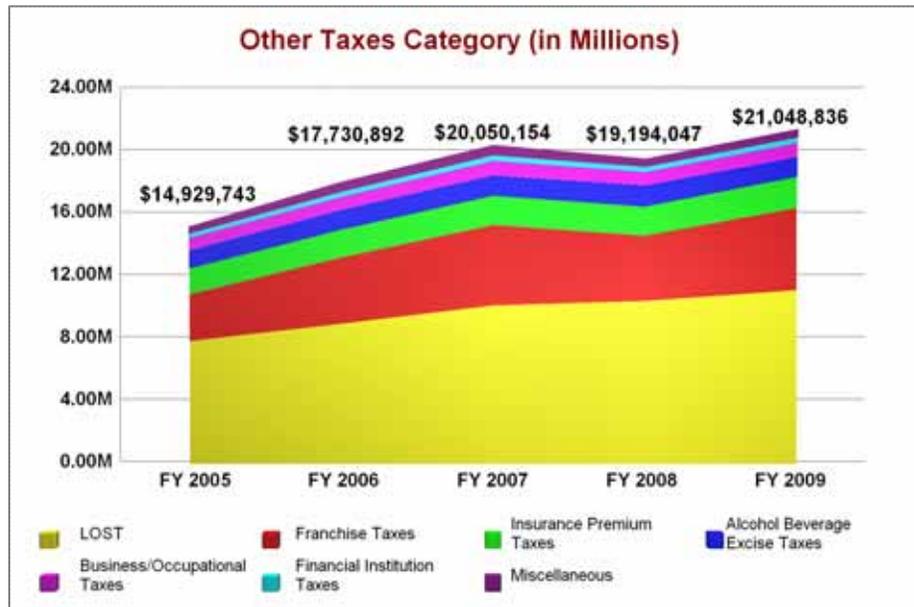
	FY 2005 TY 2004	FY 2006 TY 2005	FY 2007 TY 2006	FY 2008 TY 2007	FY 2009 TY 2008
<b>Tax Digest (Gross):</b>					
Real & Personal	\$ 2,953,977,007	\$ 3,065,827,832	\$ 3,559,452,332	\$ 4,237,643,785	\$ 5,081,797,368
Motor Vehicle	166,615,420	180,951,120	191,384,580	208,677,560	209,980,220
	<b>\$ 3,120,592,427</b>	<b>\$ 3,246,778,952</b>	<b>\$ 3,750,836,912</b>	<b>\$ 4,446,321,345</b>	<b>\$ 5,291,777,588</b>
<b>Exemptions:</b>					
Debt Service	\$ 229,770,785	\$ 237,348,130	\$ 256,861,520	\$ 436,052,018	\$ 151,002,710
Operating (1)	\$ 229,770,785	\$ 237,348,130	\$ 256,861,520	\$ 436,052,018	\$ 521,562,710
<b>Tax Digest (Net):</b>					
<b>Debt Service</b>	<b>\$ 2,890,821,642</b>	<b>\$ 3,009,430,822</b>	<b>\$ 3,493,975,392</b>	<b>\$ 4,010,269,327</b>	<b>\$ 5,140,774,878</b>
<b>Operating</b>	<b>\$ 2,890,821,642</b>	<b>\$ 3,009,430,822</b>	<b>\$ 3,493,975,392</b>	<b>\$ 4,010,269,327</b>	<b>\$ 4,770,214,878</b>

**Notes:**

(1) Includes the City's \$30,000 Homestead Exemption, Senior Exemption, etc.

**Other Taxes**

Other taxes account for 37.3%, or \$21.0 million, of total General Fund revenue for FY 2009. Specifically, revenue sources within the Other Taxes category include Local Option Sales Taxes ("LOST"), Franchise Taxes, Insurance Premium Taxes, Alcohol Beverage Excise Taxes, etc. The chart to the right provides a 5-year history of Other Tax collections by type.



- **Local Option Sales Taxes (“LOST”):** This revenue source represents the City’s portion of the 7% sales and use tax collected in Fulton County and totals \$11.0 million for FY 2009. The LOST is distributed to municipalities within Fulton County based on population. The rate of distribution is negotiated every 10 years after the decennial U.S. Census. Due to recent annexation growth, the City is receiving an increase in its proportionate distribution to 5.2% of the amount shared by local governments (roughly 1% of the 7% sales and use tax levy). Annexations are a major factor in the City’s forecasted 6.5% growth in LOST revenues for FY 2009.

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

- **Franchise Taxes:** All entities that provide electric, gas, cable, and/or telecommunications service within the City are required to have a franchise agreement for the use of public right-of-ways. Estimated revenue for FY 2009 totals \$5.2 million and represents growth of 26.2% over the FY 2008 budget. The FY 2009 budget figure more accurately represents current franchise tax collection patterns.

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

- **Insurance Premium Taxes:** This revenue source represents a percentage of insurers’ gross direct premiums on life, accident, and sickness insurance policies written within the State and totals \$2.0 million in FY 2009. The FY 2009 budget figure more accurately represents current franchise tax collection patterns.

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 \$1.3 million in FY 2009.

### **Licenses & Permits**

Licenses & permits account for 3.5%, or \$2.0 million, of total General Fund revenue for FY 2009. Licenses and permit revenues include alcoholic beverage permit fees, development permit and related fees, building permit fees, occupancy permit fees, sign permit fees, etc. The FY 2009 budget figure represents a reduction of -6.9% compared to the FY 2008 budget due primarily to declining collection patterns reflecting the slowdown within the construction economy (i.e. primarily residential construction).

### **Intergovernmental**

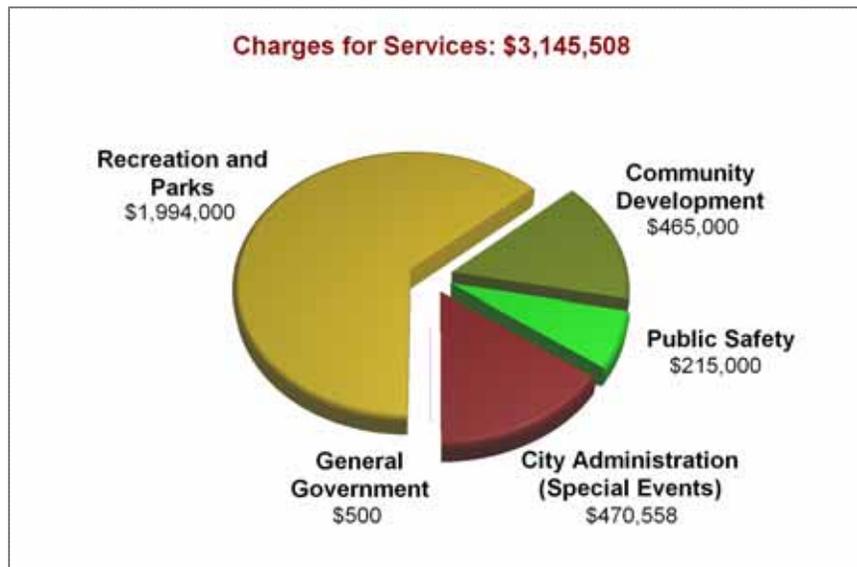
Intergovernmental sources account for 0.1%, or \$76,252, of total General Fund revenue for FY 2009. The revenue for FY 2009 is generated from an Intergovernmental Agreement with the City of Milton related to the sharing of public safety capabilities.

The FY 2009 budget figure represents a reduction of -26.3% compared to the FY 2008 budget due to the Fulton County Arts Grant (estimated at \$17,500 for FY 2009) which was included in the General Fund in prior years but will be reflected in the Operating Grants Fund for FY 2009.

### **Charges for Services**

Charges for services account for 5.6%, or \$3.1 million, of total General Fund revenue for FY 2009.

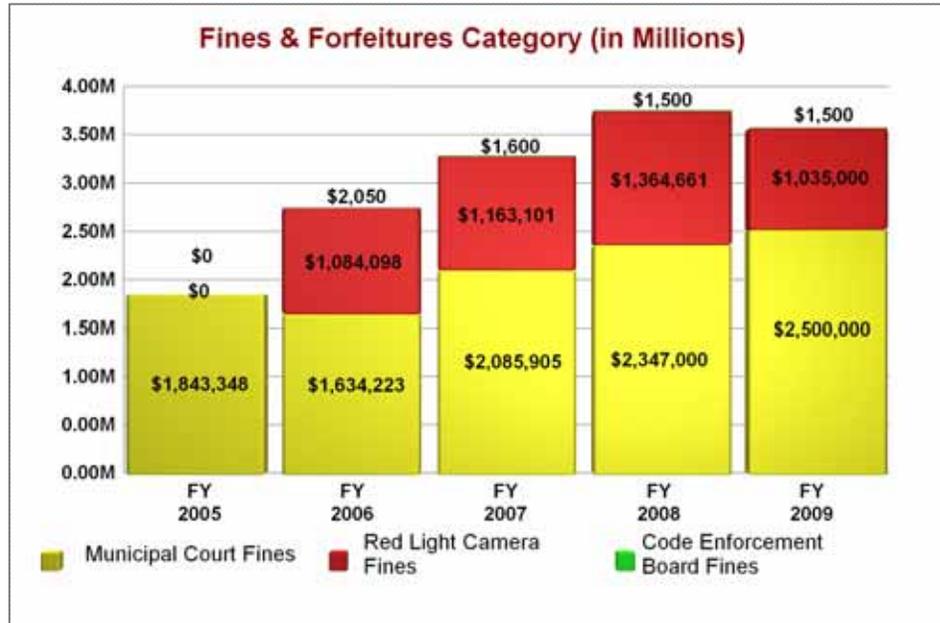
Charges for services include user fees for community development (plan review, planning and development fees, etc.), public safety (plan review, police reports and services, etc.), recreation and parks (program and activity fees, etc.), and special events (Taste of Alpharetta event fees, Alpharetta Arts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



**Fines & Forfeitures**

Fines & Forfeitures account for 6.3%, or \$3.5 million, of total General Fund revenue for FY 2009.

Fines & Forfeitures include municipal court fines, code enforcement and red light camera violations (starting FY 2006), etc. The chart to the right provides a 5-year history of Fines & Forfeitures collections by type.



**Interest**

Interest earnings account for 1.3%, or \$710,000, of total General Fund revenue for FY 2009. Growth of 27.9% is forecasted to more accurately reflect the earnings the City is currently receiving on its investments as governed by the City’s investment management policy.

**Other Revenue**

Other Revenues account for 0.1%, or \$78,000, of total General Fund revenue for FY 2009. Declines are primarily related to the non-renewal of the Finance Department sublease of Suite 675, 2400 Lakeview Parkway (\$60,000; the Finance Department’s expenditures will also decline as a result of the non-renewal), as well as non-recurring revenue for the OSSI capital lease (\$699,840) that was recorded in FY 2008.

**Other Financing Sources**

Other Financing Sources account for 14.7%, or \$8,298,911, of total General Fund revenue for FY 2009. The primary sources include the City’s share (40%) of the Hotel/Motel Tax as well as Carryforward Fund Balance which represents available cash in excess of the City’s 18% emergency reserve. The excess fund balance is used to fund non-recurring capital expenditures as detailed in the transmittal letter as well as the *Capital Project Fund Summaries* section of this document.

**Expenditures:** FY 2009 General Fund expenditures are forecasted to grow approximately 4.5% compared to Amended FY 2008. The following table compares major expenditures by category within the General Fund:

	FY 2008		FY 2009		\$	%
	Amended Budget		Adopted Budget		Variance	Variance
<b>Expenditures:</b>						
City Administration	\$	1,388,398	\$	1,465,559	\$ 77,161	5.56%
City Attorney		445,587		400,000	(45,587)	-10.23%
City Clerk		383,421		313,162	(70,259)	-18.32%
Community Development		1,978,747		2,125,786	147,039	7.43%
Engineering and Public Works		7,358,261		7,936,198	577,937	7.85%
Finance:		2,310,964		2,801,064	490,100	21.21%
Risk Management		1,216,707		1,248,818	32,111	2.64%
Human Resources		802,173		432,120	(370,053)	-46.13%
Internal Audit		139,644		147,554	7,910	5.66%
Mayor & Council		276,864		268,037	(8,827)	-3.19%
Municipal Court		918,197		948,404	30,207	3.29%
Public Safety:		21,763,175		22,389,165	625,990	2.88%
Emergency Medical Transportation		-		135,000	135,000	100.00%
Recreation and Parks		6,803,179		6,982,875	179,696	2.64%
Information Technology		1,330,557		1,504,549	173,992	13.08%
Non-Departmental		395,000		45,000	(350,000)	-88.61%
Contingency		424,413		558,270	133,857	31.54%
Operational Initiative Reserve		-		388,869	388,869	100.00%
<b>Total (before Interfund Transfers):</b>	<b>\$</b>	<b>47,935,287</b>	<b>\$</b>	<b>50,090,430</b>	<b>\$ 2,155,143</b>	<b>4.50%</b>
<b>Interfund Transfer:</b>						
E-911 Fund		340,344		-		
Operating Grant Fund		62,950		25,450		
Capital Grant Fund		-		184,575		
Capital Project Fund		4,586,185		6,213,887		
Solid Waste Fund		605		-		
	<b>\$</b>	<b>4,990,084</b>	<b>\$</b>	<b>6,423,912</b>		
<b>Total Expenditures</b>	<b>\$</b>	<b>52,925,371</b>	<b>\$</b>	<b>56,514,342</b>		

As detailed in the prior chart, the growth in FY 2009 operating expenditures totals 4.5%, or \$2.2 million, and includes the following components:

	<u>Total</u>
<b>Continuation of Base Service Level (i.e. base budget):</b>	
Salary & Benefit growth (4.9%)	1,575,458
Maintenance & Operations growth (3.2%)	392,757
Other Adjustments (-0.6%)	(13,476)
	<u>\$ 1,954,738</u>
<b>New Initiatives:</b>	
Milling & Resurfacing growth (to a total of \$1.2M)	485,000
Emergency Medical Transport (augmentation of base service levels)	135,000
Operational Initiatives: Engineering and Public Works	80,600
Public Safety	26,919
Reserve	388,869
	<u>\$ 1,116,388</u>
<b>Other Adjustments:</b>	
Contingency growth (to a total of \$558K)	133,857
Reduction in City Hall bond funding in General Fund	(350,000)
Non-Recurring funding for OSS1 initiative	(699,840)
	<u>\$ (915,983)</u>
	<u><u>\$ 2,155,143</u></u>

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

During the FY 2009 budget process, departments were asked to submit budget requests based on continuing to provide the current level of service to constituents with cost growth capped at a reasonable inflationary rate of 2-3% when applicable (i.e. contract rates may call for dollar growth in excess of the target established by City Administration and the Finance Department).

The FY 2009 Budget was constructed with the following assumptions:

- Citywide personnel level of 437.0 full-time equivalent (“FTE”) positions. Includes a continuation of the FY 2008 base personnel level of 435.5 FTE’s and the addition of 1.5 FTE’s for FY 2009 (i.e. Civil Engineer for Engineering and Public Works; Logistic Officer PT to FT for Public Safety).
- The Salary category includes merit increases of 4% per approved position and the residual impact resulting from the 3% midyear salary adjustment;
- The Benefit category assumes the City secures its renewal of health, dental, and life insurance program from AETNA with the same exceptional benefits and no financial impact to the City or to our employees. Current estimates suggest the City could save up to \$450,000 compared to renewal rates quoted by our current provider; and
- The Maintenance & Operations category, after adjusting for non-recurring items, grew approximately 3.2% over FY 2008. Specific drivers of growth include fuel costs and Information Technology (i.e. software licensing requirements).
- Recommended operational initiative funding for FY 2009 totals \$496,388. Of this amount, approximately \$107,519 represents initiatives (i.e. Civil Engineer; Logistic Officer PT to FT) recommended for funding effective July 1, 2008 and is included in the appropriate expenditure categories set forth in the prior tables. The remaining \$388,869 of operational initiatives has been placed in a reserve account pending a mid-year review of revenues, including property tax collections. If the revenue trend is favorable, the Operating Initiatives will be instituted. If the revenue trend is not favorable, the Operating Initiatives funding will be used to offset the revenue declines

The departmental budgets are detailed under the respective departmental section of this document. Those operational initiatives approved for funding effective July 1, 2008, have been included in the departmental budgets. Those operational initiatives subject to a mid-year revenue review have been placed in a Reserve account and are not reflected in the departmental budgets.



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# *Special Revenue Fund Summaries*

Fiscal Year 2009 Operating & Capital Budget Narrative

# Special Revenue Fund Summaries

## Overview

The *Special Revenue Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2009 budgets for the City's Special Revenue Funds.

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

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

- **Fund Summary**

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

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2008 and 2009. Revenues are presented by source and expenditures are presented by category (i.e. Personnel Services, Maintenance & Operations, Capital, etc.).

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

This statement provides a historical comparison of revenues and expenditures for fiscal years 2006-2009 as well as a forecast for fiscal years 2010-2011. Also included are changes in fund balance.

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



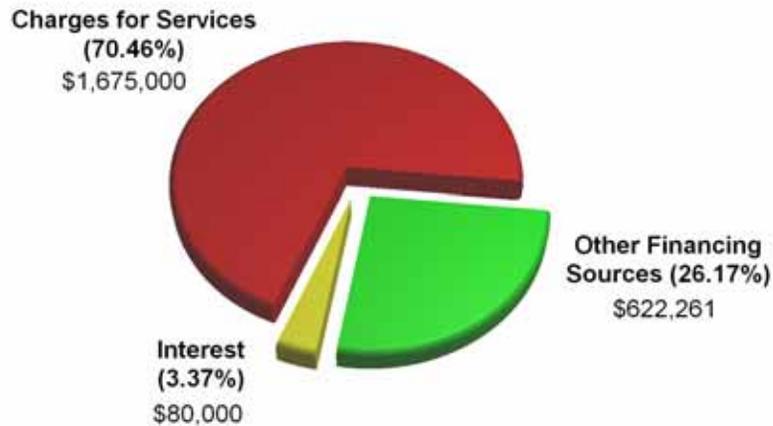
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## Emergency 911 Fund Summary

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

### Revenues by Source

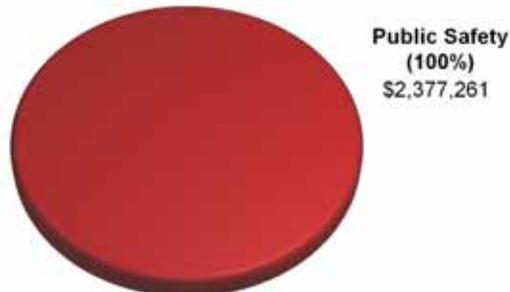
**FY 2009 E-911 Fund Budget = \$2,377,261**



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### Expenditures by Department

**FY 2009 E-911 Fund Budget = \$2,377,261**



**City of Alpharetta  
E-911 Fund  
Statement of Budgetary Comparisons (FY 2008-2009)**

	FY 2008 Amended Budget	FY 2009 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
E-911 Service Fees (land lines)	\$ 652,000	\$ 425,000	\$ (227,000)	-34.82%
E-911 Service Fees (cell phones)	848,000	1,250,000	402,000	47.41%
Interest	21,500	80,000	58,500	272.09%
Other Financing Sources:				
General Fund Subsidy	340,344	-	(340,344)	-100.00%
Fund Balance ("FB") Carryforward	-	122,261	122,261	100.00%
FB Carryforward (E-911 System)	-	500,000	500,000	100.00%
<b>Total Revenues (All Sources) (1)</b>	<b>\$ 1,861,844</b>	<b>\$ 2,377,261</b>	<b>\$ 515,417</b>	<b>27.68%</b>
Personnel Services:				
Salaries	\$ 892,195	\$ 940,097	\$ 47,902	5.37%
Overtime	44,529	46,845	2,316	5.20%
Group Insurance	181,888	180,478	(1,410)	-0.78%
FICA	65,985	83,322	17,337	26.27%
Pension (Defined Benefit)	86,308	98,865	12,557	14.55%
Pension (Defined Contribution)	32,532	22,055	(10,477)	-32.21%
Workers Compensation	11,602	16,834	5,232	45.10%
Miscellaneous	200	6,408	6,208	3104.00%
Maintenance & Operations:				
Professional Fees	17,900	15,459	(2,441)	-13.64%
Communications	244,000	240,000	(4,000)	-1.64%
Maintenance Contracts	80,725	105,348	24,623	30.50%
General Supplies	7,500	7,000	(500)	-6.67%
Utilities	72,600	45,850	(26,750)	-36.85%
Miscellaneous	65,700	54,250	(11,450)	-17.43%
Capital:				
E-911 Phone System Replacement	-	500,000	500,000	100.00%
Miscellaneous	58,180	14,450	(43,730)	-75.16%
<b>Total Expenditures (All Uses) (1)</b>	<b>\$ 1,861,844</b>	<b>\$ 2,377,261</b>	<b>\$ 515,417</b>	<b>27.68%</b>
<hr/>				
<i>Personnel (full-time-equivalent)</i>	20.0	20.0		

**Notes:**

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance. The true operational budget growth after adjusting for non-operating items approximates 0.8%.

**City of Alpharetta**  
**E-911 Fund**  
**Statement of Revenues, Expenditures, and changes in Fund Balance**

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget*	FY 2010 Forecast	FY 2011 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 806,225	\$ 1,139,317	\$ 1,618,430	\$ 1,618,430	\$ 996,169	\$ 997,620
<b>REVENUES</b>						
Charges for Services	\$ 1,225,202	\$ 1,503,831	\$ 1,500,000	\$ 1,675,000	\$ 1,825,750	\$ 1,990,068
Interest	28,454	61,395	21,500	80,000	81,600	83,232
Other	-	12,191	-	-	-	-
	\$ 1,253,656	\$ 1,577,417	\$ 1,521,500	\$ 1,755,000	\$ 1,907,350	\$ 2,073,300
<b>EXPENDITURES</b>						
Public Safety:	\$ 1,371,727	\$ 1,582,625	\$ 1,861,844	\$ 2,377,261	\$ 1,905,899	\$ 1,935,383
	\$ 1,371,727	\$ 1,582,625	\$ 1,861,844	\$ 2,377,261	\$ 1,905,899	\$ 1,935,383
<b>Other Financing Sources (Uses):</b>						
Interfund Transfer:						
General Fund (subsidy)	451,163	484,321	340,344	-	-	-
	\$ 451,163	\$ 484,321	\$ 340,344	\$ -	\$ -	\$ -
<b>ENDING FUND BALANCE (2)</b>	\$ 1,139,317	\$ 1,618,430	\$ 1,618,430	\$ 996,169	\$ 997,620	\$ 1,135,537
<i>Changes in Fund Balance (actual/est.)</i>	\$ 333,092	\$ 479,113	\$ -	\$ (622,261)	\$ 1,451	\$ 137,917
<i>Personnel (full-time-equivalent)</i>	20.0	20.0	20.0	20.0		

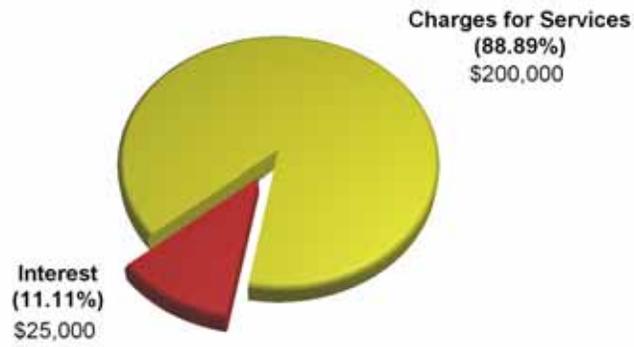
\* FY 2009 fund balance usage is primarily planned to fund acquisition of a new E-911 Phone System.

## Impact Fee Fund Summary

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

### Revenues by Source

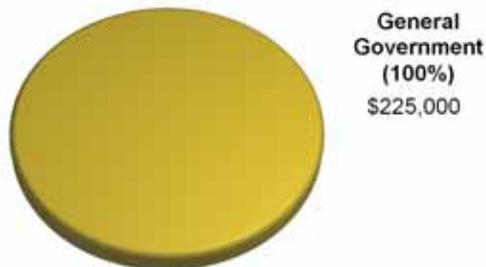
**FY 2009 Impact Fee Fund Budget = \$225,000**



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### Expenditures by Department

**FY 2009 Impact Fee Fund Budget = \$225,000**



## City of Alpharetta Impact Fee Fund Statement of Budgetary Comparisons (FY 2008-2009)

	FY 2008 Amended Budget	FY 2009 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
Impact Fees (streets/highways)	\$ 524,000	\$ 100,000	\$ (424,000)	-80.92%
Impact Fees (recreation/parks)	267,000	50,000	(217,000)	-81.27%
Impact Fees (public safety)	229,000	50,000	(179,000)	-78.17%
Interest	25,000	25,000	-	0.00%
Other Financing Sources:				
Fund Balance Carryforward	1,000,000	-	(1,000,000)	100.00%
<b>Total Revenues (All Sources) (1)</b>	<b>\$ 2,045,000</b>	<b>\$ 225,000</b>	<b>\$ (1,820,000)</b>	<b>-89.00%</b>
Other Financing Sources:				
Impact Fee Administration	45,000	6,000	(39,000)	100.00%
Interfund Transfer (Debt Svc Fund)	2,000,000	219,000	(1,781,000)	-89.05%
<b>Total Expenditures (All Uses) (1)</b>	<b>\$ 2,045,000</b>	<b>\$ 225,000</b>	<b>\$ (1,820,000)</b>	<b>-89.00%</b>

**Notes:**

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance. The true operational budget growth after adjusting for non-operating items approximates -78.4%.

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 1,409,594	\$ 1,638,704	\$ 1,845,310	\$ 845,310	\$ 845,310	\$ 845,310
<b>REVENUES</b>						
Charges for Services	\$ 724,847	\$ 1,115,177	\$ 1,020,000	\$ 200,000	\$ 200,000	\$ 200,000
Interest	50,596	104,884	25,000	25,000	25,250	25,503
	<b>\$ 775,443</b>	<b>\$ 1,220,061</b>	<b>\$ 1,045,000</b>	<b>\$ 225,000</b>	<b>\$ 225,250</b>	<b>\$ 225,503</b>
<b>EXPENDITURES</b>						
General Government	\$ 21,333	\$ 33,455	\$ 45,000	\$ 6,000	\$ 6,000	\$ 6,000
	<b>\$ 21,333</b>	<b>\$ 33,455</b>	<b>\$ 45,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>
<b>Other Financing Sources (Uses):</b>						
Interfund Transfer:						
Debt Service Fund	(525,000)	(980,000)	(2,000,000)	(219,000)	(219,250)	(219,503)
	<b>\$ (525,000)</b>	<b>\$ (980,000)</b>	<b>\$ (2,000,000)</b>	<b>\$ (219,000)</b>	<b>\$ (219,250)</b>	<b>\$ (219,503)</b>
<b>ENDING FUND BALANCE (2)</b>	<b>\$ 1,638,704</b>	<b>\$ 1,845,310</b>	<b>\$ 845,310</b>	<b>\$ 845,310</b>	<b>\$ 845,310</b>	<b>\$ 845,310</b>
<i>Changes in Fund Balance (actual/est.)</i>	<b>\$ 229,110</b>	<b>\$ 206,606</b>	<b>\$ (1,000,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

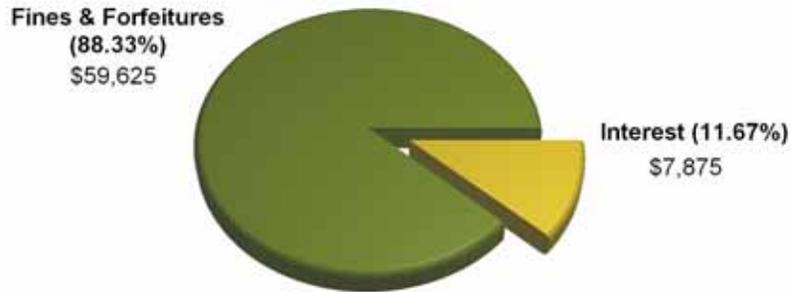
\* FY 2008 fund balance was transferred to the City's debt service fund to offset debt service costs.

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

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

### Revenues by Source

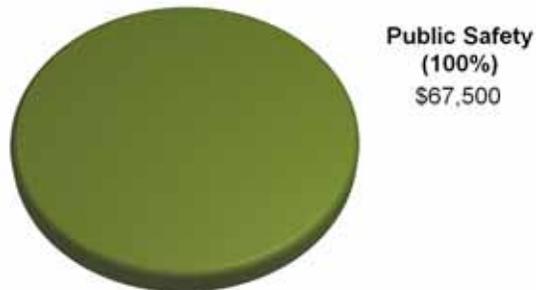
**FY 2009 Drug Enforcement Agency Fund Budget = \$67,500**



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### Expenditures by Department

**FY 2009 Drug Enforcement Agency Fund Budget = \$67,500**



**City of Alpharetta  
Drug Enforcement Agency Fund  
Statement of Budgetary Comparisons (FY 2008-2009)**

	FY 2008 Amended Budget	FY 2009 Adopted Budget	\$ Variance	% Variance
Fines & Forfeitures	\$ 65,000	\$ 59,625	\$ (5,375)	-8.27%
Interest	2,500	7,875	5,375	215.00%
Other Financing Sources:				
Fund Balance Carryforward	115,000	-	(115,000)	100.00%
<b>Total Revenues (All Sources) (1)</b>	<b>\$ 182,500</b>	<b>\$ 67,500</b>	<b>\$ (115,000)</b>	<b>-63.01%</b>
Maintenance & Operations:	\$ 18,000	\$ 18,000	\$ -	100.00%
Capital:				
Command & Control Center	115,000	-	(115,000)	100.00%
Miscellaneous	49,500	49,500	-	0.00%
<b>Total Expenditures (All Uses) (1)</b>	<b>\$ 182,500</b>	<b>\$ 67,500</b>	<b>\$ (115,000)</b>	<b>-63.01%</b>

**Notes:**

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance. The true operational budget growth after adjusting for non-operating items approximates 0%.

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget*	FY 2010 Forecast	FY 2011 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 121,308	\$ 112,309	\$ 305,866	\$ 190,866	\$ 190,866	\$ 190,866
<b>REVENUES</b>						
Fines & Forfeitures	\$ 99,902	\$ 227,146	\$ 65,000	\$ 59,625	\$ 59,625	\$ 59,625
Interest	2,939	5,211	2,500	7,875	7,875	7,875
	<b>\$ 102,841</b>	<b>\$ 232,357</b>	<b>\$ 67,500</b>	<b>\$ 67,500</b>	<b>\$ 67,500</b>	<b>\$ 67,500</b>
<b>EXPENDITURES</b>						
Public Safety	\$ 111,840	\$ 38,800	\$ 182,500	\$ 67,500	\$ 67,500	\$ 67,500
	<b>\$ 111,840</b>	<b>\$ 38,800</b>	<b>\$ 182,500</b>	<b>\$ 67,500</b>	<b>\$ 67,500</b>	<b>\$ 67,500</b>
<b>ENDING FUND BALANCE (2)</b>	<b>\$ 112,309</b>	<b>\$ 305,866</b>	<b>\$ 190,866</b>	<b>\$ 190,866</b>	<b>\$ 190,866</b>	<b>\$ 190,866</b>
<i>Changes in Fund Balance (actual/est.)</i>	<b>\$ (8,999)</b>	<b>\$ 193,557</b>	<b>\$ (115,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

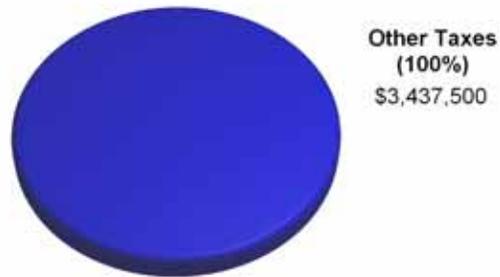
\* FY 2008 fund balance was utilized for allowable expenses within the Command and Control Center project.

## Hotel/Motel Fund Summary

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

### Revenues by Source

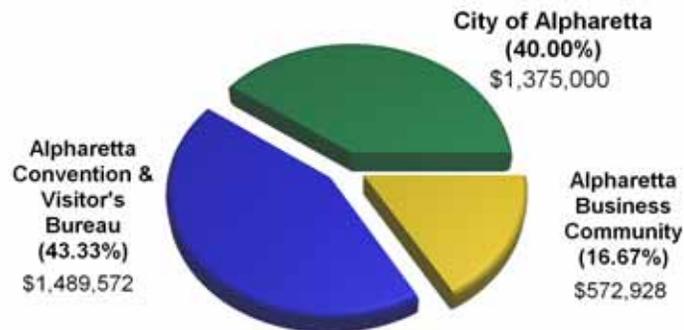
**FY 2009 Hotel/Motel Fund Budget = \$3,437,500**



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### Expenditures by Department

**FY 2009 Hotel/Motel Fund Budget = \$3,437,500**



**City of Alpharetta  
Hotel/Motel Fund  
Statement of Budgetary Comparisons (FY 2008-2009)**

	FY 2008 Amended Budget	FY 2009 Adopted Budget	\$ Variance	% Variance
Other Taxes:				
Hotel/Motel Taxes	\$ 3,125,000	\$ 3,437,500	\$ 312,500	10.00%
<b>Total Revenues (All Sources)</b>	<b>\$ 3,125,000</b>	<b>\$ 3,437,500</b>	<b>\$ 312,500</b>	<b>10.00%</b>
Other Uses:				
Alpharetta Business Community	\$ 521,875	\$ 572,928	\$ 51,053	100.00%
Alpharetta Convention & Visitor's Bureau	1,353,125	1,489,572	136,447	100.00%
City of Alpharetta	1,250,000	1,375,000	125,000	10.00%
<b>Total Expenditures (All Uses)</b>	<b>\$ 3,125,000</b>	<b>\$ 3,437,500</b>	<b>\$ 312,500</b>	<b>10.00%</b>

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 10,722	\$ 10,722	\$ 10,948	\$ 10,948	\$ 10,948	\$ 10,948
<b>REVENUES</b>						
Other Taxes	\$ 3,130,740	\$ 3,479,388	\$ 3,125,000	\$ 3,437,500	\$ 3,506,250	\$ 3,576,375
	<b>\$ 3,130,740</b>	<b>\$ 3,479,388</b>	<b>\$ 3,125,000</b>	<b>\$ 3,437,500</b>	<b>\$ 3,506,250</b>	<b>\$ 3,576,375</b>
<b>EXPENDITURES</b>						
Alpharetta Business Community	\$ 521,790	\$ 579,976	\$ 521,875	\$ 572,928	\$ 584,387	\$ 596,074
Alpharetta Convention & Visitor's Bureau	1,356,654	1,507,521	1,353,125	1,489,572	1,519,363	1,549,751
City of Alpharetta	1,252,296	1,391,665	1,250,000	1,375,000	1,402,500	1,430,550
	<b>\$ 3,130,740</b>	<b>\$ 3,479,162</b>	<b>\$ 3,125,000</b>	<b>\$ 3,437,500</b>	<b>\$ 3,506,250</b>	<b>\$ 3,576,375</b>
<b>ENDING FUND BALANCE (2)</b>	<b>\$ 10,722</b>	<b>\$ 10,948</b>	<b>\$ 10,948</b>	<b>\$ 10,948</b>	<b>\$ 10,948</b>	<b>\$ 10,948</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ -	\$ 226	\$ -	\$ -	\$ -	\$ -

## Operating Grants Fund Summary

The Operating Grants 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.

### Revenues by Source

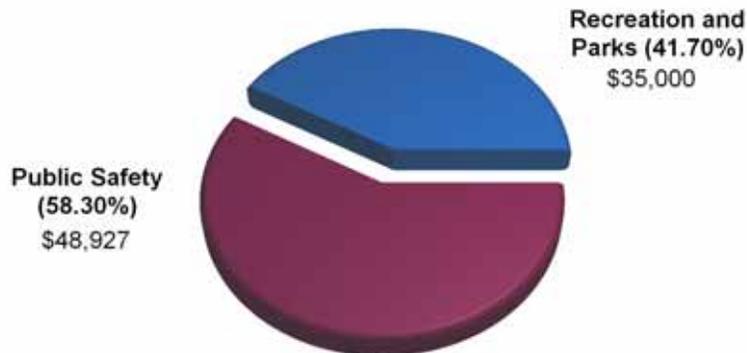
**FY 2009 Operating Grant Fund Budget = \$83,927**



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### Expenditures by Department

**FY 2009 Operating Grant Fund Budget = \$83,927**



# City of Alpharetta

## Operating Grants Fund

### Statement of Budgetary Allocations

		<b>FY 2009 Adopted Budget</b>
Intergovernmental (Grants):		
Public Safety		
Fire Prevention Education Activities Grant	\$	7,500
"Into the Fire" Program Grant		10,527
Justice Assistance Grant (2008)		15,000
Bulletproof Vest Grant (2008)		7,950
Recreation and Parks		
Fulton County Arts Grant		17,500
Other Financing Sources:		
General Fund Match		
Bulletproof Vest Grant (2008)		7,950
Fulton County Arts Grant		17,500
<b>Total Revenues (All Sources)</b>	<b>\$</b>	<b>83,927</b>
Public Safety:		
Fire Prevention Education Activities Grant	\$	7,500
"Into the Fire" Program Grant		10,527
Justice Assistance Grant (2008)		15,000
Bulletproof Vest Grant (2008)		15,900
Recreation and Parks:		
Fulton County Arts Grant		35,000
<b>Total Expenditures (All Uses)</b>	<b>\$</b>	<b>83,927</b>



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# *Debt Service Fund Summary*

Fiscal Year 2009 Operating & Capital Budget Narrative

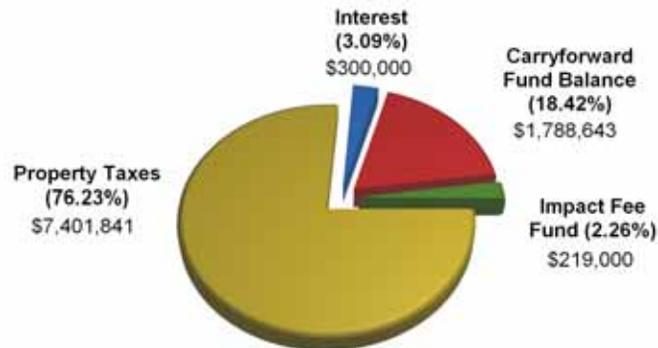
# Debt Service Fund Summary

## Overview

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

## Revenues by Source

FY 2009 Debt Service Fund Budget = \$9,709,484



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## Expenditures by Department

FY 2009 Debt Service Fund Budget = \$9,709,484



The City has one (1) debt service fund that accounts for debt service on the following obligations (along with the principal amounts outstanding as of June 30, 2008):

• General Obligation Bonds, Series 1992	\$ 4,075,000
• General Obligation Bonds, Series 1998	11,825,000
• General Obligation Refunding Bonds, Series 2003	8,930,000
• General Obligation Bonds, Series 2006	24,390,000
• Development Authority Revenue Bonds, Series 2003 <sup>10</sup>	<u>1,188,000</u>
Total	\$ 50,408,000

### **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.

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<sup>10</sup> The City is obligated via an Intergovernmental Agreement to fund 16.5% of the principal and interest associated with this obligation. The associated debt service is funded from General Fund operations through prior interfund transfers.

## **Bond Smoothing**

The Debt Service Fund currently includes a fund balance reserve that when augmented with a base level of property tax revenues, investment earnings, and impact fees, is forecasted to be sufficient to cover annual debt service on the underlying bonds through maturity. Principal and interest payments for fiscal year 2009 are budgeted at \$9,694,484 with the following five-year forecast:

2010: \$9,698,907

2011: \$9,705,829

2012: \$7,329,360

2013: \$2,176,561

2014: \$2,176,936

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

As highlighted through the reduction in the debt millage rate levy for FY 2009, annual reassessments will continue to place downward pressure on the debt millage rate levy going into the future. The table below illustrates the annual millage rates levied by the City for the last 10 years.

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
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	

## **General Obligation Bond Debt**

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

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

	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
FY 2009	\$ 7,265,000	\$ 2,290,206	\$ 9,555,206
FY 2010	7,635,000	1,924,994	9,559,994
FY 2011	8,030,000	1,537,531	9,567,531
FY 2012	6,010,000	1,181,131	7,191,131
FY 2013	1,100,000	937,850	2,037,850
FY 2014	1,145,000	893,850	2,038,850
FY 2015	1,195,000	836,600	2,031,600
FY 2016	1,240,000	776,850	2,016,850
FY 2017	1,285,000	727,250	2,012,250
FY 2018	1,335,000	675,850	2,010,850
FY 2019	1,390,000	621,115	2,011,115
FY 2020	1,450,000	560,650	2,010,650
FY 2021	1,510,000	497,575	2,007,575
FY 2022	1,575,000	422,075	1,997,075
FY 2023	1,645,000	343,325	1,988,325
FY 2024	1,725,000	261,075	1,986,075
FY 2025	1,800,000	174,825	1,974,825
FY 2026	1,885,000	84,825	1,969,825
	<b>\$ 49,220,000</b>	<b>\$ 14,747,577</b>	<b>\$ 63,967,577</b>

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## **Development Authority Revenue Bond Debt**

During fiscal year 1999, the Development Authority of Alpharetta entered into an agreement with Georgia State University Foundation to construct an educational facility. As a result, 20-year revenue bonds were issued by the Authority in the original amount of \$10,600,000. 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. Debt service is funded from carryforward fund balance through historical cash infusions from the General Fund (i.e. interfund transfer). The bonds are payable on May 1<sup>st</sup> and November 1<sup>st</sup>, serially to fiscal year 2019. The following schedule provides a detailed listing of total debt service requirements of the City's allocable portion through maturity.

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

	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
FY 2009	\$ 86,625	\$ 52,653	\$ 139,278
FY 2010	89,925	48,989	138,914
FY 2011	93,225	45,072	138,297
FY 2012	97,350	40,879	138,229
FY 2013	102,300	36,411	138,711
FY 2014	106,425	31,661	138,086
FY 2015	111,375	26,596	137,971
FY 2016	116,325	21,216	137,541
FY 2017	122,100	15,523	137,623
FY 2018	127,875	9,524	137,399
FY 2019	134,475	3,227	137,702
	<b>\$ 1,188,000</b>	<b>\$ 331,752</b>	<b>\$ 1,519,752</b>

## Bond Ratings

In conjunction with the sale of \$26.3 million (original issue amount) of General Obligation Bonds, Series 2006, Moody's Investors Service and Standard & Poor's issued a rating of Aaa and AAA, respectively, on all of the City's outstanding General Obligation Bonds.



These ratings demonstrate the City's strong creditworthiness relative to other US municipal or tax-exempt issuers. Additionally, these ratings reflect the City's sound financial position and the strong financial management practices which guide our ongoing decision making. These practices are supported by formal policies to guide budget and procurement practices, capital investment, and debt management. Other positive factors include a relatively strong economic base, moderate debt burden, and manageable capital needs. The FY 2009 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 2008, the debt limit is estimated at \$445 million with currently outstanding general obligation debt representing 9% of capacity.

<b>City Of Alpharetta Legal Debt Margin Last Five Fiscal Years</b>					
	2008	2007	2006	2005	2004
Debt limit	\$ 444,632,135	\$ 375,083,691	\$ 324,677,897	\$ 312,059,243	\$ 292,126,793
Total net debt applicable to limit	39,484,738	45,435,910	55,542,002	37,264,279	43,713,374
<b>Legal Debt Margin</b>	<b>\$ 405,147,397</b>	<b>\$ 329,647,781</b>	<b>\$ 269,135,895</b>	<b>\$ 274,794,964</b>	<b>\$ 248,413,419</b>
Total net debt applicable to the limit as a percentage of debt limit	9%	12%	17%	12%	15%

<b>Legal Debt Margin Calculation for Fiscal Year 2008</b>	
Taxable Assessed Value	\$ 4,010,269,327
Add back: Exemptions	436,052,018
<i>Total assessed value</i>	<i>4,446,321,345</i>
Debt limit (10% of total assessed value)	\$ 444,632,135
Debt applicable to limit:	
General obligation bonds	49,220,000
Less: Amount set aside for repayment of general obligation debt	(9,735,262)
<i>Total net debt applicable to limit</i>	<i>\$ 39,484,738</i>
<b>Legal Debt Margin</b>	<b>\$ 405,147,397</b>

Source: City of Alpharetta Finance Department  
\* FY 2008 data represents estimates.

# City of Alpharetta Debt Service Fund

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 3,635,721	\$ 6,867,998	\$ 10,709,090	\$ 9,735,262	\$ 7,946,619	\$ 6,227,821
<b>REVENUES</b>						
Property Taxes	\$ 6,821,554	\$ 8,373,882	\$ 6,586,073	\$ 7,401,841	\$ 7,475,859	\$ 7,550,618
Interest	238,976	633,311	150,000	300,000	300,000	300,000
Other	-	10,465	-	-	-	-
	<b>\$ 7,060,530</b>	<b>\$ 9,017,658</b>	<b>\$ 6,736,073</b>	<b>\$ 7,701,841</b>	<b>\$ 7,775,859</b>	<b>\$ 7,850,618</b>
<b>EXPENDITURES</b>						
Debt Service	\$ 6,863,253	\$ 9,152,362	\$ 9,694,901	\$ 9,694,484	\$ 9,698,907	\$ 9,705,829
Administrative Charges	15,000	4,204	15,000	15,000	15,000	15,000
	<b>\$ 6,878,253</b>	<b>\$ 9,156,566</b>	<b>\$ 9,709,901</b>	<b>\$ 9,709,484</b>	<b>\$ 9,713,907</b>	<b>\$ 9,720,829</b>
<b>Other Financing Sources (Uses):</b>						
Interfund Transfer:						
General Fund	\$ 2,525,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
Impact Fee Fund	525,000	980,000	2,000,000	219,000	219,250	219,503
	<b>\$ 3,050,000</b>	<b>\$ 3,980,000</b>	<b>\$ 2,000,000</b>	<b>\$ 219,000</b>	<b>\$ 219,250</b>	<b>\$ 219,503</b>
<b>ENDING FUND BALANCE*</b>	<b>\$ 6,867,998</b>	<b>\$ 10,709,090</b>	<b>\$ 9,735,262</b>	<b>\$ 7,946,619</b>	<b>\$ 6,227,821</b>	<b>\$ 4,577,113</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 3,232,277	\$ 3,841,092	\$ (973,828)	\$ (1,788,643)	\$ (1,718,798)	\$ (1,650,708)

\* Please see the section entitled "Bond Smoothing" for detailed information of Fund Balance usage.



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# *Capital Project Fund Summaries*

# Capital Project Fund Summaries

## Overview

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

The City's capital program has the most visible and long-term effect on the quality of life for our stakeholders. Through an aggressive capital program, improvements to transportation, access to quality cultural and recreational opportunities, partnering with local businesses for continued



economic development, and providing infrastructure and assets for public safety are afforded. The foundation of the City's capital program is the five-year capital project improvement plan ("CIP") which is updated annually. The CIP assists in the planning, acquisition, and financing of capital projects.

A capital project generally is defined as an expenditure that has an expected useful life of more than three years with an estimated total cost of \$25,000 or more, or an improvement/addition to an existing capital asset. Examples include building/infrastructure construction, park improvements, streetscapes, land acquisitions, vehicles, etc. Capital projects are budgeted primarily in the City's capital project funds with the main exception being those capital renewal & replacement projects that are funded annually in the General Fund (discussed below). Please refer to the *Financial Management Policies* section of this document for more information on the City's Capital Improvement Plan.

The City has four (4) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); Bond III Fund (account for bond proceeds); and Bond IV Fund (account for bond proceeds). For the purposes of this budget document, only the Capital Project Fund and the Capital Grant Fund are presented as new appropriation activity was approved for FY 2009. All capital project funds follow the life-to-date budgeting process whereby budget is

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

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

- **Capital Project Fund**: This fund accounts for the renewal and replacement of fleet and the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities, with a value in excess of \$25,000<sup>11</sup>. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.
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- **Capital Grants Fund**: This fund accounts for resources received from federal, state, and local grants awarded to the City. Matching funds, which represents the City's financial investment, are also recorded within this fund. This fund accounts for capital grants only. Operating grant proceeds are recorded within the Operating Grants Fund.
  - **Bond III Fund**: This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 1998. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.
  - **Bond IV Fund**: This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2006. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.

## **Funding Methodology**

The City's preferred method for funding capital projects within the CIP shall be through current revenue when available (i.e. pay-as-you-go) or from outside funding sources such as grant funding and related aid. Debt obligations may be issued for

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<sup>11</sup> Additional capital improvement funding for annual recurring items (e.g. milling and resurfacing) is included within the General Fund.

capital projects when it is appropriate to achieve a fair allocation of costs between current and future beneficiaries. Funding for the CIP is provided as follows:

- **Use of Available Fund Balance (General Fund)**: Based on audited financial statements for the year ended June 30, 2007, the City's unreserved fund balance was \$14.8 million. Of this amount, approximately \$8.4 million has been designated as an emergency account based on a conservative policy of 18% of total appropriations (i.e. roughly 2½ months of operating expenditures). It has been the City's policy to utilize the remaining fund balance above the emergency requirement for one-time capital expenditures. Available capital initiative funding for FY 2009 totals \$6,423,912. This funding is transferred annually from the General Fund to the Capital Project Fund and Grant Funds where the projects will be managed.
- **Annual Renewal & Replacement Funding from the Operating Budget (All Funds)**: The City Council views capital renewal & replacement as a priority and has directed staff to augment the programming of appropriations in the operating budget. Programming appropriations within the operating budget signals to our citizenry and stakeholders that capital renewal & replacement is a priority and that the City will ensure its service delivery capabilities remain at the high level our customers expect for years to come.

The FY 2009 Budget builds on this practice through increasing the annual operational funding within the General Fund for milling & resurfacing to \$1.2 million. Current goals include increasing annual funding to fully cover the City's fleet and technology replacement programs.

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

## **FY 2009 Capital Project Listing**

The following section provides both a (1) summary list of FY 2009 capital investment and (2) a detailed narrative of each capital project. Please note: this listing represents the \$6.4 million in capital funding provided through the use of available fund balance. Additional capital renewal & replacement funding is reflected in the General Fund as discussed under the *Funding Methodology* section above.

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

## Capital Project Summary

Department	Project	FY 2009 Appropriations
Community Development	Downtown Partners Program	\$ 40,750
	Economic Development Action Plan	40,000
		<b>\$ 80,750</b>
Engineering & Public Works	Recurring StormCeptor & Oil/Water Separator Maintenance	\$ 30,000
	Recurring Communication Radios	30,000
	Recurring Pavement Striping & Traffic Control Signs	150,000
	Recurring Traffic Control Equipment	150,000
	Recurring Storm/Drainage Maintenance & Repair	40,000
	Recurring Loop Detector Maintenance	75,000
	Adaptive Traffic Control System	900,000
	Fleet Replacements	120,000
	New Fleet Request	80,000
	Ford F-800 Asphalt Truck	125,000
	Lee Boy Asphalt Tack Trailer	9,700
	F-450 Crew Cab Dump Truck	53,000
	New Holland Tractor	80,000
	Pole Barn Extension	45,000
	Mayfield Road Sidewalk - Providence Rd. to Mayfield Circle	850,000
	Mid-Broadwell Rd. Sidewalk - Broadwell Oaks to Fire Station #5	570,000
	Fox Road Sidewalk	65,000
	Park Bridge Sidewalk (Bellflower Dr. to Park Creek Dr.)	146,273
	Stormwater Utility Feasibility Study	75,000
		<b>\$ 3,593,973</b>
Public Safety	Vehicle Replacement (23)	\$ 793,500
	12-Lead AED's	95,064
	Motorola Radio Replacements for Fire & Police	180,000
	<b>\$ 1,068,564</b>	
Recreation & Parks	Webb Bridge Park - Synthetic Turf Field	\$ 840,000
	Adult Activity Center - Design for Expansion	25,000
	Union Hill Park - Sandblast/Paint Beams	55,000
	Fleet Requests (3 replacement/1 new)	82,500
	<b>\$ 1,002,500</b>	
Information Technology	CISCO Data Network	\$ 240,100
	Racks for Network Data Infrastructure	70,000
	Phone System Boards	15,000
	GIS Data Collectors	18,000
	Data Center Test Equipment and Software	125,000
	<b>\$ 468,100</b>	
<b>Capital Projects Fund subtotal</b>		<b>\$ 6,213,887</b>
Various	Grant Matches	\$ 210,025
	<b>Capital Grants Fund subtotal</b>	
<b>Total Capital Project Fund(s) Investment</b>		<b>\$ 6,423,912</b>

## Capital Project Narratives

**Project:** Downtown Partners Program  
**Department:** Community Development  
**Strategic Priority:** Small Town Feel with a Historic Past



**Scope**

**Description:** This is a continuation of a long-running program which encourages the renovation of downtown buildings through the use of low-interest loans and grants. Each eligible applicant can qualify for up to \$13,500 per project. On average, we have two projects apply annually.

**Financial Impact:** No financial impact on future operating budgets.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	40,750
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>40,750</b>

**Project:** Economic Development Action Plan  
**Department:** Community Development  
**Strategic Priority:** Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



**Scope**

**Description:** This project involves the preparation of a new plan to establish policies and guide economic development activities. The previously adopted Economic Development Plan was fully implemented and it expired several years ago. A new plan is needed that incorporates current, accurate base data. The new Plan is expected to cost \$80,000. Half of the funding will be sought from existing Alpharetta Development Authority revenues.

**Financial Impact:** No financial impact on future operating budgets.

**Financial Status**

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

**Project:** Recurring StormCeptor & Oil/Water Separator Maintenance  
**Department:** Engineering & Public Works  
**Strategic Priority:** Proactive, Environmentally Sensitive Community with a focus on our Future



**Scope**

**Description:** The City currently owns 9 StormCeptor devices and 7 oil-water separators which improve water quality coming from impervious surfaces throughout the City. These devices allow sediment to settle out of stormwater runoff and remove floatables and oil. The devices must be inspected twice per year and pumped out as necessary.

**Financial Impact:** Maintenance costs are currently part of the annual capital program.

**Financial Status**

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

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



**Scope**

**Description:** This expenditure request continues funding for the purchase of 41 radios, divided over four years. In year one (FY07) 11 radios were purchased. 20 radios were purchased in FY08 and 10 will be purchased in FY09, respectively. In the near future, communication radios will convert from analog to digital technology. In order to use radio communications, we will have to replace all radios currently in use.

**Financial Impact:** Maintenance costs are funded within the operating budget.

**Financial Status**

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

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



**Scope**

**Description:** This capital expenditure requests funding for the replacement and repair of pavement striping and traffic control signs. It will provide ongoing maintenance of the existing system.

**Financial Impact:** Maintenance costs are currently part of the annual capital program.

**Financial Status**

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

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



**Scope**

**Description:** This capital expenditure request is for the replacement and repair of traffic signal parts and supplies. It will provide ongoing maintenance of the existing system. This year the Georgia Department of Transportation (GDOT) is in the process of replacing/upgrading all of the City's signal cabinets. This funding will allow the department to purchase spare cabinets and parts related to the new cabinets.

**Financial Impact:** Maintenance costs are currently part of the annual capital program.

**Financial Status**

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

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



**Scope**

**Description:** This initiative requests funding for the maintenance and repair of the City's storm/drainage system. It will provide needed and legally mandated (by the State) maintenance of the existing system.

**Financial Impact:** Maintenance costs are currently part of the annual capital program.

<b>Financial Status</b>			
<b>Funding Source:</b>	Local:	\$	40,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>40,000</b>

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



**Scope**

**Description:** This request for loop detectors will improve traffic flow and reduce travel delay throughout the city. Traffic signal loop detectors are placed in the roadway so that vehicles are detected at an intersection. Traffic signal loops are cut in the pavement at various depths. Loop detectors enhance traffic movement, reduce travel delay, and increase signal responsiveness.

**Financial Impact:** Maintenance costs are currently part of the annual capital program.

<b>Financial Status</b>			
<b>Funding Source:</b>	Local:	\$	75,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>75,000</b>

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



**Scope**

**Description:** Manages the dynamic (on-line, real time) timing of signal phases at traffic signals, meaning that it tries to find the best phasing (i.e. cycle times, phase splits and offsets) for the current traffic situation.

**Financial Impact:** No financial impact on future operating budgets.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	900,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>900,000</b>

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



**Scope**

**Description:** This initiative requests funding for three replacement vehicles. All surplus vehicles will be replaced with Ford F-150 Crew Cab 4x4 trucks. The surplus vehicles are: 1) 1997 Ford Ranger with high mileage and repair costs; 2) 1997 Ford F-150 4x4 with high miles and dead engine (out of service); 3) 1994 Ford F-150 4x4 with high mileage and repair costs.

**Financial Impact:** Maintenance and fuel costs are funded within the operating budget.

**Financial Status**

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

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



**Scope**

**Description:** Two positions have been requested as Operating initiatives - Civil Engineer and a GIS Specialist. These vehicles will be necessary for the stated positions in order for their job duties to be performed. Two Ford F-150 Crew Cab 4x4 trucks will be purchased.

**Financial Impact:** Maintenance and fuel costs are funded within the operating budget.

**Financial Status**

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

**Project:** Ford F-800 Asphalt Truck  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** This request is to replace an aging 1997 Ford F-800 asphalt truck. Its age and rising repair costs dictate this request. The new Ford F-800 asphalt truck will be used to repair pot holes throughout the City.

**Financial Impact:** Maintenance and fuel costs are funded within the operating budget.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	125,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>125,000</b>

**Project:** Lee Boy Asphalt Tack Trailer  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** Asphalt tack is liquid asphalt used as an agent to help bind asphalt. This request is for a trailer to haul and store asphalt tack.

**Financial Impact:** Maintenance costs are funded within the operating budget.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	9,700
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>9,700</b>

**Project:** Ford F-450 Crew Cab Dump Truck  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** This request is for an F-450 Crew Cab Dump Truck to replace a 1991 Ford F-350. The F-450 is big enough to safely handle the requirements of the dump body, but is small enough to go off-road without causing damage to the environment.

**Financial Impact:** Maintenance and fuel costs are funded within the operating budget.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	53,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>53,000</b>

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



**Scope**

**Description:** This request will replace an inoperable 1985 Ford 555A backhoe/loader with a new backhoe/loader. This new backhoe/loader will be used to dig, load, and move materials on various jobs throughout the City. The City currently has a fleet of three backhoes/loaders with the one discussed herein being inoperable thereby limiting staff efficiency. This initiative will provide for replacement of the one (1) inoperable backhoe/loader thereby reestablishing the total fleet to three (3) operable backhoes/loaders.

**Financial Impact:** Maintenance and fuel costs are funded within the operating budget.

**Financial Status**

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

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



**Scope**

**Description:** This priority requests funding for an extension to the existing Pole Barn (an open-sided shed with a roof) at the Engineering/Public Works facility. Storing equipment and supplies under cover, out of the weather, will extend their useful life. Further, the shed, via its storage capabilities, will provide for better utilization of the Department's warehouse. The return on investment will be the added useful life of both equipment and supplies.

**Financial Impact:** Maintenance costs to be programmed into future operating budgets.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	45,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>45,000</b>

**Project:** Mayfield Road Sidewalk (Providence Rd to Mayfield Circle)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** This project includes about 2,000 feet of sidewalk and includes crossing Foe Killer Creek with a small pedestrian bridge.

**Financial Impact:** Maintenance costs are currently part of the annual capital program.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	850,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>850,000</b>

**Project:** Mid-Broadwell Road Sidewalk (Broadwell Oaks to FS # 5)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** This initiative requests funding to build a sidewalk from Broadwell Oaks to Fire Station #5. This sidewalk section is a continuation of an existing project and involves crossing the Foe Creek floodplain and wetlands and continues through to FS#5. Costs for all phases of this sidewalk project total \$950,000. Current appropriations total \$380,000 leaving a net funding requirement of \$570,000 (i.e. \$950,000-\$380,000 = \$570,000).

**Financial Impact:** Maintenance costs are currently part of the annual capital program.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	570,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>570,000</b>

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



**Scope**

**Description:** This initiative requests funding to build a sidewalk from the Thornbury Parc subdivision and tying into the trail system leading to Lake Windward Elementary School.

**Financial Impact:** Maintenance costs are currently part of the annual capital program.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	65,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>65,000</b>

**Project:** Park Bridge Sidewalk (Bellflower Dr to Park Creek Dr)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** This initiative requests funding to replace approximately 1,500 linear feet of asphalt sidewalk with concrete between Bellflower Drive and Park Creek Drive. \*Estimated costs for this project total \$250,000 of which \$103,727 will be reviewed for funding availability as part of the midyear budget process (i.e. \$250,000 - \$146,273 = \$103,727).

**Financial Impact:** Maintenance costs are currently part of the annual capital program.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	146,273
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>146,273</b>

**Project:** Stormwater Utility Feasibility Study  
**Department:** Engineering & Public Works  
**Strategic Priority:** Proactive, Environmentally Sensitive  
 Community with a focus on our Future



**Scope**

**Description:** Searching for workable ways to fund stormwater management and water-quality programs, communities across the United States are increasingly examining the option of stormwater utilities. The trend in stormwater maintenance funding throughout metro Atlanta in current years has been for local governments to establish a stormwater utility. Over 19 metro area communities including City of Roswell, City of Smyrna, and Douglasville / Douglas County have begun research or recently implemented stormwater utilities. The utility is funded entirely by a stormwater assessment fee that is charged to residents and business owners based on impact and use. These fees support maintenance and upgrade of the existing stormwater drainage system, construction of necessary stormwater capital improvement projects, and administrative costs.

**Financial Impact:** No financial impact on future operating budgets.

**Financial Status**

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

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



**Scope**

**Description:** 23 marked Chevrolet Impalas for patrol service at a total cost of \$34,500 each. All are for replacement of current vehicles that have or will have more than 95,000 miles in FY09.

**Financial Impact:** Maintenance and fuel costs are funded within the operating budget.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	793,500
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>793,500</b>

**Project:** 12-Lead AED's  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Scope**

**Description:** The request is to purchase six Zoll brand, 12-lead AED's, one for each Fire station territory. Four would replace 5-lead AED's that will soon become obsolete and need to come out of service entirely. Two would replace older, 12-lead AED's that would remain available as spares. The value of replacing the latter two is 1) to upgrade this vital equipment for better patient care, 2) to standardize the equipment to ensure fluent use by all firefighters, and 3) to provide for spares in order to ensure consistent availability in normal operations and reserve units in emergency operations.

**Financial Impact:** No financial impact on future operating budgets.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	95,064
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>95,064</b>

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



**Scope**

**Description:** Replace older analog Motorola radios, which are not compatible with metro-area digital interoperability channels, with digital equivalents. FY09 will be the third year of a planned four-year replacement cycle for PD, budgeted at \$80,000 per year, and the second year of a four-year replacement cycle for FD, estimated at \$100,000 per year.

**Financial Impact:** Maintenance costs are funded within the operating budget.

**Financial Status**

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

**Project:** Webb Bridge Park - Synthetic Turf Field  
**Department:** Recreation and Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages




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**Scope**

**Description:** Installation of a synthetic turf surface on the lower soccer field at Webb Bridge Park would benefit the City as follows: increased safety and utilization of playing surface; improved quality of youth soccer program with more practices/clinics; reduction in weather-related cancellations of practices/games; ability to provide more assistance to local schools and feeder teams; long-term cost savings on field maintenance and re-sodding; decreased use of upper soccer field minimizing maintenance costs on those fields; marquee facility for rentals; and multi-use (soccer, football, or lacrosse). Engineering/Public Works and Recreation & Parks staff has obtained thorough cost estimates and are comfortable that \$840,000 will fund the entire project. Recreation Commission priority 1.

**Financial Impact:** Results in a reduction of maintenance costs within the operating budget.

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<b>Financial Status</b>			
<b>Funding Source:</b>	Local:	\$	840,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>840,000</b>

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



**Scope**

**Description:** Staff is requesting funds for site review and design services to develop a conceptual plan and cost estimate for possible future expansion of the Alpharetta Adult Activity Center at North Park. This request generated from citizen input and meetings with members of the Alpharetta Golden Age Club, and those who participate in the programs offered at the center. Much of the space in the rooms in the existing facility is used for storage of tables, chairs, service carts, books, etc. Future expansion might include additional storage areas for some of these items, an expanded kitchen, additional restrooms, and meeting space. This project will give City officials and staff a professional plan and realistic cost estimate to expand the center. Recreation Commission priority 3.

**Financial Impact:** No financial impact on future operating budgets.

**Financial Status**

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

**Project:** Union Hill Park - Sandblast/Paint Beams  
**Department:** Recreation and Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



**Scope**

**Description:** This project would address needed maintenance on the steel support beams for the roof of the covered hockey rink at Union Hill Park. The beams would be sandblasted, cleaned, prepped, and painted to improve the durability, longevity, and appearance of the covered rink. This work is similar to the work that was done on the roof at the Wills Park Equestrian Center in FY07. This dramatically improved the look of the WPEC. Recreation Commission priority 5.

**Financial Impact:** No financial impact on future operating budgets.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	55,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>55,000</b>

**Project:** Fleet Replacements  
**Department:** Recreation and Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages




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**Scope**

**Description:** Staff is requesting (4) new vehicles (trucks) – (3) replacements and (1) addition. (3) Trucks for Parks Services and 1 Truck for Equestrian Center. We are recommending the replacement of 3 current vehicles (2 1996 Ford F250's and 1 1997 Ford F250). One vehicle would be an addition to the Department's fleet. The vehicles would be assigned as follows: one at Wills Park; one at North Park; one at Webb Bridge Park; and one at Wills Park Equestrian Center. Each vehicle is estimated to cost @ \$20,000. There may be a minimal increase in maintenance and operating for fuel for the additional vehicle (\$2000) and for routine maintenance (\$500). However, these costs may be offset by a reduction in major maintenance for the older vehicles that are scheduled for replacement.

**Financial Impact:** Please see above for financial impact on maintenance and operations budget.

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**Financial Status**

<b>Funding Source:</b>	Local:	\$	82,500
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>82,500</b>

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



**Scope**

**Description:** To provide a reliable and robust data network capable of supporting critical applications and systems necessary to provide effective and efficient data services.

This initiative procures the necessary switches, routers, and other major network hardware for the Data Center as the hub of the network and also outlying network facilities at various City locations.

Provides the "digital highway" for all City of Alpharetta applications including: Public Safety OSSI, Video Services for ITS and Public Safety, GIS Systems for Public Safety/Engineering and Public Works/Community Development, and Voice Over IP (VOIP) Telephony System. In particular, this upgrade of the network infrastructure will make it possible to use VOIP that will provide a significant savings over older telephony technologies and a much higher level of functionality including integration of systems.

\* Project includes hardware and software configurations and will require the services of a CISCO certified Network Analyst to provide installation if the Network Analyst II Position (one of the FY 2009 recommended operational initiatives) is not provided for in the budget. Estimated Cost for a consultant is rated at @ \$150/hour for 4 months worth of work (sixteen 40 hour weeks = 640 hours) which is about \$96,000. As indicated in the documentation for our requested new position, this can be performed by this new Network Analyst II to save this cost.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	240,100
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>240,100</b>

**Project:** Racks for Network Data Infrastructure  
**Department:** Information Technology  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



**Scope**

**Description:** To provide a protective and secure environment for the remote site network closets necessary to provide effective and efficient data services. Project includes deploying environmentally protective rack with a locking cabinet to prevent access by non-authorized personnel. There may be a reasonable relocation of power and data circuits to optimize the given physical environment. This will provide the protection for our new network data infrastructure.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	70,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>70,000</b>

**Project:** Phone System Boards  
**Department:** Information Technology  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



**Scope**

**Description:** To provide the main systems board for the existing legacy telephone in case of failure. This board, according to a recent service visit, is likely to fail in the near future.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	15,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>15,000</b>

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



**Scope**

**Description:** To replace existing aging and outdated GIS data collectors.

**Financial Impact:** No financial impact on future operating budgets.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	18,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>18,000</b>

**Project:** Data Center Test Equipment and Software  
**Department:** Information Technology  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



**Scope**

**Description:** This initiative provides a test environment for updating and deploying key network deployments, applications, and systems.

This initiative procures the necessary switches, routers, servers, storage devices, and other major network/application hardware for the Data Center. As an example, we can replicate the Microsoft Exchange Server production environment and test it in a “clustered” configuration to ensure reliability and functionality prior to actually deploying this in the live “production” environment.

By providing a test environment for City systems, we can replicate “production” data and systems prior to implementing or updating major components. This will help maintain and update systems without disrupting City operations and reducing risk of system failures. This will address the need for a disaster recovery environment to safely restore any systems and verify its integrity before putting it back into production. This is also a development environment that will allow IT to both develop and test various applications for interoperability and functionality.

**Financial Impact:** No financial impact on future operating budgets.

**Financial Status**

<b>Funding Source:</b>	Local:	\$	125,000
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		\$	<b>125,000</b>

**Project:** Grant Matching  
**Department:** Various  
**Strategic Priority:** Multiple




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**Scope**

**Description:** Provides matching funds for the following grants:  
 Public Safety Department  
     2008 Bulletproof Vest Grant (\$7,950)  
     2007 Fire Prevention & Safety Grant (\$2,400 true-up)  
     Governor's Office of Hwy Safety Grant (\$40,000)  
 Engineering & Public Works Department  
     Fulton County Transportation Study Grant (\$42,175)  
 Recreation & Parks Department  
     Fulton County Arts Grant (\$17,500 est.)  
     2008 Land & Water Conservation Fund Grant (\$100,000)

**Financial Impact:** No financial impact on future operating budgets.

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**Financial Status**

<b>Funding Source:</b>	Local:	\$	210,025
	Bond:	\$	-
	Federal:	\$	-
	External:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>210,025</b>



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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 respective fiscal year 2009 budgets for the City's Solid Waste Fund.

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

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

- **Fund Summary**

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

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2008 and 2009. Revenues are presented by source and expenditures are presented by category (e.g. Personnel Services, Maintenance & Operations, Capital, etc.).

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

This statement provides a historical comparison of revenues and expenditures for fiscal years 2006-2009 as well as a forecast for fiscal years 2010-2011. Also included are changes in fund balance.

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



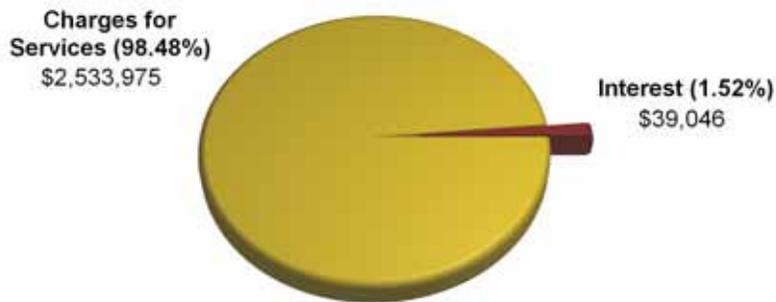
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## **Solid Waste Fund Summary**

The Solid Waste 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.

### **Revenues by Source**

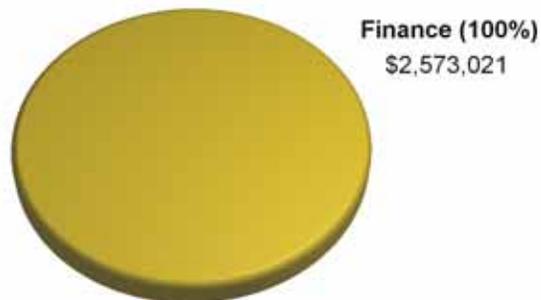
**FY 2009 Solid Waste Fund Budget = \$2,573,021**



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### **Expenditures by Department**

**FY 2009 Solid Waste Fund Budget = \$2,573,021**



**City of Alpharetta  
Solid Waste Fund  
Statement of Budgetary Comparisons (FY 2008-2009)**

	FY 2008 Amended Budget	FY 2009 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
Refuse Collection Fees	\$ 2,138,911	\$ 2,135,000	\$ (3,911)	-0.18%
TAG Fees	1,400	50	(1,350)	-96.43%
Commercial Hauler Fees	48,000	48,000	-	0.00%
Environmental Fees	330,000	330,000	-	0.00%
Penalties and Fees	18,000	20,500	2,500	13.89%
Bad Check Fees	500	425	(75)	-15.00%
Interest	20,000	39,046	19,046	95.23%
Other Financing Sources:				
General Fund (subsidy/other)	605	-	(605)	-100.00%
<b>Total Revenues (All Sources)</b>	<b>\$ 2,557,416</b>	<b>\$ 2,573,021</b>	<b>\$ 15,605</b>	<b>0.61%</b>
Personnel Services:				
Salaries	\$ 36,932	\$ 48,061	\$ 11,129	30.13%
Group Insurance	5,070	14,755	9,685	191.03%
FICA	2,758	3,649	891	32.31%
Pension (Defined Benefit)	4,023	5,602	1,579	39.25%
Pension (Defined Contribution)	721	-	(721)	-100.00%
Workers Compensation	541	954	413	76.34%
Maintenance & Operations:				
Professional Fees	2,500,000	2,500,000	-	0.00%
Miscellaneous	7,371	-	(7,371)	-100.00%
<b>Total Expenditures (All Uses)</b>	<b>\$ 2,557,416</b>	<b>\$ 2,573,021</b>	<b>\$ 15,605</b>	<b>0.61%</b>
<i>Personnel (full-time-equivalent)</i>	1.0	1.0		

# City of Alpharetta Solid Waste Fund

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>BEGINNING FUND BALANCE</b>	\$ 435,139	\$ 467,185	\$ 630,455	\$ 630,455	\$ 630,455	\$ 705,586
<b>REVENUES</b>						
Charges for Services	\$ 1,985,355	\$ 2,621,405	\$ 2,536,811	\$ 2,533,975	\$ 2,635,334	\$ 2,740,747
Interest	27,483	41,859	20,000	39,046	40,608	42,232
	\$ 2,012,838	\$ 2,663,264	\$ 2,556,811	\$ 2,573,021	\$ 2,675,942	\$ 2,782,980
<b>EXPENDITURES</b>						
Solid Waste Operations:	\$ 2,231,660	\$ 2,499,994	\$ 2,557,416	\$ 2,573,021	\$ 2,600,811	\$ 2,628,959
	\$ 2,231,660	\$ 2,499,994	\$ 2,557,416	\$ 2,573,021	\$ 2,600,811	\$ 2,628,959
<b>Other Financing Sources (Uses):</b>						
Interfund Transfer:						
General Fund (subsidy/other)	250,868	-	605	-	-	-
	\$ 250,868	\$ -	\$ 605	\$ -	\$ -	\$ -
<b>ENDING FUND BALANCE (2)</b>	<b>\$ 467,185</b>	<b>\$ 630,455</b>	<b>\$ 630,455</b>	<b>\$ 630,455</b>	<b>\$ 705,586</b>	<b>\$ 859,607</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 32,046	\$ 163,270	\$ -	\$ -	\$ 75,131	\$ 154,021
<i>Personnel (full-time-equivalent)</i>	1.0	1.0	1.0	1.0		



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

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# *Department Summaries*

# Department Summaries

## Overview

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

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

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

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 (please see above).

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

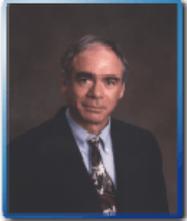
- *Program/Expenditure Summary* – the budget for the department presented on both a department-wide and individual program basis and summarized by expenditure category:
  - Personal Services: salaries, overtime, and other compensation related expenditures.
  - Maintenance & Operations: professional fees,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



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# Mayor and City Council



**Arthur Letchas**



**Doug DeRito**



**Jim Paine**



**John Monson**



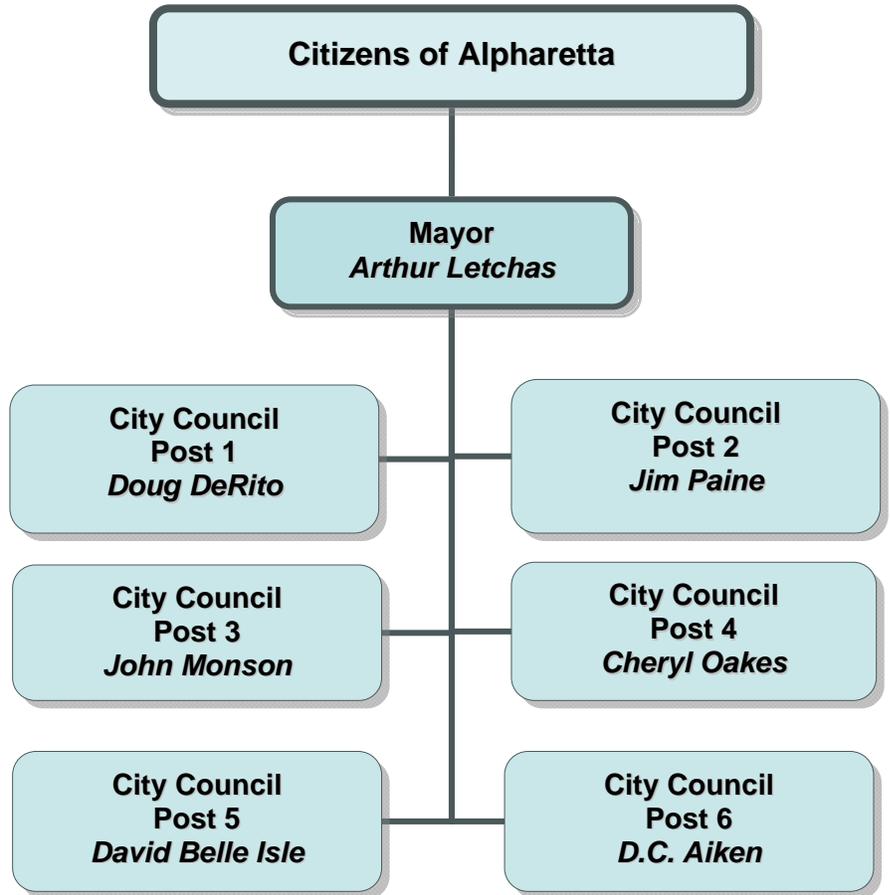
**Cheryl Oakes**



**David Belle Isle**



**D. C. Aiken**





## City of Alpharetta Mayor and City Council Strategic Priorities

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



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



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



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



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



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Mayor and City Council

## **Mission Statement**

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



## **Goals and Objectives**

Alpharetta is the Signature City in the Region, distinguished by the following characteristics:



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



✓ Recreational, Educational and Cultural Opportunities for All Ages;



✓ Proactive, Environmentally Sensitive Community with a Focus on our Future;



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



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



✓ Small Town Feel with a Historic Past;



✓ Strong Business Partnerships in a Corporate Campus Environment; and



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

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 111,017	\$ 118,832	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	42,161	64,775	74,595	67,780	70,491	73,311
FICA	7,878	8,282	9,180	9,455	9,455	9,455
Pension (Defined Benefit)	7,623	11,521	13,389	14,095	14,377	14,664
Pension (Defined Contribution)	1,087	1,570	9,600	1,407	1,435	1,464
Workers Compensation	3,374	1,595	1,800	2,400	2,448	2,497
Miscellaneous	900	3,600	300	3,600	3,600	3,600
<b>Maintenance &amp; Operations:</b>						
Mayor - Arthur Letchas	5,373	3,068	9,000	9,000	9,000	9,000
* Post 1 - Doug DeRito	712	2,003	5,000	5,000	5,000	5,000
* Post 2 - Jim Paine	1,492	2,046	5,000	5,000	5,000	5,000
* Post 3 - John Monson	1,692	2,150	5,000	5,000	5,000	5,000
* Post 4 - Cheryl Oakes	432	2,095	5,000	5,000	5,000	5,000
* Post 5 - David Belle Isle	-	4,002	5,000	5,000	5,000	5,000
* Post 6 - D.C. Aiken	414	250	5,000	5,000	5,000	5,000
Miscellaneous	495	708	9,000	9,000	9,180	9,364
<b>Capital</b>	-	1,287	-	1,300	-	1,300
<b>Adjustments/Reconciliation</b>	-	(1,700)	-	-	-	-
<b>TOTAL</b>	<b>\$ 184,650</b>	<b>\$ 226,085</b>	<b>\$ 276,864</b>	<b>\$ 268,037</b>	<b>\$ 269,986</b>	<b>\$ 274,655</b>
<b>PERSONNEL</b>						
Mayor	1.0	1.0	1.0	1.0		
City Council	6.0	6.0	6.0	6.0		
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>		

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

### FY 2009 Budget Narrative

Total expenditures within the Mayor and City Council budget for FY 2009 decreased -3.2%, or -\$8,827, compared to FY 2008. Specifically, the Salary & Benefits category decreased -4.4% due to more accurate benefit cost information while the Maintenance & Operations category increased 2.7% due to the addition of one computer workstation. The annual expense appropriation will remain at \$5,000 for Council Members and \$9,000 for the Mayor.

Base level personnel for FY 2009 total 7.0 FTEs and represent the following:

	FTEs
Mayor	1.0
Councilperson Post 1	1.0
Councilperson Post 2	1.0
Councilperson Post 3	1.0
Councilperson Post 4	1.0
Councilperson Post 5	1.0
Councilperson Post 6	1.0
	<b>7.0</b>



# City Administration



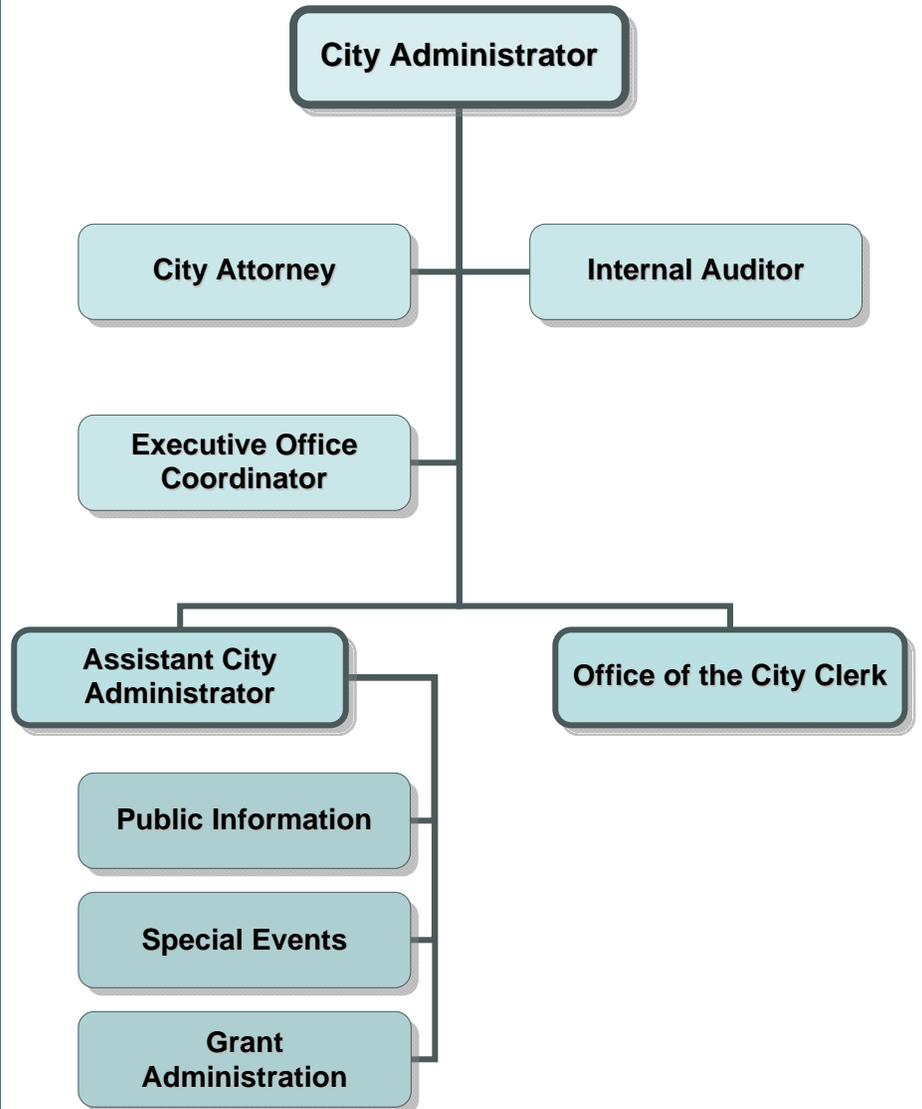
**Bob Regus**  
City Administrator



**James Drinkard**  
Assistant  
City Administrator



**Sue Rainwater**  
City Clerk





## City of Alpharetta Mayor and City Council Strategic Priorities

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Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# **City Administration**

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

## **Mission Statement**

The mission of the City Administrator's Office is to carry out the policies and implement the goals established by the City Council in providing services to the citizens in the most effective and economical manner while promoting awareness and understanding of services, policies, information, programs, and priorities that results in an informed and participative community.

## **Goals and Objectives**

-  ✓ To improve quality of service to citizens of the City of Alpharetta;
-  ✓ To improve morale and promote teamwork among all employees;
-  ✓ To improve coordination and administration of interdepartmental activities;
-  ✓ To promote better communication between all levels of government and the citizens;
-  ✓ To use technology to improve processes for citizen input into facets of governance;
-  ✓ To expand funding opportunities through grant resources;
-  ✓ To selectively create new events while sustaining existing events and promotions that draws the community closer together and maintains our distinctive character; and
-  ✓ To increase the public/government interaction through the City's web site.

## Key Issues

- ✓ Continue the development of a “customer-driven” organizational culture among the staff;
- ✓ Strengthen the relationship between the City Council and staff - building bridges in communication to facilitate the relationship;
- ✓ Continue the informative, cooperative endeavor of providing the best available information for the City Council to remain effective and successful in their offices;
- ✓ Meet the service provision and service level demand of the citizens while ensuring the most cost effective delivery of those services;
- ✓ Continue efforts toward more effective communication strategies with citizens through enhanced public awareness and public education programs;
- ✓ Seek to work with the local legislative delegation on the introduction or support of legislation that benefits the City of Alpharetta and its citizens;
- ✓ Anticipate the future population and area growth of the City as a result of continued development and annexations, ensuring staff meets the expectations of existing and new residents;
- ✓ Continue efforts toward enhancing the compensation and benefits package to attract and retain the very best employees; and
- ✓ Continue to seek alternative private and public funding sources to procure equipment, improve internal operations, enhance service delivery, and accomplish municipal projects.



The City of Alpharetta has been awarded the *Certified City of Ethics* designation from the Georgia Municipal Association (“GMA”). This program was created to recognize cities that have adopted principles and procedures that offer guidance on ethical issues, along with a mechanism to resolve complaints at the local level.

The City has also been awarded the *City of Excellence* designation from the GMA in conjunction with Georgia Trend Magazine. This program was created to recognize Georgia’s best managed and most livable cities.



## Statement of Revenues, Expenditures, and changes in Personnel (City Administration)

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
<b>Charges for Services:</b>						
Taste of Alpharetta	\$ 168,813	\$ 209,407	\$ 212,525	\$ 216,000	\$ 224,640	\$ 233,626
150th Celebration	-	-	-	83,826	-	-
Other	72,987	105,003	158,115	170,731	177,560	184,663
Other Revenue	750	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 242,549</b>	<b>\$ 314,410</b>	<b>\$ 370,640</b>	<b>\$ 470,557</b>	<b>\$ 402,200</b>	<b>\$ 418,288</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 456,876	\$ 504,756	\$ 510,709	\$ 606,706	\$ 630,974	\$ 656,213
Overtime	648	700	147,002	152,516	152,516	152,516
Group Insurance	61,740	62,090	66,212	69,343	72,117	75,001
FICA	30,999	33,603	48,460	55,155	57,361	59,656
Pension (Defined Benefit)	26,235	42,757	51,463	57,379	58,527	59,697
Pension (Defined Contribution)	14,859	20,514	46,804	18,799	19,175	19,558
Workers Compensation	8,410	4,707	7,344	11,225	11,450	11,678
Miscellaneous	7,200	7,200	8,400	8,363	8,363	8,363
<b>Maintenance &amp; Operations:</b>						
Professional Fees	194,372	209,885	219,738	232,597	234,923	237,272
Repair & Maintenance (Equipment)	17,989	16,969	27,940	34,990	35,340	35,693
Advertising	13,471	23,184	19,040	24,851	25,100	25,351
Printing	41,981	45,208	116,475	87,307	88,180	89,062
General Supplies	21,630	25,450	43,011	32,529	32,854	33,183
Utilities	13,976	14,429	10,960	8,532	8,617	8,703
Promotions	11,906	10,995	12,600	15,212	15,364	15,518
Miscellaneous	29,850	32,269	43,070	47,559	48,035	48,515
<b>Capital</b>	300	3,235	9,170	2,496	2,496	2,496
Adjustments/Reconciliation	221	1,700	-	-	-	-
<b>TOTAL</b>	<b>\$ 952,664</b>	<b>\$ 1,059,649</b>	<b>\$ 1,388,398</b>	<b>\$ 1,465,559</b>	<b>\$ 1,501,391</b>	<b>\$ 1,538,476</b>
<b>PERSONNEL</b>						
	<b>7.5</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>		

### FY 2009 Budget Narrative

Total expenditures within the City Administration budget for FY 2009 increased 5.6%, or \$77,161, compared to FY 2008. Specifically, the Salary & Benefits category increased 10.5%, or \$93,092, due to general salary & benefit increases as well as more accurate budgeting of the seasonal personnel within the Special Events division.

Base level personnel for FY 2009 total 6.5 FTEs and represent the following:

	FTEs
City Administrator	1.0
Assistant City Administrator	1.0
Executive Assistant	1.0
Grants Administrator	1.0
Special Events Coordinator	0.5
Special Events Manager	1.0
Web Administrator	1.0
	<b>6.5</b>

The Maintenance & Operations/Capital categories decreased approximately -3.2%, or -\$15,931, due primarily to the following activity:

- reduction in forecasted printing costs of -\$29,168 (e.g. Old Milton County Fair, 150<sup>th</sup> Celebration, etc.);
- reduction in forecasted general supply needs of -\$10,482;
- reduction in estimated machinery and equipment purchases of -\$6,674 (i.e. FY 2008 included funding for non-recurring workstation replacements);
- increase in forecasted professional fees of \$12,859 (e.g. additional funding for the City Council retreat, records management initiatives, etc.);
- increase in forecasted rental equipment needs of \$7,050 (e.g. lights, chairs, tables, portable toilets, etc.); and
- increase in forecasted advertising needs of \$5,811 (e.g. ads for the Alpharetta Historic Book).

## Statement of Revenues, Expenditures, and changes in Personnel (City Attorney)

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<b>Maintenance &amp; Operations:</b>						
Professional Fees	537,149	408,586	400,000	400,000	404,000	408,040
Miscellaneous	20,018	4,047	45,587	-	-	-
Adjustments/Reconciliation	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 557,167</b>	<b>\$ 412,633</b>	<b>\$ 445,587</b>	<b>\$ 400,000</b>	<b>\$ 404,000</b>	<b>\$ 408,040</b>
<b>PERSONNEL*</b>	-	-	-	-	-	-

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

## Statement of Revenues, Expenditures, and changes in Personnel (Internal Audit)

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 37,593	\$ 83,923	\$ 92,841	\$ 98,540	\$ 102,482	\$ 106,581
Group Insurance	7,629	14,884	17,381	16,524	17,185	17,872
FICA	2,835	6,358	6,930	7,424	7,721	8,030
Pension (Defined Benefit)	3,511	8,449	10,109	11,399	11,627	11,860
Pension (Defined Contribution)	560	3,352	4,074	4,555	4,646	4,739
Workers Compensation	1,127	947	1,359	1,941	1,980	2,019
Miscellaneous	-	-	-	82	82	82
<b>Maintenance &amp; Operations:</b>						
Professional Development	3,233	1,730	2,800	2,856	2,885	2,913
Travel	4,014	1,663	3,100	3,162	3,194	3,226
Miscellaneous	323	200	1,050	1,071	1,082	1,093
<b>Capital</b>	13	-	-	-	-	-
<b>Adjustments/Reconciliation</b>	-	-	-	-	-	-
<b>TOTAL</b>	<u>\$ 60,838</u>	<u>\$ 121,506</u>	<u>\$ 139,644</u>	<u>\$ 147,554</u>	<u>\$ 152,882</u>	<u>\$ 158,414</u>
<b>PERSONNEL</b>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>		

### FY 2009 Budget Narrative

Total expenditures within the Internal Audit budget for FY 2009 increased 5.7%, or \$7,910, compared to FY 2008. Specifically, the Salary & Benefits category increased 5.9%, or \$7,771, due to general salary & benefit increases.

Base level personnel for FY 2009 total 1.0 FTEs and represent the following:

Internal Auditor	<b>FTEs</b>
	1.0
	<u>1.0</u>

The Maintenance & Operations category increased 2.0%, or \$139, due to an allowance for general inflationary growth.

## Performance Measurement

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on City Administration programs including performance measures, personnel, and financial trends.

### 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.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
City Administration Department annual turnover percentage	6.9%	0.0%	0.0%	10.0%	0.0%
# of Public meetings held	50	50	50	50	50
Number of website hits	2,650,000	3,937,311	3,200,000	4,693,023	3,220,000
Number of newsletters distributed	48,000	55,000	54,000	54,000	54,000
# of Grant applications prepared	23	19	15	15	15
# of Grants received	12	10	8	6	8
% of successful grant applications	53%	53%	54%	40%	53%
Total value of grants received	\$2,187,395	\$624,599	\$700,000	\$120,516	\$500,000
# of Grants managed	26	34	28	34	30
<b>Personnel Assigned:</b>	<b>6.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>
City Administrator	City Administrator	City Administrator	City Administrator	City Administrator	City Administrator
Asst City Admin. Executive Assistant	Asst City Admin. Executive Assistant	Asst City Admin. Executive Assistant	Asst City Admin Executive Assistant	Asst City Admin Executive Assistant	Asst City Admin Executive Assistant
Grants Manager Webmaster	Grants Manager Webmaster	Grants Manager Webmaster	Grants Manager Webmaster	Grants Manager Webmaster	Grants Manager Webmaster
Public Information Director					
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 606,968	\$ 676,325	\$ 886,394	\$ 979,486	\$ 979,486
Maintenance & Operating/Capital	139,363	90,331	127,659	135,611	135,611
Total Direct Expenditures	\$ 746,331	\$ 766,656	\$ 1,014,053	\$ 1,115,097	\$ 1,115,097
Net Revenues Over Expenditures	\$ (746,331)	\$ (766,656)	\$ (1,014,053)	\$ (1,115,097)	\$ (1,115,097)

## Special Events

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

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of Total approved events:					
Exclusive City Events	35	35	37	41	36
City Partnered Events	10	13	12	12	13
Other	12	15	13	14	16
Approximate attendance for:					
150th Kickoff	N/A	N/A	N/A	200	
Alpharetta History Walk	N/A	N/A	N/A	150	N/A
Alpharetta Marathon	N/A	3000	3,000	2,000	N/A
Taste of Alpharetta	56,000	65,000	85,000	73,000	75,000
Mayor's Challenge	700	950	1,000	935	1,000
Old Soldier's Day Parade	8,500	8,000	10,000	8,500	9,000
Annual Tree Lighting	3,500	4,500	4,500	4,500	5,000
Alpharetta Arts StreetFest Spring	7,500	12,500	15,000	15,000	17,000
Alpharetta Arts StreetFest Fall	N/A	7,000	N/A	N/A	N/A
Scarecrow Harvest	N/A	N/A		2000	3,500
Old Milton Country Fair	4,200	5,000	5,000	n/a	5,000
# of Special events applications processed	1,900	1,950	2,100	2,430	2,600
# of Volunteers recruited	330	350	375	380	375
# of Special event sponsors	17	20	25	24	25
# of Event vendors managed	253	255	260	280	200
<b>Personnel Assigned:</b>	<b>1.5 FTE</b>	<b>1.5 FTE</b>	<b>1.5 FTE</b>	<b>1.5 FTE</b>	<b>1.5 FTE</b>
	Special Events Manager	Special Events Manager	Special Events Manager	Special Events Manager	Special Events Manager
	Admin. Asst. (.5)	Special Events Coordinator (.5)	Special Events Coordinator (.5)	Special Events Coordinator (.5)	Special Events Coordinator (.5)
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Special Events	\$ 252,549	\$ 314,410	\$ 370,640	\$	470,557
Total Direct Revenue	\$ 252,549	\$ 314,410	\$ 370,640	\$	470,557
Direct Expenditures					
Salary & Benefits	\$ -	\$ -	\$ -	\$	-
Maintenance & Operating/Capital	206,333	292,993	374,345		350,462
Total Direct Expenditures	\$ 206,333	\$ 292,993	\$ 374,345	\$	350,462
Net Revenues Over Expenditures	\$ 46,216	\$ 21,417	\$ (3,705)	\$	120,095



## Internal Audit

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of Audit programs	Unavailable	2	2	3	2
# of Audit reports issued	3	2	2	2	2
# of Audit management letters issued	Unavailable	2	2	2	2
# of Audit recommendations	9	8	8	7	8
<b>Personnel Assigned:</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>
	Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor

Financial Information:	Actual FY 2006	Actual FY 2007	Amended Budget FY 2008	Adopted Budget FY 2009
Direct Revenue				
None	\$ -	\$ -	\$ -	\$ -
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -
Direct Expenditures				
Salary & Benefits	\$ 53,254	\$ 117,913	\$ 132,694	\$ 140,465
Maintenance & Operating/Capital	7,584	3,593	6,950	7,089
Total Direct Expenditures	\$ 60,838	\$ 121,506	\$ 139,644	\$ 147,554
Net Revenues Over Expenditures	\$ (60,838)	\$ (121,506)	\$ (139,644)	\$ (147,554)



# City Clerk

## Mission Statement

The City Clerk's Office pledges to be the professional link between the citizens and city government. The City Clerk's office is ever mindful of neutrality and impartiality, rendering equal service to everyone. In addition, the City Clerk's office is committed to maintaining accurate records and quality record retention.

## Goals and Objectives



✓ Continued efforts to improve records retention processes through document imaging;



✓ Continue to improve meeting agenda reports and updates, using Internet and document imaging technology; and



✓ Encourage improved efficiency on consent agenda items to allow adequate time on primary agenda items.

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
<b>Licenses &amp; Permits:</b>						
Alcohol Beverage Permit Fees	\$ 422,814	\$ 412,977	\$ 425,000	\$ 420,000	\$ 436,800	\$ 454,272
Other	12,094	13,360	5,000	5,000	5,200	5,408
<b>TOTAL</b>	<b>\$ 434,908</b>	<b>\$ 426,336</b>	<b>\$ 430,000</b>	<b>\$ 425,000</b>	<b>\$ 442,000</b>	<b>\$ 459,680</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 138,591	\$ 142,202	\$ 148,849	\$ 162,884	\$ 169,399	\$ 176,175
Group Insurance	9,416	10,393	10,143	10,920	11,357	11,811
FICA	10,215	10,862	10,959	11,912	12,388	12,884
Pension (Defined Benefit)	8,339	13,241	15,351	17,069	17,410	17,759
Pension (Defined Contribution)	3,765	4,626	6,129	5,851	5,968	6,087
Workers Compensation	3,422	547	2,149	3,114	3,176	3,240
Miscellaneous	-	-	-	163	163	163
<b>Maintenance &amp; Operations:</b>						
Professional Fees	74,890	(50,195)	122,800	45,543	45,998	46,458
Advertising	10,998	4,407	11,800	11,996	12,116	12,237
Maintenance Contracts	5,667	7,762	9,300	10,486	10,591	10,697
General Supplies	(237)	12,839	14,900	15,198	15,350	15,503
Utilities	6,922	6,761	9,846	7,150	7,222	7,294
Miscellaneous	4,889	3,855	10,400	10,876	10,985	11,095
<b>Capital</b>	474	1,695	10,795	-	-	-
<b>Adjustments/Reconciliation</b>	(2)	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 277,350</b>	<b>\$ 168,996</b>	<b>\$ 383,421</b>	<b>\$ 313,162</b>	<b>\$ 322,124</b>	<b>\$ 331,403</b>
<b>PERSONNEL</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>		

## FY 2009 Budget Narrative

Total expenditures within the City Clerk budget for FY 2009 decreased -18.3%, or -\$70,259, compared to FY 2008. Specifically, the Salary & Benefits category increased 9.5%, or \$18,333, due to a combination of salary and benefit increases as well as a more accurate budgetary estimation of the termination liability associated with the City Clerk position (i.e. PTO payout obligations).

Base level personnel for FY 2009 total 2.0 FTEs and represent the following:

	<b>FTEs</b>
City Clerk	1.0
Administrative Assistant II	1.0
	<u>2.0</u>

The Maintenance & Operations/Capital categories decreased approximately -46.7%, or -\$88,592, due primarily to the following activity:

- reduction in forecasted professional fees of -\$77,257 due to the elimination of election related costs; and
- reduction in forecasted machinery and equipment purchases of -\$10,795 (i.e. FY 2008 included funding for a non-recurring copier replacement).



## Performance Measurement

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on City Clerk programs including performance measures, personnel, and financial trends.

### Legislative Support

**Statement of Service:** To serve the citizens and employee of the City of Alpharetta by effectively and efficiently maintaining accurate and accessible records and responding to requests for records. Additionally, the City Clerk issues and collects alcohol beverage licenses and revenues.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
City Clerk annual turnover percentage	0.0%	0.0%	0.0%	0.0%	0.0%
# of Ordinances prepared	25	30	35	35	35
# of Open records requests processed	30	30	30	30	30
# of New alcohol license applications	20	25	25	30	30

Personnel Assigned:	2.0 FTE				
City Clerk	City Clerk	City Clerk	City Clerk	City Clerk	City Clerk
Admin. Asst. I	Admin. Asst. I	Admin. Asst. I	Admin. Asst. I	Admin. Asst. I	Admin. Asst. I

Financial Information:	Actual FY 2006	Actual FY 2007	Amended Budget FY 2008	Adopted Budget FY 2009
<b>Direct Revenue</b>				
Miscellaneous	\$ 12,094	\$ 13,359	\$ 5,000	\$ 5,000
Alcohol Beverage Licenses *	422,814	412,977	425,000	420,000
<b>Total Direct Revenue</b>	<b>\$ 434,908</b>	<b>\$ 426,336</b>	<b>\$ 430,000</b>	<b>\$ 425,000</b>
<b>Direct Expenditures</b>				
Salary & Benefits	\$ 173,749	\$ 181,872	\$ 193,580	\$ 211,913
Maintenance & Operating/Capital	103,601	(12,876)	189,841	101,249
<b>Total Direct Expenditures</b>	<b>\$ 277,350</b>	<b>\$ 168,996</b>	<b>\$ 383,421</b>	<b>\$ 313,162</b>
<b>Net Revenues Over Expenditures</b>	<b>\$ 157,558</b>	<b>\$ 257,340</b>	<b>\$ 46,579</b>	<b>\$ 111,838</b>



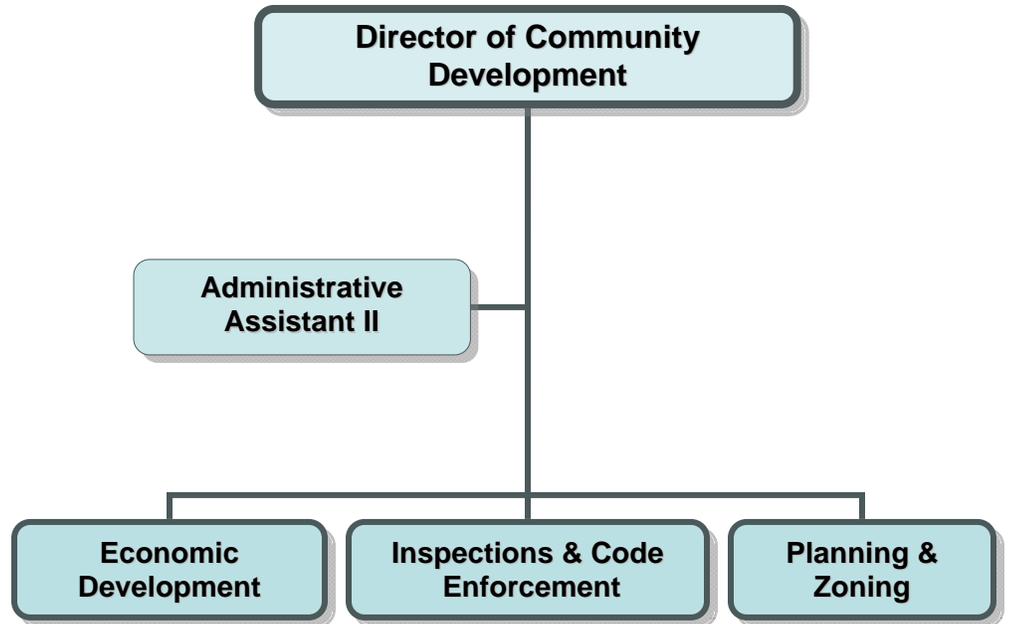
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# Community Development



***Diana Wheeler***  
Director of Community  
Development





## City of Alpharetta Mayor and City Council Strategic Priorities

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



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



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



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



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



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Community Development

Administration, Planning & Zoning, Economic Development, and Code Enforcement

## Mission Statement

To protect and enhance the lives of Alpharetta citizens, guiding the City's growth and safeguarding the built environment.



## Goals and Objectives

-  ✓ Enforce the standard building code and zoning code;
-  ✓ Provide building inspections within 48 hours of request;
-  ✓ Provide efficient plans processing and permitting;
-  ✓ Provide quality support to boards and commissions staffed by Community Development;
-  ✓ Maintain and update demographic, statistical and other data, maps and materials;
-  ✓ Process all public hearings in the most efficient manner possible;
-   ✓ Oversee the Economic Development efforts for the City; and
-   ✓ Maintain and process business licenses for the City.



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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
<b>Licenses &amp; Permits:</b>						
Development Permits & related Fees	\$ 347,329	\$ 297,803	\$ 325,000	\$ 290,000	\$ 301,600	\$ 313,664
Building Permit Fees	1,342,767	1,629,011	1,100,000	1,000,000	1,040,000	1,081,600
Occupancy Permit Fees	191,169	182,188	185,000	170,000	176,800	183,872
Other	34,433	41,020	39,013	45,000	46,800	48,672
<b>Charges for Services:</b>						
Planning and Development Fees	182,043	229,435	202,039	130,000	135,200	140,608
Fire Plan Review Fees	313,744	429,527	350,000	300,000	312,000	324,480
Other	21,333	33,455	35,000	35,000	36,400	37,856
<b>Fines &amp; Forfeitures</b>						
	2,050	1,600	1,500	1,500	1,500	1,500
<b>TOTAL</b>	<b>\$ 2,434,868</b>	<b>\$ 2,844,038</b>	<b>\$ 2,237,552</b>	<b>\$ 1,971,500</b>	<b>\$ 2,050,300</b>	<b>\$ 2,132,252</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 1,015,035	\$ 1,047,645	\$ 1,173,998	\$ 1,241,553	\$ 1,291,215	\$ 1,342,864
Overtime	334	-	-	-	-	-
Group Insurance	219,145	204,568	201,944	219,244	228,014	237,134
FICA	69,895	75,013	87,998	94,074	97,837	101,750
Pension (Defined Benefit)	66,455	101,086	128,354	144,444	147,333	150,280
Pension (Defined Contribution)	28,827	34,011	50,513	42,298	43,144	44,007
Workers Compensation	23,342	9,541	17,254	24,594	25,086	25,588
Miscellaneous	250	-	1,300	3,490	3,490	3,490
<b>Maintenance &amp; Operations:</b>						
Professional Fees	20,934	57,036	44,940	66,185	66,847	67,515
Board Member Fees	12,325	10,300	11,250	11,250	11,363	11,476
Repair & Maintenance (Vehicles)	11,492	17,167	17,173	17,936	18,115	18,297
Building Lease	74,191	77,139	79,596	81,500	82,315	83,138
Advertising	11,222	16,564	14,500	14,240	14,382	14,526
Printing	12,906	7,880	12,800	13,056	13,187	13,318
Maintenance Contracts	31,416	31,712	35,632	51,004	51,514	52,029
General Supplies	34,432	29,109	39,875	40,673	41,080	41,491
Utilities	12,349	11,015	13,700	13,000	13,130	13,261
Miscellaneous	28,682	32,213	42,050	45,435	45,889	46,348
<b>Capital</b>	5,762	41,053	5,870	1,810	1,810	1,810
<b>Adjustments/Reconciliation</b>	(3)	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,678,989</b>	<b>\$ 1,803,052</b>	<b>\$ 1,978,747</b>	<b>\$ 2,125,786</b>	<b>\$ 2,195,750</b>	<b>\$ 2,268,322</b>
<b>PERSONNEL</b>						
	<b>20.0</b>	<b>22.0</b>	<b>21.0</b>	<b>21.0</b>		

## FY 2009 Budget Narrative

Total expenditures within the Community Development budget for FY 2009 increased 7.4%, or \$147,039, compared to FY 2008. Specifically, the Salary & Benefits category increased 6.5%, or \$108,336, due to general salary & benefit increases.

Base level personnel for FY 2009 total 21.0 FTEs and represent the following:

	<b>FTEs</b>
Administrative Assistant II	3.0
Boards Administrator	1.0
Building Inspector	5.0
Building Official	1.0
Building Plans Examiner	2.0
Code Enforcement Officer	4.0
Director	1.0
Economic Development Coordinator	1.0
Planning Technician	1.0
Recording Secretary	1.0
Zoning & Plans Administrator	1.0
	21.0

The Maintenance & Operations/Capital categories increased approximately 12.2%, or \$38,703, due primarily to the following activity:

- increase in forecasted professional fees of \$21,245 (e.g. additional funding for bank fees, records management initiatives, etc.);
- increase in forecasted maintenance contract needs of \$15,372 (e.g. additional funding for IT related contracts, the addition of a new mail machine, etc.); and
- reduction in forecasted machinery and equipment purchases of -\$4,060 (e.g. reduction in the number of computer replacements).



## Performance Measurement

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on Community Development programs including performance measures, personnel, and financial trends.

### Community Development Administration

**Statement of Service:** The purpose of Community Development Administration is to provide effective, efficient and responsive services to account for the resources allocated to the Planning & Zoning and Code Enforcement division of the department.

### Planning and Zoning

**Statement of Service:** The Planning and Zoning division guides the growth and development of the City in a manner that enhances the quality of life and recognizes the City's historic & natural features.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Community Development annual turnover percentage	10.30%	5.0%	5.0%	5.00%	0%
# of Special projects managed	3	4	4	4	4
# of Community image enhancement projects	2	2	2	2	3
# of New public hearings filed	83	71	66	64	64
Total # of public hearings processed	157	146	142	135	135
# of parcels annexed	6004	36	0	1	0
<b>Personnel Assigned:</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
	Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development
	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II
	Plans Technician	Plans Technician	Plans Technician	Plans Technician	Plans Technician
	Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator
	Plans Administrator	Plans Administrator	Recording Secretary	Recording Secretary	Recording Secretary
	Zoning Administrator	Zoning Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator
	Recording Secretary	Recording Secretary			
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Planning & Development Fees	\$ 182,043	\$ 229,435	\$ 202,039	\$	130,000
Development Permits	347,329	297,803	325,000		290,000
Impact Fee Administration	21,333	33,455	35,000		35,000
Impact Fees (Impact Fee Fund)	724,846	1,115,178	1,020,000		200,000
Total Direct Revenue	\$ 1,275,552	\$ 1,675,872	\$ 1,582,039	\$	655,000
Direct Expenditures					
Salary & Benefits	\$ 562,489	\$ 563,036	\$ 625,602	\$	637,841
Maintenance & Operating/Capital	190,146	235,909	235,050		265,651
Total Direct Expenditures	\$ 752,635	\$ 798,944	\$ 860,652	\$	903,492
Net Revenues Over Expenditures	\$ 522,917	\$ 876,927	\$ 721,387	\$	(248,492)

## Code Enforcement

**Statement of Service:** To protect the public health, safety, and welfare by ensuring compliance with City building and land-use codes and ordinances.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of New building permits issued	4,999	4,821	5,000	3,456	4,000
# of Building inspections completed	17,200	20,094	21,200	15,249	15,500
# of Code enforcement inspections completed	4,051	2,874	3,400	3622	3650
<b>Personnel Assigned:</b>	<b>12.0 FTE</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>
	Building Official	Building Official	Building Official	Building Official	Building Official
	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)
	Plans Inspector(2)	Plans Inspector(2)	Plans Inspector(2)	Plans Inspector(2)	Plans Inspector(2)
	Building Inspector(4)	Building Inspector(5)	Building Inspector(5)	Building Inspector(5)	Building Inspector(5)
		Code Enforcement Officer(4)	Code Enforcement Officer(4)	Code Enforcement Officer(4)	Code Enforcement Officer(4)
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Business Occupation Tax *	\$ 794,529	\$ -	\$ -	\$ -	\$ -
Building Permits	1,342,767	1,629,011	1,100,000		1,000,000
Occupancy Permits	191,169	182,188	185,000		170,000
Sign Permits	34,433	41,020	39,013		45,000
Fire Plan Review	313,744	429,527	350,000		300,000
Code Enforcement Fines	2,050	1,600	1,500		1,500
<b>Total Direct Revenue</b>	<b>\$ 2,678,691</b>	<b>\$ 2,283,344</b>	<b>\$ 1,675,513</b>		<b>\$ 1,516,500</b>
Direct Expenditures					
Salary & Benefits	\$ 780,628	\$ 825,197	\$ 946,261	\$ 1,036,658	
Maintenance & Operating/Capital	57,763	90,004	72,186	78,555	
<b>Total Direct Expenditures</b>	<b>\$ 838,391</b>	<b>\$ 915,201</b>	<b>\$ 1,018,447</b>	<b>\$ 1,115,213</b>	
<b>Net Revenues Over Expenditures</b>	<b>\$ 1,840,300</b>	<b>\$ 1,368,143</b>	<b>\$ 657,066</b>	<b>\$ 401,287</b>	

## Economic Development

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

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of Existing business contacts	224	228	235	225	225
# of New projects	6	5	5	5	5
# of Major business prospects recruited	5	3	5	1	1
<b>Personnel Assigned:</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>
	Economic Dvmt Coordinator	Economic Dvmt Coordinator	Economic Dvmt Coordinator	Economic Dvmt Coordinator	Economic Dvmt Coordinator
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Direct Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Direct Expenditures					
Salary & Benefits	\$ 80,166	\$ 83,630	\$ 89,498	\$ 95,198	
Maintenance & Operating/Capital	7,797	5,277	10,150	11,883	
<b>Total Direct Expenditures</b>	<b>\$ 87,963</b>	<b>\$ 88,906</b>	<b>\$ 99,648</b>	<b>\$ 107,081</b>	
<b>Net Revenues Over Expenditures</b>	<b>\$ (87,963)</b>	<b>\$ (88,906)</b>	<b>\$ (99,648)</b>	<b>\$ (107,081)</b>	



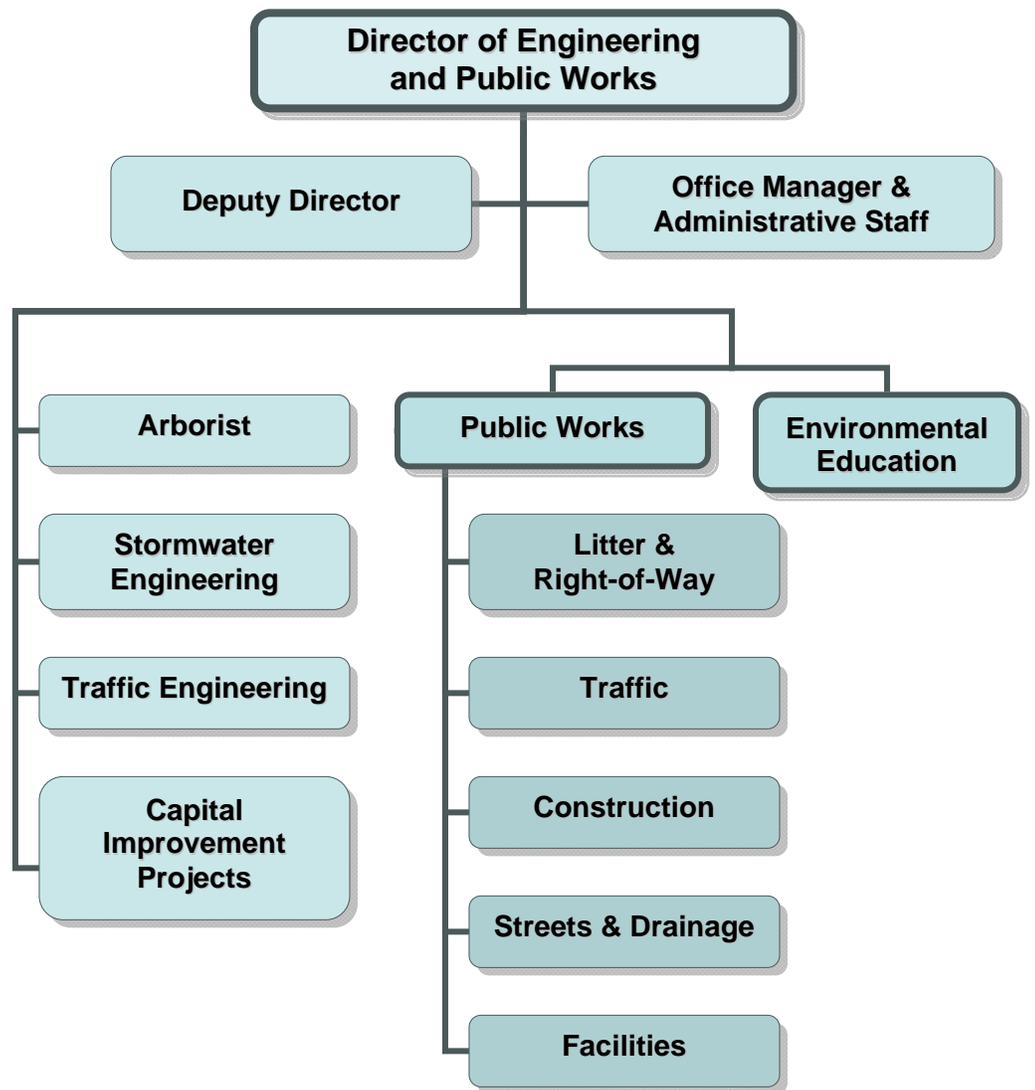
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# Engineering and Public Works



**Dr. John Moskaluk**  
Director of Engineering  
and Public Works





## City of Alpharetta Mayor and City Council Strategic Priorities

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



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



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



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



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



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Engineering and Public Works

*Administration, Conservation, Engineering, and Public Works*

## **Mission Statement**

The Department of Engineering and Public Works is committed to providing cost effective engineering, maintenance and design solutions through the highest possible professionalism which protects, preserves and improves the City of Alpharetta's infrastructure. Our focus shall include traffic, streets, stormwater, conservation, protection of trees and records management.



## **Goals and Objectives**



- ✓ Improve and maintain the City of Alpharetta infrastructure at the highest possible level and to enhance and promote the quality of life;



- ✓ Provide engineering professionalism to ensure growth and progress for the City of Alpharetta;



- ✓ Provide consistent Public Works functions and operations that afford future excellence in growth and expansion for the City of Alpharetta;



- ✓ Improve intergovernmental relations;



- ✓ Provide more efficient support and response for the citizens of Alpharetta;



- ✓ Develop strategic, long-range plans for the future; and



- ✓ Ensure timely completion of repairs on work projects; so the disruption of customer's service is minimal.

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009* Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
<b>Licenses &amp; Permits:</b>						
Tree Removal Permit	\$ 13,271	\$ 9,004	\$ 7,500	\$ 7,500	\$ 7,800	\$ 8,112
Soil Erosion Permit	59,609	47,832	45,000	45,000	46,800	48,672
<b>Charges for Services:</b>						
Tree Replacement Fund	37,577	171,200	-	-	-	-
<b>TOTAL</b>	<b>\$ 110,456</b>	<b>\$ 228,036</b>	<b>\$ 52,500</b>	<b>\$ 52,500</b>	<b>\$ 54,600</b>	<b>\$ 56,784</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 2,386,748	\$ 2,543,830	\$ 2,951,843	\$ 2,993,253	\$ 3,112,983	\$ 3,237,502
Overtime	34,333	48,603	115,548	62,055	62,055	62,055
Group Insurance	436,477	451,506	543,376	542,557	564,259	586,830
FICA	169,505	189,115	226,637	229,956	239,154	248,720
Pension (Defined Benefit)	153,140	251,147	323,405	338,813	345,589	352,501
Pension (Defined Contribution)	52,317	66,866	119,656	84,632	86,325	88,051
Workers Compensation	85,737	17,313	43,850	58,878	60,056	61,257
Miscellaneous	716	1,489	4,550	7,876	7,876	7,876
<b>Maintenance &amp; Operations:</b>						
Professional Fees	68,022	61,148	66,174	75,308	76,061	76,822
Repair & Maintenance (Vehicles)	118,290	133,682	120,000	136,200	137,562	138,938
Repair & Maintenance (Facilities)	123,355	317,413	145,000	147,900	149,379	150,873
Communications	20,924	19,041	21,100	27,197	27,469	27,744
Maintenance Contracts	298,085	359,425	483,707	552,827	558,355	563,939
General Supplies	141,910	174,760	210,000	214,200	216,342	218,505
Utilities	889,474	971,018	1,080,000	1,078,340	1,089,123	1,100,015
Miscellaneous	91,141	100,989	121,005	122,996	124,226	125,468
<b>Capital</b>						
Milling & Resurfacing	-	-	715,000	1,200,000	1,200,000	1,200,000
Miscellaneous	60,730	54,855	67,410	63,210	63,210	63,210
<b>Adjustments/Reconciliation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>\$ 5,130,903</b>	<b>\$ 5,762,199</b>	<b>\$ 7,358,261</b>	<b>\$ 7,936,198</b>	<b>\$ 8,120,025</b>	<b>\$ 8,310,305</b>
<b>PERSONNEL*</b>	<b>57.0</b>	<b>57.0</b>	<b>60.0</b>	<b>61.0</b>		

\* FY 2009 personnel count includes the Civil Engineer position approved for funding effective July 1, 2008.  
 FY 2009 figures do not include those operational initiatives that are contingent upon a mid-year revenue review.

### FY 2009 Budget Narrative

Total expenditures within the Engineering & Public Works budget for FY 2009 increased 7.9%, or \$577,937, compared to FY 2008. Specifically, the Salary & Benefits category decreased -0.3%, or -\$10,845, due primarily to the transfer of two (2) positions (i.e. Records Manager and Project Manager) to the Information Technology Department during FY 2008 and the addition of one (1) Civil Engineer position for FY 2009.

Personnel for FY 2009 total 61.0 FTEs and represent the following:

	<b>FTEs</b>
Administrative Assistant I	1.0
Administrative Assistant II	1.0
Arborist	1.0
Civil Engineer	4.0
Construction Inspector	2.0
Construction Manager	1.0
Deputy Director of Engineering/PW	1.0
Director of Engineering/PW	1.0
Engineering Technician	5.0
Environmental Education Coordinator	1.0
Fleet Coordinator	1.0
Land Disturbance Activity Inspector	3.0
Office Manager	1.0
Public Works Crew Leader	7.0
Public Works Supervisor	3.0
Public Works Technician	7.0
Public Works Technician I	7.0
Public Works Technician II	9.0
Senior Engineer	2.0
Senior Operations Manager-PW	1.0
Sr. Engineering Technician	1.0
Water Resources Technician	1.0
	<hr style="width: 100px; margin-left: auto; margin-right: 0;"/> 61.0

The Maintenance & Operations/Capital categories increased 19.4%, or \$588,782, due primarily to the following activity:

- increase in forecasted professional fees of \$9,134 (e.g. funding for telephone programming, utilities protection center, records management initiatives, etc.);
- increase in forecasted vehicle repair & maintenance needs of \$16,200 (i.e. additional fuel costs);
- increase in forecasted communication needs of \$6,097 (e.g. voice data circuits, Sprint wireless service, etc.);
- increase in forecasted maintenance contract needs of \$69,120 (e.g. additional funding for IT related contracts, HVAC system maintenance, and landscaping, etc.); and
- increase in milling and resurfacing needs of \$485,000 bring the total funding within the FY 2009 base budget for Milling & Resurfacing to \$1.2 million as discussed at the City Council retreat in January 2008.

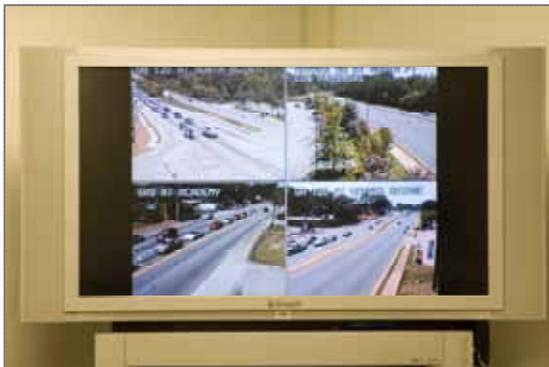
## Performance Measurement

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on Engineering and Public Works programs including performance measures, personnel, and financial trends.

### Engineering and Public Works Administration

**Statement of Service:** Engineering/Public Works Administration provides oversight and guidance to all public works operating functions in order to provide the citizens and visitors of Alpharetta skillful, courteous, and prompt stormwater, traffic, and construction services.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Engineering/PW Department annual turnover percentage	21.9%	19.8%	10.0%		
<b>Personnel Assigned:</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>8.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>
	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW
			Deputy Director	Deputy Director	Deputy Director
			Performance Management Technician		
	PW Sr. Operations Manager	PW Sr. Operations Manager	PW Sr. Operations Manager	PW Sr. Operations Manager	PW Sr. Operations Manager
	Office Manager	Office Manager	Office Manager	Office Manager	Office Manager
	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II
	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I
	Engineering Tech	Engineering Tech	Engineering Tech	Fleet Coordinator	Fleet Coordinator
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Historical Archives Grant	\$ -	\$ -	\$ -	\$ -	\$ -
Bid Documents	-	-	-	-	-
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 475,675	\$ 464,205	\$ 567,107	\$ 599,849	\$ 599,849
Maintenance & Operating/Capital	990,355	1,315,288	1,248,363	142,395	142,395
Total Direct Expenditures	\$ 1,466,030	\$ 1,779,493	\$ 1,815,470	\$ 742,244	\$ 742,244
Net Revenues Over Expenditures	\$ (1,466,030)	\$ (1,779,493)	\$ (1,815,470)	\$ (742,244)	\$ (742,244)



## Conservation

**Statement of Service:** Conservation provides education and community activism strategies to address environmental and aesthetic issues in the City of Alpharetta, through clean-up campaigns, seminars, literature, and other beautification efforts.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of Events coordinated/workshops	16	17	15	26	12
# of Students reached	2039	1696	1800	1,230	1,000
# of Volunteers/workshop participants	1916	706	800	811	700
<b>Personnel Assigned:</b>	<b>1.0 FTE</b>				
	Environmental Education Coord.				
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Private Contributions					
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 71,818	\$ 79,539	\$ 84,326	\$ 88,830	
Maintenance & Operating/Capital	8,876	7,307	15,175	1,289,324	
Total Direct Expenditures	\$ 80,694	\$ 86,846	\$ 99,501	\$ 1,378,154	
Net Revenues Over Expenditures	\$ (80,694)	\$ (86,846)	\$ (99,501)	\$ (1,378,154)	



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 USAs plan for improving community tree care.



## Engineering

**Statement of Service:** Engineering administration provides for the administration and technical review of public and private improvements in the City of Alpharetta by managing all projects skillfully, efficiently and professionally.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of Stormwater plans reviewed	208	224	150	258	150
% of Stormwater plans reviewed within 10 calendar days	77%	90%	70%	90%	70%
# of capital/bond contracts managed	58	61	55	58	45
Total amount of capital/bond projects under contract	\$14,833,000	\$19,014,733	\$13,000,000	\$20,858,539	\$19,520,342
Contract expenditures on capital/bond projects *	\$8,046,000	\$13,051,957	\$10,000,000	\$6,685,959	\$12,000,000
% of contracts completed within 10% of original budget contract	90%	90%	90%	97%	90%
% of contracts completed within 10% of original contract time	65%	78%	80%	83%	80%
# of Water quality samples analyzed	117	9	100	122	150
# of Land disturbance inspections	5377	6216	5500	6995	5500
# of traffic/signal projects inspected	9	16	20	96	40
# of traffic signals timed	73	82	90	89	80
# of Traffic complaint responses	229	412	400	225	300
* Capital contracts include traffic, stormwater, sidewalks, infrastructure, community development, and facilities projects.					
<b>Personnel Assigned:</b>	<b>20.0 FTE</b>	<b>20.0 FTE</b>	<b>20.0 FTE</b>	<b>19.0 FTE</b>	<b>20.0 FTE</b>
Arborist	Arborist	Arborist	Arborist	Arborist	Arborist
Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (4)
Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (2)	Sr. Engineer (2)
Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.
Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)
	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician
Engineering Technician (5)	Engineering Technician (4)	Engineering Technician (5)	Engineering Technician (5)	Engineering Technician (5)	Engineering Technician (5)
Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)
Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician
PW Tech 1	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator		
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Tree Replacement Fund	\$ 37,577	\$ 171,200	\$ -	\$ -	\$ -
Tree Removal Permit	13,271	9,004	7,500		7,500
Soil Erosion Permit	59,609	47,832	45,000		45,000
Total Direct Revenue	\$ 110,456	\$ 228,036	\$ 52,500	\$ 52,500	\$ 52,500
Direct Expenditures					
Salary & Benefits	\$ 1,353,592	\$ 1,410,580	\$ 1,675,056	\$ 1,799,635	\$ 1,799,635
Maintenance & Operating/Capital	143,105	104,784	133,020		2,172,613
Total Direct Expenditures	\$ 1,496,697	\$ 1,515,364	\$ 1,808,076	\$ 3,972,248	\$ 3,972,248
Net Revenues Over Expenditures	\$ (1,386,241)	\$ (1,287,328)	\$ (1,755,576)	\$ (3,919,748)	\$ (3,919,748)

## Public Works

**Statement of Service:** Public works coordinates and performs maintenance on streets, sidewalks, traffic signals, traffic signs, and city facilities. Public Works also provides construction services in support of the engineering division and other city departments.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Average # of days to complete sidewalk work order	25	20	18	6.3	18
Average # of days to complete pothole work order	7	2.4	2	1.1	1
Average # of days to complete curb and gutter work order	79	44	30	7	8
Average # of days to complete ROW., mowing, limb work order	8	6	6	6	3
Average # of days to complete drainage sink hole work order	33	10	10	5	7
Average # of days to complete sign replacement/upgrade work order	5	4.4	4	3.6	5
Average # of days to complete signal light maintenance work order	4	4.6	5	1.5	2
Average # of days to complete striping work order	10	3	3	3.6	5
Average # of days to complete catch basin work order	17	7.3	7	6.6	6
Average # of days to complete storm drain work order	42	15.3	15	13.2	7
Average # of days to complete facilities work order	8	7.4	7	3.3	4
<b>Personnel Assigned:</b>	<b>30.0 FTE</b>	<b>30.0 FTE</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>
	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)
	Crew Leader (6)	Crew Leader (6)	Crew Leader (7)	Crew Leader (7)	Crew Leader (7)
	PW Tech II (6)	PW Tech II (8)	PW Tech II (9)	PW Tech II (9)	PW Tech II (9)
	PW Tech I (6)	PW Tech I (7)	PW Tech I (7)	PW Tech I (7)	PW Tech I (7)
	PW Tech (9)	PW Tech (6)	PW Tech (7)	PW Tech (7)	PW Tech (7)
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None					
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 1,417,887	\$ 1,615,544	\$ 2,002,376	\$ 1,829,709	
Maintenance & Operating/Capital	669,595	764,952	1,632,838	13,843	
Total Direct Expenditures	\$ 2,087,482	\$ 2,380,496	\$ 3,635,214	\$ 1,843,552	
Net Revenues Over Expenditures	\$ (2,087,482)	\$ (2,380,496)	\$ (3,635,214)	\$ (1,843,552)	





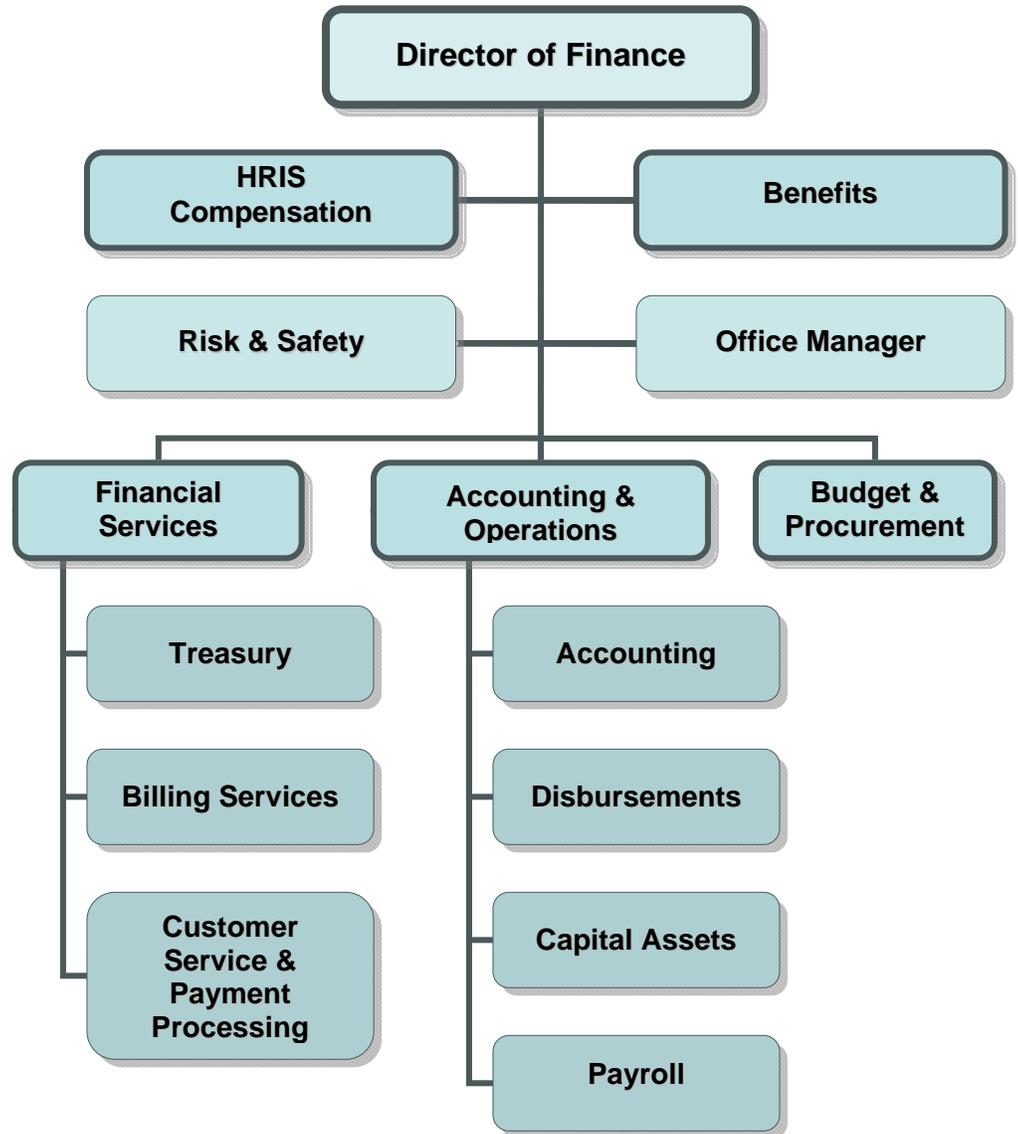
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# Finance



**Thomas G. Harris**  
Director of Finance





## City of Alpharetta Mayor and City Council Strategic Priorities

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



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



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



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



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



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# **Finance**

*Administration, Accounting, Budgeting, Employee Benefits and Compensation, Procurement, Risk Management, Treasury, Internal and External Service*

## **Mission Statement**

The mission of the Finance Department is to plan, receive, monitor, safeguard, invest, account, and expend the financial resources of the City of Alpharetta in the highest legal, ethical, moral, and professional standard practical, and to respond to the service needs of our internal and external customers in a timely, courteous and accurate manner.

## **Goals and Objectives**

-  ✓ Expansion of the financial planning process – continue the development of a comprehensive, progressively managed long-term capital improvement program and multi-year budgeting, forecasting, and planning in order to more accurately predict our financial position in future years, and the impact current year decisions have on the City’s long-range financial position;
-  ✓ Process and Procedure Documentation Program - conduct a comprehensive review of team processes, procedures, and practices, revising as needed for efficiency and effectiveness with thorough documentation of each;
-  ✓ Implementation of technology to automate the billing function, collection function, and the payroll function;
-  ✓ Update to Financial Management Program – Procurement Policy Revisions;
-  ✓ Design and administer innovative and cost-effective benefit programs that meet the needs of today’s diverse workforce and enhance the City’s ability to attract, retain and reward employees; and
-  ✓ Facilitate a comprehensive Risk Management Program designed to protect City assets and ensure a safe and healthy workplace and facilities for employees and the community.

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
<b>Other Revenue:</b>						
Rent from Suite 675 Sublease	\$ -	\$ -	\$ 55,685	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,685</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 850,054	\$ 995,401	\$ 1,134,522	\$ 1,385,249	\$ 1,440,659	\$ 1,498,285
Overtime	3,004	386	-	-	-	-
Group Insurance	127,398	182,127	170,600	263,689	274,237	285,206
FICA	58,425	72,896	85,836	105,102	109,306	113,678
Pension (Defined Benefit)	50,872	96,475	125,198	161,047	164,268	167,553
Pension (Defined Contribution)	17,824	21,593	45,058	39,923	40,721	41,536
Workers Compensation	16,015	10,453	16,831	27,421	27,969	28,529
Miscellaneous	150	825	3,450	7,134	7,134	7,134
<b>Maintenance &amp; Operations:</b>						
Professional Development	40,363	31,093	41,595	67,875	68,554	69,239
Professional Fees	192,911	189,267	219,450	256,247	258,809	261,398
Building Lease	96,662	97,326	161,574	101,643	102,659	103,686
Printing	41,303	46,113	74,550	64,336	64,979	65,629
Maintenance Contracts	77,828	83,867	93,770	131,935	133,254	134,587
General Supplies	52,856	65,212	68,125	92,106	93,027	93,957
Miscellaneous	40,550	37,241	45,545	76,655	77,422	78,196
<b>Capital</b>	<b>21,769</b>	<b>14,249</b>	<b>24,860</b>	<b>20,702</b>	<b>20,702</b>	<b>20,702</b>
<b>Adjustments/Reconciliation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>\$ 1,687,985</b>	<b>\$ 1,944,524</b>	<b>\$ 2,310,964</b>	<b>\$ 2,801,064</b>	<b>\$ 2,883,701</b>	<b>\$ 2,969,316</b>
<b>PERSONNEL</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>24.0</b>		

### FY 2009 Budget Narrative

Total expenditures within the Finance budget for FY 2009 increased 21.2%, or \$490,100, compared to FY 2008. Specifically, the Salary & Benefits category increased 25.8%, or \$408,070, due primarily to the following activity: transfer-in of three (3) positions (i.e. Safety/Risk Administrator, Benefits Manager, and HRIS/Compensation Administrator) from the Human Resources Department; transfer-out of one (1) position to the Information Technology Department (i.e. GIS Coordinator); and general salary and benefit growth.

Base level personnel for FY 2009 total 24.0 FTEs and represent the following:

	<b>FTEs</b>
Accountant	4.0
Accounting & Operations Manager	1.0
Accounts Payable Technician	1.0
Administrative Assistant II	1.0
Budget & Procurement Analyst	1.0
Budget & Procurement Manager	1.0
Chief Accountant	1.0
Controller	1.0
Customer Service Coordinator	1.0
Director of Finance	1.0
Financial Services Manager	1.0
Financial Services Representative	2.0
Payroll Coordinator	1.0
Senior Budget & Procurement Analyst	2.0
Tax Billing Coordinator	1.0
Treasury/Deposit Program Coordinator	1.0
HRIS/Compensation Administrator	1.0
Safety/Risk Administrator	1.0
Benefits Manager	1.0
	<hr style="width: 100%; border: 1px solid black;"/> 24.0

The Maintenance & Operations/Capital categories increased 11.3%, or \$82,030, due primarily to the following activity:

- increase in operational costs (across multiple accounts) of \$119,000 associated with the risk management and benefits consolidation (i.e. Human Resources will see a similar decline to their budget);
- increase in forecasted maintenance contract needs of over \$30,000 (e.g. additional funding for IT related contracts, etc.);
- increase in forecasted general supply needs of \$28,000 (e.g. postage for automated billing – offset through reductions in other accounts including printing, etc.); and
- decrease in forecasted building rental needs of -\$59,931 due to the non-renewal of the sublease for Suite 675 (2400 Lakeview Parkway). The Finance Director is entering into lease renewal negotiations for the space currently occupied by the department staff (i.e. Suite 175) but will not renew the Suite 675 lease. As a result of this transaction, the FY 2009 budget includes a reduction in building rental expenditures as well as a reduction in lease revenue (i.e. revenue previously received under the sublease agreement).



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## Performance Measurement

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on Finance programs including performance measures, personnel, and financial trends.

### Finance Administration

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

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Finance annual turnover percent	44.0%	33.8%	5.0%	5.0%	5.0%
# of New GAAP/GASB financial requirements implemented	0	0	2	2	1
Bond rating maintained or upgraded	Maintain Aa1 - AA+	Upgraded Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA
Cash management program	\$416,617	\$1,000,000	\$824,500	\$1,734,416	\$1,162,000
Return above Federal Funds Rate	Unavailable	Unavailable	50bp	29bp	25bp
Return above State Pool	Unavailable	Unavailable	25bp	6bp	10bp
<b>Personnel Assigned:</b>	<b>2.5 FTE</b>	<b>2.5 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>
	Director of Finance	Director of Finance	Director of Finance	Director of Finance	Director of Finance
	Treasury Coord.	Treasury Coord.	Treasury Coord.	Admin. Assist. II	Admin. Assist. II
	Admin. Assist. II (.5)	Admin. Assist. II (.5)	Admin. Assist. II	Treasury Coord.	Controller
					<b>Risk Mgmt 1.0 FTE</b>
					Safety/Risk Administrator
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Sublease Rent (Suite 675)	\$ -	\$ -	\$ 55,685	\$ -	\$ -
Total Direct Revenue	\$ -	\$ -	\$ 55,685	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 208,074	\$ 159,164	\$ 334,540	\$ -	\$ 292,253
Maintenance & Operating/Capital	355,264	354,110	457,564		402,396
Total Direct Expenditures	\$ 563,338	\$ 513,274	\$ 792,104	\$ -	\$ 694,649
Net Revenues Over Expenditures	\$ (563,338)	\$ (513,274)	\$ (736,419)	\$ -	\$ (694,649)

## 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.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Audited CAFR to be published within 180 days of fiscal year end	3/15/07	Undetermined	11/15/2007	11/14/2008	11/13/2009
GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
GFOA Outstanding Achievement in Popular Annual Financial Reporting	Yes	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes
Percentage of departments within appropriated salary & benefit budget	90%	93%	100%	100%	100%
Percentage of departments within appropriated maintenance & operating budget	87%	87%	100%	100%	100%
% of Budgeted employees participating in direct deposit	78%	91%	93%	93%	93%
Average # of vendor responses to Bids/Requests for Proposals	5	5	6	6	4
Percentage of re-bids	3.40%	3.40%	3%	0%	2%
Average # of days from Council approval to notice to proceed	45	45	30	65	30

**Internal Services - continued**

Personnel Assigned:	Accounting Services - 5 FTE	Accounting Services - 5 FTE	Accounting/Ops Services - 8 FTE	Accounting/Ops Services - 8 FTE	Accounting/Ops Services - 8 FTE
	Chief Accountant	Chief Accountant	Acct/Ops Manager	Acct/Ops Manager	Acct/Ops Manager
	Accountant II (3)	Accountant II (3)	Chief Accountant	Chief Accountant	Chief Accountant
	GIS Tech	GIS Tech	Accountant II (3)	Accountant II (3)	Accountant II (3)
			Capital Assets	Capital Assets	Capital Assets
			Accountant	Accountant	Accountant
			GIS Tech	GIS Tech	Payroll Coordinator
			Payroll Coordinator	Payroll Coordinator	Accts Payable Technician
	<b>Budget/ Procurement 7 FTE</b>	<b>Budget/ Procurement 7 FTE</b>	<b>Budget/ Procurement 4 FTE</b>	<b>Budget/ Procurement 4 FTE</b>	<b>Budget/ Procurement 4 FTE</b>
	Budget & Ops Mgr.	Budget & Ops Mgr.	Sr. Budget Analyst (2)	Sr. Budget Analyst (2)	Budget & Procurement Mgr.
			Budget Analyst (2)	Budget Analyst (2)	
	Sr. Budget Analyst	Sr. Budget Analyst			Sr. Budget Analyst (2)
	Budget Analyst (3)	Budget Analyst (3)			Budget Analyst
	Payroll Coordinator	Payroll Coordinator			
	Accts Payable Tech	Accts Payable Tech			
<b>Total Personnel Assigned Internal Services:</b>	<b>12.0 FTE</b>				
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None	\$ -	\$ -	\$ -	\$ -	
<b>Total Direct Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
Direct Expenditures					
Salary & Benefits	\$ 678,390	\$ 789,639	\$ 879,523	\$ 1,006,369	
Maintenance & Operating/Capital	144,890	185,205	235,515	242,749	
<b>Total Direct Expenditures</b>	<b>\$ 823,280</b>	<b>\$ 974,844</b>	<b>\$ 1,115,038</b>	<b>\$ 1,249,118</b>	
<b>Net Revenues Over Expenditures</b>	<b>\$ (823,280)</b>	<b>\$ (974,844)</b>	<b>\$ (1,115,038)</b>	<b>\$ (1,249,118)</b>	



## External Services

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

<b>Performance Measurements</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Forecasted FY 2008</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>
% of bills generated on time	99%	99%	99%	99%	99%
% of bills collected on time	95%	95%	95%	95%	95%
# of Real estate tax bills generated	14,412	15,356	16,500	16,500	19,500
# of Personal property tax bills	2,335	2,558	2,700	2,700	3,500
# of Liens processed	0	0	80	80	100
# of Sanitation customers	11,461	12,836	13,300	13,300	13,500
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<10%
<b>Personnel Assigned:</b>	<b>6.5 FTE</b>	<b>6.5 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
	Financial Services Manager	Financial Services Manager	Financial Services Manager	Financial Services Manager	Financial Services Manager
	Tax Billing Coord	Tax Billing Coord	Tax Billing Coord	Tax Billing Coord	Tax Billing Coord
	Customer Service Coord	Customer Service Coord	Customer Service Coord	Customer Service Coord	Customer Service Coord
					Treasury/Deposit Project Coord.
	Financial Services Rep (3.5)	Financial Services Rep (3.5)	Financial Services Rep (3)	Financial Services Rep (3)	Financial Services Rep (2)
<i>* One (1) Financial Service Rep. position is assigned to the Solid Waste Fund (Enterprise Fund)</i>					
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 237,277	\$ 431,353	\$ 367,432	\$ 396,297	\$ 396,297
Maintenance & Operating/Capital	64,090	25,053	36,390	66,618	66,618
Total Direct Expenditures	\$ 301,367	\$ 456,406	\$ 403,822	\$ 462,915	\$ 462,915
Net Revenues Over Expenditures	\$ (301,367)	\$ (456,406)	\$ (403,822)	\$ (462,915)	\$ (462,915)

## **Benefits/Compensation**

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

<b>Performance Measurements</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Forecasted FY 2008</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>
Annual City Paygrade review conducted	*	*	*	*	1/1/2009
% of Employees enrolled in group insurance	*	*	*	*	98%
% of Employees enrolled in deferred compensation	*	*	*	*	80%
% of Health Fair Attendance	*	*	*	*	45%
<b>Personnel Assigned:</b>	*	*	*	*	<b>2.0 FTE</b> Benefits Mgr. HRIS/Comp Admin.
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None	*	*	*	\$	-
Total Direct Revenue	*	*	*	\$	-
Direct Expenditures					
Salary & Benefits				\$	294,646
Maintenance & Operating/Capital	*	*	*		99,736
Total Direct Expenditures	*	*	*	\$	394,382
Net Revenues Over Expenditures	*	*	*	\$	(394,382)

\* Moved to the Finance Department effective FY 2009. Previously recorded within the Human Resources Department.

## Risk Management

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<b>Risk Management:</b>						
Professional Fees	20,343	19,137	44,100	50,300	50,803	51,311
Claims and Judgments	42,233	104,071	500,000	510,000	515,100	520,251
Bond	-	270	500	510	515	520
Vehicle Insurance	209,706	163,180	155,253	160,817	162,425	164,049
Property & Equipment Insurance	37,424	39,003	42,000	42,840	43,268	43,701
General Liability	132,352	119,421	121,000	123,420	124,654	125,901
Law Enforcement Liability	45,619	120,968	124,000	126,480	127,745	129,022
Public Entity Liability	27,452	46,117	46,117	47,039	47,509	47,984
Workers Comp. Excess Liability	-	56,589	56,589	57,721	58,298	58,881
Employee Benefits Liability	-	475	475	485	490	495
Criminal Liability	-	6,913	6,913	7,051	7,122	7,193
Umbrella Liability	-	116,481	119,760	122,155	123,377	124,610
<b>Adjustments/Reconciliation</b>	<b>1</b>	<b>(145)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>\$ 515,129</b>	<b>\$ 792,479</b>	<b>\$ 1,216,707</b>	<b>\$ 1,248,818</b>	<b>\$ 1,261,306</b>	<b>\$ 1,273,919</b>

### FY 2009 Budget Narrative

Total expenditures within the Risk Management budget for FY 2009 increased 2.6%, or \$32,111, compared to FY 2008. Primary drivers of the growth include an allowance for general inflationary growth as well as an increase in risk management service fees (\$9,500).

# Solid Waste Fund

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
<b>Charges for Services:</b>						
Refuse Collection Fees	\$ 1,683,891	\$ 2,204,327	\$ 2,138,911	\$ 2,135,000	\$ 2,220,400	\$ 2,309,216
Commercial Hauler Fees	49,024	37,827	48,000	48,000	49,920	51,917
Environmental Fees	202,762	321,983	330,000	330,000	343,200	356,928
Other	49,678	57,268	19,900	20,975	21,814	22,687
<b>Interest</b>	27,483	41,859	20,000	39,046	40,608	42,232
<b>Other Financing Sources:</b>						
Interfund Transfer (General Fund)	250,868	-	605	-	-	-
<b>TOTAL</b>	<b>\$ 2,263,706</b>	<b>\$ 2,663,264</b>	<b>\$ 2,557,416</b>	<b>\$ 2,573,021</b>	<b>\$ 2,675,942</b>	<b>\$ 2,782,980</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 104,991	\$ 28,266	\$ 36,932	\$ 48,061	\$ 49,983	\$ 51,983
Overtime	320	91	-	-	-	-
Group Insurance	16,392	5,858	5,070	14,755	15,345	15,959
FICA	7,521	2,834	2,758	3,649	3,795	3,947
Pension (Defined Benefit)	6,188	3,831	4,023	5,602	5,714	5,828
Pension (Defined Contribution)	1,786	168	721	-	-	-
Workers Compensation	1,545	2,766	541	954	973	993
<b>Maintenance &amp; Operations:</b>						
Professional Fees	2,048,803	2,432,884	2,500,000	2,500,000	2,525,000	2,550,250
Miscellaneous	44,112	23,296	7,371	-	-	-
<b>Capital</b>	-	-	-	-	-	-
<b>Adjustments/Reconciliation</b>	2	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,231,660</b>	<b>\$ 2,499,994</b>	<b>\$ 2,557,416</b>	<b>\$ 2,573,021</b>	<b>\$ 2,600,811</b>	<b>\$ 2,628,959</b>
<b>PERSONNEL</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>		

### FY 2009 Budget Narrative

Total expenditures within the Solid Waste Fund budget for FY 2009 increased 0.6%, or \$15,605, compared to FY 2008. Specifically, the Salary & Benefits category increased 45.9%, or \$22,976, due to revised budgeting estimates relating to vacant positions (i.e. vacancies are budgeted at anticipated hiring salary levels and family benefit levels).

Base level personnel for FY 2009 total 1.0 FTEs and represent the following:

	FTEs
Financial Services Representative	1.0

The Maintenance & Operations category decreased -0.03%, or -\$7,371, due to a reduction in general maintenance and operations expenditures.



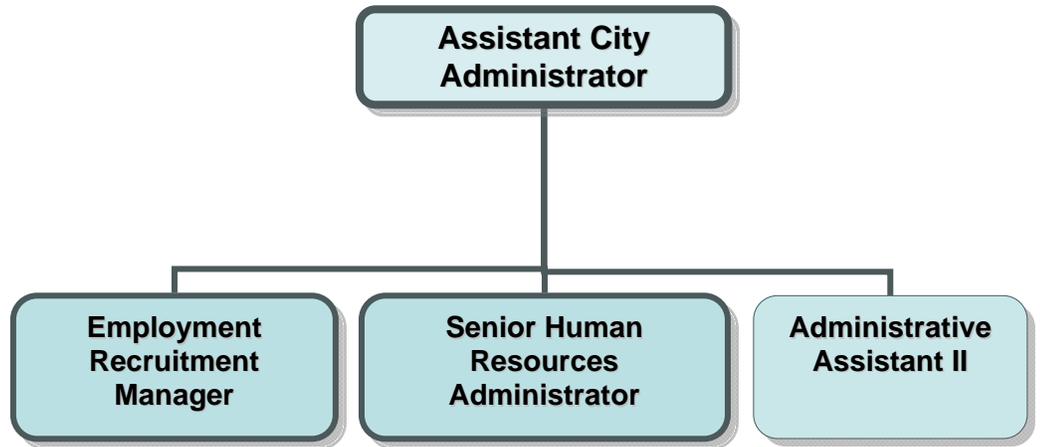
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# Human Resources



**James Drinkard**  
Assistant  
City Administrator





## City of Alpharetta Mayor and City Council Strategic Priorities

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



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



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



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



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



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# **Human Resources**

*Administration, Employee Recruitment and Retention*

## **Mission Statement**

The mission of the Department of Human Resources is to guide, facilitate, and coordinate City-wide efforts to provide innovative, cost-effective human resource programs with measurable outcomes in support of the strategic goals of the City to recruit, retain, develop, and reward staff, our most valuable resource.



The Human Resources Department approaches their mission, using the following guiding principles:

- ✓ Offer a work atmosphere that is healthy and safe and one that is also conscious of long-term family and community goals;
- ✓ Provide opportunities for personal and professional growth and career development to reach each employee's full potential;
- ✓ Understand, set and consistently deliver superior customer service;
- ✓ Continue to lead and improve the quality of the work culture;
- ✓ Attract highly qualified and diverse candidates;
- ✓ Align the best management and total compensation philosophy to attract and retain the most qualified employees;
- ✓ Develop continuous effective professional relationships;
- ✓ Inspire and encourage a high level of employee morale through recognition, effective communication and positive interaction; and
- ✓ Establish, administer and effectively communicate sound policies, rules, and practices that treat employees with dignity, equity and respect while maintaining compliance with employment and labor laws.

## **Goals and Objectives**



- ✓ Assist departments in their efforts to recruit, retain, and develop a diverse staff that possess the core competencies needed for personal and City success;



✓ Continue to promote and improve efficiencies between HR and payroll departments by periodic assessments of each department processes and systems;



✓ Provide training and development opportunities which will allow staff to meet personal needs and goals within, and consistent with city goals and objectives;



✓ Design and administer performance management systems that better link rewards and recognition to performance and the acquisition of skills and competencies necessary for job success; and



✓ Conduct periodic salary and benefits cost analysis to provide up to date trends on comparisons to other cities/counties.

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 381,599	\$ 326,390	\$ 364,507	\$ 167,426	\$ 174,123	\$ 181,088
Group Insurance	49,784	49,638	54,414	19,460	20,238	21,048
FICA	27,211	24,192	26,943	12,670	13,177	13,704
Pension (Defined Benefit)	24,234	32,697	39,299	19,454	19,843	20,240
Pension (Defined Contribution)	9,478	9,618	15,461	5,882	6,000	6,120
Workers Compensation	7,825	2,835	5,283	3,312	3,378	3,446
Miscellaneous	50	6,000	1,000	1,000	1,000	1,000
<b>Maintenance &amp; Operations:</b>						
Professional Development	12,324	19,364	22,124	16,694	16,861	17,030
Professional Fees	100,635	62,926	85,997	43,757	44,195	44,637
Advertising	28,731	16,534	20,500	18,000	18,180	18,362
General Supplies	10,997	9,050	14,450	12,150	12,272	12,394
Employee Recognition	49,628	63,438	71,000	75,310	76,063	76,824
Wellness Program	25,448	16,010	14,900	-	-	-
Miscellaneous	37,741	22,619	60,560	32,365	32,689	33,016
<b>Capital</b>	11,468	716	5,735	4,640	4,640	4,640
<b>Adjustments/Reconciliation</b>	2	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 777,154</b>	<b>\$ 662,029</b>	<b>\$ 802,173</b>	<b>\$ 432,120</b>	<b>\$ 442,658</b>	<b>\$ 453,546</b>
<b>PERSONNEL</b>	<b>7.0</b>	<b>7.0</b>	<b>6.0</b>	<b>3.0</b>		

\* 3.0 FTE were moved to the Finance Department for FY 2009.

## **FY 2009 Budget Narrative**

Total expenditures within the Human Resources budget for FY 2009 decreased -46.1%, or -\$370,053, compared to FY 2008. Specifically, the Salary & Benefits category decreased -54.8%, or -\$277,703, due primarily to transfer-out of three (3) positions (i.e. Safety/Risk Administrator, Benefits Manager, and HRIS/Compensation Administrator) to the Finance Department.

Base level personnel for FY 2009 total 3.0 FTEs and represent the following:

	<b>FTEs</b>
Administrative Assistant II	1.0
Employment/Recruitment Manager	1.0
Senior HR Administrator	1.0
	<hr style="width: 100px; margin-left: auto; margin-right: 0;"/> 3.0

The Maintenance & Operations/Capital categories decreased -31.3%, or -\$92,350, due primarily to a decrease in operational costs (across multiple accounts) of -\$119,000 associated with the transfer of the risk management and benefits functions to the Finance Department (i.e. Finance will see a similar increase to their budget).

## **Performance Measurement**

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on Human Resources programs including performance measures, personnel, and financial trends.

## Human Resources Administration

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

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Human Resources annual turnover percentage	46.7%	17.1%	0.0%	0.0%	0.0%
City-wide turnover percentage	12.72%	13.92%	12.00%	12.03%	10.00%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	525	535	536	569	575
HR staff to total full-time equivalent employee ratio	1 to 54	1 to 89	1 to 77	1 to 85	1 to 87
<b>Personnel Assigned:</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>2.0 FTE *</b>	<b>2.0 FTE *</b>	<b>1.0 FTE *</b>
	Director of HR Risk Manager Admin Assistant II	Director of HR Risk Manager Admin Assistant II	Admin Assistant II Sfty/Risk Admin.	Admin Assistant II Sfty/Risk Admin.	Admin Assistant II
*The Human Resources Department is directed by the Assistant City Administrator.					

Financial Information:	Actual FY 2006	Actual FY 2007	Amended Budget FY 2008	Adopted Budget FY 2009
Direct Revenue				
None	\$ -	\$ -	\$ -	\$ -
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -
Direct Expenditures				
Salary & Benefits	\$ 179,139	\$ 142,540	\$ 153,762	\$ 57,301
Maintenance & Operating/Capital	51,810	47,191	80,571	50,528
Total Direct Expenditures	\$ 230,949	\$ 189,731	\$ 234,333	\$ 107,829
Net Revenues Over Expenditures	\$ (230,949)	\$ (189,731)	\$ (234,333)	\$ (107,829)

## Benefits/Compensation

Reorganized under the Finance Department for FY 2009.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Annual City Paygrade review conducted	1/1/06	N/A	5/1/08	1/1/2008	*
% of Employees enrolled in group insurance	92%	99%	95%	94%	*
% of Employees enrolled in deferred compensation	68%	68%	75%	73%	*
% of Health Fair Attendance	31%	No Health Fair	45%	32%	*
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>*</b>
	Benefits Coord. Comp Specialist	Benefits Mgr. HRIS/Comp Admin.	Benefits Mgr. HRIS/Comp Admin.	Benefits Mgr. HRIS/Comp Admin.	
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None	\$ -	\$ -	\$ -	\$ -	
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	
Direct Expenditures					
Salary & Benefits	\$ 156,660	\$ 172,005	\$ 189,245	\$ -	
Maintenance & Operating/Capital	59,358	41,218	66,775	*	
Total Direct Expenditures	\$ 216,018	\$ 213,223	\$ 256,020	*	
Net Revenues Over Expenditures	\$ (216,018)	\$ (213,223)	\$ (256,020)	*	

\* Moved to the Finance Department effective FY 2009. Previously recorded within the Human Resources Department.

## Recruitment & Retention

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

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Average cost per hire - Permanent	\$7,300	\$7,500	\$7,500	\$7,500	\$7,500
Average cost per hire - Seasonal	\$1,100	\$1,200	\$1,200	\$1,200	\$1,200
# of Resumes reviewed & logged	2400	2100	2000	1488	1600
# of Qualified applications processed	720	660	600	400	450
# of New hires - Permanent	76	81	85	55	50
# of New hires - Seasonal	90	76	70	86	90
# of Internal promotions	21	21	20	35	25
# of separations (includes seasonal)	123	121	115	104	110
% of Employees rated "Outstanding" on annual merit review	32%	26%	26%	42%	40%
% of Employees rated "Exceeds" on annual merit review	60%	65%	66%	55%	58%
% of Employees rated "Meets" on annual performance review	9%	8%	10%	2%	1%
% of Employees on "Performance Improvement Plan"	1%	1%	1%	0%	1%
Total # of employees enrolled in Education Programs					
Master's Degree	4	8	9	7	8
Bachelor's Degree	7	11	5	13	11
Associate's Degree	4	5	5	5	7
Certificate Programs	5	8	6	5	10
Total # of employees receiving tuition reimbursement	22	32	25	30	36
Total dollar amount of reimbursement	\$18,000	\$45,000	\$31,000	\$45,497	\$60,000
<i>* Employee review percentage not 100% due to the impact of new hires, vacancies, turnover, and leaves of absence.</i>					
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
	Employment Specialist	EmPLY/Recruit. Mgr.	EmPLY/Recruit. Mgr.	EmPLY/Recruit. Mgr.	EmPLY/Recruit. Mgr.
	Training Dev Supervisor	Sr. HR Administrator	Sr. HR Administrator	Sr. HR Administrator	Sr. HR Administrator
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 164,381	\$ 136,826	\$ 163,900	\$ 171,903	\$ 171,903
Maintenance & Operating/Capital	165,806	122,249	147,920	152,388	152,388
Total Direct Expenditures	\$ 330,187	\$ 259,075	\$ 311,820	\$ 324,291	\$ 324,291
Net Revenues Over Expenditures	\$ (330,187)	\$ (259,075)	\$ (311,820)	\$ (324,291)	\$ (324,291)



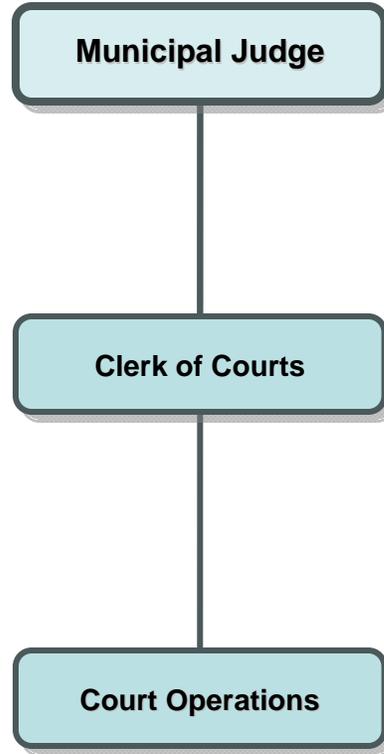
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# *Municipal Court*



*Elizabeth Sahlin*  
Clerk of Courts





## City of Alpharetta Mayor and City Council Strategic Priorities

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



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



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



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



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



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# **Municipal Court**

*Administration and Court Services*

## **Mission Statement**

To grow and maintain sufficient staffing, infrastructure and general court services for the City of Alpharetta; to educate and inform persons who attend court; to ensure the citizens' rights are observed and protected; to achieve justice and fundamental fairness in all matters including cases that go to trial and those that are settled pre-trial; and to efficiently and responsibly serve all citizens living in the community.

## **Goals and Objectives**



✓ Continue to provide professional, quality service;



✓ Continue efforts of positive communication;



✓ With effective usage of the GBS Court Software accomplish the following;

- Improve revenue collection and reporting;
- Enhance document imaging;
- Continue to improve the flow of information from Public Safety to Court and from Court to Finance;
- Enhance State reporting and calculations;
- Start collecting online payment of fines; and
- Enhance reporting to Department of Driver Service.



✓ Continue to develop the court's website; and



✓ Review current Fine Schedule.

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 290,122	\$ 331,978	\$ 415,835	\$ 428,531	\$ 445,672	\$ 463,499
Seasonal	-	1,800	-	-	-	-
Overtime	83	800	-	-	-	-
Group Insurance	58,880	51,692	61,165	60,254	62,664	65,171
FICA	20,455	24,280	30,911	32,296	33,588	34,931
Pension (Defined Benefit)	16,851	32,193	43,693	48,122	49,084	50,066
Pension (Defined Contribution)	7,582	10,643	20,176	13,674	13,947	14,226
Workers Compensation	6,741	3,166	6,061	8,443	8,612	8,784
Miscellaneous	-	-	2,300	2,871	2,871	2,871
<b>Maintenance &amp; Operations:</b>						
Professional Fees	151,784	177,598	229,500	238,626	241,012	243,422
Maintenance Contracts	2,845	2,910	11,006	25,475	25,730	25,987
General Supplies	10,521	12,450	16,552	16,883	17,052	17,222
Utilities	14,920	20,549	23,500	22,675	22,902	23,131
Miscellaneous	24,403	24,693	44,910	46,144	46,605	47,071
<b>Capital</b>	<b>7,650</b>	<b>2,574</b>	<b>12,588</b>	<b>4,410</b>	<b>4,410</b>	<b>4,410</b>
Adjustments/Reconciliation	(2)	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 612,836</b>	<b>\$ 697,326</b>	<b>\$ 918,197</b>	<b>\$ 948,404</b>	<b>\$ 974,150</b>	<b>\$ 1,000,793</b>
<b>PERSONNEL</b>	<b>7.5</b>	<b>7.5</b>	<b>9.0</b>	<b>9.0</b>		

### FY 2009 Budget Narrative

Total expenditures within the Municipal Court budget for FY 2009 increased 3.3%, or \$30,207, compared to FY 2008. Specifically, the Salary & Benefits category increased 2.4%, or \$14,050, due to general salary & benefit increases.

Base level personnel for FY 2009 total 9.0 FTEs and represent the following:

	FTEs
Court Clerk/Director of Court Services	1.0
Deputy Clerk I	2.0
Deputy Clerk II	4.0
Deputy Clerk III	1.0
Judge	1.0
	<u>9.0</u>

The Maintenance & Operations/Capital categories increased approximately 4.8%, or \$16,157, due primarily to the following activity:

- increase in forecasted professional fees of \$9,126 (e.g. additional solicitor fees, telephone programming, etc.);

- increase in forecasted maintenance contract needs of \$14,469 (e.g. additional funding for IT related contracts, the addition of a new mail machine, etc.); and
- reduction in forecasted machinery and equipment purchases of -\$8,178 (i.e. FY 2008 included funding for a non-recurring copier replacement and laptop purchase).

## Performance Measurement

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on Municipal Court programs including performance measures, personnel, and financial trends.

### Violations Bureau

**Statement of Service:** The purpose of the Municipal Court is to process all alleged violations of City Ordinances and certain state laws in a fair, impartial, expeditious, accurate, and fiscally responsible manner. The Violations Bureau holds traffic and state court, monitors and handles all cash bonds and manages all Court records.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Municipal Court annual turnover percentage	N/A	12.12%	1.00%		
# of Citations received to process	16,100	18,800	19,500	17,200	18,000
Total # of cases disposed	13,500	15,000	17,000	17,500	17,500
# of Court sessions	210	212	224	204	256
Annual deposits (Fines & Forfeitures)	\$1,634,223	\$1,634,223	\$1,800,000		
<b>Personnel Assigned:</b>	<b>7.5 FTE</b>	<b>7.5 FTE</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>
	Municipal Judge Clerk of Courts	Municipal Judge Clerk of Courts	Municipal Judge Clerk of Courts Deputy Clerk III	Municipal Judge Clerk of Courts Deputy Clerk III	Municipal Judge Clerk of Courts Deputy Clerk III
	Deputy Clerk II (3) Deputy Clerk I (2.5)	Deputy Clerk II (3) Deputy Clerk I (2.5)	Deputy Clerk II (3) Deputy Clerk I (3)	Deputy Clerk II (3) Deputy Clerk I (3)	Deputy Clerk II (3) Deputy Clerk I (3)
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 400,714	\$ 456,552	\$ 580,141	\$ 594,191	\$ 594,191
Maintenance & Operating/Capital	212,122	240,774	338,056	354,213	354,213
Total Direct Expenditures	\$ 612,836	\$ 697,326	\$ 918,197	\$ 948,404	\$ 948,404
Net Revenues Over Expenditures	\$ (612,836)	\$ (697,326)	\$ (918,197)	\$ (948,404)	\$ (948,404)

\* Municipal court assesses and collects fines & forfeiture revenue that is reflected in the annual financial statements as revenue in the originating department, in this case, the Police Department.



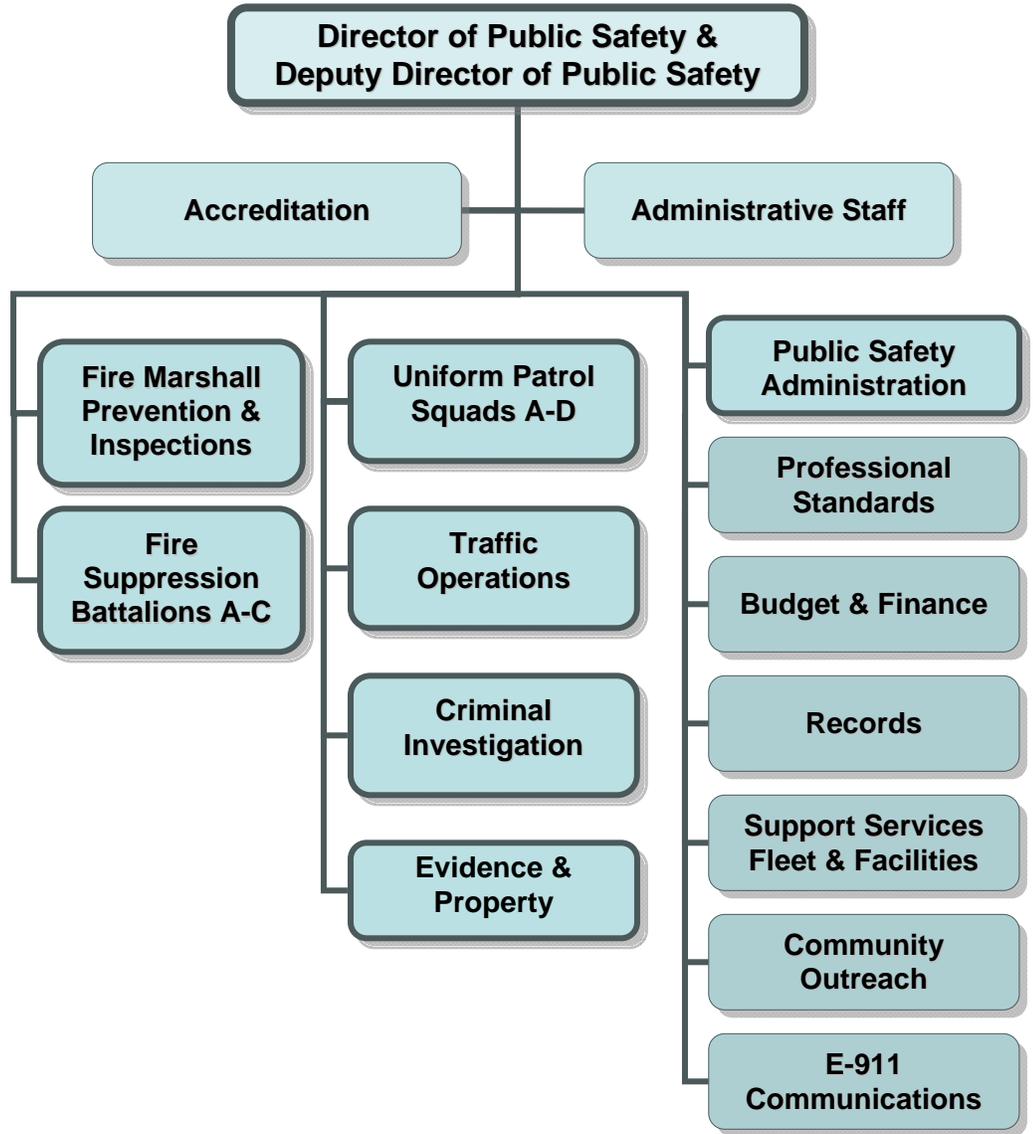
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# Public Safety



**Gary George**  
Director of Public Safety





## City of Alpharetta Mayor and City Council Strategic Priorities

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Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Public Safety

Administration, Police, Fire, and Emergency 911

## **Mission Statement**

*Public Safety:* Expand joint efforts between Police and Fire, particularly in the area of training, emergency management, and community outreach.

*Police Services* strives to ensure the highest quality of life for its citizens through developing and maintaining partnerships with the community. We take pride in the fact that all contacts with the public are professional and at all times personify the highest levels of honor, integrity, ethics and justice, entrusted to us by those we are sworn to serve.

*Fire and Emergency Services* is a proactive, customer oriented emergency services provider. Our objective is to provide the best possible fire and emergency medical services. Our goal is to maximize the saving of lives, minimize the loss of property and avoid loss whenever possible through prevention and education.



## **Goals and Objectives**

### Police Services

- ✓ Traffic Safety - Identify and address traffic concerns through engineering, education, and enforcement. Build the effectiveness of specialty teams including DUI enforcement, bicycle and commercial vehicle inspection;
- ✓ Crime Prevention - Reach out to the community through the Police Athletic League (PAL), Police And Citizens Together (PACT), and Business Watch programs, building partnerships and mitigating problems through education and enforcement;
- ✓ Uniform Patrol - Increase visible presence in the community with an emphasis on residential neighborhoods; and
- ✓ Criminal Investigation - Maintain a case clearance rate above national averages through strong local investigative efforts and appropriate partnerships with other federal, state and local law enforcement agencies.

### Fire Services

- 🍏 ✓ To maintain a minimum on duty staffing level of not less than 25 firefighters at all times;
- 🍏 ✓ Assure all firefighters are certified at the National Professional Qualifications Firefighter II Level;
- 🤝 ✓ Maintain a minimum of 240 hours of annual training and career development for each career firefighter;
- 🍏 ✓ Place the first fire apparatus on the scene of an emergency within five minutes of dispatch at least 90% of the time;
- 🍏 ✓ Place a minimum of 15 firefighters on the scene of a structure fire within seven minutes of dispatch at least 90% of the time;
- 🍏 ✓ Place an advance life support paramedic on the scene of a medical emergency within five minutes of dispatch at least 90% of the time;
- 🤝 ✓ Present programs of fire safety education to 80% of all preschool children and 95% of all first and fourth grade students who reside within the City; and
- 🍏 ✓ Conduct a fire safety inspection and/or design a pre-fire plan for every non-residential occupancy annually.



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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009* Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
Licenses & Permits	\$ 5,234	\$ 17,797	\$ 15,000	\$ 15,000	15,600	16,224
Intergovernmental:						
City of Milton	-	-	76,252	76,252	79,302	82,474
Charges for Services:						
Reports	47,482	50,622	40,000	40,000	41,600	43,264
Services	39,706	70,029	45,000	45,000	46,800	48,672
False Alarms	52,670	55,492	40,000	35,000	36,400	37,856
Plan Review	89,628	65,066	75,000	75,000	78,000	81,120
Other	24,362	48,371	20,500	20,000	20,800	21,632
Fines & Forfeitures:						
Municipal Court Fines	1,634,223	2,085,905	2,347,000	2,500,000	2,600,000	2,704,000
Red Light Camera Fines	1,084,098	1,163,101	1,364,661	1,035,000	1,076,400	1,119,456
Other Revenue	8,797	7,913	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,986,199</b>	<b>\$ 3,564,296</b>	<b>\$ 4,023,413</b>	<b>\$ 3,841,252</b>	<b>\$ 3,994,902</b>	<b>\$ 4,154,698</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 8,675,991	\$ 10,608,263	\$ 11,381,325	\$ 11,908,636	\$ 12,384,981	\$ 12,880,381
Overtime	488,386	250,363	563,766	612,374	612,374	612,374
Group Insurance	1,945,578	2,318,333	2,626,167	2,738,923	2,848,480	2,962,419
FICA	643,219	790,861	836,869	959,571	997,954	1,037,872
Pension (Defined Benefit)	526,625	1,034,204	1,120,255	1,270,660	1,296,073	1,321,995
Pension (Defined Contribution)	189,187	272,281	396,489	382,740	390,395	398,203
Workers Compensation	244,746	94,155	154,688	221,303	225,729	230,244
Miscellaneous	38,520	20,131	30,700	74,543	74,543	74,543
<b>Maintenance &amp; Operations:</b>						
Professional Development	110,083	144,662	192,772	98,149	99,130	100,122
Professional Fees	81,044	97,846	130,250	158,700	160,287	161,890
Professional Fees (EMT)	-	-	-	135,000	135,000	135,000
Repair & Maintenance (Vehicles)	569,402	632,496	650,000	755,000	762,550	770,176
Communications	132,362	161,771	228,955	227,225	229,497	231,792
Travel	59,408	62,280	56,811	81,342	82,155	82,977
Maintenance Contracts	622,692	719,788	1,345,226	1,520,754	1,535,962	1,551,321
General Supplies	193,319	187,347	288,565	302,270	305,293	308,346
Uniforms	305,817	297,941	375,200	395,397	399,351	403,344
Utilities	158,826	162,892	181,550	185,800	187,658	189,535
Miscellaneous	112,394	93,560	191,497	173,181	174,913	176,662
<b>Capital:</b>						
OSSI Acquisition	-	-	699,840	-	-	-
Miscellaneous	318,196	254,718	312,250	322,597	322,597	322,597
Adjustments/Reconciliation	5	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 15,415,801</b>	<b>\$ 18,203,890</b>	<b>\$ 21,763,175</b>	<b>\$ 22,524,165</b>	<b>\$ 23,224,922</b>	<b>\$ 23,951,791</b>
<b>PERSONNEL*</b>	<b>195.0</b>	<b>215.0</b>	<b>218.0</b>	<b>218.5</b>		

\* FY 2009 personnel count includes the upgraded Logistics Officer position (PT to FT) approved for funding effective July 1, 2008.  
FY 2009 figures do not include those operational initiatives that are contingent upon a mid-year revenue review.

## FY 2009 Budget Narrative

Total expenditures within the Public Safety budget for FY 2009 increased 3.5%, or \$760,990, compared to FY 2008. Specifically, the Salary & Benefits category increased 6.2%, or \$1,058,491, due to general salary & benefit increases and the upgrade from part-time to full-time for the Logistics Officer position.

Personnel for FY 2009 total 218.5 FTEs and represent the following:

	<b>FTEs</b>
Accreditation Manager	1.0
Administrative Assistant I	2.0
Administrative Assistant II	2.5
Battalion Chief	4.0
Captain	32.0
CERT Program Manager	1.0
Data Entry Clerk (PT)	0.5
Deputy Director of Public Safety	1.0
Director of Public Safety	1.0
Evidence Technician	2.0
FF/PMDC	17.0
Field Training Officer	10.0
Fingerprint Technician (PT)	0.5
Fire Apparatus Engineer	23.0
Fire Logistics Officer	1.0
Fire Marshal (Battalion Chief)	1.0
Fire Prevention Officer	3.0
Firefighter II	19.0
Jail/Court Liaison	1.0
Lieutenant	15.0
Officer	71.0
Public Information Officer	1.0
Public Safety Deputy Administrator	1.0
Records Clerk	1.0
Records Supervisor	1.0
Research Analyst	1.0
School Crossing Guard	4.0
Training Coordinator (Captain)	1.0
	<u>218.5</u>

The Maintenance & Operations/Capital categories decreased -6.4%, or -\$297,501, due primarily to the following activity:

- increase in forecasted professional fees of \$28,450 (e.g. funding for telephone programming/wiring, CALEA's tri-annual onsite assessment, temporary staffing, etc.);
- addition of \$135,000 in appropriations to supplement the base service level provided by Fulton County for emergency medical response;
- increase in forecasted vehicle repair & maintenance needs of \$105,000 (i.e. additional fuel costs);
- increase in forecasted travel needs of \$24,531 (e.g. specialized training requirements outside of GA POST's normal training curriculum);
- increase in forecasted maintenance contract needs of \$175,528 (e.g. \$100,000 in RAPSTC rent moved from the professional development

account, additional funding for IT related contracts, reverse 911 service, etc.);

- reduction in forecasted professional development costs of -\$94,623 (see above); and
- reduction in estimated machinery and equipment purchases of -\$689,493 (i.e. FY 2008 included non-recurring lease funding for the OSSI Info system in an amount totaling \$699,840).

## **Emergency-911 Fund**

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

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009 Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
<b>Charges for Services:</b>						
E-911 Service Fees	\$ 1,225,202	\$ 1,503,831	\$ 1,500,000	\$ 1,675,000	\$ 1,825,750	\$ 1,990,068
<b>Interest</b>	28,454	61,395	21,500	80,000	81,600	83,232
<b>Other Revenue</b>	(0)	12,191	-	-	-	-
<b>Other Financing Sources:</b>						
General Fund Subsidy	451,163	484,321	340,344	-	-	-
Fund Balance ("FB") Carryforward	-	-	-	122,261	-	-
FB Carryforward (E-911 System)	-	-	-	500,000	-	-
<b>TOTAL</b>	<b>\$ 1,704,818</b>	<b>\$ 2,061,737</b>	<b>\$ 1,861,844</b>	<b>\$ 2,377,261</b>	<b>\$ 1,907,350</b>	<b>\$ 2,073,300</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 693,079	\$ 795,061	\$ 892,195	\$ 940,097	\$ 968,300	\$ 997,349
Overtime	69,751	59,022	44,529	46,845	46,845	46,845
Group Insurance	148,287	164,650	181,888	180,478	180,568	180,659
FICA	56,931	61,706	65,985	83,322	83,364	83,405
Pension (Defined Benefit)	42,164	81,981	86,308	98,865	98,914	98,964
Pension (Defined Contribution)	8,967	9,915	32,532	22,055	22,066	22,077
Workers Compensation	10,026	11,043	11,602	16,834	16,842	16,851
Miscellaneous	2,580	10,988	200	6,408	6,408	6,408
<b>Maintenance &amp; Operations:</b>						
Professional Fees	17,605	18,181	17,900	15,459	15,467	15,474
Communications	162,511	182,358	244,000	240,000	240,120	240,240
Maintenance Contracts	47,400	58,838	80,725	105,348	105,401	105,453
General Supplies	3,944	4,737	7,500	7,000	7,004	7,007
Utilities	32,854	31,000	72,600	45,850	45,873	45,896
Miscellaneous	18,520	42,014	65,700	54,250	54,277	54,304
<b>Capital</b>						
E-911 Phone System Replacement	-	-	-	500,000	-	-
Miscellaneous	57,107	51,132	58,180	14,450	14,450	14,450
<b>Adjustments/Reconciliation</b>	1	1	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,371,727</b>	<b>\$ 1,582,625</b>	<b>\$ 1,861,844</b>	<b>\$ 2,377,261</b>	<b>\$ 1,905,899</b>	<b>\$ 1,935,383</b>
<b>PERSONNEL</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>		

## **FY 2009 Budget Narrative**

Total expenditures within the E-911 Fund budget for FY 2009 increased 27.7%, or \$515,417, compared to FY 2008. Specifically, the Salary & Benefits category increased 6.0%, or \$79,665, due to general salary & benefit increases.

Base level personnel for FY 2009 total 20.0 FTEs and represent the following:

	<b>FTEs</b>
Communications Officer	12.0
Communications Shift Supervisor	4.0
Senior Communications Officer	4.0
	<hr/> 20.0

The Maintenance & Operations/Capital categories increased 79.7%, or \$435,752, due primarily to the following activity:

- increase in forecasted maintenance contract needs of \$24,623 (e.g. additional funding for IT related contracts, etc.);
- increase in estimated machinery and equipment purchases of \$456,270 (i.e. \$500,000 for a new 911 phone system); and
- reduction in forecasted utilities needs of -\$26,750 (i.e. adjustment of utilities funding to reflect current expenditure trends).

## **Performance Measurement**

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on Recreation and Parks programs including performance measures, personnel, and financial trends.

## Public Safety Administration

**Statement of Service:** Public Safety Administration ensures effective, efficient and responsive services by planning and administering the resources allocated to the various divisions of the department, ensuring activities are managed in a manner which produces a safe and secure City.

Performance Measurements	Actual FY 2007	Projected FY 2008	Amended Budget FY 2008	Adopted Budget FY 2009
Police Services annual turnover percentage	13.0%	13.0%	22.0%	15.0%
Fire & Emergency Services annual turnover percentage	8.2%	9.0%	2.0%	9.0%
Maintain CALEA accreditation and State Certification	Yes	Yes	Yes	Yes
PACT Meetings	27	28	50 (est.)	60
PAL Kids Participants	110	116	280	120
Business Watch Programs presented	71	75	304	150
Citizen Academy Classes	2	2	1	1
<b>Personnel Assigned:</b>	<b>42.0 FTE</b>	<b>43.5 FTE</b>	<b>45.0 FTE</b>	<b>45.5 FTE</b>
	Public Safety Director Chief of Police	Public Safety Director Chief of Police	Director of Public Safety Deputy Director of Public Safety	Director of Public Safety Deputy Director of Public Safety
	Fire Chief	Fire Chief	Captain	Captain
	PS Administrator	PS Administrator	Lieutenant (3)	Lieutenant (3)
	Deputy PS Administrator	Deputy PS Administrator	Deputy PS Administrator	Public Safety Deputy Administrator
	Sergeant (2) Officer (4)	Sergeant (2) Officer (4)	Officer (5) Logistics Officer (.5)	Officer (5) Fire Logistics Officer
	Logistics Officer (.5)	Logistics Officer (.5)	Accreditation Mgr.	Accreditation Mgr.
	Accreditation Mgr.	Accreditation Mgr.	Evidence Tech (2)	Evidence Tech (2)
	Evidence Tech	Evidence Tech (2)	Research Analyst	Research Analyst
	Crime Analyst	Crime Analyst	Fingerprint Tech (.5)	Fingerprint Tech (.5)
	Fingerprint Tech (.5)	Fingerprint Tech (.5)	Jail Liaison (1)	Jail/Court Liaison
	Jail Liaison (.5)	Jail Liaison (1)	Public Information Officer	Public Information Officer
	Admin Asst. II (2.5)	Admin Asst. II (2.5)	Admin Asst. II (2.5)	Admin Asst. II (2.5)
	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I
	Data Entry Clerk (1)	Data Entry Clerk (1)	Data Entry Clerk (.5)	Data Entry Clerk (.5)
	Records Supervisor	Records Supervisor	Records Supervisor	Records Supervisor
	Records Analyst	Records Analyst	Records Clerk	Records Clerk
			* Communications Shift Supervisor (4)	* Communications Shift Supervisor (4)
	* Shift Supervisor (4)	* Shift Supervisor (4)	* Sr. Comm Officer (4)	* Sr. Comm Officer (4)
	* Sr. Comm Officer (4)	* Sr. Comm Officer (4)	* Comm Officer (12)	* Comm Officer (12)
	* Comm Officer (12)	* Comm Officer (12)		
* E-911 Employees				
<b>Financial Information:</b>	<b>Actual FY 2007</b>	<b>Projected FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue				
E-911 Fees	\$ 1,503,831	\$ 1,500,000	\$	1,675,000
Intergovernmental Agreement (Milton)	-	76,252		76,252
Police Services	-	-		-
Other	558,407	361,844		702,261
<b>Total Direct Revenue</b>	<b>\$ 2,062,238</b>	<b>\$ 1,938,096</b>	<b>\$</b>	<b>2,453,513</b>
Direct Expenditures				
Salary & Benefits	\$ 2,896,886	\$ 3,662,959	\$	3,325,880
Maintenance & Operating/Capital	1,992,663	3,596,205		3,741,444
<b>Total Direct Expenditures</b>	<b>\$ 4,889,549</b>	<b>\$ 7,259,164</b>	<b>\$</b>	<b>7,067,324</b>
<b>Net Revenues Over Expenditures</b>	<b>\$ (2,827,311)</b>	<b>\$ (5,321,068)</b>	<b>\$</b>	<b>(4,613,811)</b>



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## Police Services

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

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of Calls for service	61,569	80,229	84,240	98,223	80,000
Total crimes reported	5,755	4,853	5,096	5,250	7,800
# of Part 1 (violent) crimes reported	1,922	2,077	2,181	2,097	2,400
Response Time		4:42	4:00	5:22	4:30
Applicants / Processed		106	111	217	200
Red Light Camera citations issued		21,359	22,427	15,529	13,000
Training hours		16,672	17,506	16,051	15,000
CID-cases / Clearance (18% National Average)		814 / 197 (27.14%)	854	422 / 142 (33.64%)	1200/325
Crime Suppression / Arrest		135 / 55	141	54 / 26	250/150
DUI Arrest		499	524	414	530
Citations Issued		15,786	16,575	16,345	17,000
Arrest		2,791	2,931	3,292	2,800
<b>Personnel Assigned:</b>	<b>119.0 FTE</b>	<b>100.0 FTE</b>	<b>100.0 FTE</b>	<b>99 FTE</b>	<b>99 FTE</b>
Chief of Police		Captain (6)	Captain (6)	Captain (6)	Captain (6)
Deputy Chief		Sergeant (12)	Sergeant (12)	Lieutenant (12)	Lieutenant (12)
Accreditation Mgr.		Field Training (9)	Field Training (9)	Field Training (10)	Field Training (10)
Commander (6)		Officer (68)	Officer (68)	Officer (66)	Officer (66)
Sergeant (14)		Admin Asst I	Admin Asst I	Admin Asst I	Admin Asst I
Field Training (9)		Crossing Guards (4)	Crossing Guards (4)	Crossing Guards (4)	Crossing Guards (4)
Officer (13)					
Patrol Officer (36)					
Traffic Officer (7)					
Evidence Tech (2)					
Crime Analyst					
Admin. Asst. II					
Admin. Asst. I (2)					
Data Entry Clerk (1.5)					
Accounting Clerk (.5)					
Records Supervisor					
Records Analyst					
Communications					
Operations Manager					
Shift Supervisor (4)					
Sr. Comm Officer (4)					
Comm Officer (12)					
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Projected FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
E-911 Fees	\$ 1,225,202	\$ -	\$ -	\$ -	\$ -
Police Reports	47,482	50,622	40,000	40,000	40,000
Police Services	39,706	70,029	45,000	45,000	45,000
Red Light Camera Citations	1,084,098	1,163,101	1,364,661	1,035,000	1,035,000
False Alarm Fines & Registration	71,299	75,573	50,000	45,000	45,000
Fines & Forfeitures	1,634,223	2,085,905	2,347,000	2,500,000	2,500,000
Other	489,175	5,670	500	-	-
Total Direct Revenue	\$ 4,591,185	\$ 3,450,900	\$ 3,847,161	\$ 3,665,000	\$ 3,665,000
Direct Expenditures					
Salary & Benefits	\$ 7,011,277	\$ 6,906,488	\$ 7,661,225	\$ 8,367,399	\$ 8,367,399
Maintenance & Operating/Capital	1,826,012	901,546	1,062,434	1,076,452	1,076,452
Total Direct Expenditures	\$ 8,837,289	\$ 7,808,034	\$ 8,723,659	\$ 9,443,851	\$ 9,443,851
Net Revenues Over Expenditures	\$ (4,246,104)	\$ (4,357,134)	\$ (4,876,498)	\$ (5,778,851)	\$ (5,778,851)

## Fire and Emergency Services

**Statement of Service:** Alpharetta's Fire and Emergency Services division includes fire suppression, fire prevention, and training activities.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of Incident responses	5,119	5,590	5,870	5,939	6,236
# of Fire incident responses	192	175	184	170	179
# of Residential fires	19	44	46	48	50
# of Medical incident responses	2,665	2,865	3,008	3,021	3,172
Average \$\$ loss per dwelling fire	\$10,905	\$20,475	\$21,499	\$22,070	\$23,174
Percent of property saved	89.97%	94.43%	95.00%	90.59%	95.00%
# of Fire deaths	0	0	0	0	0
Total internal training staff hours	38,585	37,214	39,075	35,834	37,626
Total training hours at RAPSTC*	12,860	12,080	12,684	15,181	15,940
Average internal training hours per staff	420	345	362	349	366
# of CERT members trained	26	64	67	44	35
# of Building plans reviewed				826	867
# of Existing building inspections conducted	5,347	5,447	5,719	4,148	4,355
# of New building inspections conducted	1101	1009	1,059	945	992
# of Fire safety programs conducted	165	395	415	100	105
# of Fire permits issued	155	195	205	167	175
# of Car safety seat checks	187	270	284	300	315
Call processing time not more than 60 seconds for each emergency call received at least 90% of the time		43%	90%	52%	90%
Crew response time not more than 1 minute 90% of the time		58%	90%	68%	90%
Apparatus response time of 5 minutes from response acknowledgement at least 90% of the time		84%	90%	89%	90%
Maintain minimum "on duty" staffing level of not less than 25 firefighters at all times		Yes	Yes	Yes	Yes
Place a minimum of 15 firefighters on scene of structure fire within 7 minutes of dispatch at least 90% of the time		76%	90%	70%	90%
Place advanced life support paramedic on scene of ALS medical emergency within 5 minutes of response acknowledgement at least 90% of time		84%	90%	86%	90%
Maintain minimum of 240 hours annual training and career development for each career firefighter		Yes / 345	350	Yes / 349	355
Conduct annual fire safety inspection and/or design pre-fire plan for every non-residential occupancy		Yes / 5447	5719	5,964	6,262

\* RAPSTC = Roswell / Alpharetta Public Safety Training Center

Personnel Assigned:	96.0 FTE	93.0 FTE	93.0 FTE	94 FTE	94 FTE
Fire Chief		Training Coord	Training Coord	Training Coord	Training Coordinator
Admin. Asst. II		CERT Program Mgr	CERT Program Mgr	CERT Program Mgr	CERT Program Mgr
Fire Services Administrator		Fire Marshall	Fire Marshall	Fire Marshall	Fire Marshall
Deputy Chief (2)		Battalion Chief (3)	Battalion Chief (3)	Battalion Chief (4)	Battalion Chief (4)
Battalion Chief (4)		Fire Captain (9)	Fire Captain (9)	Fire Captain (25)	Fire Captain (25)
Fire Captain		Fire Fighter II (24)	Fire Fighter II (24)	Fire Fighter II (19)	Fire Fighter II (19)
Fire Lieut. (16)		Fire Fighter I (6)	Fire Fighter I (6)	Apparatus Engineer (23)	Apparatus Engineer (23)
FF/Medic (18)		Fire Lieut. (15)	Fire Lieut. (15)	FF/PMDC (17)	FF/PMDC (17)
FF/EMT (16)		Apparatus Engineer (23)	Apparatus Engineer (23)	Fire Prevention Officer (3)	Fire Prevention Officer (3)
Apparatus Engineer (24)		FF/PMDC (7)	FF/PMDC (7)		
Training Coord.		Fire Prevention Officer (3)	Fire Prevention Officer (3)		
Fire Prevention Officer (3.5)					

## Fire and Emergency Services - continued

Financial Information:	Actual FY 2006	Actual FY 2007	Projected FY 2008	Adopted Budget FY 2009
Direct Revenue				
Fire Permits	\$ 5,234	\$ 17,797	\$ 15,000	\$ 15,000
Fire Plan Review	89,628	65,066	75,000	75,000
Fire Inspection Fees	2,500	24,825	10,000	10,000
Other	2,471	5,208	-	-
<b>Total Direct Revenue</b>	<b>\$ 99,833</b>	<b>\$ 112,896</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
Direct Expenditures				
Salary & Benefits	\$ 6,772,760	\$ 6,779,581	\$ 7,101,314	\$ 7,870,375
Maintenance & Operating/Capital	1,177,479	309,351	540,882	519,876
<b>Total Direct Expenditures</b>	<b>\$ 7,950,239</b>	<b>\$ 7,088,932</b>	<b>\$ 7,642,196</b>	<b>\$ 8,390,251</b>
<b>Net Revenues Over Expenditures</b>	<b>\$ (7,850,406)</b>	<b>\$ (6,976,036)</b>	<b>\$ (7,542,196)</b>	<b>\$ (8,290,251)</b>





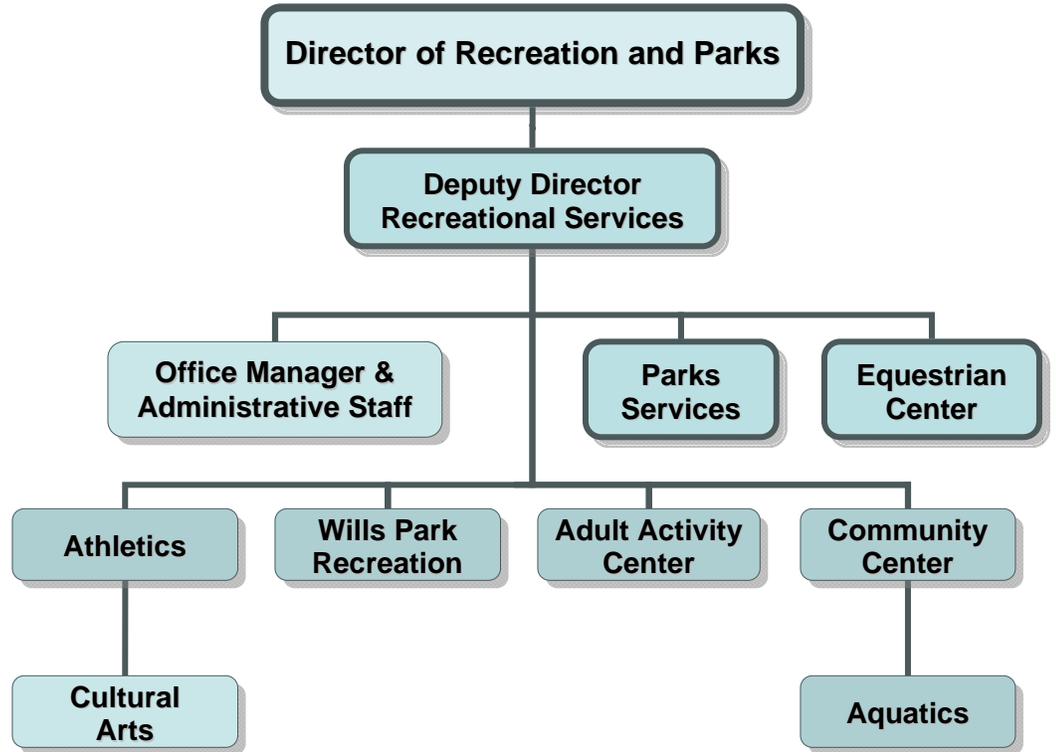
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# Recreation & Parks



**Mike Perry**  
Director of  
Recreation and Parks





## City of Alpharetta Mayor and City Council Strategic Priorities

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



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



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



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



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



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# Recreation and Parks

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

## Mission Statement

The Alpharetta Recreation and Parks Department is dedicated to providing the highest quality recreational opportunities through the development of both active and passive programs and facilities to promote the physical, social and mental wellness of its citizens.



## Goals and Objectives

-  ✓ Offer a wider variety of programs to citizens; athletic, art and general programs;
-  ✓ Improve the amenities to the Greenway system;
-  ✓ Expand Cultural Arts programming;
-  ✓ Hire and retain the highest quality staff to serve the public;
-  ✓ Provide the safest grounds and facilities possible;
-  ✓ Provide the highest quality of play surfaces and playgrounds;
-  ✓ Provide each staff person with Professional growth and training;
-  ✓ Identify and design additional park sites;
-  ✓ Review and improve accreditation standards; and
-  ✓ Work with Council and Recreation Commission to identify program deficiencies.

# Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009* Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
<b>Intergovernmental</b>	\$ 21,700	\$ 12,152	\$ 27,250	\$ -	\$ -	\$ -
<b>Charges for Services:</b>						
Aquatics Activity Fees	116,105	122,617	112,000	132,000	137,280	142,771
Athletics Activity Fees	388,347	409,836	372,200	394,600	410,384	426,799
Fulton County Arts	107,152	84,126	79,200	83,500	86,840	90,314
Community Center Activity Fees	438,235	443,946	417,400	464,000	482,560	501,862
Adult Activity Center Fees	44,961	129,633	121,000	92,000	95,680	99,507
Equestrian Center Activity Fees	255,078	240,581	225,000	270,000	280,800	292,032
Wills Park Rec. Center Activity Fees	257,548	233,277	250,000	256,800	267,072	277,755
Non-Resident Fees	258,686	259,305	225,000	220,100	228,904	238,060
Other	44,997	3,082	-	81,000	84,240	87,610
<b>Other Revenue</b>	2,674	10,950	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,935,482</b>	<b>\$ 1,949,504</b>	<b>\$ 1,829,050</b>	<b>\$ 1,994,000</b>	<b>\$ 2,073,760</b>	<b>\$ 2,156,710</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 1,894,174	\$ 1,943,239	\$ 2,103,911	\$ 2,168,888	\$ 2,255,644	\$ 2,345,869
Seasonal	243,844	367,810	405,959	479,150	498,316	518,249
Overtime	20,283	11,290	27,684	29,222	29,222	29,222
Group Insurance	444,198	508,634	579,052	496,355	516,209	536,858
FICA	149,903	170,419	185,943	201,541	209,603	217,987
Pension (Defined Benefit)	113,694	188,995	222,828	250,135	255,138	260,240
Pension (Defined Contribution)	42,412	56,798	103,028	65,149	66,452	67,781
Workers Compensation	46,274	16,636	36,043	52,107	53,149	54,212
Miscellaneous	100	-	3,200	3,653	3,653	3,653
<b>Maintenance &amp; Operations:</b>						
Professional Fees	741,187	807,787	831,355	856,564	865,130	873,781
Repair & Maintenance (Grounds)	242,752	219,554	284,523	298,000	300,980	303,990
Repair & Maintenance (Facilities)	118,244	141,189	190,857	172,641	174,367	176,111
Maintenance Contracts	272,789	365,869	365,556	442,179	446,601	451,067
General Supplies	216,207	238,926	262,251	312,969	316,099	319,260
Uniforms	82,940	89,022	103,775	106,530	107,595	108,671
Utilities	484,049	490,838	596,150	562,258	567,881	573,559
Miscellaneous	264,506	293,426	369,344	367,874	371,553	375,268
<b>Capital</b>	77,178	92,308	131,720	117,660	117,660	117,660
<b>Adjustments/Reconciliation</b>	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,454,734</b>	<b>\$ 6,002,740</b>	<b>\$ 6,803,179</b>	<b>\$ 6,982,875</b>	<b>\$ 7,155,250</b>	<b>\$ 7,333,438</b>
<b>PERSONNEL</b>	<b>49.0</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>		

\* FY 2009 figures do not include those operational initiatives that are contingent upon a mid-year revenue review.

## FY 2009 Budget Narrative

Total expenditures within the Recreation and Parks budget for FY 2009 increased 2.6%, or \$179,696, compared to FY 2008. Specifically, the Salary & Benefits category increased 2.1%, or \$78,552, due to general salary & benefit increases.

Base level personnel for FY 2009 total 51.0 FTEs and represent the following:

	<b>FTEs</b>
Administrative Assistant I	2.0
Administrative Assistant II	1.0
Athletic Coordinator	4.0
Arts Coordinator	1.0
Customer Service Representative	5.0
Deputy Director of Recreation/Parks	1.0
Director	1.0
Equestrian Center Manager	1.0
Facility Technician	3.0
Office Manager	1.0
Park Services Manager	1.0
Parks Maintenance Technician	11.0
Parks Maintenance Technician I	2.0
Parks Maintenance Technician II	5.0
Parks Supervisor II	4.0
Program Coordinator	4.0
Recreation Supervisor II	4.0
	<hr style="width: 100px; margin-left: auto; margin-right: 0;"/> 51.0

The Maintenance & Operations/Capital categories increased 3.2%, or \$101,144, due primarily to the following activity:

- increase in forecasted professional fees of \$25,209 (e.g. architects and engineers, swim coach fees, etc.);
- increase in forecasted maintenance contract needs of \$76,623 (e.g. additional funding for IT related contracts, the addition of a new mail machine, etc.);
- increase in forecasted general supply needs of \$50,718 (e.g. additional funding for shavings - offset through additional revenues; activity related supplies, etc.);
- reduction in forecasted facility repair and maintenance needs of -\$18,216 (see above); and
- reduction in forecasted utilities needs of -\$33,892 (i.e. adjustment of utilities funding to reflect current expenditure trends).

## Performance Measurement

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on Recreation and Parks programs including performance measures, personnel, and financial trends.

### Recreation Administration

**Statement of Service:** The administrative arm of the Recreation & Parks Department provides short & long term capital projects planning, oversees the effective distribution of the department's resources, and provides professional guidance to each division.

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
Recreation & Parks turnover percentage					
	12.3%	2.0%	2.0%	1.53%	2%
Maintain CAPRA accreditation *	Yes	Yes	Yes	Yes	Yes
Semi-Annual Leisure Guide distribution (per season)	16,000	18,000	20,000	20,000	20,000
Annual total registration transactions	31,499	27,631	29,000	30,000	31,000
# of Part-time hours used	1,400	400	400	0	0
# of purchase orders managed	160	160	170	165	165
* CAPRA = Commission for Accreditation of Parks and Recreation Agencies.					
<b>Personnel Assigned:</b>	<b>6.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>
	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks
	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director
	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)
	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I
		Facility Tech	Facility Tech	Facility Tech	Facility Tech
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Non-resident Fees/Other	\$ 258,686	\$ 247,580	\$ 225,000	\$	301,100
Total Direct Revenue	\$ 258,686	\$ 247,580	\$ 225,000	\$	301,100
Direct Expenditures					
Salary & Benefits	\$ 460,454	\$ 416,161	\$ 701,960	\$	592,013
Maintenance & Operating/Capital	290,835	746,871	891,005		890,769
Total Direct Expenditures	\$ 751,289	\$ 1,163,032	\$ 1,592,965	\$	1,482,782
Net Revenues Over Expenditures	\$ (492,603)	\$ (915,452)	\$ (1,367,965)	\$	(1,181,682)

## Adult Activity Center

**Statement of Service:** To meet the needs of Alpharetta's adult and senior citizens through facilitating convenient, affordable, and accessible recreation activities and services.

<b>Performance Measurements</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Forecasted FY 2008</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>
Total # of Participants per year	27250	30,000	30,000	35,000	40,000
# of Computer classes offered	30	5	10	12	20
Total # of Building rentals	263 (49/214)	40	50	78	75
Total # of Day trips taken	320	315	320	359	365
Total # of Overnight trips taken using City buses	8	7	12	11	12
<b>Personnel Assigned:</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
	Program Coord	Program Coord	Program Coord	Program Coord	Program Coord
	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I
	Facilities Tech	Facility Technician	Facility Technician	Facility Technician	Facility Technician
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Computer Classes	\$ 2,223	\$ 1,448	\$ 2,000	\$	6,500
Special Needs Program	26,575	25,770	25,000		32,000
Social Programs	1,338	56,248	55,000		12,000
Fitness Program	2,009	2,883	2,000		6,000
North Park Tennis	32,058	34,526	32,000		28,000
Trip/Transportation Fees	4,013	6,412	2,600		4,000
Building Rental	3,353	2,239	2,400		3,500
<b>Total Direct Revenue</b>	<b>\$ 71,569</b>	<b>\$ 129,525</b>	<b>\$ 121,000</b>	<b>\$</b>	<b>92,000</b>
Direct Expenditures					
Salary & Benefits	\$ 259,730	\$ 276,635	\$ 321,883	\$	348,616
Maintenance & Operating/Capital	70,248	115,849	149,219		114,988
<b>Total Direct Expenditures</b>	<b>\$ 329,978</b>	<b>\$ 392,484</b>	<b>\$ 471,102</b>	<b>\$</b>	<b>463,604</b>
<b>Net Revenues Over Expenditures</b>	<b>\$ (258,409)</b>	<b>\$ (262,959)</b>	<b>\$ (350,102)</b>	<b>\$</b>	<b>(371,604)</b>

## Aquatics

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

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
% of Days pool facilities were open during pool season (89 days)	98%	98%	98%	98%	98%
Average daily attendance at City pool	225	225	225	230	230
Hours of lifeguard training per person	20	20	20	20	20
# of Swim lessons held	105	100	90	90	120
# of Swim lessons participants (resident / non-resident)	660 385/275	666 337 / 329	600 400 / 200	595 376 / 219	700 400 / 300
Swim teams participants (resident / non-resident)	300 193/107	295 190 / 105	300 200/100	295 190 / 105	300 200 / 100
# of Non-competitive special events held	5	4	4	3	3
# of Swim competitions hosted at City pool	2	3	3	3	3
Total attendance at non-competitive special events	325	975	975	825	825
# of Pool passes sold (resident / non-resident)	200 90/110	245 96 / 149	200 100/100	241 115 / 126	250 125 / 125

*\* Pool season spans two fiscal years - actual 2006 figures are to-date figures from May 2006 - June 2006*

### Personnel Assigned:

Employees are hired seasonally. Aquatics is overseen by Recreation Administration

Financial Information:	Actual FY 2006	Actual FY 2007	Amended Budget FY 2008	Adopted Budget FY 2009
Direct Revenue				
Swimming Lessons	\$ 27,472	\$ 27,896	\$ 27,000	\$ 30,000
Swim Team	24,089	26,498	24,000	27,000
Pool Activity	64,574	68,202	61,000	75,000
<b>Total Direct Revenue</b>	<b>\$ 116,135</b>	<b>\$ 122,596</b>	<b>\$ 112,000</b>	<b>\$ 132,000</b>
Direct Expenditures				
Salary & Benefits	\$ 59,346	\$ 66,019	\$ 88,042	\$ 87,961
Maintenance & Operating/Capital	93,489	98,035	102,203	115,192
<b>Total Direct Expenditures</b>	<b>\$ 152,835</b>	<b>\$ 164,054</b>	<b>\$ 190,245</b>	<b>\$ 203,153</b>
<b>Net Revenues Over Expenditures</b>	<b>\$ (36,700)</b>	<b>\$ (41,458)</b>	<b>\$ (78,245)</b>	<b>\$ (71,153)</b>



## Athletics

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

Performance Measurements	Actual FY 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of Athletic camps held	15	15	15	15	15
# of Coaches who attended clinics	325	325	325	325	325
# of Participants - Adult Basketball 2 Seasons-25 teams	257	230	250	185	225
(resident / non-resident)	83/174	81/149	85/165	69 / 116	78 / 147
# of Participants - Adult Roller Hockey 2 Seasons-10 teams	137	218	200	251	300
(resident / non-resident)	36/101	63/155	60/140	86 / 165	110 / 190
# of Participants - Adult Softball 3 Seasons-170 teams	2255	2451	2400	2848	3000
(resident / non-resident)	712/1543	440/2011	425/1975	562 / 2286	625 /2375
# of Participants - Teen Basketball 2 Season-12 teams	129	194	150	187	136
(resident / non-resident)	61/68	119/75	100/50	90 / 97	65 /71
# of Participants - Youth Baseball 2 Seasons-70 teams	403	424	425	319	350
(resident / non-resident)	214/189	248/176	250/175	193 / 126	200 / 150
# of Participants - Youth Travel Baseball 7 Teams	120	103	120	58	60
(resident / non-resident)	67/53	53/50	60/60	32 / 26	35 / 25
# of Participants - Youth Basketball 75 Teams	543	543	550	545	550
(resident / non-resident)	270/273	365/178	370/180	369 / 176	370 / 180
# of Participants - Youth Lacrosse 4 Teams	83	85	85	100	120
(resident / non-resident)	27/56	30/55	30/55	46 / 54	55 / 65
# of Participants - Youth Roller Hockey 40 Teams	237	257	250	280	380
(resident / non-resident)	114/123	142/115	140/110	118 / 162	175 /205
# of Participants - Youth Soccer 70 Teams	721	809	750	871	800
(resident / non-resident)	391/330	506/303	475/275	590 / 281	550 / 250
# of Participants - Youth Travel Soccer 40 Teams	727	624	650	605	600
(resident / non-resident)	341/386	248/376	300/350	242 / 363	240 / 360
# of Participants - Adult Volleyball	0%	68%	80	130	130
(resident / non-resident)	N/A	15/53	20/60	45 / 85	45 / 85
# of Participants - Adult Flag Football	0%	0%	90	51	50
(resident / non-resident)	N/A	N/A	40/50	25 / 26	25 / 25
# of Participants - Adult Soccer	0%	0%	N/A	N/A	N/A
(resident / non-resident) - NEW	N/A	N/A	0		
Adult Programs - % of City resident participation *	31%	23%	23%	23%	25%
Youth Programs - % of City resident participation	50%	56%	60%	70%	70%
# of Part-time hours used	10,000	10,300	11,000	10,500	11,000

## Athletics - continued

Personnel Assigned:	7.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE
	Recreation Center Supervisor II (2)	Recreation Supervisor II (1)			
	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)
	Athletic Supervisor				

Financial Information:	Actual FY 2006	Actual FY 2007	Amended Budget FY 2008	Adopted Budget FY 2009
Direct Revenue				
Youth Soccer	\$ 119,896	\$ 130,508	\$ 98,600	\$ 120,000
Roller Hockey	36,890	37,822	33,100	40,000
Youth Basketball	59,419	60,682	63,100	60,500
WPB Youth Baseball	58,757	58,884	60,000	60,000
Adult Softball	81,685	87,373	75,000	79,000
Adult Basketball	9,120	9,160	8,200	9,000
Lacrosse	9,280	11,820	14,800	12,500
Adult Volleyball	1,500	2,900	4,900	2,900
Adult Flag Football	-	-	2,800	1,200
Adult Soccer	-	-	2,450	-
Building/Field Rental	3,748	7,527	3,100	6,500
Park Permits	1,764	778	2,050	-
Union Hill Field Rental	-	-	-	3,000
Concessions	6,285	2,349	4,100	-
<b>Total Direct Revenue</b>	<b>\$ 388,344</b>	<b>\$ 409,801</b>	<b>\$ 372,200</b>	<b>\$ 394,600</b>
Direct Expenditures				
Salary & Benefits	\$ 382,991	\$ 506,980	\$ 494,547	\$ 407,370
Maintenance & Operating/Capital	273,357	291,867	332,108	325,488
<b>Total Direct Expenditures</b>	<b>\$ 656,348</b>	<b>\$ 798,847</b>	<b>\$ 826,655</b>	<b>\$ 732,858</b>



## Community Center

**Statement of Service:** The Alpharetta Community Center provides a convenient and safe environment for diverse recreational opportunities and services to meet the needs of all populations.

<b>Performance Measurements</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Forecasted FY 2008</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>
# of Participants in dance (resident / non-resident)	752 528/224	787 557/230	800 575/225	700 515 / 185	750 550 / 200
# of Participants in gymnastics (resident / non-resident)	2,225 1,487/738	2,061 1353/708	2,300 1,500/800	2,119 1437 / 682	2,200 1500 / 700
# of Participants in instructional sports, including camps (resident / non-resident)	1,090 557/553	1,163 714/449	1,200 600/600	940 620 / 320	1,000 650 / 350
# of Special events	7	7	7	7	6
Total attendance at special events	4,081	5,000	5,000	3,100	2,500
# of Part-time hours used	3,400	3,414	3,414	3,000	3,600
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
	Rec Center Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
	Program Coord (2)	Program Coord (2)	Program Coord (2)	Program Coord (2)	Program Coord (2)
	Customer Service Rep	Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)
	Facilities Technician	Facilities Technician	Facilities Technician	Facility Technician	Facility Technician
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Gymnastics & Gymnastics Camps	\$ 212,553	\$ 208,704	\$ 198,200	\$	220,000
Instructional Sports	44,020	43,225	41,500		50,000
Performing Arts Program	83,120	84,958	83,000		95,000
SporTykes	45,958	49,504	46,000		45,000
Dog Obedience	250	385	6,200		3,000
Special Events	11,980	11,640	14,500		15,000
Building Rental	40,377	45,530	28,000		36,000
Total Direct Revenue	\$ 438,258	\$ 443,946	\$ 417,400	\$	464,000
Direct Expenditures					
Salary & Benefits	\$ 232,516	\$ 263,681	\$ 316,955	\$	386,409
Maintenance & Operating/Capital	335,760	362,077	402,998		388,632
Total Direct Expenditures	\$ 568,276	\$ 625,759	\$ 719,953	\$	775,041
Net Revenues Over Expenditures	\$ (130,018)	\$ (181,813)	\$ (302,553)	\$	(311,041)



## Cultural Arts

**Statement of Service:** Cultural Arts facilitates programs that educate and expose citizens and visitors to a rich and diverse range of cultural expressions, through both education and special events.

<b>Performance Measurements</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Forecasted FY 2008</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>
# of Participants in youth art classes (resident / non-resident)	142 102/40	262 202/60	295 200/95	175 114 / 61	225 150 / 75
# of Participants in adult art classes (resident / non-resident)	155 96/59	206 106/100	200 140/60	150 75 / 75	175 90 / 85
# of Participants in summer camp (resident / non-resident)	254 124/130	317 158/159	300 155/145	345 180 / 165	370 195 / 175
# of Cultural arts special events	4	4	5	6	6
Total attendance at special events	5,995	6,000	38,000	42,000	42,000
<b>Personnel Assigned:</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>
	Arts Coordinator	Arts Coordinator	Arts Coordinator	Arts Coordinator	Arts Coordinator
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
<b>Direct Revenue</b>					
Fulton County Arts Grant*	\$ 21,700	\$ 5,918	\$ 27,250	\$ -	\$ -
Summer Drama Camp	11,430	17,700	18,500	18,000	18,000
Summer Art Camp	19,948	29,983	31,200	25,000	25,000
Fall Arts Program	10,452	11,736	13,600	12,000	12,000
Winter Arts Program	6,274	6,071	8,600	8,000	8,000
Spring Arts Program	4,770	8,528	6,100	8,500	8,500
Miscellaneous Programs	17,528	9,927	-	2,000	2,000
Fitness Programs	506	6,970	-	8,000	8,000
Magic Class & Camp	1,370	563	-	-	-
Special Events	2,493	2,571	1,200	2,000	2,000
<b>Total Direct Revenue</b>	<b>\$ 96,471</b>	<b>\$ 99,966</b>	<b>\$ 106,450</b>	<b>\$ 83,500</b>	<b>\$ 83,500</b>
<b>Direct Expenditures</b>					
Salary & Benefits	\$ 90,499	\$ 106,845	\$ 103,250	\$ 85,654	\$ 85,654
Maintenance & Operating/Capital	62,218	80,565	70,386	91,330	91,330
<b>Total Direct Expenditures</b>	<b>\$ 152,717</b>	<b>\$ 187,411</b>	<b>\$ 173,636</b>	<b>\$ 176,984</b>	<b>\$ 176,984</b>
<b>Net Revenues Over Expenditures</b>	<b>\$ (56,246)</b>	<b>\$ (87,445)</b>	<b>\$ (67,186)</b>	<b>\$ (93,484)</b>	<b>\$ (93,484)</b>

\*For Fiscal Year 2009, the Fulton County Arts Grant was moved to the Operating Grant Fund. It is no longer reported under the City's General Fund.



## Equestrian Center

**Statement of Service:** The equestrian center provides an accessible and safe venue for hosting local and national equestrian events as well as other outdoor events.

<b>Performance Measurements</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Forecasted FY 2008</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>
Total # of Equestrian event dates	106	64	90	80	90
Total # dog show events	30	28	25	38	35
Total # other event dates hosted at equestrian center	30	15	15	24	25
Total attendance at events	65,000	65,000	65,000	75,000	75,000
# of Arenas/rings maintained	6	6	7	7	7

| <b>Personnel Assigned:</b> | <b>4.0 FTE</b>             |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Equestrian Mgr             |
| Parks Maintenance Tech II  |
| Parks Maintenance Tech (2) |

<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>
<b>Direct Revenue</b>				
Concessions	\$ 10,318	\$ 4,689	\$ 10,500	\$ 15,000
Park Permits	\$ 4,155	\$ 8,959	\$ 16,000	\$ 10,000
Equestrian Shows	\$ 197,410	\$ 226,933	\$ 198,500	\$ 245,000
<b>Total Direct Revenue</b>	<b>\$ 211,883</b>	<b>\$ 240,581</b>	<b>\$ 225,000</b>	<b>\$ 270,000</b>
<b>Direct Expenditures</b>				
Salary & Benefits	\$ 205,854	\$ 236,439	\$ 243,337	\$ 243,057
Maintenance & Operating/Capital	\$ 184,432	\$ 180,789	\$ 211,064	\$ 312,837
<b>Total Direct Expenditures</b>	<b>\$ 390,286</b>	<b>\$ 417,228</b>	<b>\$ 454,401</b>	<b>\$ 555,894</b>
<b>Net Revenues Over Expenditures</b>	<b>\$ (178,403)</b>	<b>\$ (176,647)</b>	<b>\$ (229,401)</b>	<b>\$ (285,894)</b>



## 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 2006	Actual FY 2007	Forecasted FY 2008	Actual FY 2008	Forecasted FY 2009
# of Athletic fields maintained	28	28	28	28	28
# of Park acres maintained	306	306	311	311	313
# of Greenway acres maintained	200	200	200	250	250
# of Playground inspections	72	72	72	84	93
# of Park/playground injuries	0	0	0	2	0
# of Athletic field preparations	7,073	7,094	7,094	7,094	7,100
# of Park mowings	40	40	40	40	40
# of Athletic field mowings	80	80	80	70	80
# of Buildings maintained	30	30	32	34	35
# of Restrooms maintained	41	41	45	48	50
# of Pavilions maintained	8	7	10	11	12
# of Hours utilized for trash pickup	4,755	4,987	5,037	9,360	8,840
# of Part-time hours used	2,206 thru 5/17	1,000	3,000	3,180	6,000
# of Vehicles maintained	12	13	14	14	16
# of Vehicle-related accidents	1	2	0	0	0
# of Work days missed due to accidents	0	0	0	0	0
<b>Personnel Assigned:</b>	<b>19.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>
	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager
	Park Supervisor II	Park Supervisor II	Park Supervisor II	Park Supervisor II	Park Supervisor II (4)
	Park Supervisor I(2)	Park Supervisor I(2)	Park Supervisor I(2)	Park Supervisor I(2)	Park Supervisor I (0)
	Park Maintenance Tech II (3)	Park Maintenance Tech II (3)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)
	Park Maintenance Tech I (3)	Park Maintenance Tech I (4)	Park Maintenance Tech I (3)	Park Maintenance Tech I (3)	Park Maintenance Tech I (2)
	Park Maintenance Tech (8)	Park Maintenance Tech (9)	Park Maintenance Tech (9)	Park Maintenance Tech (9)	Park Maintenance Tech (9)
	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 941,934	\$ 1,049,398	\$ 1,129,308	\$ 1,317,488	\$ 1,317,488
Maintenance & Operating/Capital	957,023	686,943	766,238	759,093	759,093
Total Direct Expenditures	\$ 1,898,957	\$ 1,736,340	\$ 1,895,546	\$ 2,076,581	\$ 2,076,581
Net Revenues Over Expenditures	\$ (1,898,957)	\$ (1,736,340)	\$ (1,895,546)	\$ (2,076,581)	\$ (2,076,581)

## Wills Park Recreation Center

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

<b>Performance Measurements</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Forecasted FY 2008</b>	<b>Actual FY 2008</b>	<b>Forecasted FY 2009</b>
# of Participants in aerobics (resident / non-resident)	358 170/188	530 450/80	605 510/95	586 442 / 144	615 465 / 150
# of Participants in summer camp (resident / non-resident)	1,579 935/644	1,200 766/395	1,200 850/350	1191 1102 / 89	1200 1110 / 90
# of Participants in Extreme camp (resident / non-resident)	N/A N/A	120 76/44	120 85/35	118 101 / 17	120 105 / 15
# of Participants in tennis (resident / non-resident)	665 340/325	645 600/45	680 625/55	637 537 / 100	655 550 / 105
# of Participants in karate (resident / non-resident)	288 140/148	375 350/25	415 385/30	322 216 / 106	335 225 / 110
# of Wills Park special events	4	4	3	3	3
Total attendance at special events	30,950	35,000	7,000	6,610	6,675
<b>Personnel Assigned:</b>	<b>3.0 FTE</b>				
	Recreation Center Supervisor II				
	Program Coord				
	Customer Service Rep				
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
Step Aerobics	\$ 16,871	\$ 15,753	\$ 20,000	\$	20,000
Karate	26,116	21,464	25,000		26,600
Summer Day Camp	108,943	97,431	123,700		121,000
Tennis	65,287	55,690	50,000		55,000
Fitness Programs	2,875	66	3,500		4,200
Building Rental	15,138	18,915	13,000		14,500
Park Permits	19,839	22,651	13,000		15,500
Special Events	2,475	1,115	1,800		-
Total Direct Revenue	\$ 257,544	\$ 233,085	\$ 250,000	\$	256,800
Direct Expenditures					
Salary & Benefits	\$ 190,719	\$ 185,689	\$ 268,366	\$	277,632
Maintenance & Operating/Capital	201,717	161,401	210,310		238,346
Total Direct Expenditures	\$ 392,436	\$ 347,091	\$ 478,676	\$	515,978
Net Revenues Over Expenditures	\$ (134,892)	\$ (114,005)	\$ (228,676)	\$	(259,178)





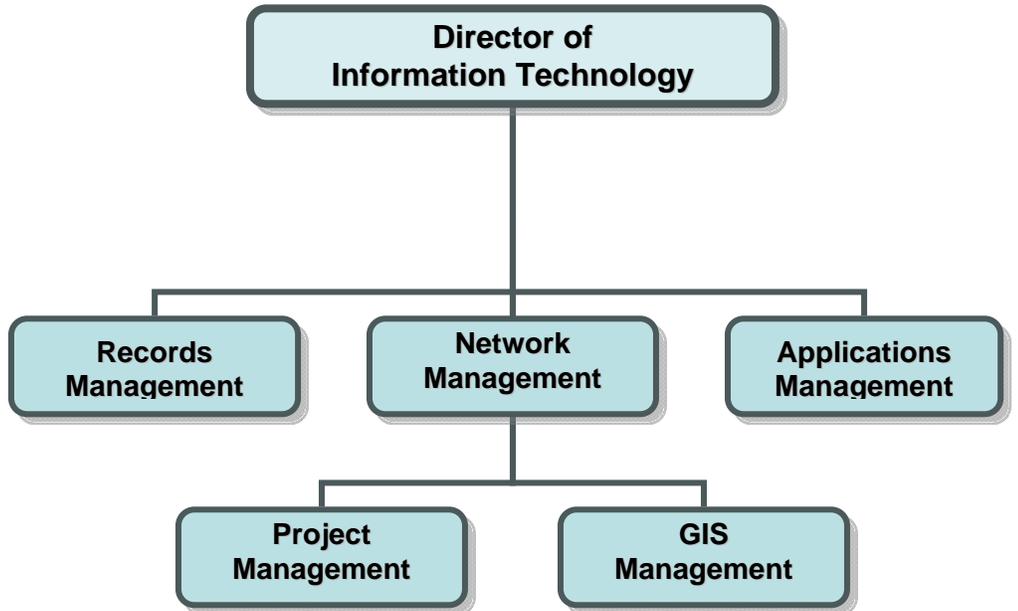
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# *Information Technology*



***Randy Bundy***  
Director of Information  
Technology





## City of Alpharetta Mayor and City Council Strategic Priorities

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



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



Recreational, Educational and Cultural Opportunities for All Ages



Proactive, Environmentally Sensitive Community with a Focus on our Future



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



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



Small Town Feel with a Historic Past



Strong Business Partnerships in a Corporate Campus Environment



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

The icons set forth above are used throughout the Fiscal Year 2009 Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

# **Information Technology**

*Administration, Network, and Systems*



## **Mission Statement**

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

## **Goals and Objectives**

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

-  ✓ Being recognized by City departments as having a high level of skill and knowledge;
-  ✓ Providing excellent serves to all City departments as measured by the City's performance standards;
-  ✓ Acquiring and supporting proven, sustainable technology solutions that are continually maintained and updated; and
-  ✓ Helping City departments to improve and extend the functionality of major systems by offering systems integration and software development services.

# Statement of Revenues, Expenditures, and changes in Personnel

	FY 2006 Actual	FY 2007 Actual	FY 2008 Amended Budget	FY 2009* Adopted Budget	FY 2010 Forecast	FY 2011 Forecast
<b>REVENUES</b>						
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>						
<b>Personnel Services:</b>						
Salaries	\$ 520,895	\$ 531,336	\$ 705,557	\$ 816,902	\$ 849,578	\$ 883,561
Group Insurance	61,655	69,087	76,355	100,523	104,544	108,726
FICA	36,773	41,775	44,504	61,508	63,968	66,527
Pension (Defined Benefit)	33,600	51,436	64,913	94,441	96,330	98,256
Pension (Defined Contribution)	13,678	15,636	22,703	23,216	23,680	24,154
Workers Compensation	10,415	4,924	8,726	16,081	16,403	16,731
Miscellaneous	306	-	1,200	6,245	6,245	6,245
<b>Maintenance &amp; Operations:</b>						
Communications	79,052	58,691	105,400	87,110	87,981	88,861
Maintenance Contracts	141,399	123,325	143,319	100,632	101,638	102,655
General Supplies	22,230	16,106	19,530	25,347	25,600	25,856
Miscellaneous	46,999	65,941	56,270	74,514	75,259	76,012
<b>Capital</b>	<b>33,802</b>	<b>25,373</b>	<b>82,080</b>	<b>98,030</b>	<b>98,030</b>	<b>98,030</b>
<b>Adjustments/Reconciliation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>\$ 1,000,805</b>	<b>\$ 1,003,629</b>	<b>\$ 1,330,557</b>	<b>\$ 1,504,549</b>	<b>\$ 1,549,257</b>	<b>\$ 1,595,614</b>
<b>PERSONNEL*</b>	<b>8.0</b>	<b>9.0</b>	<b>12.0</b>	<b>12.0</b>		

\* FY 2009 figures do not include those operational initiatives that are contingent upon a mid-year revenue review.



## FY 2009 Budget Narrative

Total expenditures within the Information Technology budget for FY 2009 increased 13.1%, or \$173,992, compared to FY 2008. Specifically, the Salary & Benefits category increased 21.1%, or \$194,958, due primarily to the transfer-in of two (2) positions (i.e. Records Manager and Project Manager) from Engineering & Public Works and one (1) position (i.e. GIS Coordinator) from Finance during FY 2008.

Base level personnel for FY 2009 total 12.0 FTEs and represent the following:

	<b>FTEs</b>
Director	1.0
GIS Coordinator	1.0
GIS Manager	1.0
IT Project Manager	1.0
Network Analyst I	1.0
Network Analyst II	1.0
Network Manager	1.0
Records Manager	1.0
Systems Analyst II	3.0
Systems Manager	1.0
	<hr style="width: 100px; margin-left: auto; margin-right: 0;"/> 12.0

The Maintenance & Operations/Capital categories decreased -5.2%, or -\$20,966, due primarily to the following activity:

- reduction in forecasted communication needs of -\$18,290 (i.e. FY 2008 included non-recurring funding for voice data circuits); and
- reduction in forecasted maintenance contract needs of -\$42,687. It should be noted that the primary reason for the decline in maintenance contracts within the Information Technology budget is the reallocation of IT related maintenance contracts to user departments that are currently utilizing and benefiting from the services. IT related maintenance contract amounts have increased over \$95,000 citywide.

## Performance Measurement

The City's budget is created under a performance-based budgeting system. This type of budgeting system identifies 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. The following section provides detailed information on Information Technology programs including performance measures, personnel, and financial trends.

### Information Technology

**Statement of Service:** Information Technology provides hardware, software and support services to all departments in technology related areas.

Performance Measurements	Actual FY 2006	Actual FY 2007	Projected FY 2008	Amended Budget FY 2008	Adopted Budget FY 2009
Information Technology Department annual turnover percentage	0.0%	3.8%	3.8%	8.3%	6.7%
# of Workstations supported	410	438	420	428	430
# of Major applications supported	68	70	70	80	82
# of Helpdesk calls logged	3,715	3,800	3,800	4,000	4,200
% of Server uptime (based on server hours of 1888 hr/week)	99.93%	99.90%	99.90%	99.90%	99.90%
Overall service rating - Annual Information Technology Survey (scale of 10)	7.9	8	8	8.25	8.5
<b>Personnel Assigned:</b>	<b>8.0 FTE</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>	<b>12.0 FTE</b>	<b>12.0 FTE</b>
Director of Technology	Director of Technology	Director of Technology	Director of Technology	Director of Technology	Director of Technology
Network Mgr.	Network Mgr.	Network Mgr.	Network Mgr.	Network Mgr.	Network Mgr.
Network Analyst	Network Analyst (2)	Network Analyst (2)	Network Analyst (2)	Network Analyst II	IT Systems
Applications Mgr.					Network Analyst II
Systems Analyst (3)	Applications Mgr.	Applications Mgr.	Applications Mgr.	Network Analyst I	Network Analyst I
GIS Coordinator	Systems Analyst (3)	Systems Analyst (3)	Systems Analyst (3)	Systems Mgr.	Systems Mgr.
	GIS Coordinator	GIS Coordinator	GIS Coordinator	Systems Analyst II (3)	Systems Analyst II (2)
				GIS Coordinator	GIS Coordinator
				GIS Manager	GIS Manager
				Performance Mgr.	IT Project/Performance
				Records Mgr.	Records Mgr.
<b>Financial Information:</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Amended Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	
Direct Revenue					
None	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Expenditures					
Salary & Benefits	\$ 677,323	\$ 714,194	\$ 923,958	\$ 1,118,916	\$ 1,118,916
Maintenance & Operating/Capital	323,482	289,435	406,599	385,633	385,633
Total Direct Expenditures	\$ 1,000,805	\$ 1,003,629	\$ 1,330,557	\$ 1,504,549	\$ 1,504,549
Net Revenues Over Expenditures	\$ (1,000,805)	\$ (1,003,629)	\$ (1,330,557)	\$ (1,504,549)	\$ (1,504,549)



# *Glossary of Terms*

## Fiscal Year 2009 Operating & Capital Budget Narrative

# Glossary of Terms

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

<b>A</b> ccount Number:	A system of numbering used to categorize a "group" of accounting transactions into common areas, such as salaries, utilities, etc. Account numbers are the numerical equivalent of descriptive terms (e.g. 511.01 represents the account number for salaries and wages).
Accounting Period:	A period at the end of which financial statements, budgets, and other reports are prepared. Typically an annual period within governmental finance. The City's fiscal year reporting period begins on July 1 <sup>st</sup> and ends of June 30 <sup>th</sup> .
Accounting Procedures:	All processes that identify, record, classify and summarize financial information to produce financial reports.
Accrual Basis of Accounting:	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).
Adopted Budget:	The funds appropriated by the City Council at the beginning of the year.
Ad Valorem Tax:	Property taxes computed as a percentage of the value of real or personal property expressed in mills (1/100 <sup>th</sup> of a dollar or \$1.00 per \$1,000 of taxable property value).

Amortization:	The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.
Appropriation:	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.
Assessed Valuation:	The Fulton County Board of Assessor's estimation of the fair market value of real and personal property.
<b>B</b> alanced Budget:	A budget in which planned revenues available equals planned expenditures.
Basis of Accounting:	A system used by an individual government to determine when revenues have been realized and when expenditures have been incurred.
Basis of Budgeting:	A system used by an individual government to determine when budgetary revenues have been realized and when budgetary expenditures have been incurred.
Bond:	A written promise to pay a designated sum of money (i.e. principal) at a specified date in the future, together with periodic interest payments at a specified rate. In the budget, these payments are identified as debt service. Bonds are typically used to obtain long-term financing for major capital improvements.
Bond Rating:	A rating provided by an independent professional credit rating agency indicating the credit worthiness of the entity.

Budget:	A statement of financial position of an entity for a definite period of time based on estimates of expenditures during the period and proposals for financing them. The financial plan for the operation of a department, program or project for the current year or for the duration of the project.
Budget Amendment:	The transfer of funds from one appropriation account to another (within a department within a fund), requiring approval of City Administrator, Finance Director, and Department Director. Amendments between departments and between funds require City Council approval.
Budget Calendar:	The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.
Budget Officer:	The local government officials charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.
Budget Ordinance:	“Ordinance” or “Resolution” means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.
Budget Period:	Budget period, means the period for which a budget is proposed or a budget ordinance or resolution is adopted.

Budget Transfer:	A procedure utilized by city departments to revise budget appropriations within the departmental operating budget accounts. They transfer monies from one account to another account and does not increase or decrease the overall budget appropriation for the department.
Budgetary Control:	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
<b>C</b> AFR:	The Comprehensive Annual Financial Report summarizes financial data for the previous fiscal year in a standardized format.
Capital Assets:	Assets of significant value and having a useful life of several years. Capital assets for the City of Alpharetta have a purchase cost of \$5,000 or more, and a useful life of three years or longer.
Capital Budget:	A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget which includes both operating and capital outlays. The capital budget is based in a capital improvement plan ("CIP").
Capital Outlay:	An expenditure for the acquisition of, or addition to, a capital asset. Items acquired for less than \$5,000 are not considered capital outlay.
Capital Projects:	Projects that result in the acquisition or construction of capital assets of a local government which are of a long-term and permanent nature. Such assets include land, buildings, and related improvements, streets and highways, bridges, sewers and parks.

Capital Projects Fund:	A fund used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by resources from enterprise fund activities.
Cash Basis of Accounting:	A basis of accounting under which transactions are recognized only when cash is received or disbursed.
Chart of Accounts:	A numbering system that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The City of Alpharetta utilizes the Uniform Chart of Accounts for Local Governments in Georgia as mandated by the Georgia Department of Community Affairs (“DCA”).
Consumer Price Index (“CPI”)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. inflation).
Contingency:	A budgetary reserve set aside for emergency, revenue shortfalls, and unanticipated expenditures. The City Council must approve all contingency expenditures.
<b>D</b> ebt:	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.
<b>E</b> ffectiveness:	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.
<b>F</b> iduciary Fund:	A fund used to account for assets held by the City in a trustee capacity or as an agent for other governmental units and/or other funds.
Fiscal Year:	The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City has specified July 1 <sup>st</sup> to June 30 <sup>th</sup> as its fiscal year.
Fund:	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
Fund Balance	Fund equity for governmental funds and trust funds which reflects the accumulated excess of revenues and other financing sources over expenditures and other uses for governmental functions.
<b>G</b> ASB:	Governmental Accounting Standards Board - The body that sets accounting standards, specifically for governmental entities at the state and local levels.
General Fund:	The government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Revenue is derived primarily from property taxes, state & federal distributions, grants, and other intergovernmental revenue.

GAAP:	Generally Accepted Accounting Principles - Uniform minimum, standards used by state and local governments for financial accounting, recording and reporting, encompassing the conventions, rules and procedures that define accepted accounting principles; established by the Governmental Accounting Standards Board (GASB).
General Obligation (“GO”) Bonds:	Upon voter approval at a general referendum, a project will be financed through a millage increase in ad valorem taxes for a specified period of time. This source of revenue is especially appropriate when the life of project or an improvement is expected to exceed 20 years, and is Citywide in nature or benefit.
Georgia Municipal Association:	Organization representing municipal governments in Georgia.
GFOA:	Government Finance Officers Association - Professional association of state/provincial and local finance officers in the United States and Canada, dedicated to the sound management of government financial resources.
Goals:	A measurable statement of desired conditions to be maintained or achieved.
Governing Authority:	Governing authority means that official or group of officials responsible for governance of the unit of local government.
Grants:	A financial gifts, donation, or award that is made from a funding source, usually a governmental entity, to the City for the acquisition of goods, services, or land. The grant award agreement defines the city’s responsibilities and duties to be exchanged for the grant. Grants are often earmarked for a specific purpose of program.

Infrastructure:	The basic installation and facilities on which the continuance and growth of the City depends, such as roads, schools, and water and sewer systems.
Inter-fund Transfer:	Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.
Investments:	Securities and real estate held for the production of revenue in the form of interest, dividend, rental or lease payments. The term does not include fixed assets used in governmental operations.
Legal Level of Control:	Legal level of control is the lowest level of budgetary detail at which a local government's management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required.
Levy:	(Verb) To impose taxes, special assessments or service charges for the support of government activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.
Liability:	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.
Liquidity (of investments):	The ability to convert an investment to cash promptly with a minimum of risk to principal and accrued interest.

<b>M</b> illage 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.
<b>O</b> bjectives:	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.
<b>P</b> roprietary 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.
<b>R</b> etained 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.

**S**inking 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.

**T**ax 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.

**U**ser Fee:

Charges for specific services rendered only to those people paying such charges as, for example, sewer service charges.

**W**orking Capital:

A dollar amount reserved in (General Fund) fund balance that is available for unforeseen emergencies, to handle shortfalls caused by revenue declines, and to provide cash liquidity during periods of low cash flow.



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