

# Alpharetta

GEORGIA ♦ USA

## Annual Operating & Capital Budget Budget Narrative

for Fiscal Year 2011

(July 1, 2010 through June 30, 2011)





Prepared by:  
Finance Department  
2970 Webb Bridge Road  
Alpharetta, GA 30009  
Phone (678) 297-6094  
Fax (678) 297-6063

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# Annual Operating & Capital Budget

## Budget Narrative

for Fiscal Year 2011

(July 1, 2010 through June 30, 2011)

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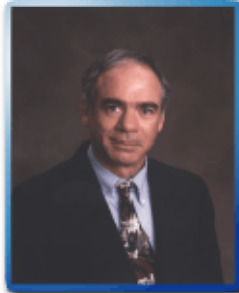
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Fiscal Year 2011 Operating & Capital Budget Narrative

# 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)



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



**Chris Owens,  
City Council (Post 3)**  
[COwens@alpharetta.ga.us](mailto:COwens@alpharetta.ga.us)



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



**Vacant,  
City Council (Post 5)**

## **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 2011 Operating & Capital Budget Narrative to identify the link between the City's strategic priorities and the goals and objectives of our various programs/projects.

Fiscal Year 2011 Operating & Capital Budget Narrative

# Executive Management Team



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

## Elected Official

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Jim Matoney

Municipal Court Judge

## Executive Staff

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Randy Bundy

Director of Information Technology

James Drinkard

Assistant City Administrator and Acting  
Human Resources Director

Gary George

Director of Public Safety

Thomas G. Harris

Director of Finance

Carl S. Mays

Internal Auditor

Mike Perry

Director of Recreation and Parks

Sue Rainwater

City Clerk

Elizabeth Sahlin

Clerk of Courts

Pete Sewczwicz

Director of Engineering & Public Works

Sam Thomas

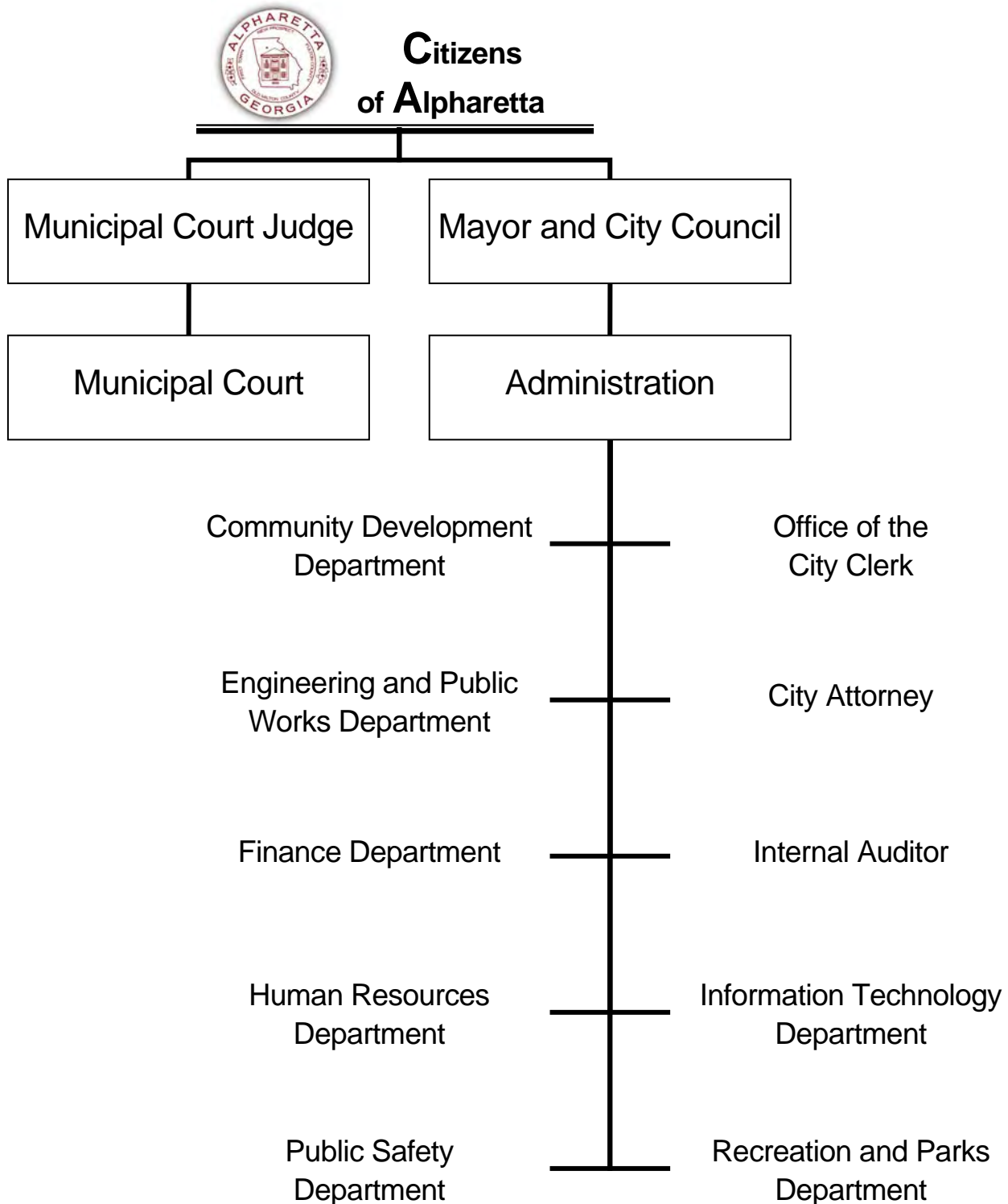
City Attorney

Diana Wheeler

Director of Community Development

Fiscal Year 2011 Operating & Capital Budget Narrative

# Organizational Structure





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**MAYOR**

Arthur G. Letchas

**COUNCIL**

D.C. Aiken

Douglas J. DeRito

Mike Kennedy

Cheryl Oakes

Chris Owens

**CITY ADMINISTRATOR**

Robert Regus

**CITY HALL**

2 South Main Street

Alpharetta, GA 30009

Tel: 678.297.6000

Fax: 678.297.6001

**24 HOUR INFORMATION**

678.297.6015

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



June 21, 2010

To the City Council and Citizens of Alpharetta:

We are pleased to present our Annual Operating and Capital Budget (narrative) for Fiscal Year 2011 (the "Budget") of the City of Alpharetta, Georgia. This budget is based on direction provided at the City Council Retreat as well as a thorough review of our current financial status, revenue trends, economic data, and our standard of providing top level service while maintaining our focus on keeping Alpharetta an affordable option for our citizens and stakeholders.

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

All of these factors have combined to limit revenue growth (e.g. franchise fees) and in many cases reduce revenues below prior year levels (e.g. property taxes, motor vehicle taxes, business and occupational taxes, licenses and permits, etc.). In addition to stagnant or falling revenues, pension and healthcare costs continue to pose a concern although the financial impact of these factors in future years will be mitigated through management initiatives including:

- ✓ Closing of the defined benefit pension plan to new hires on July 1, 2009 and enrolling them in a defined contribution plan;
- ✓ Increasing the accessibility of wellness programs including Health Risk Assessment and Health Risk Coaching (along with the continuation of our Smoking Cessation Program) with the goal of improving employee health and lowering healthcare premiums; and
- ✓ Shifting all employees to our consumer driven HRA healthcare plan that facilitates healthcare cost management and results in

lower premiums while still providing top level healthcare to our employees and their families.

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

- ✓ Tax-burden reductions for our homeowners and business owners including:
  - maintenance of the City's millage rate at 5.750 mills which represents a tax reduction for many property owners as the value of property within the City has declined; and
  - increase of the homestead exemption to \$35,000 which is estimated to save our homeowners \$260,000 annually in property taxes (homestead exemption increases to \$40,000 in FY 2012 – see section entitled *Taxpayer Savings* for more information).
- ✓ Continuation of the same high service levels our citizenry and stakeholders deserve and have come to expect from our City; and
- ✓ Alignment of departmental operating budgets to the City's short-term revenue outlook which is necessary to position the City for financial success in the future.

## **BUDGET PROCESS AND OVERVIEW**

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

The City has been proactive in realigning its spending to match the current economic reality. Spending during FY 2010 has been limited to essential items only and vacancies are filled on a priority basis with emphasis on public safety officers on the street and 911 operators. Proactive fiscal management has positioned us to more effectively approach the challenges in the FY 2011 budget.

The Fiscal Year 2011 Budget process began with an update of the City's financial condition, which was presented to the Mayor and City Council during the City Council retreat (January 11-12, 2010). During this update, a financial plan was established which prioritized the use of available fund balance to most effectively position the City for financial success in the future. This information was also shared with the City's department directors during budget kick-off meetings.

As provided monthly to the City Council through the Financial Management Reports, the Finance Department has closely monitored our revenue and expenditure trends and indicated that spending would need to be reduced for FY 2011 to compensate for slowing/reduced revenue collections and expenditure increases (e.g. healthcare costs and pension contributions). Accordingly, the Finance Department analyzed departmental spending needs and calculated target budget reductions for each department.

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

The FY 2011 Budget is balanced for all funds and totals \$84,536,272 with the breakdown by fund type as follows:

– General Fund:	\$ 50,387,363
– Special Revenue Funds:	7,653,091 (1)
– Debt Service Fund:	9,593,815
– Capital Project Funds:	12,693,229 (1)
– Solid Waste Fund:	3,001,776
– Risk Management Fund:	<u>1,206,998</u>
Total	\$84,536,272

(1) Amounts contained herein represent new appropriations for FY 2011. Unexpended FY 2010 appropriations for Council approved projects are re-appropriated annually pursuant to City policy.

Several of the major points of the FY 2011 Budget are as follows:

- ✓ Alignment of revenue estimates with short-term collection trends (\$1.4 million reduction in General Fund revenues compared with FY 2010 Budget);
- ✓ Management of personnel and compensation program to align with current market environment:
  - continuation of FY 2010 authorized personnel at 439 full-time equivalent positions with the funding breakdown as follows:
    - 426 full-time equivalents (funded);
    - 13 full-time equivalents (un-funded; budgetary savings of \$575,000) – positions to remain vacant pending an identified funding source and workload justification.
  - implementation of a performance-based merit program of 2% (max) on January 1, 2011, per authorized/funded position (estimated cost of \$260,000 citywide). This merit program is contingent upon a mid-year review of revenue trends to determine if sufficient funding is available.
  - coverage of major growth drivers including pension (9% increase citywide or \$250,000) and healthcare costs (5% increase citywide or \$255,465). The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

- ✓ Significant reduction (-6% or -\$684,366<sup>1</sup>) in departmental maintenance and operations budgets, including controls on non-essential spending. This decline is in addition to the -10% reduction approved as part of the current fiscal year budget (FY 2010).
- ✓ Significant reduction (-59% or -\$764,558) in departmental recurring-capital budgets as follows:
  - milling and resurfacing program funding has been transferred from the General Fund (recurring funding) to the Capital Project Fund (one-time funding) for FY 2011 (\$900,000 savings to the General Fund). The City intends to reprogram appropriations in the FY 2012 operating budget for on-going renewal and replacement of capital initiatives including milling and resurfacing; and
  - fund balance in an amount totaling \$296,828 is being used to payoff the remaining two years of the OSSI lease (public safety software). This transaction reduces the City's outstanding debt and interest expense. Please refer to the *Maintaining an Effective Capital Improvement Program* section for fund balance prioritization in FY 2011.
- ✓ Continuation of prior-year funding initiatives including:
  - Rural Metro: \$138,300;
  - *Police Athletic League* contribution: \$35,000; and
  - *Friends of the Library* contribution: \$10,000.

Please refer to the *Citywide Budget Summaries* section for a multi-year revenue/expense and personnel listing by department. Also, the individual fund (e.g. Special Revenue Fund, Enterprise Fund, etc.) and department (e.g. Finance, Public Safety, etc.) sections contain a detailed listing of revenue/expense and personnel by position as well as any changes from FY 2010.

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:

- April 20, 2010: Council Meeting  
*distribute FY 2011 Recommended Budget*
- May 3, 2010: Council Meeting
- May 17, 2010: Council Meeting

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<sup>1</sup> Includes a reduction of -\$300,000 for the red light camera lease. The City renegotiated lease terms with American Traffic Solutions Inc. to ensure revenue neutral operation of the red light camera system (i.e. no subsidy).

- June 7, 2010: Public Hearing and Council Meeting  
*1<sup>st</sup> reading of Budget Ordinance*  
*1<sup>st</sup> reading of Millage Rate Ordinance*  
*E-911 Resolution*  
*Bond Reallocation Resolutions*
- June 21, 2010: Public Hearing and Council Meeting  
*2<sup>nd</sup> reading of Budget Ordinance*  
*2<sup>nd</sup> reading of Millage Rate Ordinance*

## **BUDGET ISSUES AND PRIORITIES**

The FY 2011 Budget formalizes numerous key financial factors which have been themes for several years within the government:

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

### **Bond Ratings**

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

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

This rating demonstrates the strongest creditworthiness relative to other US municipal or tax-exempt issuers and reflects the City's current sound financial position as well as strong financial management practices which guide our ongoing decision making. These practices are supported by formal policies to direct 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 2011 Budget is mindful of these factors and the importance of maintaining the highest rating, not only for our citizens but also our bondholders.

## Sustainability of Existing Services

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

This philosophy is a foundation of our budget process as evidenced by the Finance Department's direction to departments that base operating budgets should be submitted in line with the City's reduced revenue trends. Departments responded with operating budget reductions averaging 3% (total) that maintain the same high level of services our citizens and stakeholders deserve. The readjusted departmental operating budgets are now in line with the City's short-term revenue outlook which is necessary to position the City for financial success in the future.

## Cost of Government

The City has historically acknowledged the need to provide a taxation rate commensurate with the government's level of service. The table 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
2011	4.215	1.535	5.750	0.0%
2010	4.215	1.535	5.750	0.0%
2009	4.215	1.535	5.750	-8.0%
2008	4.508	1.740	6.248	-5.3%
2007	4.150	2.450	6.600	-5.7%
2006	4.550	2.450	7.000	0.0%
2005	4.700	2.300	7.000	0.0%
2004	4.750	2.250	7.000	-3.2%
2003	4.900	2.330	7.230	-3.3%
2002	5.060	2.420	7.480	-5.1%

The FY 2011 Budget is based on maintenance of the City's millage rate at 5.750 mills which represents a tax reduction for many property owners as the value of property within the City has declined over the last several years and is anticipated to decline further in FY 2011.

The 2009 Legislative Session produced several laws that will influence the City's 2010 Digest which is the basis for FY 2011 tax revenue:

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

Early communication with the Fulton County Board of Assessors (the "BOA") indicates that digest values for North Fulton, including the City of Alpharetta, will experience declines in 2010.

As of the date of this letter, we have not received the 2010 Digest from the BOA.

### **Taxpayer Savings**

The FY 2011 millage rate, coupled with the City's substantial Homestead Exemption goes great lengths in keeping Alpharetta not only an affordable place to live, but also strategically positions us relative to neighboring areas.

The Mayor and City Council provided voters the option in the November 2009 election to increase the homestead exemption from \$30,000 to \$40,000 thereby further reducing the tax burden on our homeowners. The voters overwhelmingly passed this tax relief measure. The increased homestead exemption is being phased in with the exemption increasing to \$35,000 in FY 2011 (calendar year 2010) and the remaining increase to \$40,000 effective FY 2012 (calendar year 2011). Additional tax savings to our homeowners is estimated at \$260,000 in FY 2011 and increasing to an annual savings of over \$520,000 by FY 2012.

It should be noted that the \$35,000 Homestead Exemption our City offers is equivalent to a 1.2 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, 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

2011 are budgeted at \$9,588,815 with the following forecast:

2012: \$7,215,044

2013: \$2,164,026

2014: \$2,164,465

2015: \$2,157,586

2016 - 2026<sup>2</sup>: \$2,044,136 (annual average)

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

### Maintaining an Effective Capital Improvement Program

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

As part of the capital planning process for FY 2011, departments submitted capital/one-time initiative funding requests totaling \$12.7 million with another \$4.8 million currently set aside for future capital initiatives.

FY 2011 Capital Improvement Program						
Source and Use						
	General Fund				Alpharetta Business Community	Total
	General	E-911 Fund Repayment	Capital Project Fund	Bond Fund Reallocation		
<b>Sources:</b>						
Available Fund Balance	\$ 3,606,139	\$ 1,775,043	\$ 4,896,217	\$ 6,475,310	\$ -	\$ 16,752,709
ABC Contribution	-	-	-	-	1,025,000	1,025,000
Beverage Agreement	20,000	-	-	-	-	20,000
	<b>\$ 3,626,139</b>	<b>\$ 1,775,043</b>	<b>\$ 4,896,217</b>	<b>\$ 6,475,310</b>	<b>\$ 1,025,000</b>	<b>\$ 17,797,709</b>
<b>Uses:</b>						
(1) Capital/One-time Initiatives	\$ 3,329,311	\$ 1,775,043	\$ 138,565	\$ 6,475,310	\$ 1,025,000	\$ 12,743,229
OSSI Lease Payoff	296,828	-	-	-	-	296,828
	<b>\$ 3,626,139</b>	<b>\$ 1,775,043</b>	<b>\$ 138,565</b>	<b>\$ 6,475,310</b>	<b>\$ 1,025,000</b>	<b>\$ 13,040,057</b>
<b>Reserve:</b>						
(2) Future Capital/one-time Initiatives	\$ -	\$ -	\$ 4,757,652	\$ -	\$ -	\$ 4,757,652

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

(2) The Reserve figure for the Capital Project Fund represents current year reserves and is shown herein to give a complete picture of available capital funding. The Reserve is a life-to-date appropriation and not included in the FY 2011 Budget.

<sup>2</sup> Represents final maturity of the City's existing debt (General Obligation Bonds, Series 2006).

## **Proper Use of Fund Balance**

General Fund - Based on audited financial statements for the year ended June 30, 2009, the City's unreserved fund balance was \$21.3 million. Of this amount, approximately \$7.7 million was appropriated in the FY 2010 Budget for capital initiatives and \$10.0 million has been designated as an emergency account based on a conservative policy of 20% of total appropriations (i.e. roughly 2½ months of operating expenditures). It has been the City's policy to utilize the remaining fund balance above the emergency requirement for one-time capital expenditures. Available capital/one-time initiative funding for FY 2011 totals \$3.6 million.

E-911 Fund – The General Fund has contributed \$1.8 million to the E-911 Fund since FY 2005. The contributions were made for budgeting purposes but were not needed as sufficient cash existed at the fund level. The FY 2011 budget includes repayment (from available fund balance) to the General Fund of the \$1.8 million contribution at 0% interest. This funding is being transferred directly to the Capital Project Fund to be used for one-time capital initiatives.

Bond Fund – A component of the City's capital improvement program involves the strategic prioritization of all available resources. City Administration and the Finance Department reviewed the Bond Fund (Series 2006 General Obligation Bond) with the goal of establishing a plan that enables all proceeds to be spent on prioritized capital projects within the next eighteen months. This budget carries-out that plan and will enable all proceeds to be spent by the end of FY 2012.

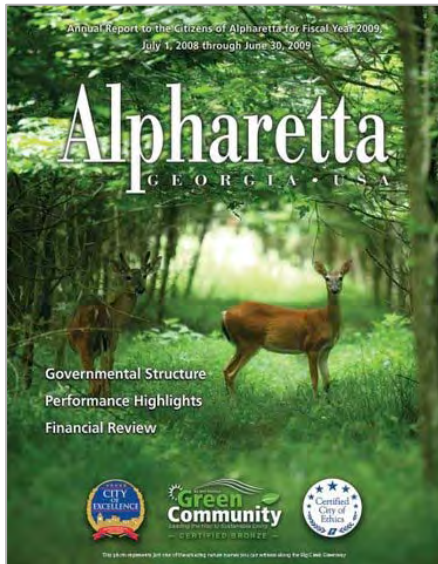
## **Funding Recurring Capital from Operating Budget**

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.

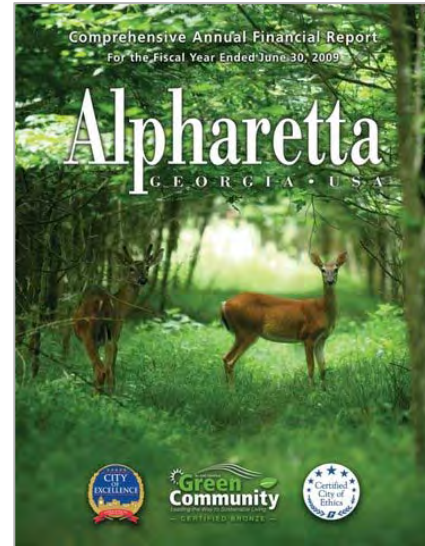
FY 2010 included appropriations within the operating budget (i.e. General Fund) for a milling and resurfacing program. The FY 2011 budget funds the milling and resurfacing program through available fund balance in an effort to reduce expenditures and increase operational budget flexibility. The City intends to reprogram appropriations in the FY 2012 operating budget for on-going renewal and replacement of capital initiatives including milling and resurfacing.

## **Awards and Acknowledgements**

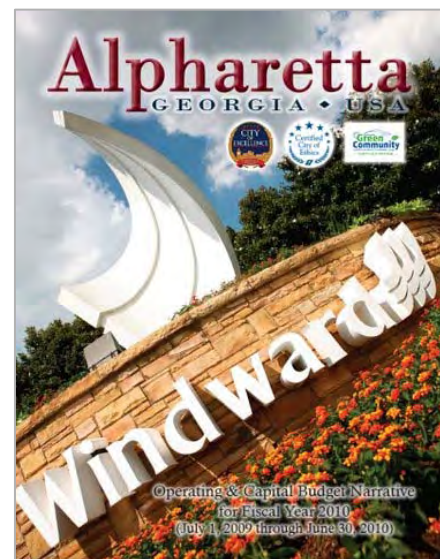
**Financial Reporting:** The Government Finance Officers Association (“GFOA”) awarded a *Certificate of Achievement for Excellence in Financial Reporting* to the City for our Comprehensive Annual Financial Report (“CAFR”) for the fiscal year ended June 30, 2009. This program recognizes those governments 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 21<sup>st</sup> consecutive year that the City has received this prestigious award.



**Budgetary Reporting:** Last but certainly not least, the City also received the GFOA *Distinguished Budget Presentation Award* for its annual budget narrative for the fiscal year ended June 30, 2010. 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 7<sup>th</sup> consecutive year that the City has received this prestigious award.



**Citizens Reporting:** The City also received the GFOA *Popular Annual Financial Reporting Award* (“PAFR”) for our annual citizens’ report for the fiscal year ended June 30, 2009. 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 7<sup>th</sup> consecutive year that the City has received this prestigious award.



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

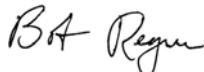
Special recognition is given to the following individuals for their efforts in coordinating and preparing the Fiscal Year 2011 Budget Narrative:

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

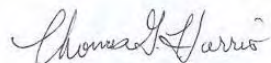
Respectfully Submitted,



Arthur G. Letchas  
Mayor



Robert J. Regus  
City Administrator



Thomas G. Harris  
Finance Director



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# Reader's Guide

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:

## **Reader's Guide**

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

## **About Alpharetta**

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

## **Financial Management Policies**

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

## **Citywide Budget Summaries**

This section is intended to provide readers with an overall understanding of the City's fiscal year 2011 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 2011 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 2010 and FY 2011); statement of revenues, expenditures, and changes in fund balance (FY 2007 through the FY 2013 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 2011 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 2010 and FY 2011); and statements of revenues, expenditures, and changes in fund balance (FY 2007 through the FY 2013 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 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 2011 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 2010 and FY 2011); and a statement of revenues, expenditures, and changes in fund balance (FY 2007 through the FY 2013 forecast period).

### **Department Summaries**

This section provides detailed non-financial and financial information about each department's activities (General Fund only) including: departmental mission statement; goals and objectives and how they link with the City's strategic priorities; revenue and expenditure summary and fiscal year 2011 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). Combined with all other revenue sources, property taxes generate the necessary revenue to fund the annual budget. A millage rate represents the level of property taxes (a.k.a. ad valorem taxes) levied by the City.

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

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

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

A: Homestead exemptions (“HX”) provide tax relief to qualifying homeowners. Yes, the City of Alpharetta offers a generous \$35,000 HX that effectively reduces the millage rate on the average homeowner by 1.2 mills (please note: HX applies only to the operating portion of the millage rate).

The Mayor and City Council provided voters the option in the November 2009 election to increase the homestead exemption from \$30,000 to \$40,000 thereby further reducing the tax burden on our homeowners. The voters overwhelmingly passed this tax relief measure. The increased homestead exemption is being phased in with the exemption increasing to \$35,000 in FY 2011 (calendar year 2010) and the remaining increase to \$40,000 effective FY 2012 (calendar year 2011). Additional tax savings to our homeowners from this measure is estimated at \$260,000 in FY 2011 and increasing to an annual savings of over \$520,000 by FY 2012.

**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.

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

A: There is no difference.

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

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

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

A: For this example, we will assume a \$300,000 house with a \$30,000 HX.

Fair Market Value:	\$300,000
	<u>x 40%</u>
Taxable Value (TV):	\$120,000
HX	<u>(35,000)</u>
Net Taxable Value (NTV):	\$ 85,000

City Operating Millage Rate: 4.215 mills  
Calculation (NTV):  
 $(\$85,000/\$1,000) * 4.215 \text{ mills} = \$358.28$

City Debt Millage Rate: 1.535 mills  
Calculation (TV):  
 $(\$120,000/\$1,000) * 1.535 \text{ mills} = \$184.20$

Total City Property Taxes: **\$542.48**

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

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

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

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

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

## GFOA Distinguished Budget Presentation Award



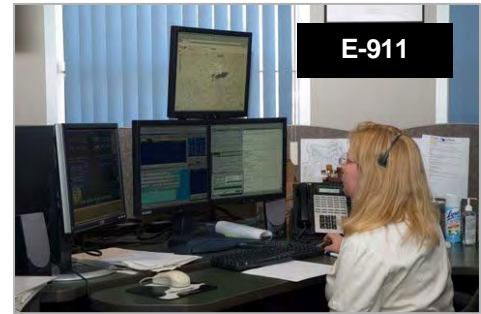
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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Alpharetta, Georgia for its annual budget for the fiscal year beginning July 1, 2009. In order to receive 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
EPD	Georgia Environmental Protection Division
FT	Full-Time
FTE	Full-Time Equivalent
FY	Fiscal Year
GAO	General Accounting Office (Federal)
GAAP	Generally Accepted Accounting Principals
GAAS	Generally Accepted Auditing Standards
GAGAS	Generally Accepted Governmental Auditing Standards
GASB	Governmental Accounting Standards Board
GDOT	Georgia Department of Transportation
GF	General Fund
GFOA	Government Finance Officers Association
GO Bonds	General Obligation Bonds
HX	Homestead Exemption
ICMA	International City/County Management Association
I/F	Inter-fund (transfer)
IT	Information Technology Department
LOST	Local Option Sales Tax
M&O	Maintenance and Operations
NTV	Net Taxable Value
O.C.G.A.	Official Code of Georgia Annotated
OMB	Office of Management and Budget (Federal)
PAFR	Popular Annual Financial Report
PO	Purchase Order
PS	Public Safety Department
PT	Part-Time
PY	Prior Year
R&R	Renewal & Replacement
SEC	Securities and Exchange Commission (Federal)
SWAT	Special Weapons and Tactics (team)
TV	Taxable Value





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## Fiscal Year 2011 Operating & Capital Budget Narrative

# About Alpharetta



### History<sup>3</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>3</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.

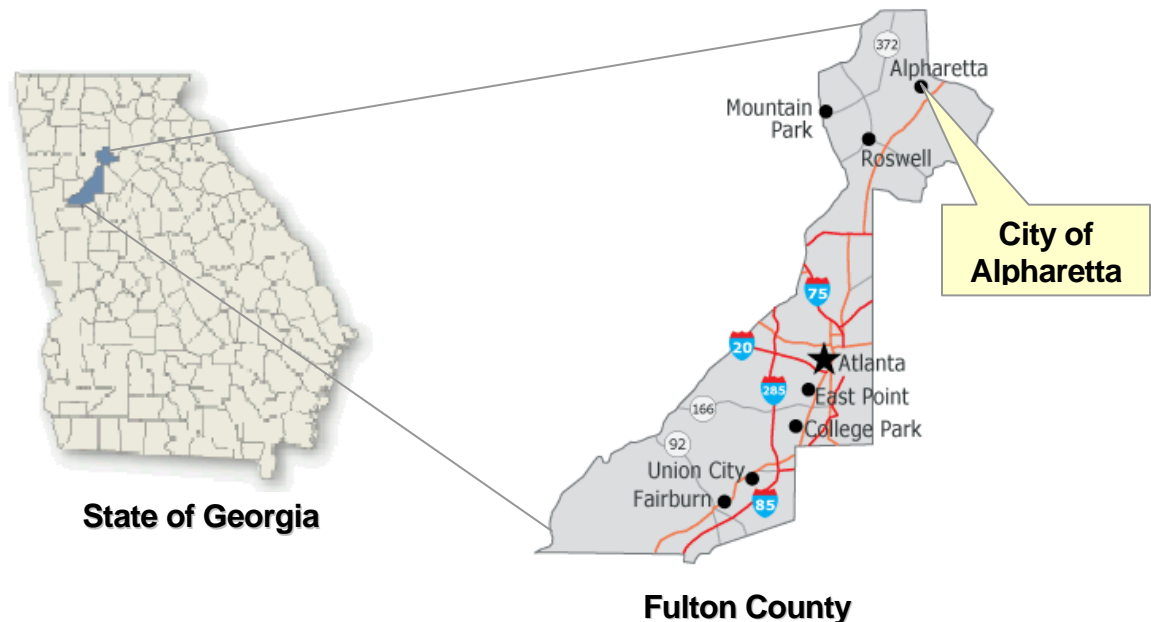
As the Civil War drew to a close, Alpharetta, along with the rest of the South, suffered a period of economic hardship. These "hard times" tended to draw folks together and a sense of community identity began to grow. As hard as these times were, Milton County fared better than many areas. Since the 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 52,475. Population growth has been fueled in part by the City's strong economic base as well as the annexation of surrounding communities. With the recent incorporation of the City of Milton and the City of John's Creek, all unincorporated areas within north Fulton County have been absorbed. As such, future growth will be through internal development and redevelopment as opposed to annexation.



## **Government**

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

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



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

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

## **Mission**<sup>4</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>5</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>4</sup> The Mission Statement details our City's reason for existence and embodies our philosophies, goals, ambitions, and character.

<sup>5</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 2011 Budget Narrative is prepared for the fiscal year commencing July 1, 2010 and ending June 30, 2011.

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

### **Budget Methodology**

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

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

Departments, in partnership with the Finance Department, then develop a projected budget based on the previous year's budget/actual expenditure trend and amend for any new initiatives or discontinued/non-recurring initiatives.

The departmental budget is separated into the following components:

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

which aid the department in achieving its mission. Goals stretch and challenge the department, but they must also be SMART (please see above).

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

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

## Performance Measurement

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

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



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

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

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

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

### *Fiscal Year 2011 Update*

*Due to the recession and its impact on City revenues, departments were provided with targeted budget reductions of approximately -6%, or -\$684,366, for non-personnel operating expenditures that would not impact service levels. This decline is in addition to the -10% reduction approved as part of the fiscal year 2010 budget.*

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

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

### *Fiscal Year 2011 Update*

*New program requests were suspended for fiscal year 2011 due to revenue constraints.*

As departments formulate their expenditure requests, the Finance Department is preparing the corresponding revenue analysis and forecast. Revenue sources across all funds are analyzed using the expert judgment of department directors and staff, trend analysis, and economic forecasts to compile revenue estimates that are both accurate and conservative. The City maintains a conservative revenue forecasting philosophy aimed at mitigating the over-appropriation of expenditures based on inflated revenue estimates. Additionally, the City's aggressive pay-as-you-go capital program is supported by the conservative revenue philosophy through a level supply of excess fund balance (i.e. fund balance in excess of the City's 20% fund balance reserve) available for one-time capital investment.

Fiscal Year 2011 Update

Revenue collections are forecasted to decline -3%, or -\$1.4 million, compared to the fiscal year 2010 budget.

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

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

Upon completion of the departmental meetings, the BRC reviews base budgets within the context of the conservative revenue forecast and makes the necessary adjustments to balance the budget. Funding for new programs, services, or improvements to current services is prioritized based on a needs assessment and balanced against the goal of reducing the tax burden on our citizenry and stakeholders (e.g. millage rates). Funding for capital improvement projects is contained both within the general operational budget (recurring capital) 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

Fiscal Year 2011 Update

Recurring capital is funded from available fund balance (one-time funding) in FY 2011 in an effort to reduce expenditures and increase operational budget flexibility.

then prepared for presentation to the City Council.

### **City Council Budget Workshops (May-June)**

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

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

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

### **Budget Adoption (June)**

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



**Downtown Alpharetta**



**Wills Park**



**North Point Mall**

## FY 2011 Budget Calendar



### City of Alpharetta Fiscal Year 2011 Budget Calendar

<b>January 11-12</b>	City Council Retreat
<b>February 1-4</b>	Budget kickoff meetings Budget target data distributed to departments <ul style="list-style-type: none"><li>- Phase I (personnel services)</li><li>- Phase II (maintenance and operations)</li><li>- Phase III (capital requests and budget initiatives)</li><li>- Performance Measurement ("PM") template<ul style="list-style-type: none"><li>• FY 2010 ytd actual</li><li>• FY 2010 year-end estimate</li><li>• FY 2011 forecast</li></ul></li><li>- Departmental organizational charts</li><li>- Departmental goals and objectives</li></ul>
<b>February 19</b>	Due to Finance: <ul style="list-style-type: none"><li>- Phase II and III Budget data</li><li>- Updated PM data</li><li>- Updated organizational charts</li><li>- Updated goals and objectives</li></ul>
<b>March 8-12</b>	Mayor, City Administrator and Finance Director budget overview meetings with departments
<b>April 20</b>	City Council Meeting <ul style="list-style-type: none"><li>- Distribute Mayor's Recommended FY 2011 Operating and Capital Budget (line-item detail)</li></ul>
<b>May 3</b>	City Council Meeting <ul style="list-style-type: none"><li>- Finance Department presentation<ul style="list-style-type: none"><li>• FY 2011 Budget overview (operating and capital)</li></ul></li></ul>
<b>May 17</b>	City Council Meeting <ul style="list-style-type: none"><li>- Finance Department presentation<ul style="list-style-type: none"><li>• FY 2011 Budget overview (capital)</li></ul></li></ul>
<b>June 7</b>	Public Hearing #1 City Council Meeting <ul style="list-style-type: none"><li>1<sup>st</sup> reading of Budget Ordinance</li><li>1<sup>st</sup> reading of Millage Rate Ordinance</li><li>E-911 Resolution</li><li>Bond Reallocation Resolutions</li></ul>
<b>June 21</b>	Public Hearing #2 City Council Meeting <ul style="list-style-type: none"><li>2<sup>nd</sup> reading of Budget Ordinance</li><li>2<sup>nd</sup> reading of Millage Rate Ordinance</li></ul>

## **Budget Basis and Structure**

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

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

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

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

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

## **Financial Accounting Structure**

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

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

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

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

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

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

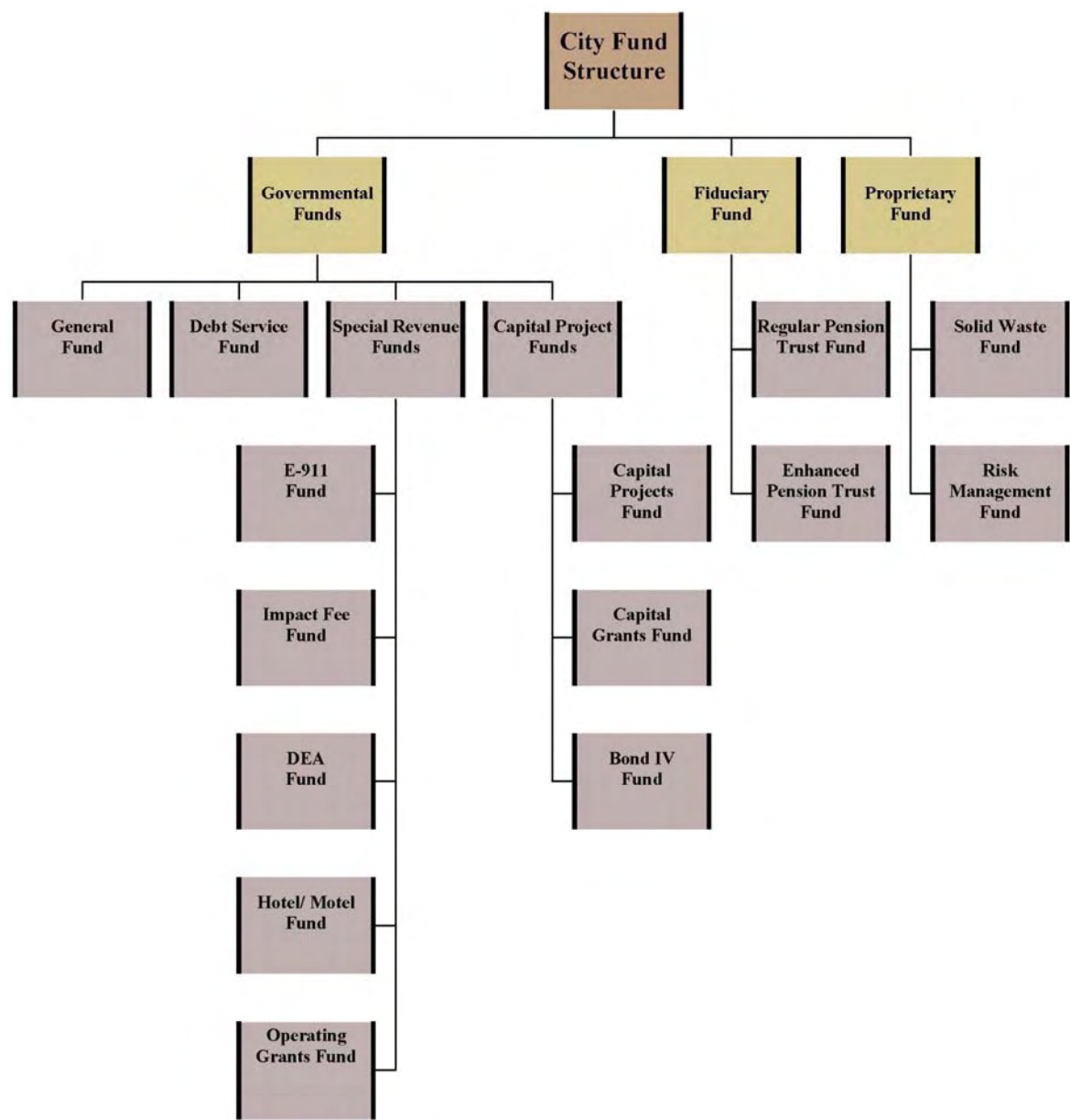
<b><u>Classification</u></b>	<b><u>Fund Type</u></b>
Governmental Funds	General Fund Special Revenue Funds Debt Service Fund Capital Project Funds
Proprietary Fund	Enterprise Fund Internal Service Fund
Fiduciary Fund	Pension Trust Fund

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

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

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

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



The following section provides a narrative on each of the City's 14 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 of 20% of operating expenditures (approximately \$10.0 million as of audited fiscal-year-ending September 30, 2009). 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 2011 budget includes a carryforward of excess fund balance totaling \$3.6 million for capital investment and other one-time initiatives.

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. FY 2010 included appropriations within the operating budget (i.e. General Fund) for a milling and resurfacing program. The FY 2011 budget funds the milling and resurfacing program through available fund balance in an effort to reduce expenditures and increase operational budget flexibility. The City intends to reprogram appropriations in the FY 2012 operating budget for on-going renewal and replacement of capital initiatives including milling and resurfacing.

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

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

- **Impact Fee Fund:** This fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the City's impact fee ordinance. Specifically, impact fee monies are transferred to the Debt Service Fund to offset debt service on general obligation bonds issued to fund the improvements discussed above. The Community Development Department manages the Impact Fee Program.
- **Drug Enforcement Agency ("DEA") Fund:** This fund accounts for revenues received from the enforcement of drug laws and the confiscation of property from drug offenders arrests that can be used by public safety to aid in drug enforcement activity. Funds cannot be used to supplant the Public Safety Department's normal operational budget. The Public Safety Department manages the DEA Program.
- **Hotel/Motel Fund:** This fund accounts for occupancy tax collections from area hotels and motels for the purpose of promoting conventions, tourism, and trade shows, while providing funds to facilitate economic vitality in downtown areas. Currently, the City levies a hotel/motel occupancy tax of 6% on total rental charges.

The resulting revenue is distributed as follows:

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

- **Operating Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the City. Matching funds, which represents the City's financial investment, are also recorded within this fund. This fund accounts for operational grants only. Capital grant proceeds are recorded within the Capital Grants Fund. All operating grant funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, only new appropriations are reflected in the annual budget document. Existing appropriations are reflected in the City's monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

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

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

*associated with this obligation.)*

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

**Capital Project Funds (Governmental Fund):** These funds are used to account for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities. The City has three (3) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); and Bond IV Fund (account for proceeds from GO Bonds, Series 2006). All capital project funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, only new appropriations are reflected in the annual budget document. Existing appropriations are reflected in the City's monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us). The capital project funds utilize the modified accrual basis of budgeting and accounting.

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



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

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

**Regular Pension Trust Fund and Enhanced Pension Trust Fund (Fiduciary Funds):** These funds account for assets of the City's pension plan(s). The assets in these funds cannot be used to support government programs or activities. The fiduciary funds utilize the accrual basis of accounting and are not appropriated in the annual budget but are reflected in the City's monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

## **Financial Reporting**

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

### **Operating and Capital Budget Documents<sup>6</sup> (June - August)**

The City annually prepares and publishes three (3) related budget documents.

- (1) The *Operating and Capital Budget (line-item budget detail)* is presented to the City Council as part of the budget adoption process. This document includes all specific line-item appropriations that compose the budget and aids in the financial administration of the City.
- (2) The *Operating and Capital Budget (budget narrative)* is prepared as a companion to the line-item budget and provides our elected officials, citizenry, and stakeholders with a complete, clear, and understandable

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

budget narrative that facilitates the transparency of our budgeting and financial processes.

- (3) The *Operating and Capital Budget (summary pamphlet)* is prepared as a companion to the line-item budget and provides our elected officials, citizenry, and stakeholders with a concise reference guide that answers some of the most frequently asked questions about the annual budget.

#### **Financial Reporting to the City Council<sup>7</sup> (monthly)**

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

#### **Comprehensive Annual Financial Report<sup>7</sup> (November - December)**

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

#### **Annual Citizens Report<sup>7</sup> (November - December)**

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



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

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

## **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:	52,475
Median Age:	36.3 years
Per Capita Income:	\$47,198
(2) Area:	27 square miles
Bond Rating:	
Moody's Investor Service	Aaa
Standard & Poor's	AAA
(2) Miles of Streets:	
Streets – Paved	270 miles
Streets – Unpaved	1 mile
Sidewalks	202 miles
Drainage – Piped	100 miles
Drainage – Open	165 miles

(3) Police Protection:

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

(3) Fire Protection:

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

(4) Recreation:

Number of Parks (active and passive)	11
Number of Playgrounds	7
Number of Park Acreage	762
Number of Swimming Pools	1
Number of Athletic Fields	28
Number of Recreation Buildings	18
Number of Tennis Courts	17
Number of Hockey Rinks	2

(5) Municipal Sanitation Service:

Number of Customers	13,721
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(1) Education:

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

Notes:

- (1) Source: City Administration Department
- (2) Source: Information Technology Department
- (3) Source: Public Safety Department
- (4) Source: Recreation and Parks Department
- (5) Source: Finance Department

## 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
2000	30,000	\$ 1,182,960,000	39,432	34.0	16.0	17,067	2.5%
2001	35,406	1,435,465,458	40,543	33.3	16.0	18,723	2.9%
2002	36,079	1,445,649,451	40,069	35.0	16.0	19,592	4.4%
2003	37,090	1,462,532,880	39,432	33.0	16.0	19,154	2.4%
2004	37,124	1,463,873,568	39,432	33.3	16.0	19,536	2.1%
2005	38,274	1,509,220,368	39,432	33.0	16.0	19,567	4.5%
2006	48,240	1,902,199,680	39,432	33.0	16.0	19,598	3.5%
2007	51,243	2,393,048,100	46,700	35.6	16.0	18,966	3.0%
2008	52,282	2,441,569,400	46,700	35.7	16.0	18,354	3.7%
2009	52,334	2,470,060,132	47,198	36.3	16.0	11,639	3.6%

**Notes:**

Source: City's Comprehensive Annual Financial Report ("CAFR") for the fiscal year ended June 30, 2009

Bureau of the Census/County Regional Planning Commission

State Department of Labor and Department of Commerce

Fulton County School District

\* Data for FY's 2010 and 2011 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. Reduction in school enrollment in 2009 due to adjustment for incorporation of City of Milton.

### CITY OF ALPHARETTA, GEORGIA Principal Employers Fiscal Year 2009

Employer	Employees	Rank	Percentage of Total City Employment
AT & T Mobility	3,500	1	3.3%
Verizon	3,000	2	2.8%
ADP	2,100	3	2.0%
McKesson HBOC	1,500	4	1.4%
Hewlett Packard	1,200	5	1.1%
ChoicePoint	1,100	6	1.0%
UPS Supply Chain Solutions	880	7	0.8%
AIG Agency Auto	800	8	0.8%
Comcast Cable	750	9	0.7%
Lucent Technologies	700	10	0.7%
<b>Total</b>	<b>15,530</b>		<b>14.7%</b>

**Notes:**

Source: City's CAFR for the fiscal year ended June 30, 2009

City of Alpharetta Community Development Department

\* Data for FY's 2010 and 2011 not available at time of printing.

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

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

	A		B		C	=A+B-C		=(A+B)/40%	
Fiscal Year	Real Property		Personal Property		Tax Exempt Real Property	Total Taxable Assessed Value	Total Direct Tax Rate	Gross Taxable Value (Est.)	
	Residential	Commercial	Motor Vehicles	Other					
2000	\$ 679,825,149	\$ 1,199,760,731	\$ 82,902,406	\$ 180	\$ (149,173,042)	\$ 1,813,315,424	7.880	\$ 4,906,221,165	40.00%
2001	734,164,270	1,384,443,620	105,730,867	180	(130,818,443)	2,093,520,494	7.880	5,560,847,343	40.00%
2002	824,109,741	1,555,238,056	125,069,600	-	(134,442,791)	2,369,974,606	7.480	6,261,043,493	40.00%
2003	950,097,600	1,655,525,492	149,126,970	180	(138,298,996)	2,616,451,246	7.230	6,886,875,605	40.00%
2004	1,039,727,230	1,719,450,312	162,044,513	45,870	(219,537,799)	2,701,730,126	7.000	7,303,169,813	40.00%
2005	1,101,782,470	1,852,175,974	166,615,420	18,563	(229,770,785)	2,890,821,642	7.000	7,801,481,068	40.00%
2006	1,240,207,540	1,825,547,513	180,951,120	72,779	(237,348,130)	3,009,430,822	7.000	8,116,947,380	40.00%
2007	1,518,944,750	2,040,496,402	191,384,580	11,180	(256,861,520)	3,493,975,392	6.600	9,377,092,280	40.00%
2008	2,014,574,410	2,223,045,288	208,677,560	24,087	(436,052,018)	4,010,269,327	6.248	11,115,803,363	40.00%
2009	2,073,091,570	2,873,418,525	209,980,220	24,950	(479,617,470)	4,676,897,795	5.750	12,891,288,163	40.00%

### Notes:

Source: City of Alpharetta Comprehensive Annual Financial Report for the fiscal year ended June 30, 2009  
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.

\* Certified Values for FY's 2010 and 2011 not available at time of printing.

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

Fiscal Year	Tax Year	City of Alpharetta			Fulton County			School District			Grady Hospital	State	Direct & Overlapping Rates
		Operating Millage	Debt Service Millage	Total City Millage	Operating Millage	Debt Service Millage	Total County Millage	Operating Millage	Debt Service Millage	Total School Millage			
2002	2001	5.060	2.420	7.480	13.040	0.300	13.340	18.260	0.760	19.020	-	0.250	40.090
2003	2002	4.900	2.330	7.230	12.527	0.280	12.807	18.460	0.310	18.770	-	0.250	39.057
2004	2003	4.750	2.250	7.000	12.052	0.270	12.322	17.758	0.298	18.056	-	0.250	37.628
2005	2004	4.700	2.300	7.000	11.581	0.066	11.647	17.315	0.291	17.606	-	0.250	36.503
2006	2005	4.550	2.450	7.000	11.581	0.064	11.645	17.825	0.282	18.107	-	0.250	37.002
2007	2006	4.150	2.450	6.600	11.407	0.063	11.470	17.825	0.282	18.107	-	0.250	36.427
2008	2007	4.508	1.740	6.248	10.281	0.000	10.281	16.904	1.189	18.093	-	0.250	34.872
2009	2008	4.215	1.535	5.750	10.281	0.000	10.281	16.403	1.099	17.502	-	0.250	33.783
2010	2009	4.215	1.535	5.750	10.281	0.000	10.281	17.502	0.000	17.502	-	0.250	33.783
2011	2010	4.215	1.535	5.750	10.281	0.000	10.281	18.502	0.000	18.502	-	0.250	34.783

### Notes:

Source: City of Alpharetta Comprehensive Annual Financial Report for the fiscal year ended June 30, 2009  
State of Georgia Department of Revenue (Property Tax Division)

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

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

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

Fiscal Year	Tax Year	Total Tax Levy	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
			Amount	Pct. of Levy		Amount	Pct. of Levy
1999	1998	\$ 12,177,953	\$ 9,695,428	79.61%	\$ 2,477,588	\$ 12,173,016	99.96%
2000	1999	13,992,591	13,194,833	94.30%	790,420	13,985,253	99.95%
2001	2000	15,596,114	15,143,169	97.10%	444,707	15,587,876	99.95%
2002	2001	16,654,812	16,279,679	97.75%	340,949	16,620,628	99.79%
2003	2002	17,449,713	17,136,171	98.20%	285,762	17,421,933	99.84%
2004	2003	17,242,314	16,935,962	98.22%	257,194	17,193,156	99.71%
2005	2004	18,264,892	18,188,800	99.58%	(19,622)	18,169,178	99.48%
2006	2005	19,464,408	19,277,210	99.04%	248,474	19,525,684	100.31%
2007	2006	21,101,305	20,926,995	99.17%	355,420	21,282,415	100.86%
2008	2007	23,529,629	23,144,721	98.36%	413,171	23,557,892	100.12%
2009	2008	24,740,514	24,170,200	97.69%	-	24,170,200	97.69%

**Notes:**

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

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

Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
GGP Northpoint	\$ 67,468,760	1	1.44%
Cousins Properties	61,878,460	2	1.32%
Sanctuary Park Realty Holding	58,120,320	3	1.24%
Duke Realty	51,817,830	4	1.11%
CH Realty IV Royal Centre LLC	36,000,000	5	0.77%
Northside Ventures Inc.	32,679,320	6	0.70%
Weeks Realty LP	30,370,440	7	0.65%
Metropolitan Life Insurance Co.	28,710,920	8	0.61%
Amli	27,285,720	9	0.58%
HBO & Co. of GA	22,597,560	10	0.48%
<b>Totals</b>	<b>\$ 416,929,330</b>		<b>8.91%</b>

**Notes:**

Source: City's CAFR for the fiscal year ended June 30, 2009  
Fulton County Board of Assessors

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

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

**Notes:**

Source: City of Alpharetta Comprehensive Annual Financial Report for the fiscal year ended June 30, 2009  
State of Georgia Department of Revenue (Property Tax Division)

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

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



**Downtown**



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# 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>8</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>8</sup> City of Alpharetta – Finance Department: 2970 Webb Bridge Road, Alpharetta, Georgia 30009. Phone (678) 297-6094. Fax (678) 297-6063.

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

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

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

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

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

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

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

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

### **A. Departmental Appropriations**

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

### **B. Performance Budget**

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

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

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

Each department shall submit budget requests separately for:

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

budget will include replacement capital equipment; and

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

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

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

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

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

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

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

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

The City shall establish a fund balance reserve in all operating funds (defined in Section I of this policy) for working capital. The purpose of working capital is to cover the cost of expenditures caused by unforeseen emergencies, cover shortfalls caused by revenue declines, and to eliminate any short-term borrowing for cash flow purposes. This reserve shall accumulate and then be maintained at an amount, which represents no less than two (2) months of operating and debt expenditures (approximately 20% of budgeted expenditures).

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

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

## I. Appropriation Lapses at Year End

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

## J. Budget Control Reports

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

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

Current Year Daily Financials





























Back

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

>>CIP & Bond Monthly Report

>>Monthly Financial Management Reports

>>Prior Year Daily Financials

Department	Project Report	Account Report	Encumbrance Report	Revenue
Administration				
Community Development				
Court Services				
City Clerk				
Engineering/Public Works				
Finance				
Solid Waste				

Fire & Emergency Services

Human Resources

Police Services

Public Safety

E-911

Recreation & Parks

Information Technology

Internal Audit

Risk Management

DEA

## Internal Audit Daily Budget Report by Account

Date: 5/21/2010

Account	Object	Appropriations	Expenditures	Encumbrances	Balance	Balance %
PROFESSIONAL DEVELOPMENT		\$2,098.00	\$1,758.34	\$0.00	\$339.66	16.19%
PROFESSIONAL FEES		\$0.00	\$0.00	\$0.00	\$0.00	
REPAIR & MAINTENANCE	EQUIPMENT	\$104.00	\$0.00	\$0.00	\$104.00	100.00%
COMMUNICATIONS		\$11.00	\$0.00	\$0.00	\$11.00	100.00%
ADVERTISING		\$0.00	\$0.00	\$0.00	\$0.00	
PRINTING		\$0.00	\$0.00	\$0.00	\$0.00	
TRAVEL		\$3,000.00	\$381.24	\$0.00	\$2,618.76	87.29%
PURCHASED-PROPERTY SRVC	MAINTENANCE CONTRACTS	\$0.00	\$0.00	\$0.00	\$0.00	
IT Professional Services		\$0.00	\$0.00	\$0.00	\$0.00	
GENERAL SUPPLIES		\$216.00	\$164.06	\$0.00	\$51.94	24.05%
SMALL EQUIPMENT		\$0.00	\$0.00	\$0.00	\$0.00	
SMALL EQUIPMENT	IT Computer Refresh	\$0.00	\$0.00	\$0.00	\$0.00	
MACHINERY		\$0.00	\$0.00	\$0.00	\$0.00	
		\$5,429.00	\$2,303.64	\$0.00	\$3,125.36	

## K. Authorization of Budget Adjustments and Amendments

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

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

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

#### **L. Contingency**

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

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

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

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

#### **N. Contributions**

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

the donation and/or contribution.

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

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

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

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

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

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

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

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

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

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

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

## B. Budget Preparation

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

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

[illegible]

### C. Budget Control Reports

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

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

[illegible]

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

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

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

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

#### **F. Contingency**

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

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

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

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

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

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

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

## **B. Conservative Revenue Estimates**

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

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

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

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

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

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

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

## **D. Alternative Revenue Sources**

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

## **E. Revenue Collection**

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

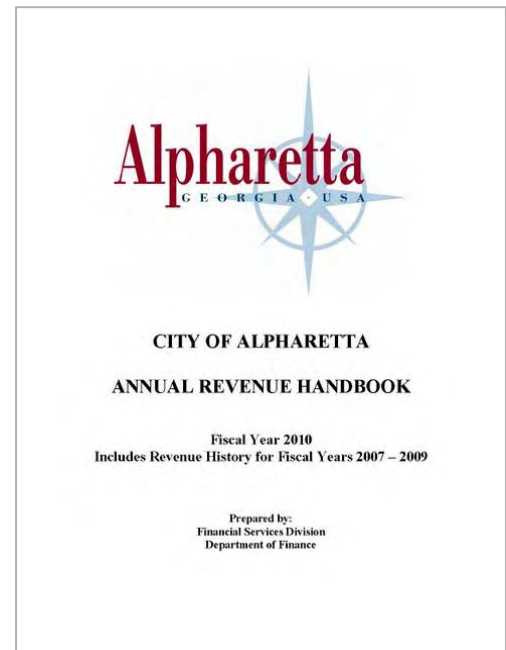
## **F. Rates and Charges**

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

## **G. Revenue Handbook**

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

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



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

### **A. Introduction**

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

### **B. Definitions**

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

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

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

## **B. Classification Categories**

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

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

upgrade of the space.

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

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

### **C. Annual Inventory**

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

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

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

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

proceeds of from the sale of the asset.

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

### **E. Depreciation**

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

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

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

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

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

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

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

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

### **A. Acquisition**

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

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

### **B. Inventory**

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

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

### **C. Classification Categories**

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

## **D. Annual Inventory**

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

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

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

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

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

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

### **Section I: Accounting**

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

#### **A. Scope**

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

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

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

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

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

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

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

### **Section II: Auditing**

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

(GAGAS). In addition, the City shall comply with the requirements of the General Accounting Office (GAO) and the Office of Management and Budget (OMB) when audits are conducted relating to federal funding consistent with the 1996 (and any future) amendments to the Single Audit Act.

#### **A. Scope**

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

#### **B. Auditor Qualifications**

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

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

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

#### **D. Auditing Agreement**

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

#### **E. Internal Audit**

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

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

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

### Section III: Financial Reporting Policies

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

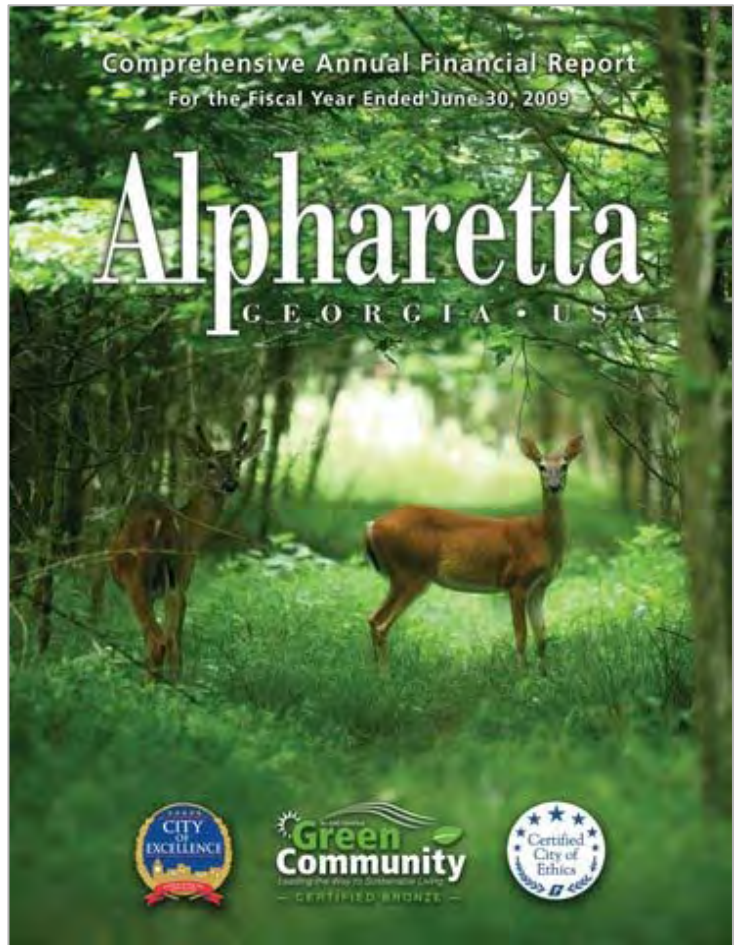
#### A. Comprehensive Annual Financial Report (CAFR)<sup>9</sup>

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

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

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

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



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

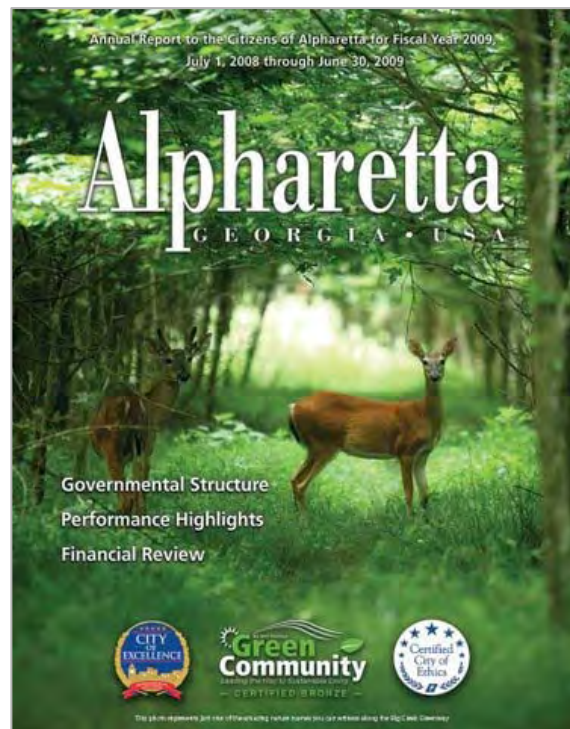
## B. Annual Budget Document<sup>10</sup>

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



## C. Annual Citizens Report<sup>10</sup>

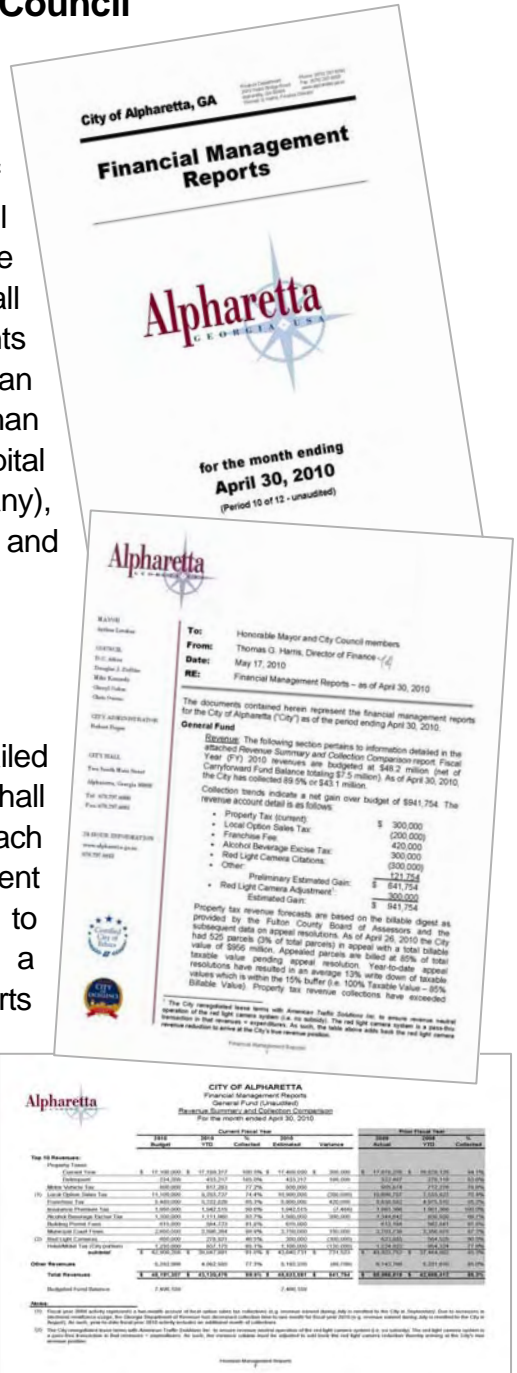
In order to provide citizens with financial information that is easily disseminated, the Finance Department shall coordinate the publication of an annual report to the citizen's (e.g., a popular report). This report is in addition to the CAFR. This report shall be in conformance with GAAP and follow the recommendations of the GFOA's "Popular Annual Financial Report" (PAFR) 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>10</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>11</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.

<sup>11</sup> Available for download from the City’s website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

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

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

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

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

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

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

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

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

repay the debt;

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

### **C. Debt Retirement**

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

### **D. Disclosure**

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

### **E. Legal Compliance**

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

### **F. Credit Ratings**

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

## **G. Other Policies**

All bond issue requests shall be coordinated by the Department of Finance. Requests for new bonds must be identified during the Capital Improvement Program (CIP) process. Opportunities for refunding outstanding bonds shall be communicated by the Department of Finance. Annual budget appropriations shall include debt 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

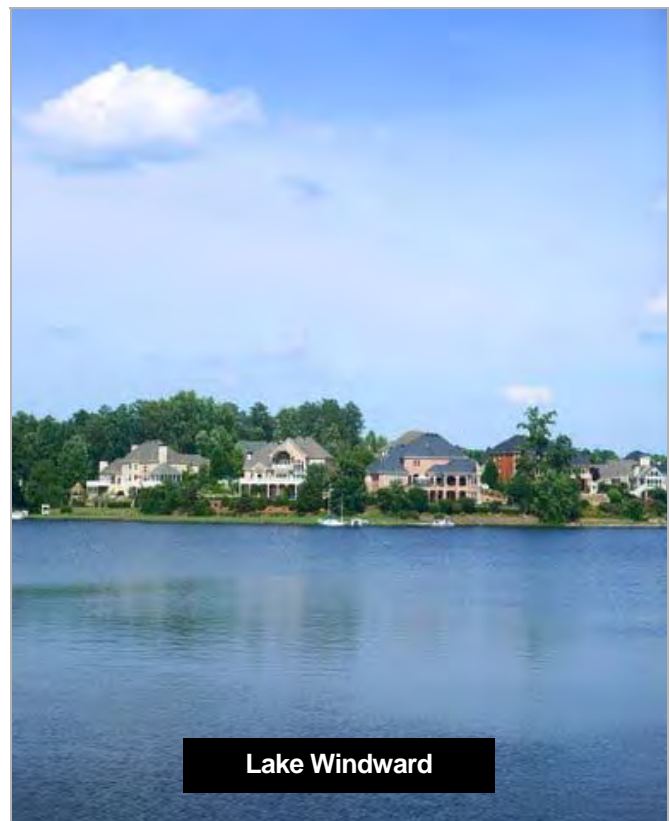
Principles (GAAP).

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.



# Fiscal Year 2011 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 2011 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 2011 budget data by fund type (e.g. General Fund, Special Revenue Funds, etc.). Please refer to the *About Alpharetta* section of this document for detailed information about the City's financial structure and fund types.

- **Citywide Budget Summary by Revenue Source**

This section provides a summary/narrative of FY 2011 budget data by revenue source (i.e. Property Taxes, Other Taxes, Charges for Services, etc.). Please refer to the specific Fund Summaries section (e.g. General Fund Summary, Special Revenue Fund Summaries, etc.) of this document for more detailed information about the City's various revenue sources.

- **Citywide Budget Summary by Department Expenditures**

This section provides a summary/narrative of FY 2011 budget data by department expenditures (e.g. City Administration, Public Safety, etc.). Please refer to the specific *Department Summaries* section of this document for more detailed information about each department's expenditures.

- **Citywide Budget Summary by Expenditure Category**

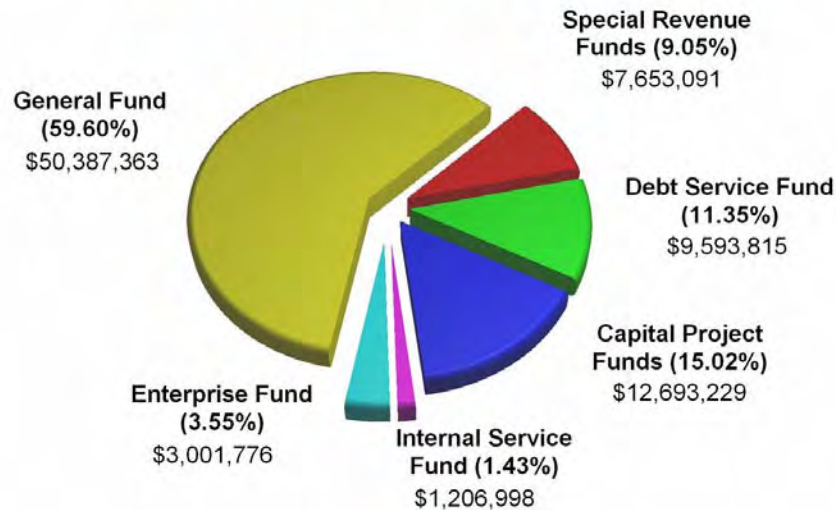
This section provides a summary/narrative of FY 2011 budget data by expenditure category (e.g. Personnel Services, Maintenance & Operations, etc.).

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

This schedule provides citywide (all funds) revenue and expenditure data for fiscal years 2007-2011 including changes in fund balance.

## Citywide Budget Summary by Fund

**FY 2011 Citywide Budget = \$84,536,272**



The Fiscal Year 2011 budget for all funds totals \$84.5 million. The overall City budget includes appropriations for the following fund types:

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

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

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

government debt obligations.

**Capital Project Funds** – Capital Project Funds are used for various citywide capital projects. Projected funding for FY 2011 is from anticipated interest earnings, fund balance, and transfers from other funds. Unspent appropriations from fiscal year 2010 will be re-appropriated to continue previously approved projects.

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

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

# City of Alpharetta

## FY 2011 Budget

### Citywide Detail Fund Statement

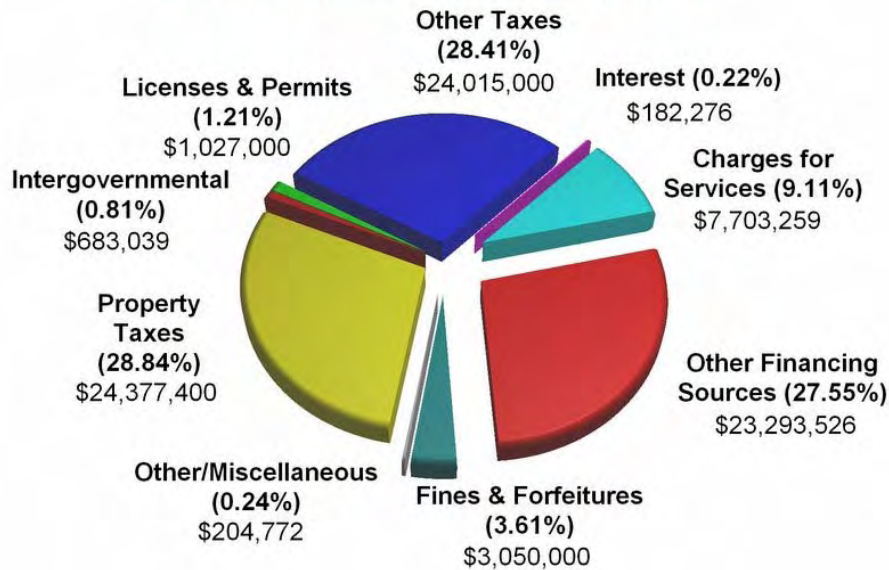
	Revenues	Expenditures	Balanced Budget
<b>General Fund</b>	<b>\$ 50,387,363</b>	<b>\$ 50,387,363</b>	<b>√</b>
<b>Special Revenue Funds:</b>			
E-911 Fund	\$ 4,102,191	\$ 4,102,191	√
Impact Fee Fund	500,900	500,900	√
Drug Enforcement Agency Fund	250,000	250,000	√
Hotel/Motel Fund	2,750,000	2,750,000	√
Operating Grant Fund	50,000	50,000	√
	<b>\$ 7,653,091</b>	<b>\$ 7,653,091</b>	<b>√</b>
<b>Debt Service Fund</b>	<b>\$ 9,593,815</b>	<b>\$ 9,593,815</b>	<b>√</b>
<b>Capital Project Funds:</b>			
Capital Projects Fund	\$ 6,217,919	\$ 6,217,919	√
Bond Fund	6,475,310	6,475,310	√
	<b>\$ 12,693,229</b>	<b>\$ 12,693,229</b>	<b>√</b>
<b>Enterprise Fund:</b>			
Solid Waste Fund	\$ 3,001,776	\$ 3,001,776	√
<b>Internal Service Fund:</b>			
Risk Management Fund	\$ 1,206,998	\$ 1,206,998	√
<b>FY 2011 Budget</b>	<b>\$ 84,536,272</b>	<b>\$ 84,536,272</b>	<b>√</b>



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## Citywide Budget Summary by Revenue Source

**FY 2011 Citywide Budget = \$84,536,272**



The chart above segments the FY 2011 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 2011 totals 5.750 mills and is composed of the following: Operating Millage Rate of 4.215 mills (used to fund general City operations); and a Debt Service Millage Rate of 1.535 mills (used to fund debt service on voter approved general obligation bonds).

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

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

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

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

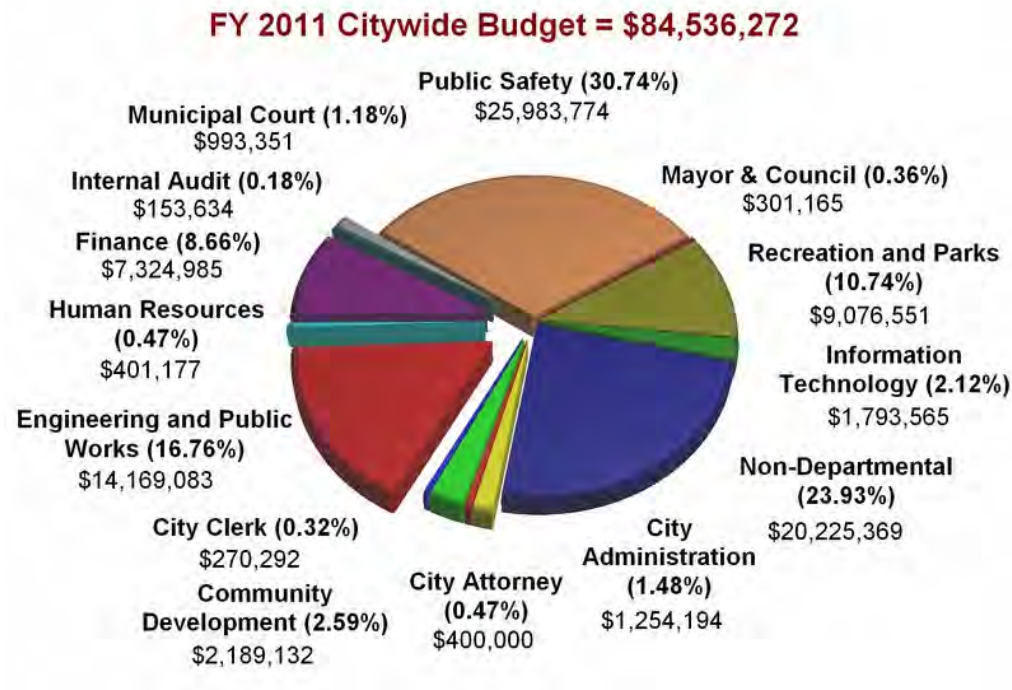
**Fines & Forfeitures** – Includes municipal court fines, red light camera fines, etc.

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

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

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

## Citywide Budget Summary by Department Expenditures



The chart above segments the FY 2011 budget by department/functional unit and includes the following:

**Mayor and Council**

**City Administration**

**City Clerk**

**City Attorney**

**Community Development**

**Engineering and Public Works**

**Finance**

**Human Resources**

**Information Technology**

**Internal Audit**

**Municipal Court**

**Public Safety**

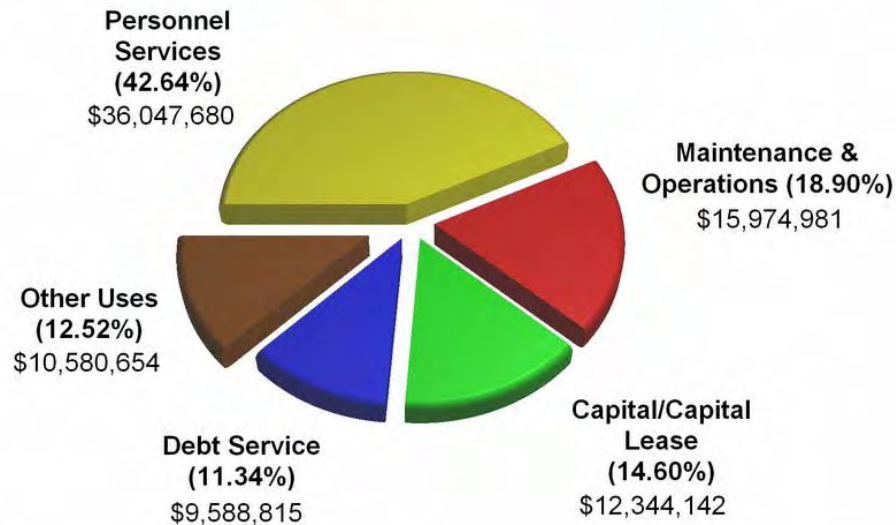
**Recreation and Parks**

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

## Citywide Budget Summary by Expenditure Category

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**FY 2011 Citywide Budget = \$84,536,272**



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The chart above segments the FY 2011 budget by expenditure category and includes the following:

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

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

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

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

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

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

# Fiscal Year 2011 - Citywide Budget Summary

## Revenues by Source/Expenditures by Department

	Special Revenue Funds					
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Operating Grants Fund
<b>REVENUES:</b>						
Property Taxes	\$ 17,530,500	\$ -	\$ -	\$ -	\$ -	\$ -
Local Option Sales Taxes	10,800,000	-	-	-	-	-
Other Taxes	10,465,000	-	-	-	2,750,000	-
Licenses and Permits	1,027,000	-	-	-	-	-
Intergovernmental Revenue	76,252	606,787	-	-	-	-
Charges for Services	2,482,700	1,718,361	30,000	-	-	-
Fines and Forfeitures	3,000,000	-	-	50,000	-	-
Interest Earnings	115,000	2,000	2,500	2,500	-	-
Other/Miscellaneous	184,772	-	-	-	-	-
<i>subtotal</i>	<b>\$ 45,681,224</b>	<b>\$ 2,327,148</b>	<b>\$ 32,500</b>	<b>\$ 52,500</b>	<b>\$ 2,750,000</b>	<b>\$ -</b>
<b>Other Financing Sources</b>						
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Interfund Transfer from Hotel/Motel Fund	1,100,000	-	-	-	-	-
Interfund Transfer from Impact Fee Fund	-	-	-	-	-	-
Interfund Transfer from E-911 Fund	-	-	-	-	-	-
Budgeted Fund Balance	3,606,139	1,775,043	468,400	197,500	-	-
<i>subtotal</i>	<b>\$ 4,706,139</b>	<b>\$ 1,775,043</b>	<b>\$ 468,400</b>	<b>\$ 197,500</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Total Revenues</b>	<b>\$ 50,387,363</b>	<b>\$ 4,102,191</b>	<b>\$ 500,900</b>	<b>\$ 250,000</b>	<b>\$ 2,750,000</b>	<b>\$ 50,000</b>
<b>EXPENDITURES:</b>						
Mayor and City Council	\$ 301,165	\$ -	\$ -	\$ -	\$ -	\$ -
City Administration	1,254,194	-	-	-	-	-
Legal Services	400,000	-	-	-	-	-
City Clerk	270,292	-	-	-	-	-
Community Development	2,028,382	-	-	-	-	-
Engineering and Public Works	6,596,083	-	-	-	-	-
Finance	2,941,211	-	-	-	-	-
Public Safety	22,551,626	2,327,148	-	250,000	-	-
Human Resources	401,177	-	-	-	-	-
Municipal Court	993,351	-	-	-	-	-
Internal Audit	153,634	-	-	-	-	-
Recreation and Parks	6,642,072	-	-	-	-	-
Information Technology	1,323,565	-	-	-	-	-
Non-Departmental	-	-	-	-	-	50,000
Contingency	450,000	-	-	-	-	-
Reserve for Future Capital/One-time Initiatives	-	-	-	-	-	-
Alpharetta Business Community (Sidewalks)	-	-	-	-	458,425	-
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,191,575	-
Debt Service (Principal and Interest)	-	-	-	-	-	-
Other	45,000	-	900	-	-	-
<i>subtotal</i>	<b>\$ 46,351,752</b>	<b>\$ 2,327,148</b>	<b>\$ 900</b>	<b>\$ 250,000</b>	<b>\$ 1,650,000</b>	<b>\$ 50,000</b>
<b>Other Financing Uses</b>						
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000	\$ -
Interfund Transfer to Special Revenue Funds	50,000	-	-	-	-	-
Interfund Transfer to Capital Project Funds	3,259,311	1,775,043	-	-	-	-
Interfund Transfer to Debt Service Fund	-	-	500,000	-	-	-
Interfund Transfer to Risk Management Fund	726,300	-	-	-	-	-
<i>subtotal</i>	<b>\$ 4,035,611</b>	<b>\$ 1,775,043</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>
<b>Total Expenditures</b>	<b>\$ 50,387,363</b>	<b>\$ 4,102,191</b>	<b>\$ 500,900</b>	<b>\$ 250,000</b>	<b>\$ 2,750,000</b>	<b>\$ 50,000</b>

	Capital Project Funds			Enterprise Fund	Internal Service Fund	
	Debt Service Fund	Capital Projects Fund	Bond Fund	Solid Waste Fund	Risk Management Fund	TOTAL
<b>REVENUES:</b>						
Property Taxes	\$ 6,846,900	\$ -	\$ -	\$ -	\$ -	\$ 24,377,400
Local Option Sales Taxes	-	-	-	-	-	10,800,000
Other Taxes	-	-	-	-	-	13,215,000
Licenses and Permits	-	-	-	-	-	1,027,000
Intergovernmental Revenue	-	-	-	-	-	683,039
Charges for Services	-	-	-	2,991,500	480,698	7,703,259
Fines and Forfeitures	-	-	-	-	-	3,050,000
Interest Earnings	50,000	-	-	10,276	-	182,276
Other/Miscellaneous	-	20,000	-	-	-	204,772
<i>subtotal</i>	\$ 6,896,900	\$ 20,000	\$ -	\$ 3,001,776	\$ 480,698	\$ 61,242,746
<b>Other Financing Sources</b>						
Interfund Transfer from General Fund	\$ -	\$ 3,259,311	\$ -	\$ -	\$ 726,300	\$ 4,035,611
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	1,100,000
Interfund Transfer from Impact Fee Fund	500,000	-	-	-	-	500,000
Interfund Transfer from E-911 Fund	-	1,775,043	-	-	-	1,775,043
Budgeted Fund Balance	2,196,915	1,163,565	6,475,310	-	-	15,882,872
<i>subtotal</i>	\$ 2,696,915	\$ 6,197,919	\$ 6,475,310	\$ -	\$ 726,300	\$ 23,293,526
<b>Total Revenues</b>	<b>\$ 9,593,815</b>	<b>\$ 6,217,919</b>	<b>\$ 6,475,310</b>	<b>\$ 3,001,776</b>	<b>\$ 1,206,998</b>	<b>\$ 84,536,272</b>
<b>EXPENDITURES:</b>						
Mayor and City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 301,165
City Administration	-	-	-	-	-	1,254,194
Legal Services	-	-	-	-	-	400,000
City Clerk	-	-	-	-	-	270,292
Community Development	-	160,750	-	-	-	2,189,132
Engineering and Public Works	-	2,367,000	5,206,000	-	-	14,169,083
Finance	-	175,000	-	3,001,776	1,206,998	7,324,985
Public Safety	-	855,000	-	-	-	25,983,774
Human Resources	-	-	-	-	-	401,177
Municipal Court	-	-	-	-	-	993,351
Internal Audit	-	-	-	-	-	153,634
Recreation and Parks	-	1,165,169	1,269,310	-	-	9,076,551
Information Technology	-	470,000	-	-	-	1,793,565
Non-Departmental	-	-	-	-	-	50,000
Contingency	-	-	-	-	-	450,000
Reserve for Future Capital/One-time Initiatives	-	-	-	-	-	-
Alpharetta Business Community (Sidewalks)	-	1,025,000	-	-	-	1,483,425
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	1,191,575
Debt Service (Principal and Interest)	9,588,815	-	-	-	-	9,588,815
Other	5,000	-	-	-	-	50,900
<i>subtotal</i>	\$ 9,593,815	\$ 6,217,919	\$ 6,475,310	\$ 3,001,776	\$ 1,206,998	\$ 77,125,618
<b>Other Financing Uses</b>						
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
Interfund Transfer to Special Revenue Funds	-	-	-	-	-	50,000
Interfund Transfer to Capital Project Funds	-	-	-	-	-	5,034,354
Interfund Transfer to Debt Service Fund	-	-	-	-	-	500,000
Interfund Transfer to Risk Management Fund	-	-	-	-	-	726,300
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,410,654
<b>Total Expenditures</b>	<b>\$ 9,593,815</b>	<b>\$ 6,217,919</b>	<b>\$ 6,475,310</b>	<b>\$ 3,001,776</b>	<b>\$ 1,206,998</b>	<b>\$ 84,536,272</b>

# Fiscal Year 2011 - Citywide Budget Summary

## Revenues by Source/Expenditures by Category

	Special Revenue Funds					
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Operating Grants Fund
<b>REVENUES:</b>						
Property Taxes	\$ 17,530,500	\$ -	\$ -	\$ -	\$ -	-
Local Option Sales Taxes	10,800,000	-	-	-	-	-
Other Taxes	10,465,000	-	-	-	2,750,000	-
Licenses and Permits	1,027,000	-	-	-	-	-
Intergovernmental Revenue	76,252	606,787	-	-	-	-
Charges for Services	2,482,700	1,718,361	30,000	-	-	-
Fines and Forfeitures	3,000,000	-	-	50,000	-	-
Interest Earnings	115,000	2,000	2,500	2,500	-	-
Other/Miscellaneous	184,772	-	-	-	-	-
<i>subtotal</i>	<b>\$ 45,681,224</b>	<b>\$ 2,327,148</b>	<b>\$ 32,500</b>	<b>\$ 52,500</b>	<b>\$ 2,750,000</b>	<b>\$ -</b>
<b>Other Financing Sources</b>						
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	50,000
Interfund Transfer from Hotel/Motel Fund	1,100,000	-	-	-	-	-
Interfund Transfer from Impact Fee Fund	-	-	-	-	-	-
Interfund Transfer from E-911 Fund	-	-	-	-	-	-
Budgeted Fund Balance	3,606,139	1,775,043	468,400	197,500	-	-
<i>subtotal</i>	<b>\$ 4,706,139</b>	<b>\$ 1,775,043</b>	<b>\$ 468,400</b>	<b>\$ 197,500</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Total Revenues</b>	<b>\$ 50,387,363</b>	<b>\$ 4,102,191</b>	<b>\$ 500,900</b>	<b>\$ 250,000</b>	<b>\$ 2,750,000</b>	<b>\$ 50,000</b>
<b>EXPENDITURES:</b>						
Personnel Services	\$ 34,335,171	\$ 1,658,165	\$ -	\$ -	\$ -	-
Maintenance and Operations	10,986,668	668,983	900	159,000	-	-
Capital	534,913	-	-	91,000	-	50,000
<b>Other</b>						
Contingency	450,000	-	-	-	-	-
Reserve for Future Capital/One-time Initiatives	-	-	-	-	-	-
Alpharetta Business Community (Sidewalks)	-	-	-	-	458,425	-
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,191,575	-
Debt Service/Capital Lease	-	-	-	-	-	-
Donations/Contributions	45,000	-	-	-	-	-
<i>subtotal</i>	<b>\$ 46,351,752</b>	<b>\$ 2,327,148</b>	<b>\$ 900</b>	<b>\$ 250,000</b>	<b>\$ 1,650,000</b>	<b>\$ 50,000</b>
<b>Other Financing Uses</b>						
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000	\$ -
Interfund Transfer to Special Revenue Funds	50,000	-	-	-	-	-
Interfund Transfer to Capital Project Funds	3,259,311	1,775,043	-	-	-	-
Interfund Transfer to Debt Service Fund	-	-	500,000	-	-	-
Interfund Transfer to Risk Management Fund	726,300	-	-	-	-	-
<i>subtotal</i>	<b>\$ 4,035,611</b>	<b>\$ 1,775,043</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>
<b>Total Expenditures</b>	<b>\$ 50,387,363</b>	<b>\$ 4,102,191</b>	<b>\$ 500,900</b>	<b>\$ 250,000</b>	<b>\$ 2,750,000</b>	<b>\$ 50,000</b>

	Capital Project Funds			Enterprise Fund	Internal Service Fund	
	Debt Service Fund	Capital Projects Fund	Bond Fund	Solid Waste Fund	Risk Management Fund	TOTAL
<b>REVENUES:</b>						
Property Taxes	\$ 6,846,900	\$ -	\$ -	\$ -	\$ -	\$ 24,377,400
Local Option Sales Taxes	-	-	-	-	-	10,800,000
Other Taxes	-	-	-	-	-	13,215,000
Licenses and Permits	-	-	-	-	-	1,027,000
Intergovernmental Revenue	-	-	-	-	-	683,039
Charges for Services	-	-	-	2,991,500	480,698	7,703,259
Fines and Forfeitures	-	-	-	-	-	3,050,000
Interest Earnings	50,000	-	-	10,276	-	182,276
Other/Miscellaneous	-	20,000	-	-	-	204,772
<i>subtotal</i>	\$ 6,896,900	\$ 20,000	\$ -	\$ 3,001,776	\$ 480,698	\$ 61,242,746
<b>Other Financing Sources</b>						
Interfund Transfer from General Fund	\$ -	\$ 3,259,311	\$ -	\$ -	\$ 726,300	\$ 4,035,611
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	1,100,000
Interfund Transfer from Impact Fee Fund	500,000	-	-	-	-	500,000
Interfund Transfer from E-911 Fund	-	1,775,043	-	-	-	1,775,043
Budgeted Fund Balance	2,196,915	1,163,565	6,475,310	-	-	15,882,872
<i>subtotal</i>	\$ 2,696,915	\$ 6,197,919	\$ 6,475,310	\$ -	\$ 726,300	\$ 23,293,526
<b>Total Revenues</b>	<b>\$ 9,593,815</b>	<b>\$ 6,217,919</b>	<b>\$ 6,475,310</b>	<b>\$ 3,001,776</b>	<b>\$ 1,206,998</b>	<b>\$ 84,536,272</b>
<b>EXPENDITURES:</b>						
Personnel Services	\$ -	\$ -	\$ -	\$ 54,344	\$ -	\$ 36,047,680
Maintenance and Operations	5,000	-	-	2,947,432	1,206,998	15,974,981
Capital	-	5,192,919	6,475,310	-	-	12,344,142
<b>Other</b>						
Contingency	-	-	-	-	-	450,000
Reserve for Future Capital/One-time Initiatives	-	-	-	-	-	-
Alpharetta Business Community (Sidewalks)	-	1,025,000	-	-	-	1,483,425
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	1,191,575
Debt Service/Capital Lease	9,588,815	-	-	-	-	9,588,815
Donations/Contributions	-	-	-	-	-	45,000
<i>subtotal</i>	\$ 9,593,815	\$ 6,217,919	\$ 6,475,310	\$ 3,001,776	\$ 1,206,998	\$ 77,125,618
<b>Other Financing Uses</b>						
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
Interfund Transfer to Special Revenue Funds	-	-	-	-	-	50,000
Interfund Transfer to Capital Project Funds	-	-	-	-	-	5,034,354
Interfund Transfer to Debt Service Fund	-	-	-	-	-	500,000
Interfund Transfer to Risk Management Fund	-	-	-	-	-	726,300
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,410,654
<b>Total Expenditures</b>	<b>\$ 9,593,815</b>	<b>\$ 6,217,919</b>	<b>\$ 6,475,310</b>	<b>\$ 3,001,776</b>	<b>\$ 1,206,998</b>	<b>\$ 84,536,272</b>

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

	FY 2007 Actual		FY 2008 Actual	
<b>Beginning Fund Balance: (1)</b>	\$	59,141,043	\$	55,345,308
<b>Revenues:</b>				
Property Taxes	\$	22,498,377	\$	25,276,979
Local Option Sales Taxes		9,992,908		11,263,805
Other Taxes		13,536,410		14,033,302
Licenses and Permits		2,650,990		2,241,052
Intergovernmental		190,137		4,789,371
Charges for Services		7,520,709		7,506,513
Fines and Forfeitures		3,477,753		3,936,673
Interest		3,221,276		2,422,210
Other Revenue		3,517,125		2,175,139
	\$	66,605,685	\$	73,645,044
<b>Expenditures:</b>				
Mayor and City Council	\$	226,085	\$	237,623
City Administration		1,059,649		1,125,997
Legal Services		412,633		482,040
City Clerk		168,996		309,806
Community Development		3,890,550		4,083,613
Engineering and Public Works		5,762,199		6,929,946
Finance (3)		4,444,518		4,490,014
Public Safety		19,858,875		21,584,771
Human Resources		662,029		723,575
Municipal Court		697,326		857,517
Internal Audit		121,506		136,794
Recreation and Parks		6,043,546		6,453,642
Information Technology		1,003,629		1,259,184
Capital Outlay (4)		16,189,652		16,246,727
Non-Departmental:		-		-
Contingency		-		22,749
Reserve for Future Capital		-		-
Debt Service		9,152,362		10,062,466
Other		134,915		80,971
	\$	69,828,470	\$	75,087,435
<b>Other Financing Sources (Uses):</b>				
Proceeds from the sale of Capital Assets	\$	219,529	\$	53,396
Proceeds from Bond/Capital Lease		-		2,427,366
Transfers In		13,195,113		8,532,651
Transfers Out		(13,987,592)		(9,474,233)
	\$	(572,950)	\$	1,539,180
<b>Ending Fund Balance: (2)</b>	\$	55,345,308	\$	55,442,097
<i>Changes in Fund Balance (actual/est.)</i>	\$	(3,795,735)	\$	96,789

(1) This schedule includes two distinct presentations of financial data. FYs 2007-2009 include actual financial activity for all City Funds. FYs 2010-2011 include budgeted appropriations for those City Funds that experienced new appropriations in the given year.

(2) Pursuant to the City's financial management policies, fund balance in excess of the City's 20% Fund Balance Reserve can be used for one-time capital initiatives. The majority of fund balance utilized for the fiscal year 2010 and 2011 budgets represent amounts in excess of the City's 20% Fund Balance Reserve (General Fund). Additionally, the budgetary presentation for fiscal year 2010-2011 assumes all appropriations will be spent; historically, a portion of the appropriations will go unspent which will augment the fund balance (i.e. the actual reduction in fund balance will be lower than what is presented above).

	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget
<b>Beginning Fund Balance: (1)</b>	\$ 55,442,097	\$ 53,383,994	\$ 43,730,509
<b>Revenues:</b>			
Property Taxes	\$ 26,363,736	\$ 25,331,727	\$ 24,377,400
Local Option Sales Taxes	10,696,787	11,100,000	10,800,000
Other Taxes	13,849,941	13,135,000	13,215,000
Licenses and Permits	1,369,379	1,325,000	1,027,000
Intergovernmental	2,654,411	697,226	683,039
Charges for Services	7,872,603	7,545,200	7,703,259
Fines and Forfeitures	3,726,714	3,300,000	3,050,000
Interest	1,234,238	555,575	182,276
Other Revenue	1,662,098	663,347	204,772
	\$ 69,429,907	\$ 63,653,075	\$ 61,242,746
<b>Expenditures:</b>			
Mayor and City Council	\$ 245,974	\$ 286,597	\$ 301,165
City Administration	1,173,318	1,339,210	1,254,194
Legal Services	464,007	400,000	400,000
City Clerk	249,190	423,018	270,292
Community Development	3,741,557	3,963,403	3,678,382
Engineering and Public Works	7,312,275	7,543,472	6,596,083
Finance (3)	5,038,608	6,571,732	7,149,985
Public Safety	23,656,964	24,527,132	24,759,590
Human Resources	333,715	402,174	401,177
Municipal Court	918,427	964,790	993,351
Internal Audit	145,657	150,044	153,634
Recreation and Parks	6,303,376	6,768,684	6,642,072
Information Technology	1,394,203	1,318,623	1,323,565
Capital Outlay (4)	9,724,389	8,177,290	12,693,229
Non-Departmental:	-	-	-
Contingency	-	504,125	450,000
Reserve for Future Capital	-	-	-
Debt Service	10,217,181	9,899,516	9,957,999
Other	65,755	66,750	100,900
	\$ 70,984,596	\$ 73,306,560	\$ 77,125,618
<b>Other Financing Sources (Uses):</b>			
Proceeds from the sale of Capital Assets	\$ 244,000	\$ -	\$ -
Proceeds from Bond/Capital Lease	8,768,326	-	-
Transfers In	7,867,835	9,609,966	7,410,654
Transfers Out	(17,383,575)	(9,609,966)	(7,410,654)
	\$ (503,414)	\$ -	\$ -
<b>Ending Fund Balance: (2)</b>	<b>\$ 53,383,994</b>	<b>\$ 43,730,509</b>	<b>\$ 27,847,637</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ (2,058,103)	\$ (9,653,485)	\$ (15,882,872)

(3) The Finance Department figure for FY 2010 is larger due to the creation of the Risk Management Fund. Prior risk management activity is included as a transfer-out for presentation purposes with FY 2010 also including the activity within the newly created Risk Management Fund (thereby grossing-up the total).

(4) This schedule assigns all capital outlay for FY's 2010 and 2011 to the Capital Outlay account as opposed to the budgetary schedules within this document that assign said capital outlay to the responsible department (e.g. Public Safety, Engineering and Public Works, etc.).

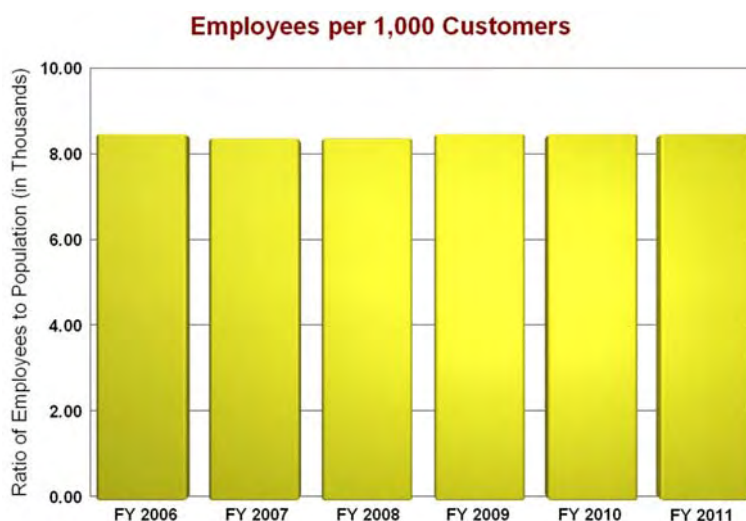
## Personnel Listing by Department

City of Alpharetta Positions by Department						
	Actual FY 2006	Actual FY 2007	Actual FY 2008	Actual FY 2009	Actual FY 2010	Budget (1) FY 2011
<b>Detail by Department:</b>						
<b>General Fund</b>						
City Administration	7.5	6.5	6.5	7.0	7.0	7.0
City Clerk	2.0	2.0	2.0	2.0	2.0	2.0
Community Development	20.0	22.0	21.0	21.0	21.0	21.0
Engineering/Public Works	57.0	57.0	60.0	62.0	62.0	62.0
Finance Department	21.0	21.0	21.0	24.0	25.0	25.0
Human Resources	7.0	7.0	6.0	3.0	3.0	3.0
Internal Audit	1.0	1.0	1.0	1.0	1.0	1.0
Mayor & City Council	7.0	7.0	7.0	7.0	7.0	7.0
Municipal Court	7.5	7.5	9.0	9.0	9.0	9.0
Public Safety Department	195.0	215.0	217.0	218.0	218.0	218.0
Recreation & Parks	49.0	51.0	51.0	51.0	51.0	51.0
Information Technology	8.0	9.0	12.0	13.0	11.0	11.0
<b>subtotal</b>	<b>382.0</b>	<b>406.0</b>	<b>413.5</b>	<b>418.0</b>	<b>417.0</b>	<b>417.0</b>
<b>E-911 Fund (Special Revenue Fund)</b>						
Public Safety	20.0	20.0	20.0	20.0	20.0	20.0
Information Technology	-	-	-	-	1.0	1.0
<b>subtotal</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>20.0</b>	<b>21.0</b>	<b>21.0</b>
<b>Solid Waste Fund (Enterprise Fund)</b>						
Finance	1.0	1.0	1.0	1.0	1.0	1.0
<b>Full-Time-Equivalent (FTE) Positions</b>	<b>403.0</b>	<b>427.0</b>	<b>434.5</b>	<b>439.0</b>	<b>439.0</b>	<b>439.0</b>
<b>City of Alpharetta Population</b>						
	<b>48,240</b>	<b>51,243</b>	<b>52,282</b>	<b>52,334</b>	<b>52,475</b>	<b>52,475</b>

**Notes:**

- (1) Includes 13.0 full-time equivalent positions that are not funded but are part of the City's authorized work force. These positions will remain vacant pending an identified funding source and workload justification.

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.



# Fiscal Year 2011 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 2011 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 2010 and 2011. 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 2007-2011 as well as a forecast for fiscal years 2012-2013. Also included are changes in the City's fund balance. As previously noted, fund balance in excess of the City's 20% 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**

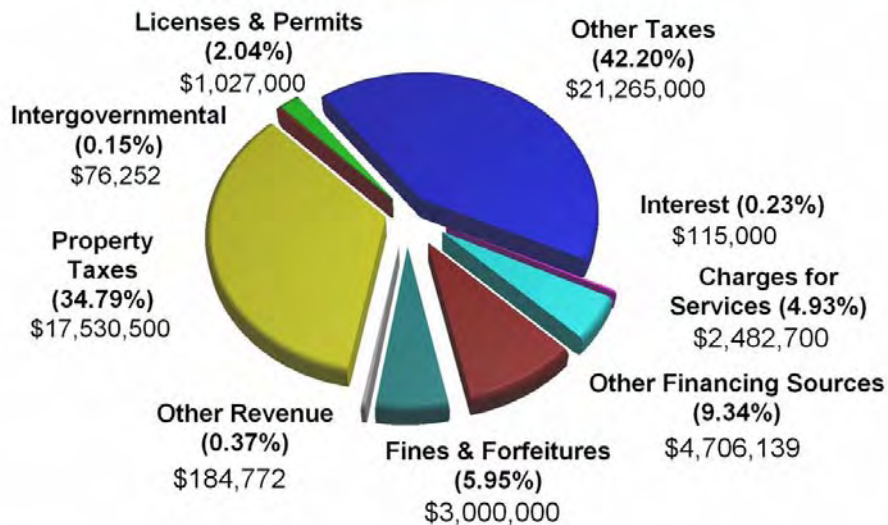
This section provides a narrative of General Fund revenue and expenditure trends including historical information.

## 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.

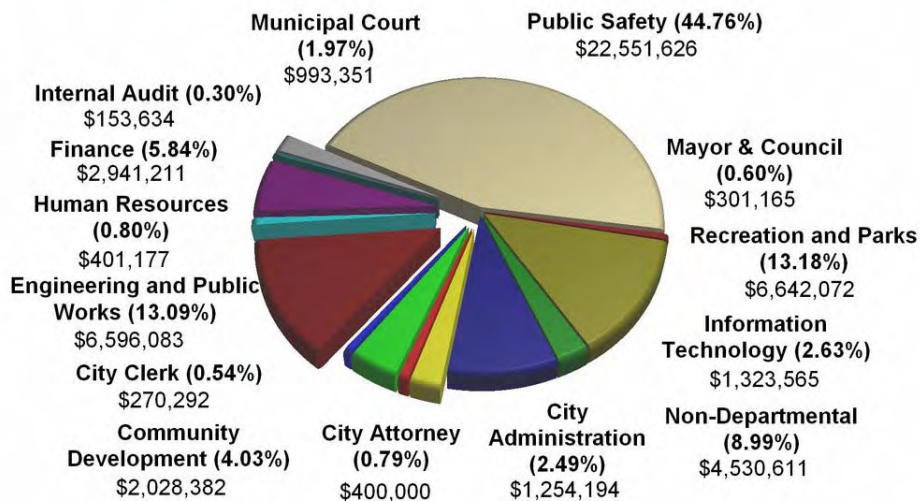
### Revenues by Source

**FY 2011 General Fund Budget = \$50,387,363**



### Expenditures by Department

**FY 2011 General Fund Budget = \$50,387,363**



**City of Alpharetta**  
**General Fund**  
**Statement of Budgetary Comparisons (FY 2010-2011)**

	<b>FY 2010 Amended Budget</b>	<b>FY 2011 Recommended Budget</b>	<b>\$ Variance</b>	<b>% Variance</b>
<b>Revenues:</b>				
Property Taxes:				
Current Year	\$ 17,100,000	\$ 16,500,000	\$ (600,000)	-3.5%
Motor Vehicle	800,000	750,000	(50,000)	-6.3%
Prior Year/Delinquent	234,208	280,500	46,292	19.8%
Local Option Sales Tax	11,100,000	10,800,000	(300,000)	-2.7%
Other Taxes:	10,060,000	10,465,000	405,000	4.0%
Licenses & Permits	1,325,000	1,027,000	(298,000)	-22.5%
Intergovernmental	76,252	76,252	-	0.0%
Charges for Services	2,680,000	2,482,700	(197,300)	-7.4%
Fines & Forfeitures	3,200,000	3,000,000	(200,000)	-6.3%
Interest	235,000	115,000	(120,000)	-51.1%
Other Revenues	150,847	184,772	33,925	22.5%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	1,230,000	1,100,000	(130,000)	-10.6%
<b>Total Operating Revenues</b>	<b>\$ 48,191,307</b>	<b>\$ 46,781,224</b>	<b>\$ (1,410,083)</b>	<b>-2.9%</b>
Fund Balance Carryforward	7,496,189	3,606,139		
<b>Total Revenues</b>	<b>\$ 55,687,496</b>	<b>\$ 50,387,363</b>		
<b>Expenditures (by Category):</b>				
Personnel Services:				
Salaries and Wages	\$ 23,461,572	\$ 23,163,701	\$ (297,871)	-1.3%
Group Insurance	4,768,942	4,997,452	228,510	4.8%
Pension (Defined Benefit)	2,724,185	2,962,599	238,414	8.8%
Miscellaneous	3,053,951	3,211,419	157,468	5.2%
<b>subtotal</b>	<b>\$ 34,008,650</b>	<b>\$ 34,335,171</b>	<b>\$ 326,521</b>	<b>1.0%</b>
Maintenance and Operations:				
Professional Fees	\$ 2,114,209	\$ 2,038,572	\$ (75,637)	-3.6%
Maintenance Contracts	1,171,624	1,213,342	41,718	3.6%
(1) Red Light Camera Lease	600,000	300,000	(300,000)	-50.0%
Professional Services (IT)	1,111,526	1,145,125	33,599	3.0%
Utilities	1,900,369	1,990,453	90,084	4.7%
Miscellaneous	4,773,306	4,299,176	(474,130)	-9.9%
<b>subtotal</b>	<b>\$ 11,671,034</b>	<b>\$ 10,986,668</b>	<b>\$ (684,366)</b>	<b>-5.9%</b>
Capital/Lease:				
Milling & Resurfacing	\$ 900,000	\$ -	\$ (900,000)	-100.0%
(2) OSSI Lease	151,380	296,828	145,448	96.1%
Miscellaneous	248,091	238,085	(10,006)	-4.0%
<b>subtotal</b>	<b>\$ 1,299,471</b>	<b>\$ 534,913</b>	<b>\$ (764,558)</b>	<b>-58.8%</b>
Other Uses:				
Contingency	\$ 504,125	\$ 450,000	\$ (54,125)	-10.7%
Donations/Contributions	45,000	45,000	-	0.0%
<b>subtotal</b>	<b>\$ 549,125</b>	<b>\$ 495,000</b>	<b>\$ (54,125)</b>	<b>-9.9%</b>
<b>Total Operating Expenditures</b>	<b>\$ 47,528,280</b>	<b>\$ 46,351,752</b>	<b>\$ (1,176,528)</b>	<b>-2.5%</b>
Interfund Transfer:				
Capital Project Fund	6,634,830	3,259,311		
Grant Funds	275,000	50,000		
Risk Management	1,249,386	726,300		
<b>Total Expenditures</b>	<b>\$ 55,687,496</b>	<b>\$ 50,387,363</b>		
<b>Personnel (full-time-equivalent)</b>				
	417.0	417.0		

**Notes:**

- (1) The City renegotiated lease terms with American Traffic Solutions Inc. to ensure revenue neutral operation of the red light camera system (i.e. no subsidy). The red light camera system is a pass-thru transaction in that revenues=expenditures.
- (2) Available fund balance is being used to payoff the remaining two years of the OSSI lease (public safety software). This transaction reduces the City's outstanding debt and interest expense.



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

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>Beginning Fund Balance:</b>	\$ 22,405,741	\$ 19,846,379	\$ 22,883,208	\$ 21,295,482	\$ 13,799,293	\$ 10,193,154	\$ 10,193,154
<b>Revenues:</b>							
Property Taxes	\$ 14,124,495	\$ 18,214,162	\$ 18,914,265	\$ 18,134,208	\$ 17,530,500	\$ 17,881,110	\$ 17,950,000
Local Option Sales Taxes	9,992,908	11,263,805	10,696,787	11,100,000	10,800,000	11,124,000	11,457,720
Other Taxes	10,057,247	10,359,126	10,787,634	10,060,000	10,465,000	10,778,950	11,102,319
Licenses and Permits	2,650,990	2,241,052	1,369,379	1,325,000	1,027,000	1,051,290	1,076,183
Intergovernmental	12,152	91,447	73,516	76,252	76,252	76,252	76,252
Charges for Services	3,395,473	2,998,867	2,660,303	2,680,000	2,482,700	2,527,902	2,574,513
Fines and Forfeitures	3,250,607	3,733,499	3,327,621	3,200,000	3,000,000	3,084,000	3,170,460
Interest	1,231,512	749,391	280,382	235,000	115,000	116,150	116,150
Other Revenue	164,991	296,925	487,710	150,847	184,772	186,620	186,620
	\$ 44,880,375	\$ 49,948,274	\$ 48,597,597	\$ 46,961,307	\$ 45,681,224	\$ 46,826,273	\$ 47,710,217
<b>Expenditures:</b>							
Mayor and City Council	\$ 226,085	\$ 237,623	\$ 245,974	\$ 286,597	\$ 301,165	\$ 305,609	\$ 310,232
City Administration	1,059,649	1,125,997	1,173,318	1,339,210	1,254,194	1,273,532	1,293,373
Legal Services	412,633	482,040	464,007	400,000	400,000	400,000	400,000
City Clerk	168,996	309,806	249,190	423,018	270,292	421,618	286,670
Community Development	1,803,052	1,879,108	1,904,173	2,118,403	2,028,382	2,070,685	2,114,143
Engineering and Public Works	5,762,199	6,854,946	7,294,161	7,543,472	6,596,083	6,706,303	6,819,465
Finance	1,944,524	2,000,280	2,512,964	2,859,994	2,941,211	2,993,025	3,046,262
Public Safety	18,203,890	20,214,681	21,360,612	22,404,146	22,551,626	22,710,463	23,178,865
Human Resources	662,029	723,575	333,715	402,174	401,177	405,061	409,049
Municipal Court	697,326	857,517	918,427	964,790	993,351	1,008,419	1,023,904
Internal Audit	121,506	136,794	145,657	150,044	153,634	157,255	160,975
Recreation and Parks	6,002,740	6,353,547	6,298,065	6,768,684	6,642,072	6,724,940	6,810,148
Information Technology	1,003,629	1,259,184	1,394,203	1,318,623	1,323,565	1,348,721	1,374,552
Non-Departmental:	-	22,749	-	-	-	-	-
Contingency	-	-	-	504,125	450,000	500,000	500,000
Operational Initiative Reserve	-	-	-	-	-	-	-
Donations/Contributions	45,000	45,000	45,000	45,000	45,000	45,000	45,000
	\$ 38,113,258	\$ 42,502,847	\$ 44,339,466	\$ 47,528,280	\$ 46,351,752	\$ 47,070,631	\$ 47,772,638
<b>Other Financing Sources (Uses):</b>							
Proceeds from the sale of Capital Assets	\$ 219,529	\$ 53,396	\$ 244,000	\$ -	\$ -	\$ -	\$ -
Interfund Transfer:							
E-911 Fund	(484,321)	(340,344)	-	-	-	-	-
Bond IV Fund	339,127	-	-	-	-	-	-
Hotel/Motel Fund	1,391,665	1,469,671	1,224,923	1,230,000	1,100,000	1,122,000	1,122,000
Operating Grant Fund	-	(42,950)	(25,450)	-	(50,000)	-	-
Capital Grant Fund	-	(20,000)	(184,575)	(275,000)	-	-	-
Capital Project Fund	(7,000,000)	(4,586,184)	(6,213,887)	(6,634,830)	(3,259,311)	(147,642)	(329,579)
Debt Service Fund	(3,000,000)	-	-	-	-	-	-
Solid Waste Fund	-	(605)	-	-	-	-	-
(1) Risk Management Fund	(792,479)	(941,582)	(890,868)	(1,249,386)	(726,300)	(730,000)	(730,000)
	\$ (9,326,479)	\$ (4,408,598)	\$ (5,845,857)	\$ (6,929,216)	\$ (2,935,611)	244,358	62,421
<b>Ending Fund Balance: (2)</b>	<b>\$ 19,846,379</b>	<b>\$ 22,883,208</b>	<b>\$ 21,295,482</b>	<b>\$ 13,799,293</b>	<b>\$ 10,193,154</b>	<b>\$ 10,193,154</b>	<b>\$ 10,193,153</b>
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ (2,559,362)</i>	<i>\$ 3,036,829</i>	<i>\$ (1,587,726)</i>	<i>\$ (7,496,189)</i>	<i>\$ (3,606,139)</i>	<i>\$ 0</i>	<i>\$ (0)</i>
<i>Personnel (full-time-equivalent)</i>	<i>406.0</i>	<i>413.5</i>	<i>418.0</i>	<i>417.0</i>	<i>417.0</i>		

**Notes:**

- (1) The Risk Management Fund was initially created in fiscal year 2010. Prior activity was recorded within the General Fund. For presentation purposes, all Risk Management activity has been included together.
- (2) Pursuant to the City's financial management policies, fund balance in excess of the City's 18% Fund Balance Reserve (minimum) can be used for one-time capital initiatives. Additionally, the budgetary presentation for fiscal years 2010 and 2011 assumes all appropriations will be spent; historically, a portion of the appropriations will go unspent which will augment the fund balance (i.e. the actual reduction in fund balance will be lower than what is presented above).

## Budget Narrative

**Revenues:** FY 2011 General Fund revenues are forecasted to contract by -2.9%, or \$1.4 million, compared to Amended FY 2010. The following table compares major revenue categories within the General Fund:

	FY 2010 Amended Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
<b>Revenues:</b>				
Property Taxes:				
Current Year	\$ 17,100,000	\$ 16,500,000	\$ (600,000)	-3.5%
Motor Vehicle	800,000	750,000	(50,000)	-6.3%
Prior Year/Delinquent	234,208	280,500	46,292	19.8%
Local Option Sales Tax	11,100,000	10,800,000	(300,000)	-2.7%
Other Taxes:				
Franchise Fees	5,480,000	5,800,000	320,000	5.8%
Insurance Premium Tax	1,950,000	1,925,000	(25,000)	-1.3%
Alcohol Beverage Excise Tax	1,200,000	1,400,000	200,000	16.7%
Other Taxes	1,430,000	1,340,000	(90,000)	-6.3%
Licenses & Permits	1,325,000	1,027,000	(298,000)	-22.5%
Intergovernmental	76,252	76,252	-	0.0%
Charges for Services	2,680,000	2,482,700	(197,300)	-7.4%
Fines & Forfeitures	3,200,000	3,000,000	(200,000)	-6.3%
Interest	235,000	115,000	(120,000)	-51.1%
Other Revenues	150,847	184,772	33,925	22.5%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	1,230,000	1,100,000	(130,000)	-10.6%
<b>Total Operating Revenues</b>	<b>\$ 48,191,307</b>	<b>\$ 46,781,224</b>	<b>\$ (1,410,083)</b>	<b>-2.9%</b>
Fund Balance Carryforward	7,496,189	3,606,139		
<b>Total Revenues</b>	<b>\$ 55,687,496</b>	<b>\$ 50,387,363</b>		

## Revenue Forecasting Process

The Finance Department analyzes revenues by source on a monthly basis and compares to the prior four fiscal years to determine the trend and adjust for seasonal fluctuations. A current year revenue estimate is derived from the trend data and is included in the City's monthly financial management report<sup>12</sup>. Trend data also includes non-financial data (e.g. solid waste accounts). The current year estimate, in conjunction with the trend data, is used to formulate the upcoming budget and future forecast values.

Revenue Analysis of FY06-FY10										
Account Name:	LOST									
Account Number:	100-0000-313-1000									
Revenue Category:	Taxes									
Date:	05.04.2010 saw									
This revenue represents the City of Alpharetta's portion of the 1% sales and use tax collected in Fulton County. The tax is applied to all taxable transactions, whether the transaction is a sale, use, lease, or taxable service.										
MONTH	FY 2006 Actual	FY 2007 Actual	% Change	FY 2008 Actual	% Change	FY 2009 Actual	% Change	FY 2010 Actual	% Change	
July	705,893	634,627	-10.1%	-	-100.0%	1,015,471	-	877,547	-13.6%	
August	(705,893)	(634,629)	-10.1%	-	-100.0%	(1,015,471)	-	984,113	187.1%	
September	646,665	799,786	23.7%	994,078	24.3%	976,508	-1.8%	130,671	-86.6%	
October	785,209	802,642	2.2%	939,592	4.6%	913,813	-8.6%	821,098	-32.0%	
November	732,051	928,847	26.9%	967,102	4.1%	1,124,390	16.3%	885,786	-21.2%	
December	645,889	591,706	-8.4%	939,486	58.8%	978,575	4.6%	934,268	-4.3%	
January	676,231	702,887	3.9%	842,781	19.5%	837,714	-0.6%	986,252	17.7%	
February	831,843	855,894	2.9%	1,003,633	17.3%	1,137,707	13.3%	989,884	-13.0%	
March	770,286	901,733	17.1%	765,948	-16.1%	919,527	20.0%	951,252	3.5%	
April	749,348	834,668	11.4%	866,681	3.8%	746,139	-13.9%	882,878	33.1%	
SUB-TOTAL	\$ 5,837,611	\$ 6,418,251	9.9%	\$ 7,219,701	12.5%	\$ 7,533,822	4.4%	\$ 8,253,727	9.6%	
May	735,173	871,044	18.5%	962,662	10.5%	1,232,133	28.0%	-	-100.0%	
June	828,215	981,600	19.6%	980,751	-1.1%	805,734	-17.8%	-	-100.0%	
Adj. Period (July)	1,438,134	1,212,013	-15.2%	2,100,691	22.7%	1,125,989	-46.4%	-	-100.0%	
SUB-TOTAL	\$ 3,000,522	\$ 3,574,667	19.1%	\$ 4,044,194	13.1%	\$ 3,182,865	-21.9%	\$ -	-100.0%	
TOTAL	\$ 8,838,133	\$ 9,992,909	13.1%	\$ 11,263,895	12.7%	\$ 10,886,787	-5.0%	\$ 8,253,727	-22.9%	
ORIGINAL BUDGET	\$ 7,464,726	\$ 8,200,000		\$ 9,895,000		\$ 10,950,000		\$ 11,100,000		
AMENDED BUDGET	\$ 7,694,488	\$ 8,313,570		\$ 10,278,631		\$ 10,950,000		\$ 11,100,000		
% OVER AMENDED BUDGET	2.94%	1.39%		6.13%		0.00%		0.00%		
Current Period % to Budget	66.05%	64.23%		64.10%		70.43%		74.36%		
Variance: Actual to Budget	\$ 1,153,644	\$ 1,679,339		\$ 985,174		\$ (253,213)		\$ (2,846,273)		

<sup>12</sup> Please refer to the Financial Management Policies (Section III: Financial Reporting).

## **Property Taxes**

Property taxes are calculated based on an assessed millage rate on real and personal property owned within the City. Real property consists of land, buildings, structures, and improvements affixed to land. Personal property includes machinery, equipment, inventory supplies, furniture, motor vehicles, boats, etc. The Fulton County Board of Assessors determines the fair market value of property (i.e. tax digest) utilizing numerous analytical methods including comparative sales data.

The 2009 Legislative Session produced several laws that will influence the City's 2010 Digest which is the basis for FY 2011 tax revenue:

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

Early communication with the Fulton County Board of Assessors (the "BOA") indicates that digest values for North Fulton, including the City of Alpharetta, will experience declines in 2010. As of the date of this publication, we have not received the 2010 Digest from the BOA.

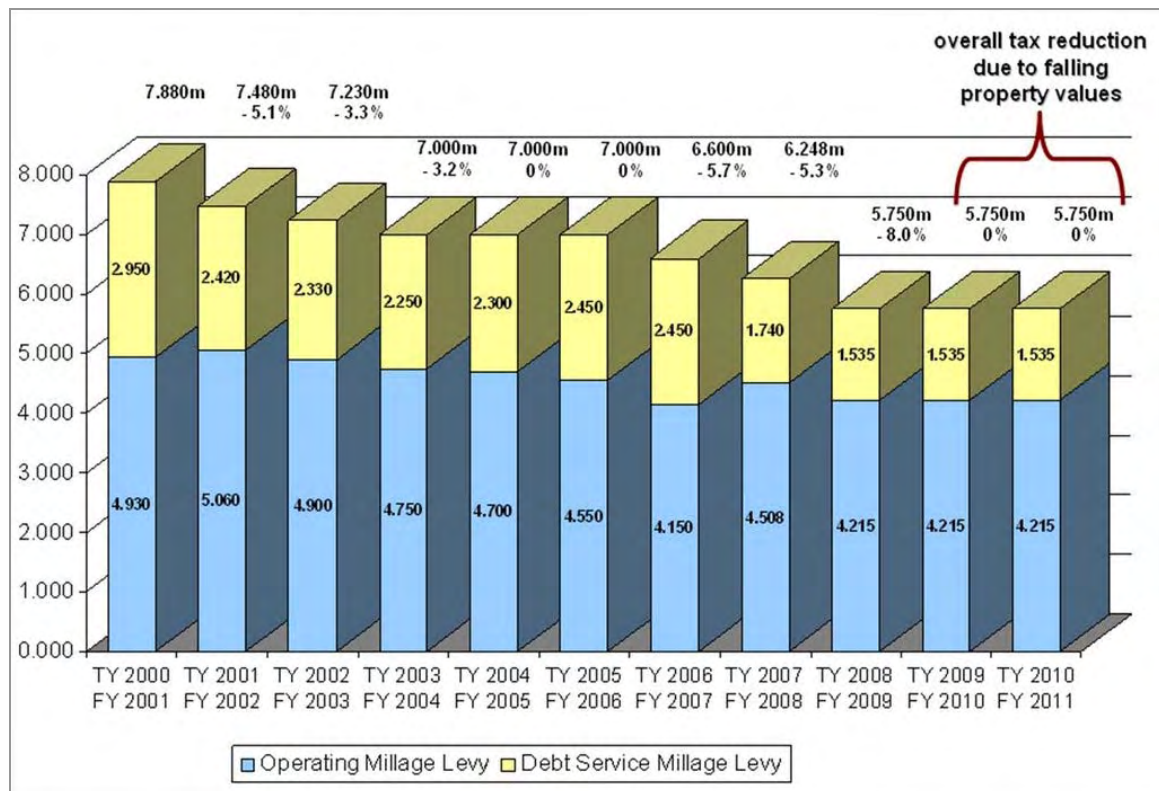
The chart below illustrates the tax base growth within the City for the last 6 years.

	FY 2006 TY 2005	FY 2007 TY 2006	FY 2008 TY 2007	FY 2009* TY 2008	FY 2010* TY 2009	FY 2011* TY 2010
<b>Tax Digest (Gross):</b>						
Real & Personal	\$ 3,065,827,832	\$ 3,559,452,332	\$ 4,237,643,785	\$ 4,762,355,839	\$ 4,689,389,059	\$ 4,546,408,636
Motor Vehicle	180,951,120	191,384,580	208,677,560	209,980,220	200,000,000	187,000,000
	<u>\$ 3,246,778,952</u>	<u>\$ 3,750,836,912</u>	<u>\$ 4,446,321,345</u>	<u>\$ 4,972,336,059</u>	<u>\$ 4,889,389,059</u>	<u>\$ 4,733,408,636</u>
<b>Exemptions:</b>						
Debt Service	\$ 237,348,130	\$ 256,861,520	\$ 436,052,018	\$ 112,635,398	\$ 124,816,352	\$ 124,816,352
Operating	\$ 237,348,130	\$ 256,861,520	\$ 436,052,018	\$ 469,379,078	\$ 488,739,512	\$ 551,929,512
<b>Tax Digest (Net):</b>						
<b>Debt Service</b>	<u><b>\$ 3,009,430,822</b></u>	<u><b>\$ 3,493,975,392</b></u>	<u><b>\$ 4,010,269,327</b></u>	<u><b>\$ 4,859,700,661</b></u>	<u><b>\$ 4,764,572,707</b></u>	<u><b>\$ 4,608,592,284</b></u>
<b>Operating</b>	<u><b>\$ 3,009,430,822</b></u>	<u><b>\$ 3,493,975,392</b></u>	<u><b>\$ 4,010,269,327</b></u>	<u><b>\$ 4,502,956,981</b></u>	<u><b>\$ 4,400,649,547</b></u>	<u><b>\$ 4,181,479,124</b></u>

\* Estimated Digest for Tax Years 2008, 2009, and 2010

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 11 years.



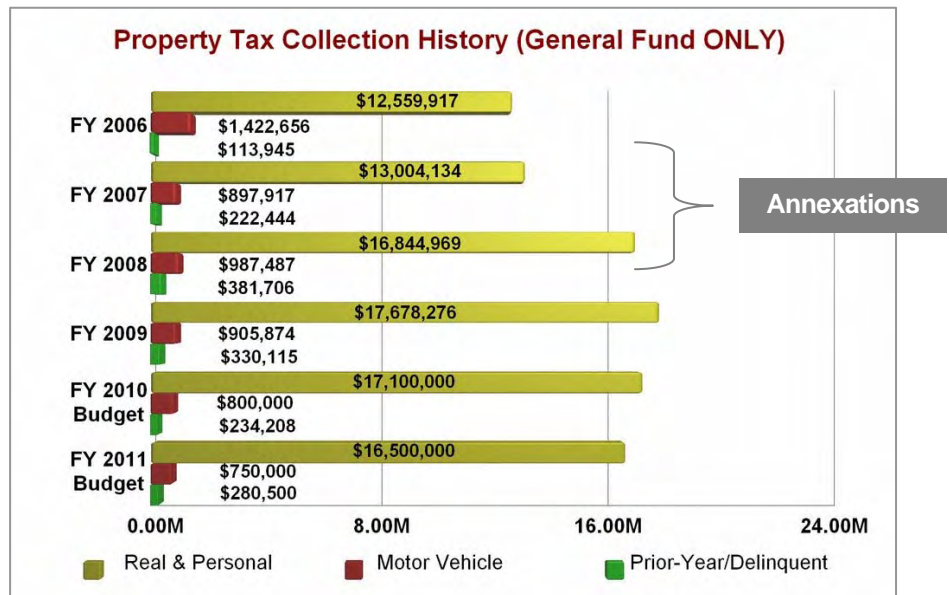
The FY 2011 Budget is based on maintenance of the City's millage rate at 5.750 mills which represents a tax reduction for many property owners as the value of property within the City has declined over the last several years and is anticipated to decline further in FY 2011. Specifically, the revenue figure for FY 2011 assumes a 4% reduction in existing property values.

The operating millage levy for FY 2011 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 2011 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 Mayor and City Council provided voters the option in the Nov. 2009 election to increase the homestead exemption from \$30,000 to \$40,000 thereby further reducing the tax burden on our homeowners. The voters overwhelmingly passed this tax relief measure. The increased homestead exemption is being phased in with the exemption increasing to \$35,000 in FY 2011 (calendar year 2010) and the remaining increase to \$40,000 effective FY 2012 (calendar year 2011). Additional tax savings to our homeowners from this measure is estimated at \$260,000 in FY 2011 and is reflected in the FY 2011 revenue figure.

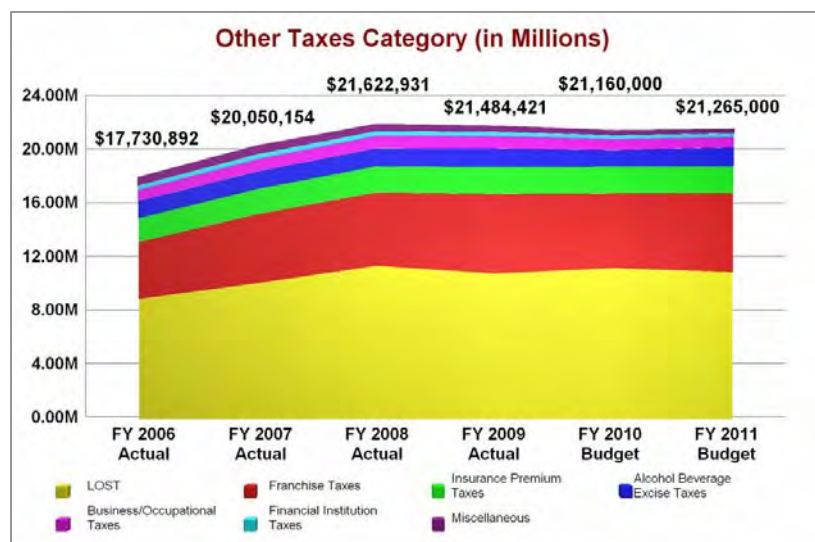
The FY 2011 millage rate, coupled with the City's substantial Homestead Exemption goes great lengths in keeping Alpharetta not only an affordable place to live, but also strategically positions us relative to neighboring areas. It should be noted that the \$35,000 Homestead Exemption our City offers is equivalent to a 1.2 mill reduction for the average homeowner.

Property taxes represent approximately 34.8% of General Fund revenues. FY 2011 Property Taxes are estimated at \$24.4 million citywide with the breakdown as follows: General Fund (\$17.5 million); and Debt Service Fund (\$6.9 million). General Fund Property Tax collections for FY 2011 include forecasted reductions of -3.5% to compensate for anticipated declines in property assessments coupled with phase-1 of the homestead exemption increase (i.e. from \$30,000 to \$35,000). The chart to the right depicts a 6-year history of General Fund property tax collections by type.



### Other Taxes

Other taxes account for 42.2%, or \$21.3 million, of total General Fund revenue for FY 2011. 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 6-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 \$10.8 million for FY 2011. The LOST is distributed to municipalities within Fulton County based on population. The rate of distribution is negotiated every 10 years after the decennial U.S. Census. Due to recent annexation growth, the City received an increase in its proportionate distribution to 5.2% of the amount shared by local governments (roughly 1% of the 7% sales and use tax levy). A reduction of -2.7% is forecasted for FY 2011 from a budget-to-budget standpoint. However, actual collections are estimated at \$11.3 million in FY 2010. The City has included a -4.0% reduction in the FY 2011 Budget to insulate from further erosion in consumer/business spending.

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 2011 totals \$5.8 million and represents growth of 5.8% over the FY 2010 budget. However, actual collections are estimated at \$5.9 million in FY 2010. The City has included a -3.0% reduction in the FY 2011 Budget to insulate from reduced franchise revenues (e.g. reduced electricity and gas usage, etc.). Franchise revenue in the short-term (1-2 years) is expected to remain flat until economic growth renews and the real estate/construction sector strengthens.

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

- **Insurance Premium Taxes:** This revenue source represents a percentage of insurers’ gross direct premiums on life, accident, and sickness insurance policies written within the State and totals \$1.9 million in FY 2011 (reduction of -1.3% compared to FY 2010 with no growth forecasted over the short-term). Insurance premium tax is due on the first day of the calendar year and is collected directly by the City.
- **Alcohol Beverage Excise Taxes:** This revenue source represents taxes levied on dealers and wholesalers of alcoholic beverages within

the City and totals \$1.4 million in FY 2011. Growth of 16.7% is forecasted for FY 2011 from a budget-to-budget standpoint. However, actual collections are estimated at \$1.5 million in FY 2010. The City has included a -5.0% reduction in the FY 2011 Budget to insulate from reduced alcoholic beverage sales (i.e. continued stagnation in consumer spending).

### **Licenses & Permits**

Licenses & permits account for 2.0%, or \$1.0 million, of total General Fund revenue for FY 2011. 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 2011 budget figure represents a reduction of -22.5% compared to the FY 2010 budget due primarily to declining collection patterns reflecting the slowdown within the construction economy (i.e. primarily residential construction) and consumer spending. Data used in forecasting models (e.g. building permits, certificate of occupancy submissions, etc.) indicate that the slowdown is continuing and revenues will continue to be constrained in the short-term.

### **Intergovernmental**

Intergovernmental sources account for 0.2%, or \$76,252, of total General Fund revenue for FY 2011. The revenue for FY 2011 is generated from an Intergovernmental Agreement with the City of Milton related to the sharing of public safety capabilities.

### **Charges for Services**

Charges for services account for 4.9%, or \$2.5 million, of total General Fund revenue. The FY 2011 budget represents a reduction of -7.4% compared to the FY 2010 budget due primarily to reduced collections from plan review fees, special event program fees, and recreation activity fees which is symptomatic of the economic slowdown and declining real estate activity/ weakened consumer spending.

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

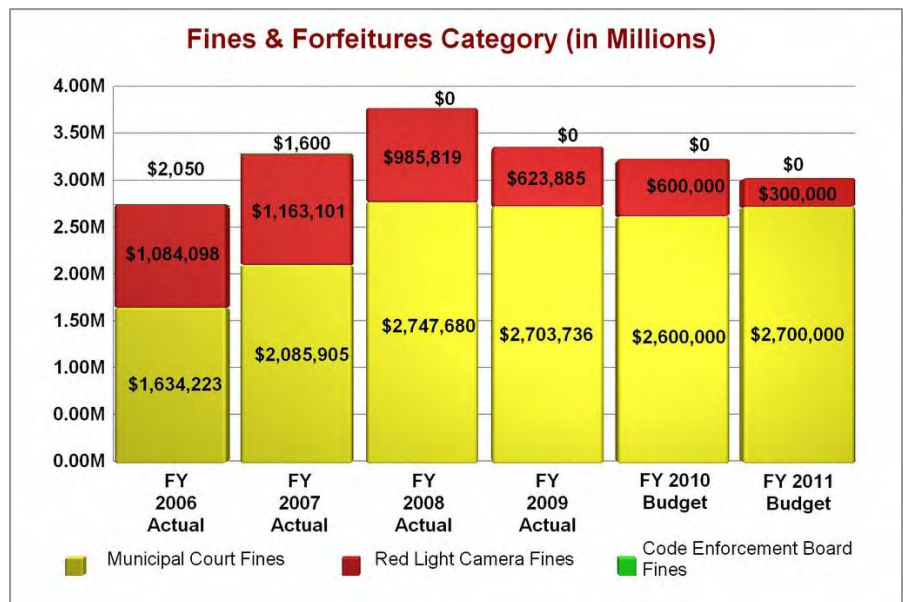


## **Fines & Forfeitures**

Fines & forfeitures account for 6.0%, or \$3.0 million, of total General Fund revenue for FY 2011. Reductions of -6.3% are due primarily to reduced Red Light Camera Fines resulting from recent state law changes affecting the timing of street lights as well as the underlying success of the system at deterring the running of red lights. Specifically, Red Light Camera Fines are forecasted at \$300,000 for FY 2011 and represent a reduction of -\$300,000 compared to the FY 2010 budget.

It should be noted that there is a corresponding reduction in Red Light lease costs due to revised agreement that provides for revenue neutral operations. Partially offsetting the decline in Red Light Camera Fines is increased collections for Municipal Court Fines (increase of \$100,000 to \$2.7 million).

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



## **Interest**

Interest earnings account for 0.2%, or \$115,000, of total General Fund revenue for FY 2011. Reduction of -51.1% is forecasted to more accurately reflect the earnings the City is currently receiving on its investments as governed by the City's investment management policy. Economic instability including deterioration of the financial sectors has resulted in a flow of investment funds into the safety of U.S. Treasury securities which has significantly lowered yields and negatively affected the City's investment return.

## **Other Financing Sources**

Other Financing Sources account for 9.3%, or \$4.7 million, of total General Fund revenue for FY 2011. 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 20% 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 2011 General Fund operating expenditures have been reduced by -2.5%, or -\$1.2 million, compared to Amended FY 2010. The following table compares departmental appropriations within the General Fund (please refer to the departmental summaries included herein for detailed budgetary analysis).

	FY 2010 Amended Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
<b>Expenditures (by Department):</b>				
Mayor and Council	\$ 286,597	\$ 301,165	\$ 14,568	5.1%
City Administration	1,339,210	1,254,194	(85,016)	-6.3%
Legal Services	400,000	400,000	-	0.0%
City Clerk	423,018	270,292	(152,726)	-36.1%
Community Development	2,118,403	2,028,382	(90,021)	-4.2%
Engineering and Public Works	6,643,472	6,596,083	(47,389)	-0.7%
<i>Milling &amp; Resurfacing</i>	900,000	-	(900,000)	-100.0%
Finance	2,859,994	2,941,211	81,217	2.8%
Public Safety	21,652,766	21,954,798	302,032	1.4%
(1) <i>Red Light Camera Lease</i>	600,000	300,000	(300,000)	-50.0%
(2) <i>OSSI Lease Payment</i>	151,380	-	(151,380)	-100.0%
(2) <i>OSSI Lease Payoff</i>	-	296,828	296,828	100.0%
Human Resources	402,174	401,177	(997)	-0.2%
Municipal Court	964,790	993,351	28,561	3.0%
Internal Audit	150,044	153,634	3,590	2.4%
Recreation and Parks	6,768,684	6,642,072	(126,612)	-1.9%
Information Technology	1,318,623	1,323,565	4,942	0.4%
Non-Departmental:				
Contingency	504,125	450,000	(54,125)	-10.7%
Donations/Contributions	45,000	45,000	-	0.0%
<b>Total Operating Expenditures</b>	<b>\$ 47,528,280</b>	<b>\$ 46,351,752</b>	<b>\$ (1,176,528)</b>	<b>-2.5%</b>
Interfund Transfer:				
Capital Project Fund	6,634,830	3,259,311		
Grant Funds	275,000	50,000		
Risk Management Fund	1,249,386	726,300		
<b>Total Expenditures</b>	<b>\$ 55,687,496</b>	<b>\$ 50,387,363</b>		

**Notes:**

- (1) The City renegotiated lease terms with American Traffic Solutions Inc. to ensure revenue neutral operation of the red light camera system (i.e. no subsidy). The red light camera system is a pass-thru transaction in that revenues=expenditures.
- (2) Available fund balance is being used to payoff the remaining two years of the OSSI lease (public safety software). This transaction reduces the City's outstanding debt and interest expense.

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

	FY 2010 AMENDED BUDGET	FY 2011 RECOMMENDED BUDGET	\$ Variance	% Variance
<b>Expenditures (by Category):</b>				
Personnel Services:				
Salaries and Wages	\$ 23,461,572	\$ 23,163,701	\$ (297,871)	-1.3%
Group Insurance	4,768,942	4,997,452	228,510	4.8%
Pension (Defined Benefit)	2,724,185	2,962,599	238,414	8.8%
Miscellaneous	3,053,951	3,211,419	157,468	5.2%
<i>subtotal</i>	<b>\$ 34,008,650</b>	<b>\$ 34,335,171</b>	<b>\$ 326,521</b>	<b>1.0%</b>
Maintenance and Operations:				
<i>Professional Fees</i>	\$ 2,115,855	\$ 2,038,572	\$ (77,283)	-3.7%
<i>Maintenance Contracts</i>	1,171,624	1,213,342	41,718	3.6%
(1) <i>Red Light Camera Lease</i>	600,000	300,000	(300,000)	-50.0%
<i>Professional Services (IT)</i>	1,111,526	1,145,125	33,599	3.0%
<i>Utilities</i>	1,900,369	1,990,453	90,084	4.7%
<i>Miscellaneous</i>	4,771,660	4,299,176	(472,484)	-9.9%
<i>subtotal</i>	<b>\$ 11,671,034</b>	<b>\$ 10,986,668</b>	<b>\$ (684,366)</b>	<b>-5.9%</b>
Capital/Lease:				
<i>Milling &amp; Resurfacing</i>	\$ 900,000	\$ -	\$ (900,000)	-100.0%
(2) <i>OSSI Lease Payment</i>	151,380	-	(151,380)	-100.0%
(2) <i>OSSI Lease Payoff</i>	-	296,828	296,828	100.0%
<i>Fire Truck(s) Lease Payment</i>	217,804	217,805	1	0.0%
<i>Miscellaneous</i>	30,287	20,280	(10,007)	-33.0%
<i>subtotal</i>	<b>\$ 1,299,471</b>	<b>\$ 534,913</b>	<b>\$ (764,558)</b>	<b>-58.8%</b>
Other Uses:				
Contingency	\$ 504,125	\$ 450,000	\$ (54,125)	-10.7%
Donations/Contributions	45,000	45,000	-	0.0%
<i>subtotal</i>	<b>\$ 549,125</b>	<b>\$ 495,000</b>	<b>\$ (54,125)</b>	<b>-9.9%</b>
<b>Total Operating Expenditures</b>	<b>\$ 47,528,280</b>	<b>\$ 46,351,752</b>	<b>\$ (1,176,528)</b>	<b>-2.5%</b>
Interfund Transfer:				
Capital Project Fund	6,634,830	3,259,311		
Grant Funds	275,000	50,000		
Risk Management	1,249,386	726,300		
<b>Total Expenditures</b>	<b>\$ 55,687,496</b>	<b>\$ 50,387,363</b>		

Notes:

(1) The City renegotiated lease terms with American Traffic Solutions Inc. to ensure revenue neutral operation of the red light camera system (i.e. no subsidy). The red light camera system is a pass-thru transaction in that revenues=expenditures.

(2) Available fund balance is being used to payoff the remaining two years of the OSSI lease (public safety software). This transaction reduces the City's outstanding debt and interest expense.

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

As provided monthly to the City Council through the Financial Management Reports, the Finance Department has closely monitored our revenue and expenditure trends and indicated that spending would need to be reduced for FY 2011 to compensate for slowing/reduced revenue collections. Accordingly, the Finance Department analyzed departmental spending needs and calculated target budget reductions for each department.

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

Several of the major points of the FY 2011 Budget are as follows:

- Management of personnel and compensation program to align with current market environment:
  - continuation of FY 2010 authorized personnel at 439 full-time equivalent positions with the funding breakdown as follows:
    - 426 full-time equivalents (funded);
    - 13 full-time equivalents (un-funded; budgetary savings of \$600,000) – positions to remain vacant pending an identified funding source and workload justification.
  - implementation of a performance-based merit program of 2% (max) on January 1, 2011, per authorized/funded position (estimated cost of \$260,000 citywide). This merit program is contingent upon a mid-year review of revenue trends to determine if sufficient funding is available;
  - coverage of major growth drivers including pension (9% increase citywide or \$250,000) and healthcare costs (5% increase citywide or \$255,465). The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.
- Significant reduction (-6% or -\$684,366<sup>13</sup>) in departmental maintenance and operations budgets, including controls on non-essential spending. This decline is in addition to the -10% reduction approved as part of the fiscal year 2010 budget.

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<sup>13</sup> Includes a reduction of -\$300,000 for the red light camera lease. The City renegotiated lease terms with American Traffic Solutions Inc. to ensure revenue neutral operation of the red light camera system (i.e. no subsidy).

- Significant reduction (-59% or -\$764,558) in departmental recurring-capital budgets as follows:
  - milling and resurfacing program funding has been transferred from the General Fund (recurring funding) to the Capital Project Fund (one-time funding) for FY 2011 (\$900,000 savings to the General Fund). The City intends to reprogram appropriations in the FY 2012 operating budget for on-going renewal and replacement of capital initiatives including milling and resurfacing; and
  - fund balance in an amount totaling \$296,828 is being used to payoff the remaining two years of the OSSI lease (public safety software). This transaction reduces the City's outstanding debt and interest expense.
- Continuation of prior-year funding initiatives including:
  - Rural Metro: \$138,300;
  - *Police Athletic League* contribution: \$35,000; and
  - *Friends of the Library* contribution: \$10,000.

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

# Fiscal Year 2011 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 2011 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 2010 and 2011. 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 2007-2011 as well as a forecast for fiscal years 2012-2013. Also included are changes in fund balance.

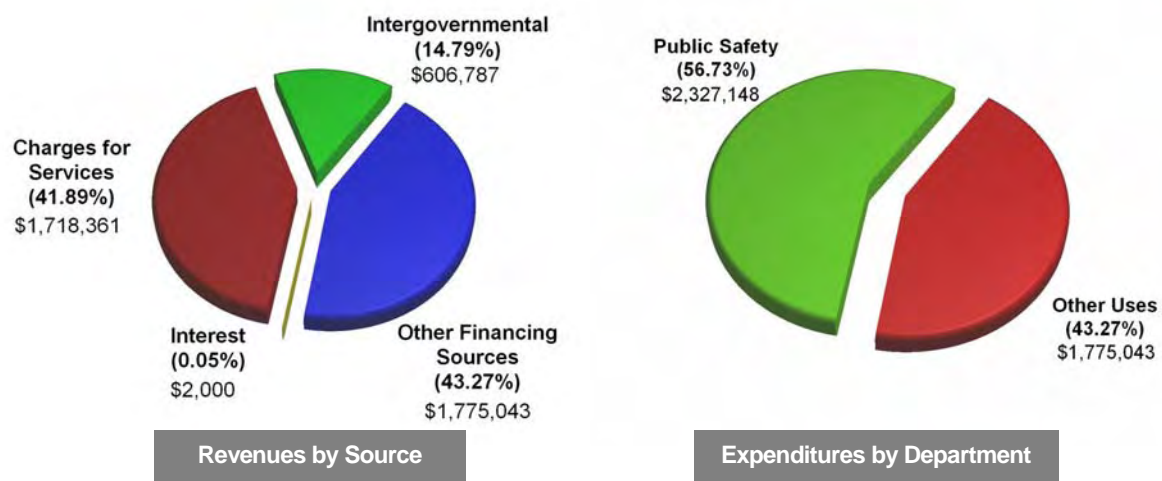
The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect the current economic slowdown as well as departmental expenditure mandates as provided by the City Council.

## **Emergency 911 Fund Summary**

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

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**FY 2011 Budget = \$4,102,191**



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### **Trends**

The FY 2011 Budget for the E-911 Fund totals \$4,102,191 and represents a decrease of -2.0%, or -\$81,706, compared to the FY 2010 budget.

The Personnel Services category increased 4.2%, or \$69,701, due primarily to wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends) and increases in group insurance and pension costs.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Authorized personnel for FY 2011 total 21.0 FTEs and represent the following:

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

The Maintenance & Operations category decreased -4.0%, or -\$26,450, due primarily to a reduction in maintenance contracts of -\$11,498 (reallocation of GCIC and janitorial costs to the General Fund)

The Other category includes the following:

- the General Fund has contributed \$1,775,043 to the E-911 Fund since FY 2005. The contributions were made for budgeting purposes but were not needed as sufficient cash existed at the fund level. The FY 2011 Budget includes repayment (from available fund balance) to the General Fund of the \$1.8 million contribution at 0% interest. This funding is being transferred directly to the Capital Project Fund to be used for one-time capital initiatives.

The City has entered into an Intergovernmental Agreement with the City of Milton for the provision of Call Center services. Under the Agreement, the City of Milton is obligated to fund a share of the E-911 Fund budget as well as associated indirect costs. The share is based upon relative population (currently 25%) and will be amended upon receipt of the final 2010 census data. Revenue from the Intergovernmental Agreement is estimated at \$606,787 for FY 2011.



# City of Alpharetta

## E-911 Fund

### Statement of Budgetary Comparisons (FY 2010-2011)

	FY 2010 Amended Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
E-911 Service Fees (land lines)	\$ 540,000	\$ 718,361	\$ 178,361	33.03%
E-911 Service Fees (cell phones)	1,100,000	1,000,000	(100,000)	-9.09%
Intergovernmental:				
City of Milton	620,974	606,787	(14,187)	-2.28%
Interest	22,923	2,000	(20,923)	-91.28%
Other Financing Sources:				
Budgeted Fund Balance ("FB") (2)	1,900,000	1,775,043	(124,957)	-6.58%
<b>Total Revenues (All Sources): (1)</b>	<b>\$ 4,183,897</b>	<b>\$ 4,102,191</b>	<b>\$ (81,706)</b>	<b>-1.95%</b>
Personnel Services:				
Salaries	\$ 1,127,987	\$ 1,161,693	\$ 33,706	2.99%
Benefits	460,477	496,472	35,995	7.82%
Maintenance and Operations:				
Communications	359,080	359,080	-	0.00%
Maintenance Contracts	75,180	63,682	(11,498)	-15.29%
Professional Services (IT)	96,104	92,499	(3,605)	-3.75%
Utilities	49,386	56,500	7,114	14.40%
Miscellaneous	115,683	97,222	(18,461)	-15.96%
Capital:				
Miscellaneous	-	-	-	0.00%
Other Uses:				
Non-Allocated/Reserve	1,900,000	-	(1,900,000)	-100.00%
Transfer to Capital Project Fund (2)	-	1,775,043	1,775,043	100.00%
<b>Total Expenditures (All Uses): (1)</b>	<b>\$ 4,183,897</b>	<b>\$ 4,102,191</b>	<b>\$ (81,706)</b>	<b>-1.95%</b>

Personnel (full-time-equivalent)	21.0	21.0
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**Notes:**

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance and Non-Allocated/Reserves. The true operational budget growth after adjusting for non-operating items approximates 1.9%.

(2) The General fund has contributed \$1,775,043 to the E-911 Fund since fiscal year 2005. The contributions were made for budgeting purposes but were not needed as sufficient cash existed at the fund level. This figure assumes repayment to the General Fund in Fiscal Year 2011 at 0% interest.

# City of Alpharetta

## E-911 Fund

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

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>Beginning Fund Balance:</b>	\$ 1,139,317	\$ 1,618,430	\$ 2,280,174	\$ 2,470,588	\$ 2,470,588	\$ 695,545	\$ 695,545
<b>Revenues:</b>							
Charges for Services	\$ 1,503,831	\$ 1,864,280	\$ 1,986,479	\$ 1,640,000	\$ 1,718,361	\$ 1,735,545	\$ 1,752,900
Interest	61,395	93,277	34,693	22,923	2,000	2,020	2,040
City of Milton Agreement	-	-	393,675	620,974	606,787	612,855	618,983
Other	12,191	-	-	-	-	-	-
	<u>\$ 1,577,416</u>	<u>\$ 1,957,557</u>	<u>\$ 2,414,847</u>	<u>\$ 2,283,897</u>	<u>\$ 2,327,148</u>	<u>\$ 2,350,419</u>	<u>\$ 2,373,924</u>
<b>Expenditures:</b>							
Public Safety	\$ 1,582,625	\$ 1,636,157	\$ 2,224,433	\$ 2,283,897	\$ 2,327,148	\$ 2,350,419	\$ 2,373,924
	<u>\$ 1,582,625</u>	<u>\$ 1,636,157</u>	<u>\$ 2,224,433</u>	<u>\$ 2,283,897</u>	<u>\$ 2,327,148</u>	<u>\$ 2,350,419</u>	<u>\$ 2,373,924</u>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
General Fund (subsidy/other)	\$ 484,321	\$ 340,344	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	-	-	-	-	(1,775,043)	-	-
	<u>\$ 484,321</u>	<u>\$ 340,344</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (1,775,043)</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Adjustments/Reconciliation:</b>	\$ 1	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance: (1)</b>	<u><b>\$ 1,618,430</b></u>	<u><b>\$ 2,280,174</b></u>	<u><b>\$ 2,470,588</b></u>	<u><b>\$ 2,470,588</b></u>	<u><b>\$ 695,545</b></u>	<u><b>\$ 695,545</b></u>	<u><b>\$ 695,545</b></u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 479,113	\$ 661,743	\$ 190,414	\$ -	\$ (1,775,043)	\$ -	\$ -
<i>Personnel (full-time-equivalent)</i>	20.0	20.0	20.0	21.0	21.0		

**Notes:**

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

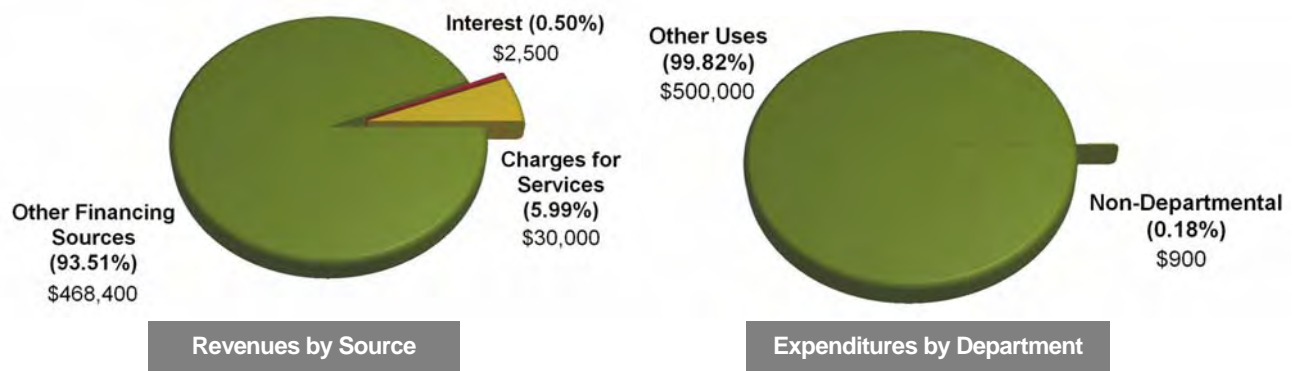
The General fund has contributed \$1,775,043 to the E-911 Fund since fiscal year 2005. The contributions were made for budgeting purposes but were not needed as sufficient cash existed at the fund level. This figure assumes repayment to the General Fund in Fiscal Year 2011 at 0% interest.

## **Impact Fee Fund Summary**

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

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**FY 2011 Budget = \$500,900**



### **Trends**

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



# City of Alpharetta Impact Fee Fund Statement of Budgetary Comparisons (FY 2010-2011)

	FY 2010 Amended Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
Impact Fees (streets/highways)	\$ 165,000	\$ 7,500	\$ (157,500)	-95.45%
Impact Fees (recreation/parks)	10,000	7,500	(2,500)	-25.00%
Impact Fees (public safety)	50,000	15,000	(35,000)	-70.00%
Interest	2,500	2,500	-	0.00%
Other Financing Sources:				
Budgeted Fund Balance	710,515	468,400	(242,115)	-34.08%
<b>Total Revenues (All Sources):</b>	<b>\$ 938,015</b>	<b>\$ 500,900</b>	<b>\$ (437,115)</b>	<b>-46.60%</b>
Non-Departmental/Other Uses:				
Impact Fee Administration	6,750	900	(5,850)	-86.67%
Interfund Transfer (Debt Svc Fund)	220,750	500,000	279,250	126.50%
Non-Allocated/Reserve	710,515	-	(710,515)	-100.00%
<b>Total Expenditures (All Uses):</b>	<b>\$ 938,015</b>	<b>\$ 500,900</b>	<b>\$ (437,115)</b>	<b>-46.60%</b>

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

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>Beginning Fund Balance:</b>	\$ 1,638,704	\$ 1,845,310	\$ 341,180	\$ 710,515	\$ 710,515	\$ 242,115	\$ 242,115
<b>Revenues:</b>							
Charges for Services	\$ 1,115,178	\$ 455,355	\$ 591,847	\$ 225,000	\$ 30,000	\$ 31,500	\$ 33,075
Interest	104,884	55,239	14,243	2,500	2,500	2,500	2,500
	\$ 1,220,062	\$ 510,593	\$ 606,090	\$ 227,500	\$ 32,500	\$ 34,000	\$ 35,575
<b>Expenditures:</b>							
Non-Departmental	\$ 33,455	\$ 14,723	\$ 17,755	\$ 6,750	\$ 900	\$ 900	\$ 900
	\$ 33,455	\$ 14,723	\$ 17,755	\$ 6,750	\$ 900	\$ 900	\$ 900
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
Debt Service Fund	\$ (980,000)	\$ (2,000,000)	\$ (219,000)	\$ (220,750)	\$ (500,000)	\$ (33,100)	\$ (34,675)
	\$ (980,000)	\$ (2,000,000)	\$ (219,000)	\$ (220,750)	\$ (500,000)	\$ (33,100)	\$ (34,675)
<b>Ending Fund Balance: (1)(2)</b>	<b>\$ 1,845,310</b>	<b>\$ 341,180</b>	<b>\$ 710,515</b>	<b>\$ 710,515</b>	<b>\$ 242,115</b>	<b>\$ 242,115</b>	<b>\$ 242,115</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 206,606	\$ (1,504,130)	\$ 369,335	\$ -	\$ (468,400)	\$ -	\$ -

**Notes:**

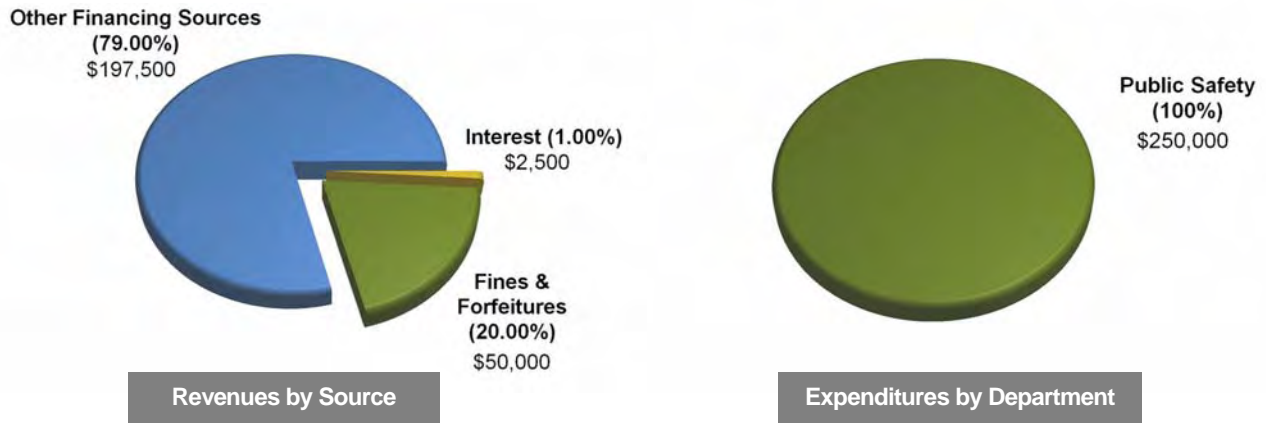
- (1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.  
(2) FY 2008 fund balance was transferred to the City's Debt Service Fund to offset debt service costs.  
FY 2011 fund balance is proposed to be transferred to the City's Debt Service Fund to offset debt service costs.

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

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

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**FY 2011 Budget = \$250,000**



### **Trends**

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



**City of Alpharetta**  
**Drug Enforcement Agency Fund**  
**Statement of Budgetary Comparisons (FY 2010-2011)**

	FY 2010 Amended Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
Fines and Forfeitures	\$ 100,000	\$ 50,000	\$ (50,000)	-50.00%
Interest	8,000	2,500	(5,500)	-68.75%
Other Financing Sources:				
Budgeted Fund Balance	572,678	197,500	(375,178)	-65.51%
<b>Total Revenues (All Sources):</b>	<b>\$ 680,678</b>	<b>\$ 250,000</b>	<b>\$ (430,678)</b>	<b>-63.27%</b>
Maintenance and Operations:				
Tasers	\$ 65,753	\$ -	(65,753)	-100.00%
Miscellaneous	42,520	150,000	107,480	252.78%
Capital:				
Electronic Fingerprinting Equipment	23,159	-	(23,159)	-100.00%
Miscellaneous	76,841	100,000	23,159	30.14%
Other Uses:				
Non-Allocated/Reserve	472,405	-	(472,405)	-100.00%
<b>Total Expenditures (All Uses):</b>	<b>\$ 680,678</b>	<b>\$ 250,000</b>	<b>\$ (430,678)</b>	<b>-63.27%</b>

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

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>Beginning Fund Balance:</b>	\$ 112,309	\$ 305,866	\$ 433,413	\$ 433,413	\$ 333,140	\$ 135,640	\$ 135,640
<b>Revenues:</b>							
Fines and Forfeitures	\$ 227,146	\$ 203,174	\$ 399,093	\$ 100,000	\$ 50,000	\$ 47,500	\$ 45,125
Interest	5,211	11,595	11,826	8,000	2,500	2,525	2,550
	<b>\$ 232,357</b>	<b>\$ 214,769</b>	<b>\$ 410,919</b>	<b>\$ 108,000</b>	<b>\$ 52,500</b>	<b>\$ 50,025</b>	<b>\$ 47,675</b>
<b>Expenditures:</b>							
Public Safety	\$ 38,800	\$ 87,222	\$ 271,654	\$ 208,273	\$ 250,000	\$ 50,025	\$ 47,675
	<b>\$ 38,800</b>	<b>\$ 87,222</b>	<b>\$ 271,654</b>	<b>\$ 208,273</b>	<b>\$ 250,000</b>	<b>\$ 50,025</b>	<b>\$ 47,675</b>
<b>Ending Fund Balance: (1),(2)</b>	<b>\$ 305,866</b>	<b>\$ 433,413</b>	<b>\$ 572,678</b>	<b>\$ 333,140</b>	<b>\$ 135,640</b>	<b>\$ 135,640</b>	<b>\$ 135,640</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 193,557	\$ 127,547	\$ 139,265	\$ (100,273)	\$ (197,500)	\$ -	\$ -

**Notes:**

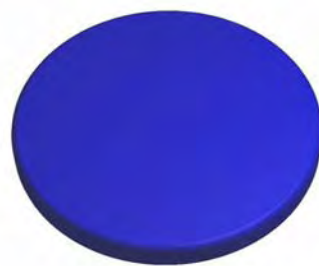
- (1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.  
(2) FY 2010 fund balance is being used for capital initiatives (Electronic Fingerprinting Equipment, Taser acquisition program, etc.).  
FY 2011 fund balance is proposed to be used for operating/capital initiatives.

## Hotel/Motel Fund Summary

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

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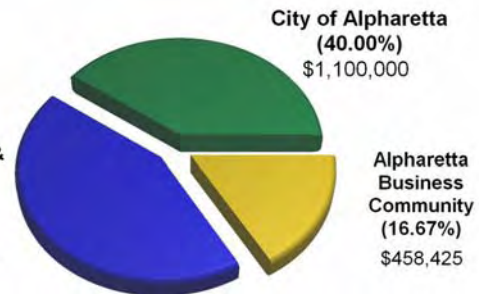
**FY 2011 Budget = \$2,750,000**



Revenues by Source

Other Taxes  
(100%)  
\$2,750,000

Alpharetta  
Convention &  
Visitor's  
Bureau  
(43.33%)  
\$1,191,575

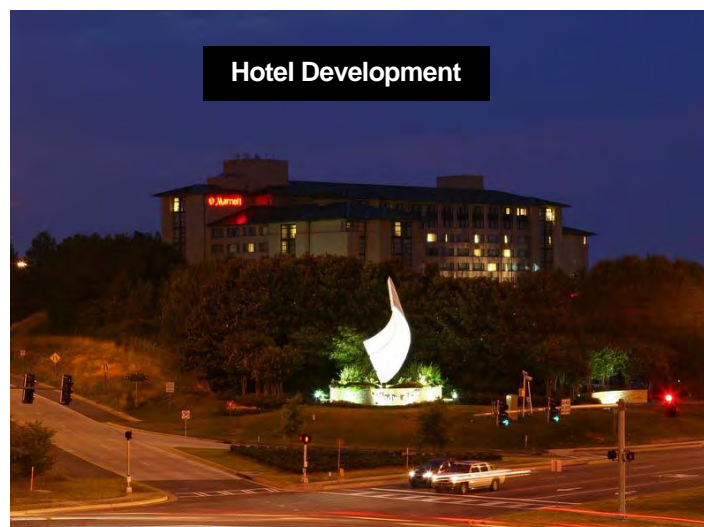


Expenditures by Use

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## Trends

Hotel/Motel tax revenues are trailing prior year collections due primarily to the recession and its detrimental impact on corporate travel spending. Fiscal year 2010 collections are down -11% compared to fiscal year 2009. Hotel/Motel tax revenue for fiscal year 2011 is estimated to decrease by \$325,000 to a total of \$2,750,000.



# City of Alpharetta Hotel/Motel Fund Statement of Budgetary Comparisons (FY 2010-2011)

	FY 2010 Amended Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
Other Taxes:				
Hotel/Motel Taxes	\$ 3,075,000	\$ 2,750,000	\$ (325,000)	-10.57%
<b>Total Revenues (All Sources):</b>	<b>\$ 3,075,000</b>	<b>\$ 2,750,000</b>	<b>\$ (325,000)</b>	<b>-10.57%</b>
Other Uses:				
Alpharetta Business Community	\$ 512,500	\$ 458,425	\$ (54,075)	-10.55%
Alpharetta Convention & Visitor's Bureau	1,332,500	1,191,575	(140,925)	-10.58%
City of Alpharetta	1,230,000	1,100,000	(130,000)	-10.57%
<b>Total Expenditures (All Uses):</b>	<b>\$ 3,075,000</b>	<b>\$ 2,750,000</b>	<b>\$ (325,000)</b>	<b>-10.57%</b>

**Notes:**

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

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

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>Beginning Fund Balance:</b>	\$ 10,722	\$ 10,947	\$ 10,947	\$ 10,947	\$ 10,947	\$ 10,947	\$ 10,947
<b>Revenues:</b>							
Other Taxes	\$ 3,479,388	\$ 3,674,176	\$ 3,062,307	\$ 3,075,000	\$ 2,750,000	\$ 2,750,000	\$ 2,805,000
	\$ 3,479,388	\$ 3,674,176	\$ 3,062,307	\$ 3,075,000	\$ 2,750,000	\$ 2,750,000	\$ 2,805,000
<b>Expenditures:</b>							
Alpharetta Business Community	\$ 579,977	\$ 612,484	\$ 510,487	\$ 512,500	\$ 458,425	\$ 458,425	\$ 467,594
Alpharetta Convention & Visitor's Bureau	1,507,521	1,592,021	1,326,897	1,332,500	1,191,575	1,191,575	1,215,407
City of Alpharetta	1,391,665	1,469,671	1,224,923	1,230,000	1,100,000	1,100,000	1,122,000
	\$ 3,479,163	\$ 3,674,176	\$ 3,062,307	\$ 3,075,000	\$ 2,750,000	\$ 2,750,000	\$ 2,805,000
<b>Ending Fund Balance:</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>	<b>\$ 10,947</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 225	\$ -	\$ 0	\$ -	\$ -	\$ -	\$ -

**Notes:**

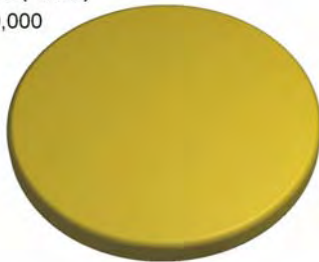
The City of Alpharetta levies a Hotel/Motel occupancy tax of 6% on total rental charges. The resulting revenue is distributed as follows: Alpharetta Business Community (16.67%); Alpharetta Convention & Visitor's Bureau (43.33%); and the City of Alpharetta (40.00%).

## 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 represent the City's financial investment, are also recorded within this fund. This fund accounts for operational grants only. Capital grants are recorded within the Capital Grant Fund.

**FY 2011 Budget = \$50,000**

Other Financing  
Sources (100%)  
\$50,000



Revenues by Source

Non-Departmental  
(100%)  
\$50,000



Expenditures by Department

## City of Alpharetta Operating Grant Fund Statement of Budgetary Comparisons (FY 2010-2011)

	FY 2010 Adopted Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
Other Financing Sources:				
General Fund Transfer	\$ -	\$ 50,000	\$ 50,000	100.00%
Budgeted Fund Balance	-	-	-	0.00%
<b>Total Revenues (All Sources):</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>100.00%</b>
Capital: (1)				
Community Development	\$ -	\$ -	\$ -	100.00%
Engineering and Public Works	-	-	-	0.00%
Finance	-	-	-	0.00%
Public Safety	-	-	-	0.00%
Recreation and Parks	-	-	-	0.00%
Information Technology	-	-	-	0.00%
Other Uses:				
Reserve for Future Capital/One-time Initiatives	-	50,000	50,000	100.00%
<b>Total Expenditures (All Uses):</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>100.00%</b>

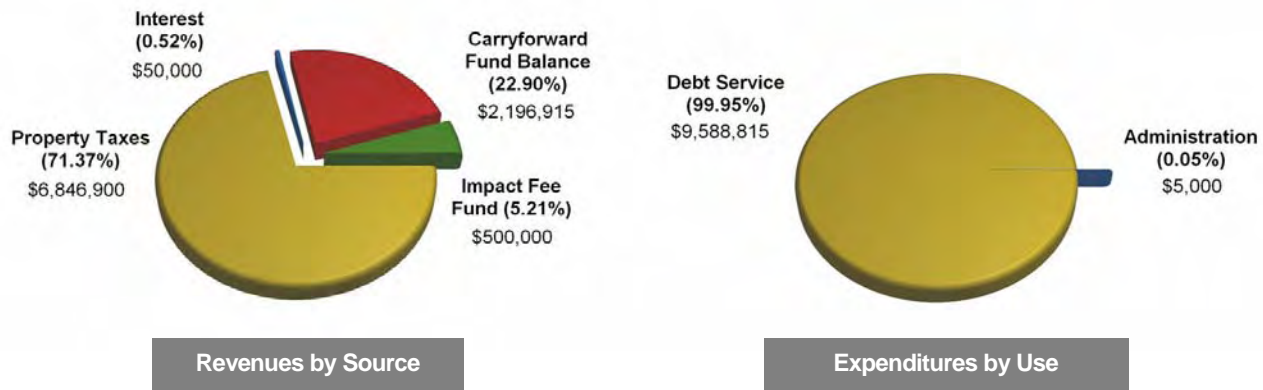
# Fiscal Year 2011 Operating & Capital Budget Narrative

## Debt Service Fund Summary

### Overview

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

**FY 2011 Budget = \$9,593,815**



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, 2010):

• General Obligation Refunding Bonds, Series 2003	\$ 6,875,000
• General Obligation Bonds, Series 2006	22,395,000
• General Obligation Refunding Bonds, Series 2009	<u>5,000,000</u>
Total General Obligation Debt:	\$ 34,270,000
• Development Authority	
Revenue Refunding Bonds, Series 2009 <sup>14</sup>	<u>927,300</u>
Total Debt Outstanding:	\$ 35,197,300

<sup>14</sup> The City is obligated via an Intergovernmental Agreement to fund 16.5% of the principal and interest associated with this obligation. The amount shown represents the City's portion.

## **Refunding Activity**

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

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

## **Debt Issuance Methodology**

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

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

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

## **Bond Smoothing**

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

The Debt Service Fund currently includes a fund balance reserve that when augmented with a base level of property tax revenues, investment earnings, and impact fees, is forecasted to be sufficient to cover annual debt service on the underlying bonds through maturity. Principal and interest payments for fiscal year 2011 are budgeted at \$9,588,815 with the following forecast:

2012: \$7,215,044

2013: \$2,164,026

2014: \$2,164,465

2015: \$2,157,586

2016 - 2026<sup>15</sup>: \$2,044,136 (annual average)

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

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

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase/ Decrease
2011	4.215	1.535	5.750	0.0%
2010	4.215	1.535	5.750	0.0%
2009	4.215	1.535	5.750	-8.0%
2008	4.508	1.740	6.248	-5.3%
2007	4.150	2.450	6.600	-5.7%
2006	4.550	2.450	7.000	0.0%
2005	4.700	2.300	7.000	0.0%
2004	4.750	2.250	7.000	-3.2%
2003	4.900	2.330	7.230	-3.3%
2002	5.060	2.420	7.480	-5.1%

<sup>15</sup> Represents final maturity of the City's existing debt (General Obligation Bonds, Series 2006).

## **General Obligation Bond Debt**

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

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

	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
FY 2011	\$ 8,050,000	\$ 1,413,006	\$ 9,463,006
FY 2012	5,940,000	1,149,281	7,089,281
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>\$ 34,270,000</b>	<b>\$ 10,376,003</b>	<b>\$ 44,646,003</b>

## **Development Authority Revenue Bond Debt**

During fiscal year 1999, the Development Authority of Alpharetta entered into an agreement with Georgia State University Foundation to construct an educational facility. As a result, 20-year revenue bonds were issued by the Authority in the original amount of \$10,600,000 and refunded during 2009 through the issuance of Development Authority Revenue Refunding Bonds, Series 2009<sup>16</sup>.

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

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

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	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
FY 2011	\$ 87,450	\$ 38,358	\$ 125,808
FY 2012	90,750	35,013	125,763
FY 2013	94,875	31,301	126,176
FY 2014	98,175	27,440	125,615
FY 2015	102,300	23,686	125,986
FY 2016	105,600	19,652	125,252
FY 2017	110,550	14,644	125,194
FY 2018	115,500	8,993	124,493
FY 2019	122,100	3,053	125,153
	<b>\$ 927,300</b>	<b>\$ 202,137</b>	<b>\$ 1,129,437</b>

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<sup>16</sup> Please refer to the section entitled *Refunding Activity* for more detailed information.

## **Bond Ratings**

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



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

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

## **Legal Debt Margin**

The legal debt limit for the City is equal to 10% of the assessed value of the tax digest. For fiscal year 2011, the debt limit is estimated at \$461 million with currently outstanding general obligation debt representing 6% of capacity.

<b>City Of Alpharetta</b>					
<b>Legal Debt Margin (last five fiscal years)</b>					
	2010	2009	2008	2007	2006
Debt limit	\$ 488,938,906	\$ 515,651,527	\$ 444,632,135	\$ 375,083,691	\$ 324,677,897
Total net debt applicable to limit	27,564,166	33,174,763	38,571,506	45,435,910	55,542,002
<b>Legal Debt Margin</b>	<b>\$ 461,374,740</b>	<b>\$ 482,476,764</b>	<b>\$ 406,060,629</b>	<b>\$ 329,647,781</b>	<b>\$ 269,135,895</b>
Total net debt applicable to the limit as a percentage of debt limit	6%	6%	9%	12%	17%
<b>Legal Debt Margin Calculation for Fiscal Year 2010</b>					
Taxable Assessed Value	\$ 4,400,650,777				
Add back: Exemptions	488,738,282				
Total assessed value	4,889,389,059				
Debt limit (10% of total assessed value)	\$ 488,938,906				
Debt applicable to limit:					
General obligation bonds	34,270,000				
Less: Amount set aside for repayment of general obligation debt	(6,705,834)				
Total net debt applicable to limit	\$ 27,564,166				
<b>Legal Debt Margin</b>	<b>\$ 461,374,740</b>				

Source: City of Alpharetta Finance Department

\* FY 2010 data represents estimates.

# City of Alpharetta

## Debt Service Fund

### Statement of Budgetary Comparisons (FY 2010-2011)

	FY 2010 Amended Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
Property Taxes:				
Property Taxes	\$ 6,887,519	\$ 6,621,000	\$ (266,519)	-3.87%
Motor Vehicle Taxes	310,000	225,900	(84,100)	-27.13%
Interest	275,000	50,000	(225,000)	-81.82%
Other Financing Sources:				
Transfer-In from Impact Fee Fund	220,750	500,000	279,250	126.50%
Budgeted Fund Balance (1)	1,852,063	2,196,915	344,852	18.62%
<b>Total Revenues (All Sources)</b>	<b>\$ 9,545,332</b>	<b>\$ 9,593,815</b>	<b>\$ 48,483</b>	<b>0.51%</b>
Maintenance & Operations:				
Professional Services	\$ 15,000	\$ 5,000	\$ (10,000)	-66.67%
Debt Service (Principal and Interest):				
City of Alpharetta				
General Obligation Bonds, Series 1992	2,241,825	-	(2,241,825)	-100.00%
GO Refunding Bonds, Series 2003	1,357,581	3,618,619	2,261,038	166.55%
GO Bonds, Series 2006	2,080,663	2,067,738	(12,925)	-0.62%
GO Refunding Bonds, Series 2009	3,766,415	3,776,650	10,235	0.27%
Development Authority of Alpharetta (2)				
Revenue Refunding Bonds, Series 2009	83,848	125,808	41,960	50.04%
<b>Total Expenditures (All Uses)</b>	<b>\$ 9,545,332</b>	<b>\$ 9,593,815</b>	<b>\$ 48,483</b>	<b>0.51%</b>

Notes:

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

# City of Alpharetta

## Debt Service Fund

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

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Est.	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>Beginning Fund Balance:</b>	\$ 6,867,998	\$ 10,709,090	\$ 10,648,494	\$ 8,875,237	\$ 6,732,473	\$ 4,535,558	\$ 874,236
<b>Revenues:</b>							
Property Taxes (incl. Motor Vehicle)	\$ 8,373,882	\$ 7,062,818	\$ 7,449,471	\$ 7,278,503	\$ 6,846,900	\$ 3,459,089	\$ 2,124,311
Interest	633,311	565,381	265,630	60,000	50,000	68,033	13,114
Other	10,465	(2)	185	-	-	-	-
	<u>\$ 9,017,658</u>	<u>\$ 7,628,197</u>	<u>\$ 7,715,286</u>	<u>\$ 7,338,503</u>	<u>\$ 6,896,900</u>	<u>\$ 3,527,122</u>	<u>\$ 2,137,425</u>
<b>Expenditures:</b>							
Professional Services	\$ 4,204	\$ 3,175	\$ 3,000	\$ 3,000	\$ 5,000	\$ 5,000	\$ 5,000
Non-Departmental:							
Debt Service	9,152,362	9,693,281	9,694,484	9,530,332	9,588,815	7,215,044	2,164,026
	<u>\$ 9,156,566</u>	<u>\$ 9,696,456</u>	<u>\$ 9,697,484</u>	<u>\$ 9,533,332</u>	<u>\$ 9,593,815</u>	<u>\$ 7,220,044</u>	<u>\$ 2,169,026</u>
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
General Fund	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Impact Fee Fund	980,000	2,000,000	219,000	52,064	500,000	31,600	31,600
Bond IV Fund	-	7,662	-	-	-	-	-
Refunding Bonds (net)	-	-	(10,059)	-	-	-	-
	<u>\$ 3,980,000</u>	<u>\$ 2,007,662</u>	<u>\$ 208,941</u>	<u>\$ 52,064</u>	<u>\$ 500,000</u>	<u>\$ 31,600</u>	<u>\$ 31,600</u>
<b>Ending Fund Balance: (1)</b>	<u><b>\$ 10,709,090</b></u>	<u><b>\$ 10,648,494</b></u>	<u><b>\$ 8,875,237</b></u>	<u><b>\$ 6,732,473</b></u>	<u><b>\$ 4,535,558</b></u>	<u><b>\$ 874,236</b></u>	<u><b>\$ 874,235</b></u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 3,841,092	\$ (60,596)	\$ (1,773,257)	\$ (2,142,765)	\$ (2,196,915)	\$ (3,661,322)	\$ (1)

**Notes:**

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

# Fiscal Year 2011 Operating & Capital Budget Narrative

## Capital Project Fund Summaries

### Overview

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

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



**Big Creek Greenway**



**Wills Park**

park improvements, streetscapes, land acquisitions, vehicles, etc. Capital projects

are budgeted primarily in the City's capital project funds with the main exception being those capital renewal & replacement projects that are funded annually in the



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

The City has three (3) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); and Bond IV Fund (account for bond proceeds). For the purposes of this budget document, only the Capital Project Fund and the Bond IV Fund are presented as new appropriation activity was approved for FY 2011. 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. 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.



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

## **Funding Methodology**

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

- **Proper Use of Fund Balance**

**General Fund:** Based on audited financial statements for the year ended June 30, 2009, the City's unreserved fund balance was \$21.3 million. Of this amount, approximately \$7.7 million was appropriated in the FY 2010 Budget for capital initiatives and \$10.0 million has been designated as an emergency account based on a conservative policy of 20% 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 2011 totals \$3.6 million.

**E-911 Fund:** The General Fund has contributed \$1.8 million to the E-911 Fund since FY 2005. The contributions were made for budgeting purposes but were not needed as sufficient cash existed at the fund level. The FY 2011 budget includes repayment (from available fund balance) to the General Fund of the \$1.8 million contribution at 0% interest. This funding is being transferred directly to the Capital Project Fund to be used for one-time capital initiatives.

**Bond Fund:** A component of the City's capital improvement program involves the strategic prioritization of all available resources. City Administration and the Finance Department reviewed the Bond Fund (Series 2006 General Obligation Bond) with the goal of establishing a plan that enables all proceeds to be spent on prioritized capital projects within the next eighteen months. This budget carries-out that plan and will enable all proceeds to be spent by the

end of FY 2012.

- **Funding Recurring Capital from Operating Budget**

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.

FY 2010 included appropriations within the operating budget (i.e. General Fund) for a milling and resurfacing program. The FY 2011 budget funds the milling and resurfacing program through available fund balance in an effort to reduce expenditures and increase operational budget flexibility. The City intends to reprogram appropriations in the FY 2012 operating budget for on-going renewal and replacement of capital initiatives including milling and resurfacing

- **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 2011 Capital Funding**

As part of the capital planning process for FY 2011, departments submitted capital/one-time initiative funding requests totaling \$12.7 million with another \$4.8 million currently set aside for future capital initiatives.

<b>FY 2011 Capital Improvement Program</b>						
<b>Source and Use</b>						
	<b>General Fund</b>				<b>Alpharetta Business Community</b>	<b>Total</b>
	<b>General</b>	<b>E-911 Fund Repayment</b>	<b>Capital Project Fund</b>	<b>Bond Fund Reallocation</b>		
<b>Sources:</b>						
Available Fund Balance	\$ 3,606,139	\$ 1,775,043	\$ 4,896,217	\$ 6,475,310	\$ -	\$ 16,752,709
ABC Contribution	-	-	-	-	1,025,000	1,025,000
Beverage Agreement	20,000	-	-	-	-	20,000
	<b>\$ 3,626,139</b>	<b>\$ 1,775,043</b>	<b>\$ 4,896,217</b>	<b>\$ 6,475,310</b>	<b>\$ 1,025,000</b>	<b>\$ 17,797,709</b>
<b>Uses:</b>						
(1) Capital/One-time Initiatives	\$ 3,329,311	\$ 1,775,043	\$ 138,565	\$ 6,475,310	\$ 1,025,000	\$ 12,743,229
OSSI Lease Payoff	296,828	-	-	-	-	296,828
	<b>\$ 3,626,139</b>	<b>\$ 1,775,043</b>	<b>\$ 138,565</b>	<b>\$ 6,475,310</b>	<b>\$ 1,025,000</b>	<b>\$ 13,040,057</b>
<b>Reserve:</b>						
(2) Future Capital/one-time Initiatives	\$ -	\$ -	\$ 4,757,652	\$ -	\$ -	\$ 4,757,652

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

(2) The Reserve figure for the Capital Project Fund represents current year reserves and is shown herein to give a complete picture of available capital funding. The Reserve is a life-to-date appropriation and not included in the FY 2011 Budget.

## **Capital Improvement Plan**

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

	Fiscal Year					Total
	2011	2012	2013	2014	2015	
<b><u>Investment by Department/Entity</u></b>						
General Government	\$ 225,000	\$ 10,188	\$ 10,188	\$ 2,547	\$ 2,547	\$ 250,471
Information Technology	470,000	45,982	45,982	11,496	11,496	584,955
Public Safety	855,000	53,797	53,797	13,449	13,449	989,493
Engineering & Public Works	7,573,000	1,685,974	1,176,408	294,102	294,102	11,023,586
Recreation & Parks	2,434,479	750,358	286,837	71,709	71,709	3,615,093
Community Development	160,750	443,666	443,666	110,917	110,917	1,269,916
Alpharetta Business Community	1,025,000	448,745	448,745	112,186	112,186	2,146,862
	<b>\$12,743,229</b>	<b>\$ 3,438,711</b>	<b>\$ 2,465,624</b>	<b>\$ 616,406</b>	<b>\$ 616,406</b>	<b>\$19,880,376</b>
OSSI Lease Payoff	296,828					
Reserve for Future Capital	4,757,652					
<b>Fiscal Year 2011 Capital Appropriations</b>	<b>\$17,797,709</b>					
<b><u>Net Impact to Operations Budget</u></b>	<b>\$ 15,300</b>					

## **FY 2011 Capital Project Listing**

The following section provides both a (1) summary list of FY 2011 capital investment and (2) a detailed narrative of each capital project. Please note: this listing represents the \$12.7 million in capital funding provided through the use of available fund balance with an additional \$4.8 million currently set aside for future capital initiatives.

	Operating Grant Fund	Capital Projects Fund	Bond Fund	FY 2011 Budget
Community Development				
Downtown Low Interest Loan Program	\$ -	\$ 40,750	\$ -	\$ 40,750
Comprehensive Plan Update	-	120,000	-	120,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 160,750</b>	<b>\$ -</b>	<b>\$ 160,750</b>
Engineering & Public Works				
Traffic Signal System Maintenance (recurring)	\$ -	\$ 37,500	\$ -	\$ 37,500
Traffic Control Equipment (recurring)	-	100,000	-	100,000
Traffic Striping and Signage (recurring)	-	200,000	-	200,000
Traffic Calming & Intersection Safety Improvements (recurring)	-	37,500	-	37,500
Design Services (recurring)	-	50,000	-	50,000
Mast Arm Maintenance (recurring)	-	75,000	-	75,000
Storm/Drainage Repair (recurring)	-	100,000	-	100,000
F-150 4x4 Extended Cab (replacement)	-	60,000	-	60,000
F-450 Crew Cab Dump Truck (replacement)	-	52,000	-	52,000
F-250 Crew Cab with Utility Bed (replacement)	-	45,000	-	45,000
Milling Machine with Conveyor (replacement/upgrade)	-	220,000	-	220,000
Vehicle LED Emergency Lighting upgrade	-	25,000	-	25,000
Bridge Maintenance	-	400,000	-	400,000
Westside Pkwy Median Landscaping (at Cumming St.)	-	50,000	-	50,000
Houze Rd Sidewalk (Crabapple Hwy to North Farm Dr)	-	40,000	-	40,000
Wills Ln Drainage Repair/Improvement	-	50,000	-	50,000
Waters Rd Drainage Repair/Improvement	-	50,000	-	50,000
Old Roswell Rd Drainage Repair/Improvement	-	150,000	-	150,000
Expanded Future Floodplain Study	-	75,000	-	75,000
Fire Stations 1/3/4 Roof Replacement	-	125,000	-	125,000
Fire Stations 1/3/4 Driveway Repairs	-	250,000	-	250,000
Interior Painting of Public Safety Buildings	-	30,000	-	30,000
Fire Stations 1/3/4 Kitchen Cabinets/Countertops (replacement)	-	90,000	-	90,000
Asphalt Seal Coating Machine with Trailer (new)	-	30,000	-	30,000
Archive Filing and Scanning	-	25,000	-	25,000
Milling and Resurfacing (recurring)	-	-	2,600,000	2,600,000
Westside Pkwy Street Lights (Webb Bridge Rd. to Cumming St.)	-	-	150,000	150,000
Douglas Road Bridge Replacement and Sidewalk	-	-	1,250,000	1,250,000
Old Milton Pkwy at SR 9 Intersection Improvement	-	-	750,000	750,000
Devore Rd Sidewalk (Hwy 9 to Haynes Bridge Rd)	-	-	156,000	156,000
Alpha Park Drainage Repair/Improvement	-	-	300,000	300,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,367,000</b>	<b>\$ 5,206,000</b>	<b>\$ 7,573,000</b>

	Operating Grant Fund	Capital Projects Fund	Bond Fund	FY 2011 Budget
Finance Department				
Disaster Recovery for Finance and Data Center	\$ -	\$ 70,000	\$ -	\$ 70,000
Finance Software Improvements	-	80,000	-	80,000
Archive Filing and Scanning	-	25,000	-	25,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ 175,000</b>
Information Technology				
Telephony (Voice Over Internet Protocol - VOIP)	\$ -	\$ 350,000	\$ -	\$ 350,000
Fiber Connectivity Project Phase I	-	45,000	-	45,000
Data Center Storage	-	75,000	-	75,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 470,000</b>	<b>\$ -</b>	<b>\$ 470,000</b>
Public Safety				
Fleet Replacement (Qty: 13)	\$ -	\$ 400,000	\$ -	\$ 400,000
Fire Gear (replacement)	-	88,000	-	88,000
Turnout Gear Washing Machine (replacement)	-	15,000	-	15,000
Speed Detection Radar Units (Qty: 11; replacement)	-	22,000	-	22,000
Fire Stations 1/2/3/4 Ventilation System	-	180,000	-	180,000
Automated Tone Alert System	-	100,000	-	100,000
Firehouse Software Interface	-	14,000	-	14,000
SCBA Amplifiers	-	16,000	-	16,000
Fitness Equipment (replacements and new units)	-	20,000	-	20,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 855,000</b>	<b>\$ -</b>	<b>\$ 855,000</b>
Recreation & Parks				
Passenger Bus with Handicap Lift (replacement/upgrade)	\$ -	\$ 45,000	\$ -	\$ 45,000
Artificial Turf - Wills Park Field 4	-	685,169	69,831	755,000
Athletic Scoreboards (maintenance/replacement)	-	35,000	-	35,000
Brooke Street Park	-	400,000	-	400,000
Artificial Turf - North Park Field 2	-	-	763,000	763,000
Park Land Acquisition	-	-	436,479	436,479
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,165,169</b>	<b>\$ 1,269,310</b>	<b>\$ 2,434,479</b>
Alpharetta Business Community				
North Point Pkwy Sidewalk (Encore Pkwy to Haynes Bridge Rd)	\$ -	\$ 675,000	\$ -	\$ 675,000
Windward Pkwy Sidewalk (North Point Pkwy to Windward Plaza)	-	275,000	-	275,000
North Point Pkwy Sidewalk (Old Milton Pkwy to Home Mission Board)	-	75,000	-	75,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,025,000</b>	<b>\$ -</b>	<b>\$ 1,025,000</b>
Non-Departmental				
Matching Funds for City Grants	\$ 50,000	\$ -	\$ -	\$ 50,000
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>Total by Fund</b>	<b>\$ 50,000</b>	<b>\$ 6,217,919</b>	<b>\$ 6,475,310</b>	<b>\$ 12,743,229</b>

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

## **Capital Project Narratives**

**Project:** Downtown Low Interest Loan Program  
**Department:** Community Development  
**Strategic Priority:** Strong Economic Base to Minimize Taxes and Provide a Secure Future for our Families



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

**Project:** Comprehensive Plan Update  
**Department:** Community Development  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



<b>Scope</b>	
<b>Description:</b>	The State of Georgia Department of Community Affairs ("DCA") mandates the development of a new Comprehensive Plan every 10 years. In addition, DCA establishes a time-line and process for plan adoption. Alpharetta's plan is due 10/31/2011 and must be completed in accordance with DCA requirements in order for the City to maintain its Qualified Local Government status and continue receiving state and federal project funding.
<b>\$ Impact on Operations:</b>	N/A
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 120,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 120,000</b>

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



<b>Scope</b>	
<b>Description:</b>	This request is for the continual maintenance and repair of vehicle detectors and traffic signal communications throughout the City. Vehicle detectors are required to be repaired and/or replaced in order to maintain traffic signal responsiveness.
<b>\$ Impact on Operations:</b>	Routine capital - maintenance is negligible and included in base operating budget.
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 37,500
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 37,500</b>

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



<b>Scope</b>	
<b>Description:</b>	This request is for the replacement and repair of traffic signal parts and supplies. Purchase of this necessary equipment will provide ongoing maintenance to the City's existing traffic system.
<b>\$ Impact on Operations:</b>	Routine capital - maintenance is negligible and included in base operating budget.
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 100,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 100,000</b>

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



**Scope**

**Description:** This request is for the replacement and repair of traffic striping and traffic control signs. Purchase of this necessary equipment will provide ongoing maintenance to the City's existing traffic system.

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

**Financial Status**

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

**Project:** Recurring Traffic Calming & Intersection Safety Improvements  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** This request is for the identification and implementation of safety improvements in neighborhoods and at high crash rate intersections. Additionally, funds will enable staff to implement necessary traffic calming measures within the City. Projects will consist of roadway striping, signage, channelization, and minor widening to mitigate existing safety deficiencies. Program will enhance public health and safety for users of the City's transportation system.

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

**Financial Status**

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

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



#### **Scope**

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

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

#### **Financial Status**

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

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



#### **Scope**

**Description:** This request is for the painting of mast arms throughout the City and will be phased in over multiple years. Painting the mast arms would increase the aesthetics of downtown Alpharetta. The project will consist of sandblasting the mast arms and then applying an industrial paint. Depending on the size of the mast arms and the amount of traffic traveling through the intersection the average cost per intersection ranges between \$8,000 - \$10,000. Painting the mast arms will improve the overall aesthetic of the City and provide a uniform appearance.

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

#### **Financial Status**

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

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



#### **Scope**

**Description:** This request is for the continual maintenance and repair of small drainage work within the City. We are required by the state to maintain our existing storm sewer system. The stormwater inspections have shown approximately 15% of structures to be in need of repair (estimating 300 structures per year in need of repair). Smaller repairs such as grouting, paving inverts, and replacing tops will be handled through this account. Funds in this account will also go towards the annual maintenance on our 10 stormceptor units, our 8 oil/water separators (required by EPD). Additionally, funds in this account will go towards maintaining detention ponds located on City property.

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

#### **Financial Status**

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

**Project:** F-150 4x4 Extended Cab (replacement)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### **Scope**

**Description:** This request is for the replacement of two 1994 F-150's (16-years old). Vehicle #1 has 100,715 miles and warrants replacement based on age, mileage, and repair costs. Vehicle #2 has 51,648 miles and warrants replacement based on age and repair costs. Repair costs for these vehicles is escalating and replacement parts can be difficult to locate.

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

#### **Financial Status**

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

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



<b>Scope</b>	
<b>Description:</b>	This request is for the replacement/upgrade of a 1999 F-350 (11-years old). The current vehicle has 75,855 miles and warrants replacement based on age, mileage, and repair costs. The upgrade to an F-450 provides greater load capacity which will result in decreased wear and maintenance costs over time.
<b>\$ Impact on Operations:</b>	Routine replacement capital - operating costs to decrease due to decline in repairs.
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 52,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 52,000</b>

**Project:** F-250 Crew Cab with Utility Bed (replacement)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



<b>Scope</b>	
<b>Description:</b>	This request is for the replacement/upgrade of a 1997 F-150 (13-years old). The current vehicle has 78,849 miles and warrants replacement based on age, mileage, and repair costs. The current vehicle carries a maximum of two individuals which forces a crew to utilize two vehicles for the majority of tasks. The upgrade to an F-250 Crew Cab accommodates the entire crew thereby reducing trips in the field. Additionally, the F-250 provides upgraded towing capacity whereby the current vehicle is not sufficient and the crew must rely on other vehicles to deliver the necessary equipment.
<b>\$ Impact on Operations:</b>	Routine replacement capital - operating costs to decrease due to decline in repairs.
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 45,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 45,000</b>

**Project:** Milling Machine with Conveyor (replacement/upgrade)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** This request is for the replacement/upgrade of a milling machine that will enable crews to repair potholes and maintain the roadways within the City more efficiently. The current milling machine is a small attachment to a bobcat and is only able to mill a small area of asphalt at a time and unfortunately the depth the machine can mill to is minimal. Also, the existing milling machine does not have a means to remove the debris from the travel lane, thus crews utilize a sweeper to clean-up the area prior to placing the asphalt. Current equipment enables staff to mill approximately 60 feet per hour. The new equipment will enable staff to mill over 1,000 feet per hour. Purchasing of the milling machine will enable crews to make necessary repairs to the roadways more efficiently and accomplish tasks that are normally assigned to asphalt companies.

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

#### Financial Status

<b>Funding Source:</b>	Local:	\$	220,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>220,000</b>

**Project:** Vehicle LED Emergency Lighting Upgrade  
**Department:** Engineering & Public Works  
**Strategic Priority:** Proactive, Environmentally Sensitive Community with a focus on our Future



#### Scope

**Description:** This request is for the upgrade of emergency lighting currently in use on Engineering/Public Works vehicles. Existing strobe and halogen lighting will be replaced with more efficient, lower maintenance LED systems. Costs per vehicle average between \$3,500 to \$4,500. The total cost will be divided over a four-year period. The fleet's current lighting systems require that vehicles remain running while the emergency lighting is activated in order to prevent the battery from draining. LED lighting will reduce the strain on the vehicle's electrical system which will increase the vehicle's useful life and reduce maintenance costs. This request will also allow the fleet to comply with the City's no idle policy, which is part of the City's Green initiative.

**\$ Impact on Operations:** Capital upgrade - operating costs (fuel, vehicle maintenance, etc.) to decrease due to LED's low energy requirements.

#### Financial Status

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

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



#### Scope

**Description:** This request is for the performance of maintenance measures identified by GDOT inspectors during their biennial inspections of City owned bridges. Maintenance measures include: the removal of corrosion and repainting of bridge supports; remediation of erosion issues; installation/extension of concrete encasements around piles; cleaning and sealing deck joints; and replacement of failed wing walls. Failure to address these items can lead to further deterioration of bridge conditions. Design work for these improvements is funded and was started in FY 2010. The bridges include:
 

- \* Mansell Road over Big Creek (two bridges);
- \* Windward Parkway over Camp Creek (two bridges);
- \* Windward Parkway over Big Creek (two bridges);
- \* Rucker Road over Foe Killer Creek Tributary (one bridge);
- \* McGinnis Ferry Road over Big Creek (one bridge);
- \* Waters Road over Long Indian Creek (one bridge);
- \* Windward Parkway over Big Creek Tributary (one bridge); and
- \* deck joint/other repairs for bridges throughout the City.

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

#### Financial Status

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

**Project:** Westside Pkwy Median Landscaping (at Cumming St.)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** This request is for the removal of Bradford Pears in the medians on Westside Parkway at Cumming Street. The removal will be followed by re-grading the islands and replanting with DOT approved trees and shrubs. Bradford Pears have been very brittle in storm events and have a tendency to split or drop limbs in high winds or rain. Also, these trees grow to a size that exceeds safe limits according to DOT right-of-way planting standards. This project will remove this potential hazard and replace it with appropriate plantings for the area. Funds to replant trees within the median will come out of the tree bank.

**\$ Impact on Operations:** \$1,000 (FY 2011) to \$2,000 (future years) annually for maintenance (landscaping, water, etc.) - added to operating budget.

#### Financial Status

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

**Project:** Houze Rd Sidewalk (Crabapple Hwy to North Farm Dr.)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



#### Scope

**Description:** This request is for construction of a sidewalk along the east side of Houze Road (Highway 140) between Crabapple Highway (SR 372) and North Farm Drive. The project consists of approximately 400 linear feet of sidewalk. The project will provide uninterrupted connectivity between Rucker Road and Crabapple Highway. A permit will be required from Georgia DOT for this project.

**\$ Impact on Operations:** \$250 (FY 2011) to \$500 (future years) annually for maintenance (landscaping) - added to operating budget.

#### Financial Status

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

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



<b>Scope</b>	
<b>Description:</b>	In the past year, the City has completed a comprehensive analysis and design of drainage fixes on Wills Lane. This money would pay for the construction of the upgraded systems recommended by the study. It would include new storm structures and pipe at the end of Wills Lane.
<b>\$ Impact on Operations:</b>	Routine capital - maintenance is negligible and included in base operating budget.
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 50,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 50,000</b>

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



<b>Scope</b>	
<b>Description:</b>	In the past year, the City has completed a comprehensive analysis and design of drainage fixes on Waters Road (near Wood Shoals Court). This money would pay for the construction of the upgraded systems recommended by the study. It would include repairs to road drainage structures on Waters near Wood Shoals Court.
<b>\$ Impact on Operations:</b>	Routine capital - maintenance is negligible and included in base operating budget.
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 50,000
Bond:	\$ -
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 50,000</b>

**Project:** Old Roswell Rd. Drainage Repair/Improvement  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** Stormwater runs off Old Roswell Road into drainage swales and eventually into a 36" pipe under Warsaw Road. Approximately 1,100 linear feet of drainage swales need to be cleaned out and the 36" pipe under Warsaw Road needs to have the sediment removed from the pipe. This maintenance expenditure needs to be accomplished before excessive erosion occurs and damages the roadway.

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

#### Financial Status

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

**Project:** Expanded Future Floodplain Study  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** The Engineering/Public Works Department has completed future floodplain mapping throughout the City on streams with a drainage area greater than 640 acres. The Metropolitan North Georgia Water Planning District Regional Watershed Management Plan (enforced by EPD) requires that we have individual property owners (both commercial and residential) complete the study to the 100 acre basin when permits are issued in the area. This approach can put a heavy burden on an individual residential lot owner. This project would take that burden off the Alpharetta property owners and would complete our data at one time. In light of recent storm events, the Engineering/Public Works Department feels this additional information will allow for better planning to prevent development in sensitive areas and plan for future flood mitigation projects.

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

#### Financial Status

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

**Project:** Fire Stations 1/3/4 Roof Replacement  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### **Scope**

**Description:** This request is for the roof replacement of Fire Stations 1, 3, and 4. These stations have flat roofs which leak during minor rain storm events. Also included with this scope of work is replacing the roof on the PAL Gym and sealing the windows within the Public Safety Headquarters. Fire Stations 1, 3, and 4 were constructed in 1996, 1993, and 1993 respectively.

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

#### **Financial Status**

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

**Project:** Fire Stations 1/3/4 Driveway Repairs  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### **Scope**

**Description:** This request is for the repair of damaged driveways at Fire Stations 1, 3, and 4. The condition of the existing driveways at these stations has deteriorated and portions of the driveways now require repair. The damaged driveway panels will be removed and the existing sub-grade underneath will be re-compacted. The new panels will be 8" thick wire mesh reinforced concrete set on 8" of 57 stone.

**\$ Impact on Operations:** This program decreases facility maintenance costs as the driveway will be less susceptible to cracking and surface deterioration.

#### **Financial Status**

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

**Project:** Interior Painting of Public Safety Buildings  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** This request is for the painting of the interiors of the following facilities: Fire Stations 1/2/3/4; Public Safety Headquarters; CID building; and the evidence building. Several of the buildings have not been painted in numerous years and the aesthetics of the building are diminishing. All of the fire stations will be painted with epoxy paint and the interiors of the Public Safety Building, CID, and Evidence building will be painted with a high quality interior paint.

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

#### Financial Status

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

**Project:** Fire Stations 1/3/4 Kitchen Cabinets/Countertops (replacement)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** This request is for the replacement of kitchen cabinets/countertops at Fire Stations 1/3/4 all of which are over 15-years old. The kitchen cabinets are worn down and aesthetically unpleasing. The cabinets planned to be installed are made of solid wood and will be able to stand up to the wear and tear within a Fire Station.

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

#### Financial Status

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

**Project:** Asphalt Seal Coating Machine with Trailer (new)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



**Scope**

**Description:** This request is for the replacement of an asphalt seal coating machine. This machine applies a liquefied sealer to the roadway surface to protect it from water and weather damage, which increases the life of the asphalt. Specifically, this machine seals cracks in the top layer of asphalt to prevent surface water from seeping under the asphalt and creating potholes.

**\$ Impact on Operations:** \$1,000 (FY 2011) to \$2,000 (future years) annually for fuel, maintenance, etc. - added to operating budget.

**Financial Status**

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

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



**Scope**

**Description:** The Engineering/Public Works archive files need to be sorted, scanned, and archived in the City off-site facility to be consistent with Citywide procedures. The current onsite archive files have reached their capacity. New projects are unable to be properly filed. Completed project files are accessed by staff in response to open records requests and are used in review of proposed construction projects. This process will scan all files and make them readily available electronically and will take the hard copies off site for proper storage.

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

**Financial Status**

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

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



#### Scope

#### Description:

This request is for the on-going maintenance of milling and resurfacing of City streets. Resurfacing of City streets increases the life expectancy of the roads. Without resurfacing, roadways will deteriorate and be more costly to repair. For FY 2011, project would include work in the following locations.

- \* Morrison Pkwy (Hembree Rd to Lakeview Pkwy);
- \* Berkshire Manor Dr (Haynes Bridge Rd to Alvin Rd);
- \* Rill Ridge Ct (cul-de-Sac to cul-de-sac);
- \* Birch Rill Dr (cul-de-Sac to cul-de-sac);
- \* Ash Rill Dr (cul-de-Sac to cul-de-sac);
- \* Mansell Rd (Haynes Bridge Rd to City Limits);
- \* North Point Pkwy (Old Milton Pkwy to Webb Bridge Rd);
- \* Golf Club Dr (Windward Pkwy to Enclave Subdivision);
- \* Union Hill Rd (Windward Pkwy to McGinnis Ferry Rd);
- \* North Bluff (North Hickory Trace to cul-de-sac);
- \* North Hickory Trace (Rucker Rd to Rucker Rd);
- \* Waters Mill Subdivision (Waters Rd to cul-de-sac);
- \* North Point Ct (North Point Pkwy to North Point Ct);
- \* Indian Ridge Ct (Long Indian Creek Ct to cul-de-sac);
- \* Long Indian Creek Ct (Ash Rill Dr to cul-de-sac);
- \* Hembree Road (Westside Pkwy to Concrete Plant Entrance);
- \* Windward Pkwy (Jordan Ct to Nortel Dr);
- \* Clubhouse Dr (Windward Pkwy to Douglas Rd);
- \* Knoll Ridge Ct (Ash Rill Ct to cul-de-sac);
- \* Lake Windward Dr (Clubhouse Dr to Lake Dam);
- \* Bethany Rd (Mayfield Rd to Mid-Broadwell Rd);
- \* Indian Mill Ct (Birch Rill Dr to cul-de-sac);
- \* Glenn Knolls Ct (Ash Rill Dr to cul-de-sac); and
- \* Rill Crest Ct (Birch Rill Dr to cul-de-sac).

#### \$ Impact on Operations:

This program decreases roadway maintenance costs as the surface is less susceptible to potholes and road surface deterioration.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	-
	Bond:	\$	2,600,000
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>2,600,000</b>

**Project:** Westside Pkwy Street Lights  
**Department:** Engineering & Public Works  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** This request is for the installation of 34 streetlights along Westside Parkway between Webb Bridge Road and Cumming Street. Installation of the streetlights will improve the safety of the roadway and enable citizens to utilize the sidewalk during the evening hours or early in the morning. City staff audited the Georgia Power equipment list to ensure that it reflects the City's transition from fluorescent traffic lights to the more energy efficient LED's. This audit has provided sufficient savings in electricity costs to fund the additional lights along Westside Parkway.

**\$ Impact on Operations:** \$5,000 (FY 2011) to \$10,000 (future years) annually for energy, maintenance, etc. - added to operating budget.

#### Financial Status

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

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



#### Scope

#### Description:

This request is for multiple projects associated along Douglas Road at Caney Creek. The existing bridge along Douglas Road has been re-examined and tested to ensure school buses are permitted to travel across the bridge. The proposed bridge replacement project (\$750,000) combined with the roundabout project (\$300,000) will incorporate approximately 1,100 linear feet of sidewalk to allow pedestrian travel and provide connectivity between the Leeward Walk subdivisions on the east side and between Newport Bay Passage and South Lake Drive on the west side. Currently, citizens use an existing vehicular bridge to cross Camp Creek. The bridge is extremely narrow and only permits a walkway of approximately 2 feet. Due to existing traffic volume and the speed of the vehicles this is not a safe travel way for anyone.

The requested funds for FY2011 will be combined with previously authorized funds (\$300,000) to perform the necessary design work (\$200,000) for the new bridge and roundabout including a detailed flood study of Caney Creek and construction of the improvements. The proposed project consists of replacing with existing bridge with a ConSpan Bridge. The bridge will be constructed with a bottomless culvert. Geotechnical testing has been accomplished and preliminary results indicate the soil is adequate for this type of bridge. Also included within this scope of work is the installation of 1,400 linear feet of sidewalk (\$300,000) along the west side Douglas Road from Nasser Avenue to the City limits. Additional right-of-way may be required for construction of the proposed improvements.

**\$ Impact on Operations:** \$650 (FY 2011) to \$1,300 (future years) annually for maintenance (e.g. landscaping) - added to operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	-
	Bond:	\$	1,250,000
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>1,250,000</b>

**Project:** Old Milton Pkwy at SR 9 Intersection Improvement  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



#### Scope

#### Description:

This request is for the construction of second left hand turn lane from southbound State Route 9 to eastbound Old Milton Parkway. The design of this project is associated with the Downtown LCI.

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

#### Financial Status

<b>Funding Source:</b>	Local:	\$	-
	Bond:	\$	750,000
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>750,000</b>

**Project:** Devore Rd Sidewalk (Hwy 9 to Haynes Bridge Rd)  
**Department:** Engineering & Public Works  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



#### Scope

**Description:** This request is for additional funding for the construction of sidewalk along the south side of Devore Road from Highway 9 to Haynes Bridge Road. This project consists of approximately 2,100 linear feet of sidewalk. Also included within the scope of work is the installation of curb and gutter, drainage structures and pipe, and utility relocations. The project will provide connectivity between Highway 9 to Haynes Bridge Road. The Bond IV Fund currently includes funding totaling \$219,000 for this project. This request will bring the total funding to \$375,000 which is required to complete the project.

**\$ Impact on Operations:** \$1,250 (FY 2011) to \$2,500 (future years) annually for maintenance (e.g. landscaping) - added to operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	-
	Bond:	\$	156,000
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	156,000

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



#### Scope

**Description:** Alpha Park is a relatively old subdivision within the City with inadequate drainage infrastructure. In the past year, the City has completed a comprehensive analysis of the overall subdivision and design has been completed to solve various drainage issues. This money would pay for the upgraded system to reduce flooding in the area. It would include addition of curb and gutter and pipes in some areas, replacement of crushed pipes, and re-grading of the downstream area.

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

#### Financial Status

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

**Project:** Disaster Recovery for Finance and Data Center  
**Department:** Finance  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



#### **Scope**

**Description:** This request is for the following: replacement of an Obsolete Server; Site to Site Replication; and Recovery Capability and Functionality for H.T.E. Financial System (Finance location and the City Data Center). By replacing the old server and including the software for site to site replication, this project will provide for continued financial operations in case of external network failure, and the capability for quickly restoring services in case of the failure of the server at Finance. The Financial system is replicated from the main server located at Finance to the backup server at the Data Center so that there can be a quick and complete restoration of the H.T.E. Financial System to maintain the continuity of financial services until the server at Finance can be repaired/replaced.

**\$ Impact on Operations:** Annual maintenance and support costs (est. \$3,000) will begin in FY 2012.

#### **Financial Status**

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

**Project:** Finance Software Improvements  
**Department:** Finance  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



#### **Scope**

**Description:**

This request is for software solutions to assist the Finance Department in improving overall functionality and service delivery to other departments and our constituents.

Budget – software solutions are available that will streamline the budget process and allow for more robust reporting and secure data storage while eliminating countless hours utilized by staff in combining and cleaning-up spreadsheets (time that would be much better utilized in data analysis). Benefits of budget software include:

- \* significant efficiency improvements as data is input directly into a secure database and accessible through pre-formatted reports;
- \* benefit of real time data integration with our financial software allows better decision making by departments during their budget review;
- \* enhanced reporting functionality including pre-formatted reporting in compliance with Government Finance Officers Association (“GFOA”) best practices that is a component of the distinguished budget presentation award program;
- \* ensures a secure platform that insulates the City from data loss and corruption that is inherent in the current budget process (current spreadsheets can be accidentally deleted, formulas overwritten, etc.).

General Ledger/Accounting – software solutions aimed at increasing the functionality of existing finance software applications. Examples include software upgrades/process improvements to the capital asset and general ledger modules aimed at increasing staff efficiency and increasing transparency through more robust reporting.

**\$ Impact on Operations:** Annual costs for programming, maintenance and support, etc. (est. \$8,000) will begin in FY 2012.

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

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



#### Scope

#### Description:

This request is for the sorting, scanning, digitizing, and archiving of on-site files which will free up facility space and allow the documents to be accessed more efficiently (i.e. electronic vs. filed document). The Georgia Records Act recommends microfilm/digitizing records of permanent historical value. This funding will be utilized for records management initiatives throughout the city including, but not limited to the following:

City Clerks Office – There are several filing cabinets containing up to 100,000 pages of information (election info, minutes, bylaws, ordinances, reference papers, etc.) stored on-site at City Hall.

Community Development - There are several filing cabinets containing up to 10,000 pages of information (maps, plats and drawings, project reference papers, etc.) stored on-site at Community Development.

Public Safety - There are several filing cabinets containing up to 100,000 pages of information (arrest reports, traffic reports, criminal reports, etc.) stored on-site at Public Safety/Fire Headquarters.

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

#### Financial Status

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

**Project:** Telephony (Voice Over Internet Protocol – VOIP)  
**Department:** Information Technology  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



#### **Scope**

**Description:** This request is for the replacement of the City's current phone system which is over 12-years old and in need of immediate replacement. In the 2009 budget a system board was included to buy time prior to replacing the entire system. By fall 2010, the necessary network improvements will be in place to allow for the deployment of a modern Voice Over IP (VOIP) system to most of the City. Ongoing maintenance costs with the proposed system (\$30,000) are similar to costs associated with the current system (i.e. maintenance costs overall will remain flat).

**\$ Impact on Operations:** Annual costs for programming, maintenance and support, etc. (est. \$30,000) will begin in FY 2012.

#### **Financial Status**

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

**Project:** Fiber Connectivity Project Phase I  
**Department:** Information Technology  
**Strategic Priority:** Responsive, Open Government to Meet the Needs of our Citizens and Stakeholders



#### **Scope**

**Description:** Provide Community Development, Finance, Fire Stations 1, 2, and 6 with high capacity network capability with fiber in place of a Metro Ethernet service that must be paid through operational budgets. Likely payback is less than 3 yrs. This will significantly reduce annual costs for operations and maintenance as well as providing at least 10 times the increase in speed for network services.

**\$ Impact on Operations:** \$250 (FY 2011) to \$500 (future years) annually for programming, system maintenance, etc. added to operating budget.

#### **Financial Status**

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

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



#### Scope

**Description:** Expand Storage for Virtualization of Data Center Servers and Backups. Due to the successful implementation of our VMware system to replace physical servers, we need the additional storage to continue this process of migration. This will mean savings in future budgets that will more than offset this cost by not having to replace the physical servers we currently have as well as provide much better performance and a better ability to backup/restore in case of any failures.

**\$ Impact on Operations:** Annual costs for programming, maintenance and support, etc. (est. \$2,000) will begin in FY 2014.

#### Financial Status

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

**Project:** Fleet Replacement (Qty: 13)  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### Scope

**Description:** This request is for the scheduled annual replacement of police and fire sedans. The cost includes the purchase and installation of emergency equipment such as lights and siren. The replacement need is driven by the mileage and mechanical condition of the vehicles. Emergency response vehicles are replaced at approximately 100,000 miles; administrative vehicles are often run somewhat longer. The forecast need is 13 sedans (most or all Chevrolet Police Impalas) in FY2011. The average cost per vehicle in FY 2011 is more than \$9,000 lower than in recent years, as the department will have completed its analog-to-digital transition of radios and cameras and these two expensive pieces of equipment will be moved from old cars to new. Most of the other equipment, such as light bars and partitions, cannot be moved due to vehicle body style changes over the life of the cars.

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

#### Financial Status

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

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



**Scope**

**Description:** This request is for replacement of the following fire gear: nozzles (36, for a total of approximately \$22,000); turnout gear (12-13 sets for a total of \$25,000); air bottles (35 for a total of \$35,000); and high angle rescue ropes (\$6,000). All of these items have a finite useful life and must be replaced when this is reached. Trying to extend this life puts the firefighters using the equipment at considerable risk of injury from sudden and traumatic equipment failure, e.g. an old air bottle failing under pressure.

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

**Financial Status**

<b>Funding Source:</b>	Local:	\$	88,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>88,000</b>

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



**Scope**

**Description:** The request is for a specialized washing machine to wash Fire Department turnout gear. Turnout gear is the jacket and pants worn by firefighters on fire scenes and in other hazardous situations. The various fabrics and layers in these suits provide water and thermal protection. With suits costing about \$2,000 each, they are well worth proper care, especially careful cleaning after exposure to contaminants and abrasives. Because of the highly specialized fabrics and sophisticated construction, cleaning these suits requires a washing machine built specifically for the purpose. The present machine is old and approaching the point at which it might damage the turnout gear being cleaned. The request is for funds to replace the machine.

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

**Financial Status**

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

**Project:** Speed Detection Radar Units (Qty: 11; replacement)  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Description:** *Scope*  
 The request is for the replacement of eleven speed-detection radar units that were purchased between 1986-1998. All are beyond their useful life and no longer cost-effective to repair and/or maintain.

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

<i>Financial Status</i>			
<b>Funding Source:</b>	Local:	\$	22,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>22,000</b>

**Project:** Fire Stations 1/2/3/4 Ventilation System  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



**Description:** *Scope*  
 This request is for the installation of ventilation systems in Fire Stations 1/2/3/4 to ventilate vehicle exhaust. The equipment consists of hoses that are fitted to exhaust pipes and a fan to vent the exhaust outside the buildings. Fire personnel perform maintenance on Fire apparatus in the engine bays of the station, and conduct training that requires the vehicles to be running. In good weather these operations can be performed outdoors, but weather often forces them indoors. When that happens the engine exhaust must be vented. Without an appropriate system the only way to do this is to leave the bay doors open, which results in large heating/cooling losses. Stations 5 and 6 have a filtering system which works moderately well but is not energy-efficient. The proposed system would vent exhaust to the outside without loss of heated or cooled ambient air in the stations.

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

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

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



#### Scope

**Description:** This request is for an automated Fire/EMS dispatch system. Working from the Computer-Assisted Dispatch software in the 911 Center, the system recognizes Fire/EMS calls and routes them to the appropriate Fire stations. The system alerts the personnel, enunciates the call, opens bay doors and, depending on the time of day, turns lights on or off. The benefits of this system are faster and more accurate dispatch of Fire and EMS personnel to life-threatening situations. Emergency medical calls in particular are extremely time-critical; it is not an exaggeration to say that seconds matter. This system speeds up dispatch by beginning the process while information is still being obtained in the Communications Center and by dispatching multiple stations simultaneously. In addition, by also handling the logistical functions of turning lights on (or off) and raising station doors it allows responders to begin communicating about response tactics immediately. The system has proven to deliver these advantages in multiple installations nationally.

**\$ Impact on Operations:** Annual costs for programming, maintenance and support, etc. (est. \$10,000) will begin in FY 2012.

#### Financial Status

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

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



#### Scope

**Description:** The request is for an interface between the Public Safety Computer-Automated Dispatch software and the Fire Department's Firehouse (records management software). The bridge will allow data to flow directly between the systems, providing both better information for firefighters and better record-keeping for the City.

**\$ Impact on Operations:** Annual costs for programming, maintenance and support, etc. (est. \$1,400) will begin in FY 2012.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	14,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>14,000</b>

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



#### **Scope**

**Description:** The request is for amplifiers and mounting brackets for the SCBA masks of firefighters, to improve radio communications. Firefighters on a fire scene are required to wear self-contained breathing apparatus (SCBA) consisting of an air tank, mask, hose, regulator and harness. The mask, which fits over the mouth and nose, makes safe and effective use of the portable radio extremely difficult. To mitigate this hazard, amplifiers are available to mount on the masks, significantly improving communication and, by extension, firefighter safety. The requested funding will buy a bracket for every firefighter's mask and enough amplifiers for all the personnel on duty at a given time. Future funding is for replacements/minor additions.

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

#### **Financial Status**

<b>Funding Source:</b>	Local:	\$	16,000
	Bond:	\$	-
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>16,000</b>

**Project:** Fitness Equipment (combination of replacements and new units)  
**Department:** Public Safety  
**Strategic Priority:** Safe, Secure and Livable City for our Residents, Businesses and Visitors



#### **Scope**

**Description:** The request is for the purchase of fitness equipment to be located at public safety headquarters and fire stations to support the Department's new Fit for Duty program. Fit for Duty is a nutrition and exercise program designed to improve job performance, reduce illnesses and absences, and lower insurance and workers compensation claims. Emphasis will be on nutrition and personal fitness discipline, with enough equipment made available to support and encourage regular exercise. Approximately half of the request would fund replacements for broken equipment that is not cost-effective to repair. The remainder is for new equipment to facilitate the program.

**\$ Impact on Operations:** Annual costs for energy usage, maintenance, etc. (est. \$500) will begin in FY 2012.

#### **Financial Status**

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

**Project:** Passenger Bus with Handicap Lift (replacement/upgrade)  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



#### **Scope**

**Description:** This request is for the replacement/upgrade of a 1990 32-passenger bus (20-years old). Purchase of a passenger vehicle with a handicap accessible lift primarily to serve senior citizens who want to participate in senior day trips but cannot utilize the existing Recreation and Parks vehicles because they cannot get on and off the bus with ease. The existing bus has multiple recurring maintenance issues which are hard to fix due to the inability to find replacement parts. Currently, the 1990 bus is only used for local trips (Atlanta area and back). A new bus would provide less seating capacity, and it would be dependent on how many wheelchair spots we decide we need on a new bus. Options are for 6, 8, or 12 seats. Wheelchair capacity would be as follows respectively: 6, 4, or 2. Annual routine maintenance would be needed on this bus. Trip fees charged to participants will help offset annual maintenance costs.

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

#### **Financial Status**

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

**Project:** Artificial Turf – Wills Park Field 4  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



<b>Scope</b>	
<b>Description:</b>	<p>This request is for installation of synthetic turf on baseball field 4 at Wills Park. This field is used year-round by the Wills Park Youth Baseball Association (January through July) and the Alpharetta Youth Football Association (August through December). As such, it gets a lot of use by Alpharetta children and is always in need of heavy maintenance whenever time permits. The installation of a synthetic turf surface would provide increased practice and play time for baseball and football (approximately 2,200 children total with 60% City resident participation). Youth football schedules at least 3 teams on Field 4 at one time, and they are on the field every night in the fall - rain or shine. Staff will close the field due to weather if it is unsafe, but generally football practices in the light rain/drizzle and it does tremendous damage to the field - damage that is difficult to repair due to the heavy use of the field and the need for it to be playable for youth baseball in January. There would be a long-term cost savings on field maintenance.</p>
<b>\$ Impact on Operations:</b>	<p>This program decreases athletic field maintenance costs as the surface is less susceptible to damage and irrigation and fertilizing is no longer required.</p>
<b>Financial Status</b>	
<b>Funding Source:</b>	
Local:	\$ 685,169
Bond:	\$ 69,831
Grant:	\$ -
<b>Total Appropriations:</b>	<b>\$ 755,000</b>

**Project:** Athletic Scoreboards (maint./replacement)  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



#### Scope

#### Description:

As a component of the City's renegotiated contract with Atlanta Coca Cola Bottling Company to be the exclusive beverage provider for City facilities and functions, the City will take over ownership and maintenance of thirty-one athletic and equestrian scoreboards. Eight of these scoreboards have been identified for replacement. The replacement cost is estimated at \$7,500 per scoreboard with replacement allocated over the next 3-year period (4 in FY 2011; 2 in FY 2012; 2 in FY 2013). Maintenance/ refurbishment of scoreboards is estimated at an additional \$5,000 annually.

Total expenses for FY 2011 are estimated at \$35,000 (replacement of 4 boards at \$30,000 and \$5,000 maintenance) with revenues from the agreement in year 1 totaling \$20,000 = net funding required of \$15,000. Parks Services will develop a plan for systematic replacement of the older scoreboards. In FY 2011, the scoreboards at the North Park softball fields 1-4 would be replaced.

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

#### Financial Status

<b>Funding Source:</b>	Local:	\$	15,000
	Beverage Agreement:	\$	20,000
	Grant:	\$	-
<b>Total Appropriations:</b>		\$	<b>35,000</b>

**Project:** Brooke Street Park  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



#### Scope

#### Description:

This request is for the development, construction, and equipping of a small neighborhood park (Brooke St). The City already owns the land. This would be a passive neighborhood park with benches, swings and picnic tables as outlined as a need in the Recreation and Parks 5-Year Master Plan (2008-2013).

**\$ Impact on Operations:** \$1,500 (FY 2011) to \$3,000 (future years) annually for landscaping, equipment maintenance, etc. - added to operating budget.

#### Financial Status

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

**Project:** Artificial Turf – North Park Field 2  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



#### Scope

**Description:** This request is for installation of synthetic turf on North Park multi-purpose field 2 (rectangular field). This field is used late-July through December by the Alpharetta Youth Football Association, and from February through May for Alpharetta Recreation and Parks' youth soccer and lacrosse programs. The field is typically closed for repair and maintenance at the conclusion of youth football season (mid-December) through January, and again from June through July. It gets a lot of use by Alpharetta children. North Park staff spends a lot of time doing repair/maintenance during the athletic seasons to keep the field in decent condition.

The installation of a synthetic turf field would provide increased practice and play time for football, soccer and lacrosse (approximately 2,300 children with 60% City resident participation). Youth football schedules at least 3 teams on the field at any one time; soccer and lacrosse usually schedule 2 teams on the field at any one time. This heavy use does tremendous damage to the field - damage that can be costly to repair with a short window of opportunity to do so.

**\$ Impact on Operations:** This program decreases athletic field maintenance costs as the surface is less susceptible to damage and irrigation and fertilizing is no longer required.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	-
	Bond:	\$	763,000
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>763,000</b>

**Project:** Park Land Acquisition  
**Department:** Recreation & Parks  
**Strategic Priority:** Recreational, Educational and Cultural Opportunities for All Ages



#### Scope

**Description:** As stated in the updated master plan, we are to aggressively pursue the acquisition of land as it becomes available. Available land is very limited and will only become harder to find and more expensive to purchase. Development would be determined by citizen's input. The Bond IV Fund currently includes funding totaling \$463,521 for land acquisition. This request will bring the total funding to \$900,000.

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

#### Financial Status

<b>Funding Source:</b>	Local:	\$	-
	Bond:	\$	436,479
	Grant:	\$	-
<b>Total Appropriations:</b>		<b>\$</b>	<b>436,479</b>

**Project:** North Point Pkwy Sidewalk (Encore Pkwy to Haynes Bridge Rd.)  
**Department:** Alpharetta Business Community (ABC)  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



#### Scope

**Description:** This request is for construction of a sidewalk along the east side of North Point Parkway from Encore Parkway to Haynes Bridge Road. This project consists of approximately 3,900 linear feet of sidewalk. A major expense with this project is the raising and lowering of existing utilities where the sidewalk is to be installed. The project would provide uninterrupted connectivity between Haynes Bridge Road and Mansell Road along both sides of North Point Parkway and to the greenway. This is an allowable use of ABC funding.

**\$ Impact on Operations:** \$2,500 (FY 2011) to \$5,000 (future years) annually for maintenance (landscaping) - added to operating budget.

#### Financial Status

<b>Funding Source:</b>	Local:	\$	-
	Bond:	\$	-
	ABC Funding:	\$	675,000
<b>Total Appropriations:</b>		\$	<b>675,000</b>

**Project:** Windward Pkwy Sidewalk (North Point Pkwy to Windward Plaza)  
**Department:** Alpharetta Business Community (ABC)  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



#### Scope

**Description:** This request is for construction of a sidewalk along the south side of Windward Parkway from North Point Parkway to Windward Plaza. This project consists of approximately 2,800 linear feet of sidewalk. Numerous utilities along the roadway will have to be relocated to accommodate the installation of the sidewalk. The project will provide uninterrupted connectivity between North Point Parkway and Windward Plaza. This is an allowable use of ABC funding.

**\$ Impact on Operations:** \$1,500 (FY 2011) to \$3,000 (future years) annually for maintenance (landscaping) - added to operating budget.

#### Financial Status

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

**Project:** North Point Pkwy Sidewalk (Old Milton Pkwy to Home Mission Board)  
**Department:** Alpharetta Business Community (ABC)  
**Strategic Priority:** Comprehensive Transportation System, Balancing Greenways and Walkways with Road and Rail



#### Scope

**Description:** This request is for construction of a sidewalk along the east side of North Point Parkway between Old Milton Parkway and the Home Mission Board driveway. This project consists of approximately 700 linear feet of sidewalk. The project would provide uninterrupted connectivity between Old Milton Parkway and Kimball Bridge Road along the east side of North Point Parkway. This is an allowable use of ABC funding.

**\$ Impact on Operations:** \$400 (FY 2011) to \$800 (future years) annually for maintenance (landscaping) - added to operating budget.

#### Financial Status

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

**Department:** Multiple Departments  
**Strategic Priority:** Proactive, Environmentally Sensitive Community with a focus on our Future



#### Scope

**Description:** This request is to provide available funding to serve as matching funds for grant opportunities as they arise throughout the year. Operating grants, such as the Bulletproof Vest Partnership Program, typically require matching funds in order to carry out the required grant activities. This funding will allow the City of Alpharetta to pursue a multitude of grant opportunities.

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

#### Financial Status

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

# Enterprise Fund Summary

## Overview

The *Enterprise Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2011 budget for the City's Solid Waste Fund.

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

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

- **Fund Summary**

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

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2010 and 2011. 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 2007-2011 as well as a forecast for fiscal years 2012-2013. Also included are changes in fund balance.

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

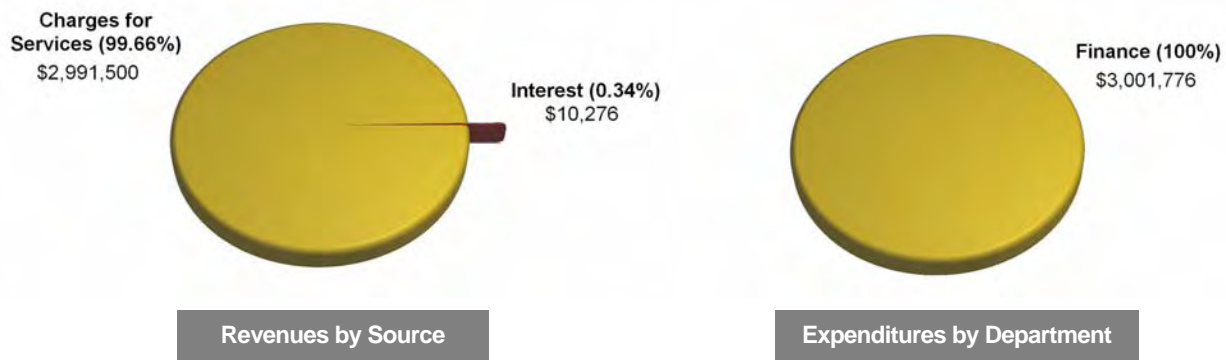
## **Solid Waste Fund Summary**

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

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

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### **FY 2011 Budget = \$3,001,776**



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### **Trends**

The FY 2011 Budget for the Solid Waste Fund totals \$3,001,776 and represents an increase of 2.4%, or \$69,424, compared to the FY 2010 budget.

The Personnel Services category increased 1.9%, or \$992, due primarily to wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends) and increases in group insurance and pension costs. The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Authorized personnel for FY 2011 total 1.0 FTE and represent the following:

	FTEs			
	FY 2009	FY 2010	FY 2011	Variance
Financial Services Representative	1.0	1.0	1.0	-

The Maintenance & Operations category increased 16.3%, or \$413,432, due to an increase in sanitation hauler fees.

# City of Alpharetta

## Solid Waste Fund

### Statement of Budgetary Comparisons (FY 2010-2011)

	FY 2010 Amended Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
Refuse Collection Fees	\$ 2,200,000	\$ 2,625,000	\$ 425,000	19.32%
TAG Fees	100	1,000	900	900.00%
Commercial Hauler Fees	25,000	20,000	(5,000)	-20.00%
Environmental Fees	330,000	335,000	5,000	1.52%
Penalties and Fees	20,000	10,000	(10,000)	-50.00%
Bad Check Fees	100	500	400	400.00%
Interest	12,152	10,276	(1,876)	-15.44%
Other Financing Sources:				
Budgeted Fund Balance	345,000	-	(345,000)	-100.00%
<b>Total Revenues (All Sources): (1)</b>	<b>\$ 2,932,352</b>	<b>\$ 3,001,776</b>	<b>\$ 69,424</b>	<b>2.37%</b>
Personnel Services:				
Salaries	\$ 37,422	\$ 37,595	\$ 173	0.46%
Benefits	15,930	16,749	819	5.14%
Maintenance & Operations:				
Professional Fees	2,500,000	2,906,500	406,500	16.26%
Miscellaneous	34,000	40,932	6,932	20.39%
Other Uses:				
Non-Allocated/Reserve	345,000	-	(345,000)	-100.00%
<b>Total Expenditures (All Uses): (1)</b>	<b>\$ 2,932,352</b>	<b>\$ 3,001,776</b>	<b>\$ 69,424</b>	<b>2.37%</b>

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

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance and Non-Allocated/Reserves. The true operational budget growth after adjusting for non-operating items approximates 16.0%.

# City of Alpharetta

## Solid Waste Fund

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

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>Beginning Fund Balance:</b>	\$ 467,185	\$ 630,455	\$ 843,883	\$ 982,404	\$ 982,404	\$ 982,404	\$ 982,507
<b>Revenues:</b>							
Charges for Services	\$ 2,621,405	\$ 2,653,117	\$ 2,633,974	\$ 2,575,200	\$ 2,991,500	\$ 2,991,500	\$ 2,991,500
Interest	41,859	59,190	30,191	12,152	10,276	10,379	10,483
	\$ 2,663,264	\$ 2,712,308	\$ 2,664,165	\$ 2,587,352	\$ 3,001,776	\$ 3,001,879	\$ 3,001,983
<b>Expenditures:</b>							
Solid Waste Operations	\$ 2,499,994	\$ 2,499,485	\$ 2,525,644	\$ 2,587,352	\$ 3,001,776	\$ 3,001,776	\$ 3,001,776
	\$ 2,499,994	\$ 2,499,485	\$ 2,525,644	\$ 2,587,352	\$ 3,001,776	\$ 3,001,776	\$ 3,001,776
<b>Other Financing Sources (Uses):</b>							
Interfund Transfer:							
General Fund (subsidy/other)	\$ -	\$ 605	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ 605	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance: (1)</b>	<b>\$ 630,455</b>	<b>\$ 843,883</b>	<b>\$ 982,404</b>	<b>\$ 982,404</b>	<b>\$ 982,404</b>	<b>\$ 982,507</b>	<b>\$ 982,713</b>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 163,270	\$ 213,428	\$ 138,521	\$ -	\$ -	\$ 103	\$ 207
<i>Personnel (full-time-equivalent)</i>	1.0	1.0	1.0	1.0	1.0		

**Notes:**

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

Fiscal Year 2011 Operating & Capital Budget Narrative

# Internal Service Fund Summary

## **Overview**

The *Internal Service Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2011 budget for the City's Risk Management Fund. The Risk Management Fund was established in fiscal year 2010 to allow for the effective and efficient tracking of Risk Management activities.

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

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

- **Fund Summary**

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

- **Statement of Budgetary Comparisons**

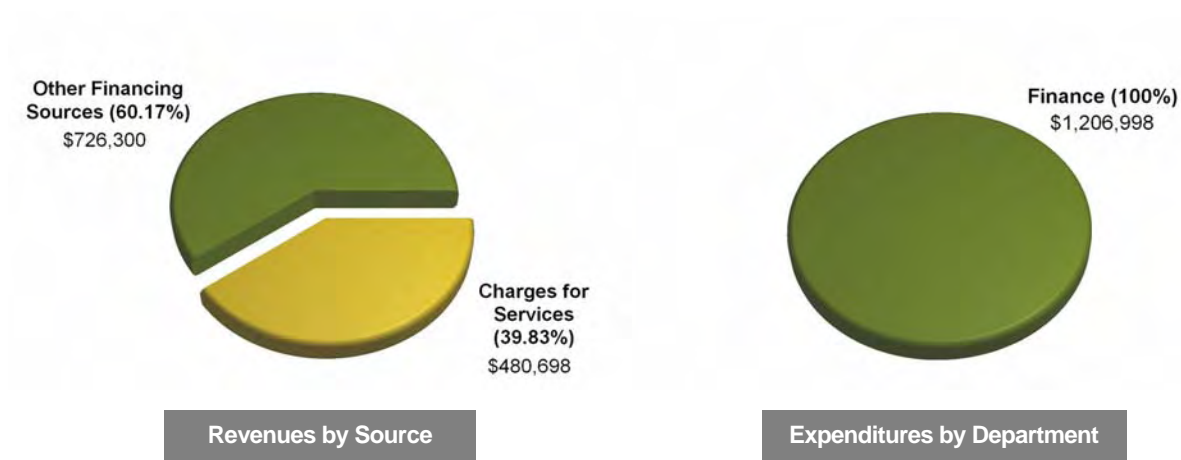
This statement provides a detailed listing of revenues and expenditures for fiscal year 2010. Revenues are presented by source and expenditures are presented by category (e.g. Maintenance & Operations, Other, etc.).

## **Risk Management Fund Summary**

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

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### **FY 2011 Budget = \$1,206,998**



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### **Trends**

The FY 2011 Budget for Risk Management totals \$1,206,998 and represents a decrease of -27.9%, or -\$467,388, compared to the FY 2010 budget. The FY 2010 budget included a one-time transfer of \$550,000 representing a reserve for prior-year claims.

# City of Alpharetta

## Risk Management Fund

### Statement of Budgetary Comparisons (FY 2010-2011)

	FY 2010 Amended Budget	FY 2011 Recommended Budget	\$ Variance	% Variance
Charges for Services	\$ 425,000	\$ 480,698	\$ 55,698	13.11%
Other:				
General Fund Transfer	1,249,386	726,300	(523,086)	-41.87%
<b>Total Revenues (All Sources):</b>	<b>\$ 1,674,386</b>	<b>\$ 1,206,998</b>	<b>\$ (467,388)</b>	<b>-27.91%</b>
Maintenance & Operations:				
Professional Services	\$ 50,300	\$ 50,300	\$ -	0.00%
Claims & Judgments (CY Reserve)	425,000	480,698	55,698	13.11%
Claims & Judgments (PY Reserve)	550,000	-	(550,000)	-100.00%
Vehicle Liability	145,349	150,000	4,651	3.20%
Property and Equipment Liability	40,260	50,000	9,740	24.19%
General Liability	88,837	90,000	1,163	1.31%
Law Enforcement Liability	130,015	129,500	(515)	-0.40%
Public Entity Liability	45,854	55,000	9,146	19.95%
Workers Comp. Excess Liability	64,583	70,000	5,417	8.39%
Employee Benefits Liability	-	500	500	100.00%
Criminal Liability	6,594	6,000	(594)	-9.01%
Umbrella and Excess Liability	127,594	125,000	(2,594)	-2.03%
<b>Total Expenditures (All Uses):</b>	<b>\$ 1,674,386</b>	<b>\$ 1,206,998</b>	<b>\$ (467,388)</b>	<b>-27.91%</b>

**Notes:**

The Risk Management Fund was established in FY 2010 and included the one-time transfer of \$550,000 from the General Fund for prior-year claims reserve.

# City of Alpharetta

## Risk Management Fund

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

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>Beginning Fund Balance:</b>	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000	\$ 550,000
<b>Revenues:</b>							
Charges for Services	\$ -	\$ -	\$ -	\$ 425,000	\$ 480,698	\$ 490,312	\$ 500,118
Other:							
General Fund Transfer	-	-	-	1,249,386	726,300	740,826	755,643
	\$ -	\$ -	\$ -	\$ 1,674,386	\$ 1,206,998	\$ 1,231,138	\$ 1,255,761
<b>Expenditures:</b>							
Maintenance & Operations:							
Professional Services	\$ -	\$ -	\$ -	\$ 50,300	\$ 50,300	\$ 51,306	\$ 52,332
Claims & Judgments (CY Reserve)	-	-	-	425,000	480,698	490,312	500,118
Vehicle Liability	-	-	-	145,349	150,000	153,000	156,060
Property and Equipment Liability	-	-	-	40,260	50,000	51,000	52,020
General Liability	-	-	-	88,837	90,000	91,800	93,636
Law Enforcement Liability	-	-	-	130,015	129,500	132,090	134,732
Public Entity Liability	-	-	-	45,854	55,000	56,100	57,222
Workers Comp. Excess Liability	-	-	-	64,583	70,000	71,400	72,828
Employee Benefits Liability	-	-	-	-	500	510	520
Criminal Liability	-	-	-	6,594	6,000	6,120	6,242
Umbrella and Excess Liability	-	-	-	127,594	125,000	127,500	130,050
	\$ -	\$ -	\$ -	\$ 1,124,386	\$ 1,206,998	\$ 1,231,138	\$ 1,255,761
<b>Ending Fund Balance: (1),(2),(3)</b>	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
<i>Changes in Fund Balance (actual/est.)</i>	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -

**Notes:**

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

# Fiscal Year 2011 Operating & Capital Budget Narrative

# Department Summaries

## **Overview**

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

This section segments departmental budgets into the following components:

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

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

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

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



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# **Mayor and City Council**

## **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.



Mayor

## **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

## Mayor and City Council General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 118,832	\$ 120,489	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	64,775	65,297	66,992	81,432	95,143	98,949	102,907
FICA	8,282	8,406	8,035	9,455	9,455	9,455	9,455
Pension	11,521	13,572	14,095	15,833	13,355	13,889	14,445
Pension (Deferred Compensation)	1,570	1,951	1,773	6,000	9,000	9,000	9,000
Workers Compensation	1,595	829	1,629	2,277	2,612	2,716	2,825
Miscellaneous	3,600	3,600	3,600	3,600	3,600	3,600	3,600
<b>subtotal</b>	<b>\$ 210,175</b>	<b>\$ 214,145</b>	<b>\$ 216,124</b>	<b>\$ 238,597</b>	<b>\$ 253,165</b>	<b>\$ 257,609</b>	<b>\$ 262,232</b>
<b>Maintenance &amp; Operations:</b>							
Mayor - Arthur Letchas	\$ 3,068	\$ 2,053	\$ 8,150	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
* Post 1 - Doug DeRito	2,003	4,152	3,264	5,000	5,000	5,000	5,000
* Post 2 - Mike Kennedy	2,046	4,418	4,195	5,000	5,000	5,000	5,000
* Post 3 - Chris Owens	2,150	3,345	4,775	5,000	5,000	5,000	5,000
* Post 4 - Cheryl Oakes	2,095	2,376	2,546	5,000	5,000	5,000	5,000
* Post 5 - Vacant	4,002	2,709	2,775	5,000	5,000	5,000	5,000
* Post 6 - D.C. Aiken	250	721	2,324	5,000	5,000	5,000	5,000
Miscellaneous	708	3,705	1,820	9,000	9,000	9,000	9,000
<b>subtotal</b>	<b>\$ 16,323</b>	<b>\$ 23,479</b>	<b>\$ 29,850</b>	<b>\$ 48,000</b>	<b>\$ 48,000</b>	<b>\$ 48,000</b>	<b>\$ 48,000</b>
<b>Capital</b>	<b>\$ 1,287</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	<b>\$ (1,700)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 226,085</b>	<b>\$ 237,623</b>	<b>\$ 245,974</b>	<b>\$ 286,597</b>	<b>\$ 301,165</b>	<b>\$ 305,609</b>	<b>\$ 310,232</b>
<b>PERSONNEL</b>							
Mayor	1.0	1.0	1.0	1.0	1.0		
City Council	6.0	6.0	6.0	6.0	6.0		
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>		

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

## Budget Narrative

The Fiscal Year 2011 Budget for Mayor and City Council totals \$301,165 and represents an increase of 5.1%, or \$14,568, compared to the FY 2010 budget, and primarily represents increased group insurance costs.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

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

Base level personnel for FY 2011 total 7.0 full-time-equivalents ("FTE") and represent the following:

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



The City of Alpharetta is one of the first communities in the region to qualify for the Green Community Certification by the Atlanta Regional Commission. Certification is earned by implementing environmental sustainability practices and policies in

10 categories, ranging from energy efficiency and green building to transportation and water efficiency.

The City Council adopted the Alpharetta Green City Program in early 2009 as a comprehensive document for all the City's sustainable policies and practices. A variety of measures are incorporated in the Green City Program, including LEED or EnergyStar certification for all new local government buildings, a green fleet policy, "green" purchasing policies and more. The City received points for its water conservation requirement for new construction, which mandates that any project within the City limits demonstrate how the project will reduce water consumption by at least 10 percent to receive a permit. Other measures implemented by the City of Alpharetta are community incentives for green building and WaterSense homes, a commercial recycling requirement, installation of LED bulbs in all traffic signals and a no-idling policy for government



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# 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;



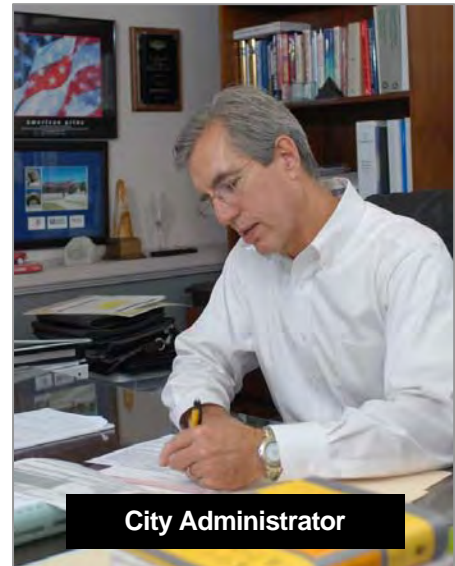
- ✓ To expand funding opportunities through grant resources;



- ✓ 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.

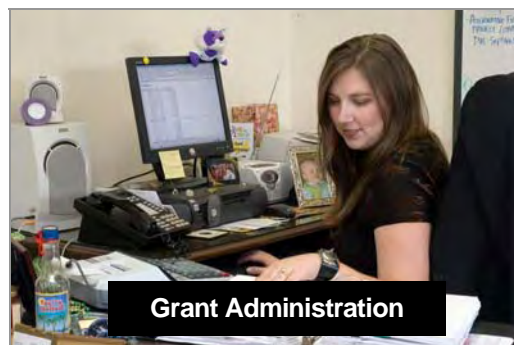
The City has also been awarded the *City of Excellence* designation from the GMA in conjunction with Georgia Trend Magazine. This program was created to recognize Georgia’s best managed and most livable cities.



# Statement of Revenues, Expenditures, and changes in Personnel (City Administration)

## City Administration/Public Information/Special Events/Grants Administration General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
<b>Charges for Services:</b>							
Taste of Alpharetta	\$ 209,407	\$ 83,632	\$ 149,385	\$ 161,000	\$ 150,000	\$ 150,150	\$ 150,300
Other	105,003	106,199	103,115	82,500	57,500	57,558	57,615
<b>Other Revenue</b>	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 314,410</b>	<b>\$ 189,832</b>	<b>\$ 252,500</b>	<b>\$ 243,500</b>	<b>\$ 207,500</b>	<b>\$ 207,708</b>	<b>\$ 207,915</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 504,756	\$ 567,370	\$ 580,095	\$ 585,152	\$ 585,471	\$ 597,180	\$ 609,124
Overtime	700	3,378	14,051	150,000	50,000	50,000	50,000
Group Insurance	62,090	58,926	51,324	41,566	71,498	74,358	77,332
FICA	33,603	39,022	38,498	56,790	49,165	50,148	51,151
Pension	42,757	52,160	57,379	64,337	73,571	76,514	79,574
Pension (Deferred Compensation)	20,514	23,449	27,956	28,806	30,370	30,977	31,597
Workers Compensation	4,707	3,871	7,619	10,297	11,771	12,006	12,247
Miscellaneous	7,200	7,200	7,200	8,250	7,350	7,350	7,350
<i>subtotal</i>	<b>\$ 676,325</b>	<b>\$ 755,375</b>	<b>\$ 784,123</b>	<b>\$ 945,198</b>	<b>\$ 879,196</b>	<b>\$ 898,534</b>	<b>\$ 918,375</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 209,885	\$ 140,001	\$ 197,413	\$ 238,659	\$ 219,333	\$ 219,333	\$ 219,333
Rental Equipment	16,969	30,715	24,927	28,670	28,560	28,560	28,560
Advertising	23,184	26,314	24,720	20,548	20,311	20,311	20,311
Printing	45,208	69,672	72,326	27,903	26,269	26,269	26,269
General Supplies	25,450	41,287	24,894	18,642	15,749	15,749	15,749
Utilities	14,429	8,802	8,284	9,567	10,099	10,099	10,099
Promotions	10,995	11,679	7,986	5,552	5,552	5,552	5,552
Miscellaneous	32,269	29,912	28,645	44,471	49,125	49,125	49,125
<i>subtotal</i>	<b>\$ 378,388</b>	<b>\$ 358,382</b>	<b>\$ 389,195</b>	<b>\$ 394,012</b>	<b>\$ 374,998</b>	<b>\$ 374,998</b>	<b>\$ 374,998</b>
<b>Capital</b>	<b>\$ 3,235</b>	<b>\$ 12,240</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	<b>\$ 1,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,059,649</b>	<b>\$ 1,125,997</b>	<b>\$ 1,173,318</b>	<b>\$ 1,339,210</b>	<b>\$ 1,254,194</b>	<b>\$ 1,273,532</b>	<b>\$ 1,293,373</b>
<b>Authorized Personnel</b>	<b>6.5</b>	<b>6.5</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>		



## Budget Narrative

The FY 2011 Budget for City Administration totals \$1,254,194 and represents a decrease of -6.3%, or -\$85,016, compared to the FY 2010 budget.

The Personnel Services category decreased -7.0%, or -\$66,002, due primarily to: wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends); increases in group insurance and pension costs; and the reallocation of overtime appropriations from special events to the Public Safety Department (-\$100,000).

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Base level personnel for FY 2011 total 7.0 FTEs and represent the following:

	FTEs			
	FY 2009	FY 2010	FY 2011	Variance
City Administrator	1.0	1.0	1.0	-
Assistant City Administrator	1.0	1.0	1.0	-
Executive Assistant	1.0	-	-	-
Executive Office Coordinator	-	1.0	1.0	-
Grants Administrator	1.0	1.0	1.0	-
Special Events Coordinator (2PT)	1.0	1.0	1.0	-
Special Events Manager	1.0	1.0	1.0	-
Web Administrator	1.0	1.0	1.0	-
	7.0	7.0	7.0	-

The Maintenance & Operations category decreased -4.8%, or -\$19,014, due primarily to the following activity:

- reduction in professional fees of -\$19,326 due to multiple factors including less funding for website function improvements, special event preparation (e.g. event stage preparation and lighting), etc;
- reduction in printing costs of -\$1,634 due to the online posting of the City Speaker and streamlining of special event promotional printing (e.g. banners, fliers, etc.);
- reduction in computer replacement costs of -\$2,845 as no computer replacements are scheduled for FY 2011 (only VMWare costs); and
- increases in professional services (IT) of \$4,031 due primarily to additional Microsoft licensing costs (enterprise, virtual servers, etc.).

## Statement of Revenues, Expenditures, and changes in Personnel (City Attorney)

### City Attorney General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 408,586	\$ 436,454	\$ 464,007	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Miscellaneous	4,047	45,586	-	-	-	-	-
Adjustments/Reconciliation	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 412,633</b>	<b>\$ 482,040</b>	<b>\$ 464,007</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
<b>PERSONNEL*</b>	-	-	-	-	-		

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

## Statement of Revenues, Expenditures, and changes in Personnel (Internal Audit)

### Internal Audit General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 83,923	\$ 92,081	\$ 99,100	\$ 100,020	\$ 100,483	\$ 102,493	\$ 104,543
Group Insurance	14,884	17,258	16,819	17,152	18,173	18,900	19,656
FICA	6,358	7,257	7,600	7,652	7,687	7,841	7,998
Pension	8,449	10,246	11,399	12,997	14,684	15,271	15,882
Pension (Deferred Compensation)	3,352	3,985	5,113	4,925	5,024	5,124	5,227
Workers Compensation	947	643	1,318	1,869	2,154	2,197	2,241
Miscellaneous	-	-	-	-	-	-	-
<i>subtotal</i>	<b>\$ 117,913</b>	<b>\$ 131,471</b>	<b>\$ 141,347</b>	<b>\$ 144,615</b>	<b>\$ 148,205</b>	<b>\$ 151,826</b>	<b>\$ 155,546</b>
<b>Maintenance &amp; Operations:</b>							
Professional Development	\$ 1,730	\$ 1,900	\$ 1,650	\$ 2,098	\$ 2,098	\$ 2,098	\$ 2,098
Travel	1,663	3,242	2,486	3,000	3,000	3,000	3,000
Miscellaneous	200	180	173	331	331	331	331
<i>subtotal</i>	<b>\$ 3,593</b>	<b>\$ 5,323</b>	<b>\$ 4,309</b>	<b>\$ 5,429</b>	<b>\$ 5,429</b>	<b>\$ 5,429</b>	<b>\$ 5,429</b>
<b>Capital</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Adjustments/Reconciliation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 121,506</b>	<b>\$ 136,794</b>	<b>\$ 145,657</b>	<b>\$ 150,044</b>	<b>\$ 153,634</b>	<b>\$ 157,255</b>	<b>\$ 160,975</b>
<b>Authorized Personnel</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>		

## Budget Narrative

The FY 2011 Budget for Internal Audit totals \$153,634 and represents an increase of 2.4%, or \$3,590, compared to the FY 2010 budget.

The Personnel Services category increased 2.5%, or \$3,590, due primarily to wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends) and increases in group insurance and pension costs.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Base level personnel for FY 2011 total 1.0 FTEs and represent the following:

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

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



## Performance Measurement

The following section provides detailed information on City Administration programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### City Administration

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

City Administration Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
City Administration Department annual turnover percentage	10.0%	10.0%	0.0%	0.0%	0.0%
# of Public meetings held	50	52	42	44	40
Number of website hits	4,693,023	4,800,962	4,911,384	4,923,592	5,000,000
Number of newsletters distributed	54,000	52,000	52,000	0	0
# of Grant applications prepared	15	15	15	10	13
# of Grants received	6	7	10	7	7
% of successful grant applications	40%	47%	67%	70%	54%
Total value of grants received	\$120,516	\$60,000	\$750,000	\$6,093,802	\$100,000
# of Grants managed	34	28	30	40	35
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>
	City Administrator	City Administrator	City Administrator	City Administrator	City Administrator
	Asst City Admin.	Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin
	Executive Assistant	Executive Assistant	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.
	Grants Manager	Grants Manager	Grants Administrator	Grants Administrator	Grants Administrator
	Webmaster	Webmaster	Web Administrator	Web Administrator	Web Administrator

## Special Events

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

Special Events Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
# of Total approved events:					
Exclusive City Events	37	38	36	36	36
City Partnered Events	12	12	10	10	9
Other	13	43	35	35	36
Approximate attendance for:					
Alpharetta Marathon	3,000	300	N/A	N/A	N/A
Taste of Alpharetta	85,000	150	N/A	50,000	40,000
Mayor's Challenge	1,000	60,000	60,000	1,500	2,000
Old Soldier's Day Parade	10,000	1,000	1,200	1,200	1,200
Annual Tree Lighting	4,500	9,500	9,000	7,000	7,000
Alpharetta Arts Street Fest Spring	15,000	4,500	4,500	11,000	15,000
Alpharetta Arts Street Fest Fall	N/A	15,000	16,000	N/A	N/A
Scarecrow Harvest		3,000	3,500	3,700	4,000
Old Milton Country Fair	5,000	4,000	5,500	3,500	3,500
# of Special events applications processed	2,100	2,250	2,400	2,150	2,250
# of Volunteers recruited	375	420	350	325	400
# of Special event sponsors	25	32	15	13	20
# of Event vendors managed	260	240	250	230	240
<b>Personnel Assigned:</b>	<b>1.5 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
Special Events Manager		Special Events Manager	Special Events Manager	Special Events Manager	Special Events Manager
Special Events Coordinator (.5)		Special Events Coordinator (2 PT)	Special Events Coordinator (2 PT)	Special Events Coordinator (2 PT)	Special Events Coordinator (2 PT)



## City Clerk

### Mission Statement

The City Clerk's Office pledges to be the professional link between the citizens and City government. The City Clerk's office is ever mindful of neutrality and impartiality, rendering equal service to everyone. In addition, the City Clerk's office is committed to maintaining accurate records and quality record retention.

### Goals and Objectives



- ✓ Continued efforts to improve records retention processes through document imaging;



- ✓ Continue to improve meeting agenda reports and updates, using Internet and document imaging technology; and



- ✓ Encourage improved efficiency on consent agenda items to allow adequate time on primary agenda items.

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

#### City Clerk General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
<b>Licenses &amp; Permits:</b>							
Alcohol Beverage Permit Fees	\$ 412,977	\$ 436,142	\$ 421,262	\$ 400,000	\$ 400,000	\$ 412,000	\$ 424,360
Other	13,360	18,197	12,658	7,000	7,000	7,140	7,283
<b>TOTAL</b>	<b>\$ 426,336</b>	<b>\$ 454,338</b>	<b>\$ 433,919</b>	<b>\$ 407,000</b>	<b>\$ 407,000</b>	<b>\$ 419,140</b>	<b>\$ 431,643</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 142,202	\$ 150,717	\$ 160,306	\$ 170,465	\$ 156,627	\$ 159,760	\$ 162,955
Group Insurance	10,393	10,676	10,814	11,487	12,300	12,792	13,304
FICA	10,862	12,089	12,386	12,461	11,400	11,628	11,861
Pension	13,241	15,558	17,069	19,274	21,777	22,648	23,554
Pension (Deferred Compensation)	4,626	5,485	7,159	7,304	6,935	7,074	7,215
Workers Compensation	547	954	2,114	3,048	3,194	3,258	3,323
Miscellaneous	-	-	-	-	-	-	-
<i>subtotal</i>	<b>\$ 181,872</b>	<b>\$ 195,480</b>	<b>\$ 209,847</b>	<b>\$ 224,039</b>	<b>\$ 212,233</b>	<b>\$ 217,159</b>	<b>\$ 222,211</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ (50,195)	\$ 75,608	\$ 5,987	\$ 144,690	\$ 3,600	\$ 150,000	\$ 10,000
Advertising	4,407	6,503	3,042	11,056	9,800	9,800	9,800
Maintenance Contracts	7,762	8,150	9,251	14,399	17,556	17,556	17,556
General Supplies	12,839	2,288	7,518	13,465	11,300	11,300	11,300
Utilities	6,761	7,366	6,946	7,150	7,378	7,378	7,378
Miscellaneous	3,855	5,220	6,599	8,219	8,425	8,425	8,425
<i>subtotal</i>	<b>\$ (14,571)</b>	<b>\$ 105,135</b>	<b>\$ 39,343</b>	<b>\$ 198,979</b>	<b>\$ 58,059</b>	<b>\$ 204,459</b>	<b>\$ 64,459</b>
<b>Capital</b>	<b>\$ 1,695</b>	<b>\$ 9,192</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 168,996</b>	<b>\$ 309,806</b>	<b>\$ 249,190</b>	<b>\$ 423,018</b>	<b>\$ 270,292</b>	<b>\$ 421,618</b>	<b>\$ 286,670</b>
<b>Authorized Personnel</b>							
	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>		

## Budget Narrative

The FY 2011 Budget for the City Clerk totals \$270,292 and represents a decrease of -36.1%, or -\$152,726, compared to the FY 2010 budget.

The Personnel Services category decreased -5.3%, or -\$11,806, due primarily due to: wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends); increases in group insurance and pension costs; and reductions in seasonal salary requirements.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Base level personnel for FY 2011 total 2.0 FTEs and represent the following:

	FTEs			Variance
	FY 2009	FY 2010	FY 2011	
City Clerk	1.0	1.0	1.0	-
Administrative Assistant I	1.0	-	-	-
Assistant City Clerk	-	1.0	1.0	-
	2.0	2.0	2.0	-

The Maintenance & Operations category decreased -70.8%, or -\$140,920, due primarily to a reduction in election related expenses (City elections are held in even years such as FY 2010; FY 2011 will not incur any election related expenditures).



## Performance Measurement

The following section provides detailed information on City Clerk programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Legislative Support

**Statement of Service:** To serve the citizens and employee of the City of Alpharetta by effectively and efficiently maintaining accurate and accessible records and responding to requests for records. Additionally, the City Clerk issues and collects alcohol beverage licenses and revenues.

City Clerk Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
City Clerk annual turnover percentage	0.0%	0.0%	0.00%	0.00%	0.00%
# of Ordinances prepared	35	35	40	25	30
# of Open records requests processed	30	30	30	25	25
# of New alcohol license applications	25	15	20	16	20
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
	City Clerk	City Clerk	City Clerk	City Clerk	City Clerk
	Admin Asst. I	Admin Asst. I	Asst. City Clerk	Asst. City Clerk	Asst. City Clerk





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# Community Development











*Administration, Planning & Zoning, Economic Development, and Code Enforcement*

## Mission Statement

To protect and enhance the lives of Alpharetta citizens by protecting property values, guiding the City's growth and safeguarding the built environment.



## Goals and Objectives

-  ✓ Enforce the standard building code and zoning code;
-  ✓ Provide building inspections within 48 hours of request;
-  ✓ Provide efficient plans processing and permitting;
-  ✓ Provide quality support to boards and commissions staffed by Community Development;
-  ✓ Maintain and update demographic, statistical and other data, maps and materials;
-  ✓ Process all public hearings in the most efficient manner possible;
-   ✓ 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

## Community Development General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES (1)</b>							
<b>Licenses &amp; Permits:</b>							
Development Permits & related Fees	\$ 297,803	\$ 328,903	\$ 139,445	\$ 120,000	\$ 50,000	\$ 51,000	\$ 52,020
Building Permit Fees	1,629,011	1,138,439	613,194	615,000	450,000	459,000	468,180
Occupancy Permit Fees	182,188	190,004	107,766	104,000	65,000	66,300	67,626
Other	41,020	53,252	40,251	34,000	30,000	30,600	31,212
<b>Charges for Services:</b>							
Planning and Development Fees	229,435	145,616	76,581	68,500	55,000	56,100	57,222
Fire Plan Review Fees	429,527	327,112	150,565	148,500	105,000	107,100	109,242
Other	33,455	14,723	17,755	15,000	900	918	936
<b>Fines &amp; Forfeitures</b>	1,600	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,844,038</b>	<b>\$ 2,198,050</b>	<b>\$ 1,145,558</b>	<b>\$ 1,105,000</b>	<b>\$ 755,900</b>	<b>\$ 771,018</b>	<b>\$ 786,438</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 1,047,645	\$ 1,125,073	\$ 1,164,753	\$ 1,241,932	\$ 1,174,151	\$ 1,197,634	\$ 1,221,587
Overtime	-	-	-	-	-	-	-
Group Insurance	204,568	189,492	189,846	212,012	215,043	223,645	232,591
FICA	75,013	84,298	84,142	95,008	89,822	91,618	93,451
Pension	101,086	130,093	144,444	161,910	171,919	178,796	185,948
Pension (Deferred Compensation)	34,011	38,315	49,671	42,950	52,032	53,073	54,134
Workers Compensation	9,541	7,927	16,694	23,282	25,215	25,719	26,234
Miscellaneous	-	-	-	3,150	200	200	200
<i>subtotal</i>	<b>\$ 1,471,863</b>	<b>\$ 1,575,199</b>	<b>\$ 1,649,549</b>	<b>\$ 1,780,244</b>	<b>\$ 1,728,382</b>	<b>\$ 1,770,685</b>	<b>\$ 1,814,143</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 57,036	\$ 49,008	\$ 40,303	\$ 39,936	\$ 20,644	\$ 20,644	\$ 20,644
Board Member Fees	10,300	14,359	11,300	11,250	11,250	11,250	11,250
Repair & Maintenance (Vehicles)	17,167	20,584	11,807	17,936	19,236	19,236	19,236
Building Lease	77,139	79,862	81,464	83,102	84,774	84,774	84,774
Advertising	16,564	12,599	9,392	12,200	7,000	7,000	7,000
Printing	7,880	14,396	2,861	9,030	4,550	4,550	4,550
Maintenance Contracts	31,712	31,354	42,547	89,187	84,110	84,110	84,110
General Supplies	29,109	25,999	16,590	32,517	22,698	22,698	22,698
Utilities	11,015	12,662	11,571	13,000	13,434	13,434	13,434
Miscellaneous	32,213	35,041	26,789	30,001	32,304	32,304	32,304
<i>subtotal</i>	<b>\$ 290,136</b>	<b>\$ 295,864</b>	<b>\$ 254,624</b>	<b>\$ 338,159</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Capital</b>	<b>\$ 41,053</b>	<b>\$ 8,045</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,803,052</b>	<b>\$ 1,879,108</b>	<b>\$ 1,904,173</b>	<b>\$ 2,118,403</b>	<b>\$ 2,028,382</b>	<b>\$ 2,070,685</b>	<b>\$ 2,114,143</b>
<b>Authorized Personnel</b>							
	<b>22.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>		

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

## Budget Narrative

The FY 2011 Budget for Community Development totals \$2,028,382 and represents a decrease of -4.2%, or -\$90,021 compared to FY 2010.

The Personnel Services category decreased -2.9%, or -\$51,862, due primarily to: wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends); increases in group insurance and pension costs; and the elimination of funding for 2.0 full-time-equivalent positions (see below). These positions will remain vacant pending an identified funding source and workload justification.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Base level personnel for FY 2011 total 21.0 FTEs and represent the following:

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

\* Includes 2.0 FTE not-funded in the FY 2011 Budget. Those positions are as follows: Building Inspector (2.0 FTE).

The Maintenance & Operations category decreased -11.3%, or -\$38,159, due primarily to the following activity:

- reduction in professional fees, general supplies, and uniform costs of -\$29,711, based on current year-to-date expenditures at the time of the budget preparation;
- reduction in travel and professional development of -\$5,796 (combined) due to control measures that limit travel/training to essential requirements only; and

- increases in computer replacement costs of \$13,049. The IT computer refresh FY 2011 includes the replacement of 13 workstations.

## Performance Measurement

The following section provides detailed information on Community Development programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Community Development Administration

**Statement of Service:** The purpose of Community Development Administration is to provide effective, efficient and responsive services to account for the resources allocated to the Planning & Zoning and Code Enforcement division of the department.

### Planning and Zoning

**Statement of Service:** The Planning and Zoning division guides the growth and development of the City in a manner that enhances the quality of life and recognizes the City's historic & natural features.

Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
Community Development annual turnover percentage	5%	5%	0%	0%	0%
# of Special projects managed	4	3	3	3	4
# of Community image enhancement projects	2	2	2	2	3
# of New public hearings filed	64	56	58	60	55
Total # of public hearings processed	135	112	115	109	105
# of parcels annexed	1	1	0	0	0
<b>Personnel Assigned:</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II
Plans Technician	Planning Technician	Planning Technician	GIS Specialist	GIS Specialist	GIS Specialist
Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator
Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary	Recording Secretary
Zoning & Plans Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator	Zoning & Plans Administrator

## **Code Enforcement**

**Statement of Service:** To protect the public health, safety, and welfare by ensuring compliance with City building and land-use codes and ordinances.

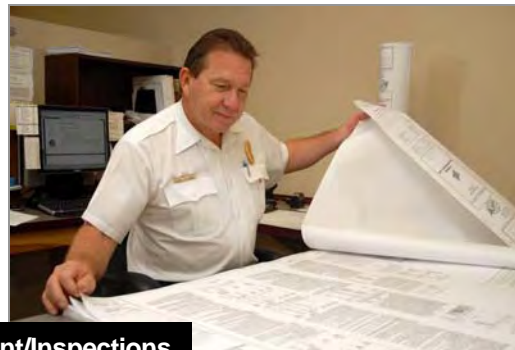
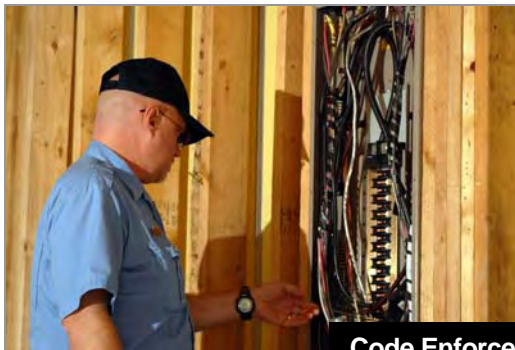
<b>Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
# of New building permits issued	3,456	3,478	3,500	2,293	2,800
# of Building inspections completed	15,249	13,505	14,000	9,459	10,000
# of Code enforcement inspections completed	3,622	2,707	3,500	3,159	3,300
<b>Personnel Assigned:</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>	<b>14.0 FTE</b>
Building Official	Building Official	Building Official	Building Official	Building Official	Building Official
Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)
Building Plans	Building Plans	Building Plans	Building Plans	Building Plans	Building Plans
Plans Inspector(2)	Examiner (2)	Examiner (2)	Examiner (2)	Examiner (2)	Examiner (2)
Building Inspector(5)	Building Inspector (5)	Building Inspector (5)	Building Inspector (5)	Building Inspector (5)	Building Inspector (5)*
Code Enforcement Officer(4)	Code Enforcement Officer (4)	Code Enforcement Officer (4)	Code Enforcement Officer (4)	Code Enforcement Officer (4)	Code Enforcement Officer (4)

\* Includes 2.0 FTE (Building Inspector positions) not-funded in the FY 2011 Budget.

## **Economic Development**

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

<b>Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
# of Existing business contacts	225	208	215	184	200
# of New projects	5	4	4	3	4
# of Major business prospects recruited	5	3	3	2	3
<b>Personnel Assigned:</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>
Economic Dev Coordinator	Economic Dev Coordinator	Economic Dev Coordinator	Economic Dev Coordinator	Economic Dev Coordinator	Economic Dev Coordinator



**Code Enforcement/Inspections**



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# Engineering and Public Works

*Administration, Conservation, Engineering, and Public Works*

## Mission Statement

The Department of Engineering and Public Works is committed to providing cost effective engineering, maintenance and design solutions through the highest possible professionalism which protects, preserves and improves the City of Alpharetta's infrastructure. Our focus shall include traffic, streets, stormwater, conservation, protection of trees and records management.

## Goals and Objectives



- ✓ Improve and maintain the City of Alpharetta infrastructure at the highest possible level and to enhance and promote the quality of life;



- ✓ Provide engineering professionalism to ensure growth and progress for the City of Alpharetta;



- ✓ Provide consistent Public Works functions and operations that afford future excellence in growth and expansion for the City of Alpharetta;



- ✓ Improve intergovernmental relations;



- ✓ Provide more efficient support and response for the citizens of Alpharetta;



- ✓ Develop strategic, long-range plans for the future; and



- ✓ Ensure timely completion of repairs on work projects; so the disruption of customer's service is minimal.



# Statement of Revenues, Expenditures, and changes in Personnel

## Engineering and Public Works General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
<b>Licenses &amp; Permits:</b>							
Tree Removal Permit	\$ 9,004	\$ 9,290	\$ 6,218	\$ 7,500	\$ 5,000	\$ 5,050	\$ 5,101
Soil Erosion Permit	47,832	54,085	21,581	30,000	15,000	15,150	15,302
<b>Charges for Services:</b>							
Tree Replacement Fund	171,200	1,500	-	-	-	-	-
<b>Other Revenue</b>	-	-	261	1,095	-	-	-
<b>TOTAL</b>	<b>\$ 228,036</b>	<b>\$ 64,875</b>	<b>\$ 28,060</b>	<b>\$ 38,595</b>	<b>\$ 20,000</b>	<b>\$ 20,200</b>	<b>\$ 20,402</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 2,543,830	\$ 2,750,700	\$ 2,824,979	\$ 2,950,766	\$ 2,837,466	\$ 2,894,215	\$ 2,952,100
Overtime	48,603	57,565	43,202	50,000	50,000	50,000	50,000
Group Insurance	451,506	514,890	518,940	594,787	606,183	630,430	655,648
FICA	189,115	213,432	211,633	228,115	219,035	223,416	227,884
Pension	251,147	327,784	338,813	382,298	386,367	401,822	417,895
Pension (Deferred Compensation)	66,866	77,870	87,251	101,413	122,350	124,797	127,293
Workers Compensation	17,313	19,651	39,966	54,972	60,446	61,655	62,888
Miscellaneous	1,489	2,630	1,377	6,750	700	700	700
<i>subtotal</i>	<b>\$ 3,569,868</b>	<b>\$ 3,964,522</b>	<b>\$ 4,066,160</b>	<b>\$ 4,369,101</b>	<b>\$ 4,282,547</b>	<b>\$ 4,387,035</b>	<b>\$ 4,494,407</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 61,148	\$ 59,836	\$ 66,090	\$ 47,900	\$ 47,900	\$ 47,900	\$ 47,900
Repair & Maintenance (Vehicles)	133,682	159,501	114,853	120,000	120,000	120,000	120,000
Repair & Maintenance (Facilities)	317,413	126,209	125,699	123,000	146,690	146,690	146,690
Communications	19,041	20,944	21,089	-	-	-	-
Maintenance Contracts	359,425	393,774	475,202	573,606	573,230	578,962	584,752
General Supplies	174,760	206,005	203,132	167,995	169,495	169,495	169,495
Utilities	971,018	1,077,666	1,149,663	1,078,525	1,120,826	1,120,826	1,120,826
Miscellaneous	100,989	102,453	158,722	163,345	135,395	135,395	135,395
<i>subtotal</i>	<b>\$ 2,137,477</b>	<b>\$ 2,146,389</b>	<b>\$ 2,314,450</b>	<b>\$ 2,274,371</b>	<b>\$ 2,313,536</b>	<b>\$ 2,319,268</b>	<b>\$ 2,325,058</b>
<b>Capital</b>							
Milling & Resurfacing	\$ -	\$ 710,188	\$ 913,551	\$ 900,000	\$ -	\$ -	\$ -
Miscellaneous	54,855	33,848	-	-	-	-	-
<i>subtotal</i>	<b>\$ 54,855</b>	<b>\$ 744,036</b>	<b>\$ 913,551</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,762,199</b>	<b>\$ 6,854,946</b>	<b>\$ 7,294,161</b>	<b>\$ 7,543,472</b>	<b>\$ 6,596,083</b>	<b>\$ 6,706,303</b>	<b>\$ 6,819,465</b>
<b>Authorized Personnel</b>	<b>57.0</b>	<b>60.0</b>	<b>62.0</b>	<b>62.0</b>	<b>62.0</b>		

## Budget Narrative

The FY 2011 Budget for Engineering and Public Works totals \$6,596,083 and represents a decrease of -12.6%, or -\$947,389, compared to the FY 2010 budget.

The Personnel Services category decreased -2.0%, or -\$86,554, due primarily to: wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends); increases in group insurance and pension costs; and the elimination of funding for 3.0 full-time-equivalent positions (the FY 2010 budget did not include funding for the GIS Specialist; see below). These positions will remain vacant pending an identified funding source and workload justification.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Base level personnel for FY 2011 total 62.0 FTEs and represent the following:

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

\* Includes 4.0 FTE not-funded in the FY 2011 Budget. Those positions are as follows: Deputy Director of Engineering/PW (1.0 FTE); GIS Specialist (1.0 FTE); and Public Works Technician (2.0 FTE).

The Maintenance & Operations category increased 1.7%, or \$39,165, due primarily to the following activity:

- reduction in small equipment purchases of -\$15,000, based on current year-to-date expenditures at the time of the budget preparation;
- reduction in computer replacement costs of -\$15,000. The IT computer refresh FY 2011 includes the replacement of 10 workstations;
- increase in facilities/grounds maintenance of \$23,690 to account for additional tree maintenance and removal costs; and
- increase in utilities costs (electric service) of \$42,301, based on current year-to-date expenditures at the time of the budget preparation and additional service costs associated with expansion of the City's street lights (e.g. Westside Parkway, etc.).

The Capital category decreased -\$900,000 due to funding for the milling and resurfacing program being transferred from the General Fund (recurring funding) to the Capital Project Fund (one-time funding) for FY 2011. The City intends to reprogram appropriations in the FY 2012 operating budget for on-going renewal and replacement of capital initiatives including milling and resurfacing.

## Performance Measurement

The following section provides detailed information on Engineering and Public Works programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Engineering and Public Works Administration

**Statement of Service:** Engineering/Public Works Administration provides oversight and guidance to all public works operating functions in order to provide the citizens and visitors of Alpharetta skillful, courteous, and prompt stormwater, traffic, and construction services.

Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
Engineering/PW Department annual turnover percentage	10%	10%	10%	10%	10%
<b>Personnel Assigned:</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>
Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW
Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director *
PW Sr. Operations Manager	Senior Operations Manager - PW	Senior Operations Manager - PW	Senior Operations Manager - PW	Senior Operations Manager - PW	Senior Operations Manager - PW
Office Manager	Office Manager	Office Manager	Office Manager	Project Administrator	Project Administrator
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II (2)	Admin Asst. II (2)
Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I		
Engineering Tech	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator

\* Deputy Director position is not funded in the FY 2011 Budget.

## Conservation

**Statement of Service:** Conservation provides education and community activism strategies to address environmental and aesthetic issues in the City of Alpharetta, through clean-up campaigns, seminars, literature, and other beautification efforts.

Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
# of Events coordinated	26	18	16	13	15
# of Students reached	1230	343	500	495	550
# of Volunteers	811	885	800	545	800
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE
	Environmental Education Coord.	Environmental Education Coord.	Environmental Education Coord.	Environmental Education Coord.	Environmental Education Coord.



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

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

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



## Engineering

**Statement of Service:** Engineering administration provides for the administration and technical review of public and private improvements in the City of Alpharetta by managing all projects skillfully, efficiently and professionally.

Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
# of Stormwater plans reviewed	258	198	150	70	120
% of Stormwater plans reviewed within 10 calendar days	90%	88%	70%	93%	80%
# of capital/bond contracts managed	58	36	30	30	30
Total amount of capital/bond projects under contract	\$20,858,539	\$10,506,285	\$12,794,050	\$10,516,222	\$15,800,000
Contract expenditures on capital/bond projects *	\$6,685,959	\$4,306,522	\$800,000	\$4,167,114	\$8,000,000
% of contracts completed within 10% of original budget contract	97%	85%	90%	86%	80%
% of contracts completed within 10% of original contract time	83%	62%	75%	61%	80%
# of Water quality samples analyzed	122	330	368	217	300
# of Land disturbance inspections	6995	5856	5500	2578	4000
# of traffic/signal projects inspected	96	40	90	40	50
# of traffic signals timed	89	60	90	43	50
# of Traffic complaint responses	225	250	250	200	250
* Capital contracts include traffic, stormwater, sidewalks, infrastructure, community development, and facilities projects.					
<b>Personnel Assigned:</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>
Arborist	Arborist	Arborist	Arborist	Arborist	Arborist
Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)
Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (3)
Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.
Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)	Construction Inspector (2)
Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician
Engineering Technician (5)	Engineering Technician (5)	Engineering Technician (5)	Engineering Technician (5)	Engineering Technician (5)	Engineering Technician (5)
Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)	Land Disturbance Inspector (3)
Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician
Fleet Coordinator	GIS Specialist	GIS Specialist	GIS Specialist	GIS Specialist	GIS Specialist*

\* GIS Specialist position is not funded in the FY 2011 Budget.



## **Public Works**

**Statement of Service:** Public works coordinates and performs maintenance on streets, sidewalks, traffic signals, traffic signs, and City facilities. Public Works also provides construction services in support of the engineering division and other City departments.

<b>Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
Average # of days to complete sidewalk work order	6.3	10.0	12.0	6.8	10.0
Average # of days to complete pothole & curb/gutter work order	1.1	1.0	1.0	2.1	2.0
Average # of days to complete curb and gutter work order	7.0	2.5	3.0	2.6	3.0
Average # of days to complete ROW., mowing, limb work order	6.0	2.7	3.0	1.8	2.0
Average # of days to complete drainage sink hole work order	5.0	6.5	7.0	8.1	7.5
Average # of days to complete sign replacement/upgrade work order	3.6	4.0	5.0	2.8	3.5
Average # of days to complete signal light maintenance work order	1.5	2.2	3.0	2.2	2.5
Average # of days to complete striping work order	3.6	3.6	4.0	2.0	3.0
Average # of days to complete catch basin work order	6.6	8.4	8.0	6.0	7.0
Average # of days to complete storm drain work order	13.2	10.2	12.0	11.6	12.0
Average # of days to complete facilities work order	3.3	3.2	4.0	3.9	4.0
<b>Personnel Assigned:</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>	<b>33.0 FTE</b>
PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)
PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)
PW Tech II (9)	PW Tech II (9)	PW Tech II (9)	PW Tech II (9)	PW Tech II (9)	PW Tech II (9)
PW Tech I (7)	PW Tech I (7)	PW Tech I (7)	PW Tech I (7)	PW Tech I (7)	PW Tech I (7)
PW Tech (7)	PW Tech (7)	PW Tech (7)	PW Tech (7)	PW Tech (7)	PW Tech (7)*

\* 2 PW Tech. positions are not funded in the FY 2011 Budget.



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# 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

### Finance General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
Other Revenue:							
Rent from Suite 675 Sublease	\$ -	\$ 28,254	\$ 14,127	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 28,254</b>	<b>\$ 14,127</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
Personnel Services:							
Salaries	\$ 995,401	\$ 993,766	\$ 1,342,923	\$ 1,477,617	\$ 1,425,529	\$ 1,454,040	\$ 1,483,120
Overtime	386	1,736	577	-	-	-	-
Group Insurance	182,127	178,995	223,361	255,678	280,383	291,598	303,262
FICA	72,896	75,003	99,021	112,183	108,194	110,358	112,565
Pension	96,475	126,893	161,047	184,206	202,618	210,723	219,152
Pension (Deferred Compensation)	21,593	26,419	51,878	49,166	60,518	61,728	62,963
Workers Compensation	10,453	6,912	18,613	27,553	30,469	31,078	31,700
Miscellaneous	825	915	3,638	6,450	500	500	500
<i>subtotal</i>	<b>\$ 1,380,156</b>	<b>\$ 1,410,640</b>	<b>\$ 1,901,058</b>	<b>\$ 2,112,853</b>	<b>\$ 2,108,211</b>	<b>\$ 2,160,025</b>	<b>\$ 2,213,262</b>
Maintenance & Operations:							
Professional Development	\$ 31,093	\$ 17,202	\$ 19,931	\$ 30,559	\$ 27,734	\$ 27,734	\$ 27,734
Professional Fees	189,267	190,892	236,332	269,010	338,410	338,410	338,410
Building Lease	97,326	129,139	108,838	100,000	-	-	-
Printing	46,113	51,070	37,107	42,000	47,300	47,300	47,300
Maintenance Contracts	83,867	78,007	114,445	149,858	139,363	139,363	139,363
General Supplies	65,212	72,107	47,714	96,700	98,986	98,986	98,986
Wellness Programs	-	-	6,021	7,000	120,000	120,000	120,000
Miscellaneous	37,241	29,780	41,510	52,014	58,207	58,207	58,207
<i>subtotal</i>	<b>\$ 550,120</b>	<b>\$ 568,198</b>	<b>\$ 611,898</b>	<b>\$ 747,141</b>	<b>\$ 830,000</b>	<b>\$ 830,000</b>	<b>\$ 830,000</b>
Capital	\$ 14,249	\$ 21,441	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
Adjustments/Reconciliation	\$ -	\$ -	\$ 8	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,944,524</b>	<b>\$ 2,000,280</b>	<b>\$ 2,512,964</b>	<b>\$ 2,859,994</b>	<b>\$ 2,941,211</b>	<b>\$ 2,993,025</b>	<b>\$ 3,046,262</b>
Authorized Personnel	21.0	21.0	24.0	25.0	25.0		

## Budget Narrative

The FY 2011 Budget for Finance totals \$2,941,211 and represents an increase of 2.8%, or \$81,217, compared to the FY 2010 budget.

The Personnel Services category decreased -0.2%, or -\$4,642, due primarily to: wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends); increases in group insurance and pension costs; and the elimination

of funding for 1.5 full-time-equivalent positions (the FY 2010 budget did not include funding for the Controller Position; see below). These positions will remain vacant pending an identified funding source and workload justification.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Base level personnel for FY 2011 total 25.0 FTEs and represent the following:

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

\* Includes 2.5 FTE not-funded in the FY 2011 Budget. Those positions are as follows: Accountant (0.5 FTE - part time); Accounts/Receivable/Collections Representative (1.0 FTE); and Controller (1.0 FTE).

The Maintenance & Operations category increased 11.1%, or \$82,859, due primarily to the following activity:

- elimination of building rental expenses of -\$100,000 due to the relocation of Finance Department operations to a City-owned facility;
- reduction in professional services (IT) of -\$17,975 due to changes in equipment/software needs and the corresponding elimination of several maintenance agreements;
- increase in maintenance contracts of \$7,480 (janitorial costs) and utilities of \$11,112 (electric, gas, water, etc.) required as part of the Finance

Department relocation (these costs were a component of the building rental payment in prior year budgets);

- increase in wellness program funding of \$113,000 to aid in achievement of improving employee health and lowering healthcare premiums; and
- increase in professional fees of \$69,400 due primarily to the addition of funding (\$75,000) for an HRIS solution to assist in the management and tracking of employee data including benefits, training, etc. as well as the processing of payroll functions. Please Note: Positions performing similar tasks (i.e. a full-time position in HR and a part-time position in Finance) are not being funded in the FY 2011 Budget.

## Performance Measurement

The following section provides detailed information on Finance programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Finance Administration

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

Finance Admin Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
# of New GAAP/GASB financial requirements implemented	2	2	2	1	2
Bond rating maintained or upgraded	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA
Cash management program maximizing interest returns (all funds)					
	\$2,422,210	\$1,078,236	\$555,575	\$500,000	\$500,000
<b>Personnel Assigned:</b>	<b>3.0 FTE</b>	<b>Finance Admin 3.0 FTE</b>	<b>Finance Admin 3.0 FTE</b>	<b>Finance Admin 3.0 FTE</b>	<b>Finance Admin 3.0 FTE</b>
Director of Finance	Director of Finance	Director of Finance	Director of Finance	Director of Finance	Director of Finance
Controller	Controller	Controller	Controller	Controller	Controller *
Admin. Assist. II	Admin. Assist. II	Office Manager	Office Manager	Office Manager	Office Manager
		<b>Risk Mgmt 1.0 FTE</b>	<b>Risk Mgmt 1.0 FTE</b>	<b>Risk Mgmt 1.0 FTE</b>	<b>Risk Mgmt 1.0 FTE</b>
		Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator
<b>Total Personnel Assigned</b>	<b>3.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>
<b>Finance Administration:</b>	<b>3.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>

\* The Controller position is not funded in FY 2011 Budget.

## **Internal Services**

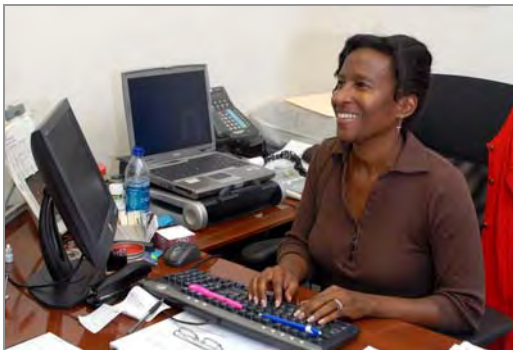
**Statement of Service:** The internal services arm of the Department of Finance includes Accounting & Operations along with Budgeting & Procurement Services, each further defined as:

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



Accounting, Budget, Procurement Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
Audited CAFR to be published within 180 days of fiscal year end	11/15/2007	12/28/2008	12/28/2009	12/6/2009	12/6/2009
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	100%	100%	100%	100%	100%
Percentage of departments within appropriated maintenance & operating budget	100%	100%	100%	100%	100%
% of Budgeted employees participating in direct deposit	93%	93%	93%	95%	95%
Average # of vendor responses to Bids/Requests for Proposals	6	5	5	7	5
Percentage of re-bids	3%	8.8%	3%	4%	3%
Average # of days from Council approval to notice to proceed	30	33	30	22.75	30
Percentage increase in # of contracts managed	10%	100%	10%	10%	10%
	<b>Accounting Services 8 FTE</b>	<b>Accounting Services 8 FTE</b>	<b>Accounting Services 8 FTE</b>	<b>Accounting Services 8 FTE</b>	<b>Accounting Services 8 FTE</b>
	Acct/Ops Manager	Accounting & Op. Mgr	Accounting & Op. Mgr	Accounting & Op. Mgr	Accounting & Op. Mgr
	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant
	Accountant II (3)	Accountant (4)	Accountant (4)	Accountant (4)	Accountant (4) *
	GIS Tech	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator
		Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician
	Payroll Coordinator				
	Capital Assets				
	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 5 FTE</b>	<b>Budget/Procurement 5 FTE</b>	<b>Budget/Procurement 5 FTE</b>
	Sr. Budget Analyst (2)	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.
		Sr. Budget & Procurement Analyst (2)	Sr. Budget & Procurement Analyst (2)	Sr. Budget & Procurement Analyst (2)	Sr. Budget & Procurement Analyst (2)
	Budget Analyst (2)	Budget & Procurement Analyst	Budget & Procurement Analyst	Budget & Procurement Analyst	Budget & Procurement Analyst
			Records Manager	Records Manager	Records Manager
<b>Total Personnel Assigned</b>					
<b>Internal Services:</b>	<b>12.0 FTE</b>	<b>12.0 FTE</b>	<b>13.0 FTE</b>	<b>13.0 FTE</b>	<b>13.0 FTE</b>

\* Includes 0.5 FTE (part-time Accountant position) not funded in the FY 2011 Budget.



## External Services

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

Financial Services Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
% of bills generated on time	99%	99%	99%	95%	95%
% of bills collected on time	95%	95%	95%	95%	95%
# of Real estate tax bills generated	16,500	16,500	16,500	18,311	18,400
# of Personal property tax bills	2,700	2,700	2,700	2,347	2,400
# of Liens processed	80	80	120	302	350
# of Sanitation customers	13,300	13,300	13,300	13,700	13,800
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<40%
<b>Personnel Assigned:</b>	<b>6.5 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
Financial Services Manager		Financial Services Manager	Financial Services Manager	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.	Treasury/ Deposit Project Coord.	Treasury/ Deposit Project Coord.	Treasury/ Deposit Project Coord.
		Accounts Rec/ Collections Rep.	Accounts Rec/ Collections Rep.	Accounts Rec/ Collections Rep.	Accounts Rec/ Collections Rep. *
Financial Services Rep (3)		Financial Services Rep	Financial Services Rep	Financial Services Rep	Financial Services Rep

\* The Accounts Rec./Collections Rep. position is not funded in FY 2011 Budget.

## Benefits/Compensation

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

Benefits & Compensation Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
Annual City Paygrade review conducted	1/1/08	9/1/2008	1/1/2010	11/1/2009	9/1/2010
% of Employees enrolled in group insurance	96%	93%	95%	93%	95%
% of Employees enrolled in deferred compensation	74%	72%	80%	77%	85%
% of Health Fair/ Health Screening Attendance	No Health Fair	60%	60%	60%	60%
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
Benefits Manager		Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager
HRIS/Comp Administrator		HRIS/Comp Administrator	HRIS/Comp Administrator	HRIS/Comp Administrator	HRIS/Comp Administrator



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# **Human Resources**

*Administration, Employee Recruitment and Retention*

## **Mission Statement**

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

## **Synopsis**

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

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



## Goals and Objectives

The core goals of the Human Resources Department are:



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



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



- ✓ Identify and develop internal talent;



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



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



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

# Statement of Revenues, Expenditures, and changes in Personnel

## Human Resources General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 326,390	\$ 341,772	\$ 149,947	\$ 166,419	\$ 112,692	\$ 114,946	\$ 117,245
Group Insurance	49,638	57,313	18,731	22,101	16,517	17,178	17,865
FICA	24,192	25,615	10,690	12,731	8,621	8,793	8,969
Pension	32,697	39,832	19,454	21,719	16,514	17,175	17,862
Pension (Deferred Compensation)	9,618	11,705	5,862	8,231	4,411	4,499	4,589
Workers Compensation	2,835	2,363	2,248	3,123	2,422	2,470	2,520
(1) Citywide Educational Programs	6,000	893	-	-	85,000	85,000	85,000
Miscellaneous	-	-	-	-	-	-	-
<i>subtotal</i>	\$ 451,371	\$ 479,492	\$ 206,932	\$ 234,324	\$ 246,177	\$ 250,061	\$ 254,049
<b>Maintenance &amp; Operations:</b>							
Professional Development	\$ 19,364	\$ 24,050	\$ 9,095	\$ 5,260	\$ 2,030	\$ 2,030	\$ 2,030
Professional Fees	62,926	75,615	21,894	43,000	46,200	46,200	46,200
Advertising	16,534	3,338	2,328	10,000	6,000	6,000	6,000
General Supplies	9,050	13,832	4,327	8,875	8,400	8,400	8,400
Employee Recognition	63,438	67,858	68,235	72,450	72,186	72,186	72,186
Wellness Program	16,010	14,078	-	-	-	-	-
Miscellaneous	22,619	42,122	20,904	28,265	20,184	20,184	20,184
<i>subtotal</i>	\$ 209,943	\$ 240,893	\$ 126,783	\$ 167,850	\$ 155,000	\$ 155,000	\$ 155,000
<b>Capital</b>	\$ 716	\$ 3,190	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ 662,029	\$ 723,575	\$ 333,715	\$ 402,174	\$ 401,177	\$ 405,061	\$ 409,049
<b>Authorized Personnel</b>	<b>7.0</b>	<b>6.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>		

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

## Budget Narrative

The FY 2011 Budget for Human Resources totals \$401,177 and represents a decrease of -0.2%, or -\$997, compared to the FY 2010 budget.

The Personnel Services category increased 5.1%, or \$11,853, due primarily to: wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends); increases in group insurance and pension costs; the reallocation of funding (\$85,000) for educational programs from individual department budgets to HR to allow more efficient management of the program; and the elimination of funding for 1.0 full-time-equivalent positions (see below). This position will remain vacant pending an identified funding source and workload

justification.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Base level personnel for FY 2011 total 3.0 FTEs and represent the following:

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

\* Includes 1.0 FTE not-funded in the FY 2011 Budget (Senior HR Administrator).

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

The Maintenance & Operations category decreased -7.7%, or -\$12,850, due to the following activity:

- reduction in forecasted professional development of -\$3,230 due to control measures that limit travel/training to essential requirements only;
- reduction in advertising of -\$4,000 due to reduced recruitment needs; and
- reduction in computer replacement costs of -\$3,111 as no computer replacements are scheduled for FY 2011.

## Performance Measurement

The following section provides detailed information on Human Resources programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

## Human Resources Administration

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

Administration Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
Human Resources annual turnover percentage	0.0%	36.4%	0.0%	0.0%	0.0%
City-wide turnover percentage	12.03%	6.45%	5.00%	1.25%	1.50%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	491	493	553	542	545
HR staff to total full-time equivalent employee ratio	1 to 81	1 to 164	1 to 276	1 to 271	1 to 272
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>
Admin Assistant II Risk Manager **	Admin Assistant II	Admin Assistant II	Admin Assistant II	Admin Assistant II	Admin Assistant II
*The Human Resources Department is directed by the Assistant City Administrator.					
** Risk Manager position transferred to the Finance Department in FY 2009.					

## Recruitment & Retention

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

Employment & Retention Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
Average cost per hire - Permanent	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Average cost per hire - Seasonal	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
# of Resumes reviewed & logged	1100	900	800	243	300
# of Qualified applications processed	325	270	240	150	175
# of New hires - Permanent	28	17	20	9	10
# of New hires - Seasonal	32	16	75	86	75
# of Internal promotions	31	9	5	3	2
# of separations	94	78	80	66	70
% of Employees rated "Exceeds" on annual merit review	42%	11.9%	15%	9%	10%
% of Employees rated "Meets" on annual merit review	55%	83.2%	80%	89%	85%
% of Employees underperforming on annual performance review	2%	5%	5%	2%	5%
% of Employees on "Performance Improvement Plan"	0%	0%	0%	1%	2%
Total # of employees enrolled in Education Programs					
Master's Degree	7	11	12	8	11
Bachelor's Degree	10	13	14	13	18
Associate's Degree	7	10	10	12	17
Certificate Programs	9	5	7	7	41
Total # of employees receiving tuition reimbursement	33	39	43	40	87
Total dollar amount of reimbursement	\$46,935	\$62,000	\$75,000	\$66,553	\$96,800
* Employee review percentage not 100% due to the impact of new hires, vacancies, turnover, and leaves of absence.					
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
Employment Specialist Train/Dev Supervisor	Sr. HR Administrator Employment/Recruitment Manager	Sr. HR Administrator Employment/Recruitment Manager	Sr. HR Administrator Employment/Recruitment Manager	Sr. HR Administrator Employment/Recruitment Manager	Sr. HR Administrator* Employment/Recruitment Manager

\* Not funded in the FY 2011 Budget.



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# **Municipal Court**

## *Administration and Court Services*

### **Mission Statement**

To grow and maintain sufficient staffing, infrastructure and general court services for the City of Alpharetta; to educate and inform persons who attend court; to ensure the citizens' rights are observed and protected; to achieve justice and fundamental fairness in all matters including cases that go to trial and those that are settled pre-trial; and to efficiently and responsibly serve all citizens living in the community.

### **Goals and Objectives**



- ✓ Provide professional, quality service;



- ✓ Monitor court sessions and continue to improve efficiency;



- ✓ Develop operations guide to use internally;



- ✓ Enhance the GBS Court Software system;



- ✓ Develop activity reports;



- ✓ Enhance reporting to state and City departments;



- ✓ Review and enhance current reports/forms;



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



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



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



- ✓ Continue to cross-train employees.

# Statement of Revenues, Expenditures, and changes in Personnel

## Municipal Court General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 331,978	\$ 387,591	\$ 404,216	\$ 420,098	\$ 401,526	\$ 409,557	\$ 417,748
Seasonal	1,800	-	-	12,480	39,960	39,960	39,960
Overtime	800	4,579	856	-	-	-	-
Group Insurance	51,692	61,398	60,345	79,039	82,961	86,279	89,731
FICA	24,280	29,352	29,360	32,882	33,526	34,197	34,880
Pension	32,193	44,285	48,122	54,191	62,175	64,662	67,248
Pension (Deferred Compensation)	10,643	13,371	17,191	16,429	18,662	19,035	19,416
Workers Compensation	3,166	2,723	5,731	8,029	9,391	9,579	9,770
Miscellaneous	-	-	-	2,300	150	150	150
<i>subtotal</i>	<b>\$ 456,552</b>	<b>\$ 543,299</b>	<b>\$ 565,821</b>	<b>\$ 625,448</b>	<b>\$ 648,351</b>	<b>\$ 663,419</b>	<b>\$ 678,904</b>
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 177,598	\$ 213,533	\$ 248,611	\$ 228,400	\$ 239,623	\$ 239,623	\$ 239,623
Maintenance Contracts	2,910	6,764	24,686	44,952	40,759	40,759	40,759
General Supplies	12,450	19,945	12,287	12,883	19,704	19,704	19,704
Utilities	20,549	23,235	24,422	23,450	24,154	24,154	24,154
Miscellaneous	24,693	38,407	42,600	29,657	20,760	20,760	20,760
<i>subtotal</i>	<b>\$ 238,200</b>	<b>\$ 301,884</b>	<b>\$ 352,607</b>	<b>\$ 339,342</b>	<b>\$ 345,000</b>	<b>\$ 345,000</b>	<b>\$ 345,000</b>
<b>Capital</b>	<b>\$ 2,574</b>	<b>\$ 12,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Adjustments/Reconciliation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 697,326</b>	<b>\$ 857,517</b>	<b>\$ 918,427</b>	<b>\$ 964,790</b>	<b>\$ 993,351</b>	<b>\$ 1,008,419</b>	<b>\$ 1,023,904</b>
<b>Authorized Personnel</b>	<b>7.5</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>		

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

## Budget Narrative

The FY 2011 Budget for Municipal Court totals \$993,351 and represents an increase of 3.0%, or \$28,561, compared to FY 2010.

The Personnel Services category increased 3.7%, or \$22,903, due primarily to wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends) and increases in group insurance and pension costs.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Base level personnel for FY 2011 total 9.0 FTEs and represent the following:

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

The Maintenance & Operations category increased 1.7%, or \$5,658, due primarily to the following activity:

- reduction in professional services (IT) of -\$4,412, based on current year-to-date expenditures at the time of the budget preparation;
- reduction in computer replacement costs of -\$9,097. The IT computer refresh for FY 2011 includes the replacement of 1 workstation; and
- increase in professional fees of \$11,223, based on current year-to-date expenditures at the time of the budget preparation (substitute solicitor fees, credit card/revenue processing fees, etc.).

## Performance Measurement

The following section provides detailed information on Municipal Court programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Violations Bureau

**Statement of Service:** The purpose of the Municipal Court is to process all alleged violations of City Ordinances and certain state laws in a fair, impartial, expeditious, accurate, and fiscally responsible manner. The Violations Bureau holds traffic and state court, monitors and handles all cash bonds and manages all Court records.

<b>Municipal Court Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
Municipal Court annual turnover percentage	1.00%	1.00%	1.00%	1.00%	1.00%
# of Citations received to process	19,500	18,000	18,500	22,250	22,250
Total # of cases disposed	17,000	17,500	17,500	18,000	18,200
# of Court sessions	224	256	256	228	232
Annual deposits (Fines & Forfeitures)	\$1,800,000	\$2,347,000	\$2,600,000	\$2,750,000	\$2,700,000
<b>Personnel Assigned:</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>	<b>9.0 FTE</b>
Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge
Court Clerk/ Director of Court Services	Court Clerk / Director of Court Services	Court Clerk / Director of Court Services	Court Clerk / Director of Court Services	Court Clerk / Director of Court Services	Court Clerk / Director of Court Services
Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III
Deputy Clerk II (3)	Deputy Clerk II (4)	Deputy Clerk II (4)	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)
Deputy Clerk I (3)	Deputy Clerk I (2)	Deputy Clerk I (2)	Deputy Clerk I (1)	Deputy Clerk I (1)	Deputy Clerk I (1)

# Public Safety

Administration, Police, Fire, and Emergency 911

## Mission Statement

*Public Safety:* Expand joint efforts between Police and Fire, particularly in the area of training, emergency management, and community outreach.

*Police Services* strives to ensure the highest quality of life for its citizens through developing and maintaining partnerships with the community. We take pride in the fact that all contacts with the public are professional and at all times personify the highest levels of honor, integrity, ethics and justice, entrusted to us by those we are sworn to serve.

*Fire and Emergency Services* is a proactive, customer oriented emergency services provider. Our objective is to provide the best possible fire and emergency medical services. Our goal is to maximize the saving of lives, minimize the loss of property and avoid loss whenever possible through prevention and education.



## Goals and Objectives

### Police Services

- 🌱 ✓ Traffic Safety - Identify and address traffic concerns through engineering, education, and enforcement. Build the effectiveness of specialty teams including DUI enforcement, bicycle and commercial vehicle inspection;
- 🌱 ✓ Crime Prevention - Reach out to the community through the Police Athletic League (PAL), Police And Citizens Together (PACT), and Business Watch programs, building partnerships and mitigating problems through education and enforcement;
- 🌱 ✓ Uniform Patrol - Increase visible presence in the community with an emphasis on residential neighborhoods; and

- ✓ Criminal Investigation - Maintain a case clearance rate above national averages through strong local investigative efforts and appropriate partnerships with other federal, state and local law enforcement agencies.

### Fire Services

- ✓ To maintain a minimum on duty staffing level of not less than 25 firefighters at all times;
- ✓ Assure all firefighters are certified at the National Professional Qualifications Firefighter II Level;
- ✓ Maintain a minimum of 240 hours of annual training and career development for each career firefighter;
- ✓ Place the first fire apparatus on the scene of an emergency within five minutes of dispatch at least 90% of the time;
- ✓ Place a minimum of 15 firefighters on the scene of a structure fire within seven minutes of dispatch at least 90% of the time;
- ✓ Place an advance life support paramedic on the scene of a medical emergency within five minutes of dispatch at least 90% of the time;
- ✓ Present programs of fire safety education to 80% of all preschool children and 95% of all first and fourth grade students who reside within the City; and
- ✓ Conduct a fire safety inspection and/or design a pre-fire plan for every non-residential occupancy annually.



# Statement of Revenues, Expenditures, and changes in Personnel

## Public Safety General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
Licenses & Permits	\$ 17,797	\$ 12,741	\$ 7,004	\$ 7,500	\$ 5,000	\$ 5,050	\$ 5,101
Intergovernmental:							
City of Milton	-	91,447	73,516	76,252	76,252	76,252	76,252
Charges for Services:							
Reports	50,622	47,054	48,620	40,000	40,000	40,800	41,616
Services	70,029	70,915	69,270	40,000	40,000	40,800	41,616
False Alarms	55,492	28,056	15,593	15,000	10,000	10,200	10,404
Plan Review	65,066	59,827	30,572	40,000	30,000	30,600	31,212
Other	48,371	49,039	27,594	15,000	15,000	15,300	15,606
Fines & Forfeitures:							
Municipal Court Fines	2,085,905	2,747,680	2,703,736	2,600,000	2,700,000	2,781,000	2,864,430
Red Light Camera Fines	1,163,101	985,951	624,033	600,000	300,000	303,000	306,030
Other Revenue	7,913	3,869	44,752	10,758	20,000	-	-
<b>TOTAL</b>	<b>\$ 3,564,296</b>	<b>\$ 4,096,579</b>	<b>\$ 3,644,690</b>	<b>\$ 3,444,510</b>	<b>\$ 3,236,252</b>	<b>\$ 3,303,002</b>	<b>\$ 3,392,267</b>
<b>EXPENDITURES</b>							
Personnel Services:							
Salaries	\$ 10,608,263	\$ 10,915,332	\$ 11,558,633	\$ 11,977,068	\$ 12,048,573	\$ 12,289,544	\$ 12,535,335
Overtime	250,363	810,388	915,603	700,000	800,000	800,000	800,000
Group Insurance	2,318,333	2,559,552	2,611,745	2,834,637	2,935,283	3,052,694	3,174,802
FICA	790,861	892,296	913,892	964,673	977,672	997,225	1,017,170
Pension	1,034,204	1,135,426	1,270,524	1,432,579	1,593,330	1,657,063	1,723,346
Pension (Deferred Compensation)	272,281	352,254	441,074	380,252	457,485	466,635	475,967
Workers Compensation	94,155	78,909	150,164	210,088	242,302	247,148	252,091
Miscellaneous	20,131	26,894	35,633	72,150	4,250	4,250	4,250
<i>subtotal</i>	<b>\$ 15,388,590</b>	<b>\$ 16,771,051</b>	<b>\$ 17,897,267</b>	<b>\$ 18,571,447</b>	<b>\$ 19,058,895</b>	<b>\$ 19,514,560</b>	<b>\$ 19,982,962</b>
Maintenance & Operations:							
Professional Development	\$ 144,662	\$ 126,758	\$ 47,657	\$ 87,300	\$ 75,150	\$ 75,150	\$ 75,150
Professional Fees	97,846	96,669	189,150	241,850	237,100	237,100	237,100
Repair & Maintenance (Vehicles)	632,496	752,404	683,893	738,000	679,043	679,043	679,043
Communications	161,771	195,074	175,752	1,400	-	-	-
Travel	62,280	38,810	49,203	61,000	34,000	34,000	34,000
Maintenance Contracts	719,788	869,517	1,052,276	1,292,190	1,123,056	1,123,056	1,123,056
General Supplies	187,347	177,346	189,392	230,541	195,993	195,993	195,993
Uniforms	297,941	257,731	185,873	281,862	180,975	180,975	180,975
Utilities	162,892	181,678	189,384	186,450	196,950	196,950	196,950
Miscellaneous	93,560	88,071	263,579	327,922	245,831	245,831	245,831
<i>subtotal</i>	<b>\$ 2,560,583</b>	<b>\$ 2,784,059</b>	<b>\$ 3,026,159</b>	<b>\$ 3,448,515</b>	<b>\$ 2,968,098</b>	<b>\$ 2,968,098</b>	<b>\$ 2,968,098</b>
Capital:	\$ 254,718	\$ 290,386	\$ 68,002	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000
Other:							
Capital Lease (Principal)	\$ -	\$ 308,493	\$ 273,312	\$ 352,070	\$ 443,325	\$ 165,533	\$ 173,280
Capital Lease (Interest)	-	60,692	95,873	17,114	71,308	52,272	44,525
<i>subtotal</i>	<b>\$ -</b>	<b>\$ 369,184</b>	<b>\$ 369,184</b>	<b>\$ 369,184</b>	<b>\$ 514,633</b>	<b>\$ 217,805</b>	<b>\$ 217,805</b>
Adjustments/Reconciliation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 18,203,890</b>	<b>\$ 20,214,681</b>	<b>\$ 21,360,612</b>	<b>\$ 22,404,146</b>	<b>\$ 22,551,626</b>	<b>\$ 22,710,463</b>	<b>\$ 23,178,865</b>
Authorized Personnel	215.0	217.0	218.0	218.0	218.0		

## Budget Narrative

The FY 2011 Budget for Public Safety totals \$22,551,626 and represents an increase of 0.7%, or \$147,480, compared to the FY 2010 budget.

The Personnel Services category increased 2.6%, or \$487,448, due primarily to: wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends); increases in group insurance and pension costs; and the reallocation of overtime appropriations (\$100,000) from City Administration (special events) to more accurately track anticipated usage.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Base level personnel for FY 2011 total 218.0 FTEs and represent the following:

	FTEs			
	FY 2009	FY 2010	FY 2011*	Variance
<b>Sworn Police Officers</b>				
Director of Public Safety	1.0	1.0	1.0	-
Captain	6.0	6.0	6.0	-
Training Coordinator (Captain)	1.0	1.0	1.0	-
Lieutenant	14.0	14.0	14.0	-
Emergency Mgmt Program Coordinator (Lt.)	1.0	1.0	1.0	-
Field Training Officer	10.0	10.0	10.0	-
Officer	70.0	70.0	70.0	-
Public Information Officer	1.0	1.0	1.0	-
	104.0	104.0	104.0	-
<b>Certified Firefighters</b>				
Deputy Director of Public Safety	1.0	1.0	1.0	-
Battalion Chief	4.0	4.0	4.0	-
Public Safety Administrator (Battalion Chief)	-	1.0	1.0	-
Public Safety Deputy Administrator	1.0	-	-	-
Captain	26.0	26.0	26.0	-
Fire Apparatus Engineer	23.0	23.0	23.0	-
Firefighter/Paramedic	17.0	17.0	17.0	-
Firefighter II	19.0	19.0	19.0	-
Fire Logistics Officer	1.0	1.0	1.0	-
Fire Marshal (Battalion Chief)	1.0	1.0	1.0	-
Fire Prevention Officer (2FT; 2PT)	3.0	3.0	3.0	-
	96.0	96.0	96.0	-
<b>Civilian Positions</b>				
Accreditation Manager	1.0	1.0	1.0	-
Administrative Assistant I (1FT; 1PT)	2.5	2.5	1.5	(1.0)
Administrative Assistant II (2FT; 1PT)	2.5	2.5	2.5	-
CERT Program Manager	1.0	1.0	1.0	-
Data Entry Clerk (1PT)	0.5	0.5	0.5	-
Evidence Technician	2.0	2.0	2.0	-
Fingerprint Technician (1PT)	0.5	0.5	0.5	-
Jail/Court Liaison	1.0	1.0	-	(1.0)
Records Clerk	1.0	1.0	3.0	2.0
Records Supervisor	1.0	1.0	1.0	-
Research Analyst	1.0	1.0	1.0	-
School Crossing Guard (8PT)	4.0	4.0	4.0	-
	18.0	18.0	18.0	-
	<b>218.0</b>	<b>218.0</b>	<b>218.0</b>	<b>-</b>

\* Includes 0.5 FTE not-funded in the FY 2011 Budget (Administrative Assistant I - part time).

The Maintenance & Operations category decreased -13.9%, or -\$480,417, due primarily to the following activity:

- reduction in repair and maintenance of -\$81,793 (combined; equipment, vehicle, grounds, etc.) and includes general repair, maintenance, fuel, etc.;
- reduction in travel and professional development of -\$39,150 (combined) due to control measures that limit travel/training to essential requirements only;
- reduction in maintenance contracts of -\$228,052 due to a -\$300,000 reduction in red light lease costs<sup>17</sup> coupled with a \$64,000 increase associated with the Fulton County radio agreement; and
- reduction in uniform costs of -\$100,887 due to a reallocation of turnout gear funding from operations to one-time capital.
- The Capital/Lease category increased 36.6%, or \$140,449, due primarily to additional costs related to the payoff of the remaining two years of the OSSl lease (public safety software). This transaction reduces the City's outstanding debt and interest expense.

## **Performance Measurement**

The following section provides detailed information on Public Safety programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

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<sup>17</sup> Includes a reduction of -\$300,000 for the red light camera lease. The City renegotiated lease terms with American Traffic Solutions Inc. to ensure revenue neutral operation of the red light camera system (i.e. no subsidy).

## **Public Safety Administration**

**Statement of Service:** Public Safety Administration ensures effective, efficient and responsive services by planning and administering the resources allocated to the various divisions of the department, ensuring activities are managed in a manner which produces a safe and secure City.

## **Police Services**

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

	<b>Actual 2009</b>	<b>Forecasted 2010</b>	<b>ICMA/ Department Target</b>	<b>Results</b>
<b>Uniform Crime Reports - Part 1</b>				
Reported				
No.	1,829	2,024	N/A	N/A
No. reported per 1,000 population	35.17	38.92	39.29	B
Arrests				
No. (total)	476	1,246	N/A	N/A
% arrested of Part 1 Crimes	26.03%	61.56%	N/A	N/A
No. (juvenile only)	68	134	N/A	N/A
% juvenile arrests per total UCR Part 1 arrests	3.72%	10.75%	20.02%	B
No. arrests per 1,000 population	9.15	23.96	9.72	A
No. arrests per sworn FTE	4.49	11.75	5.16	A
Assigned				
No.	846	970	N/A	N/A
% assigned	43.34%	47.92%	N/A	N/A
Cleared				
No.	557	690	N/A	N/A
% assigned	65.84%	34.09%	N/A	N/A
No. cleared per sworn FTE	5.25	6.51	N/A	N/A
<b>Uniform Crime Reports - Part 2</b>				
No. drug arrests	285	324	N/A	N/A
No. drug arrests per 1,000 population	5.48	6.23	5.88	A
No. juvenile drug arrests	24	12	N/A	N/A
% juvenile drug arrests	8.42%	3.70%	13.00%	A
<b>Arrests - General</b>				
No. total arrests	913	1,292	N/A	N/A
No. total arrests per 1,000 population	17.56	24.85	68.52	A
No. DUI arrests	335	388	N/A	N/A
No. DUI arrests per 1,000 population	6.44	7.46	6.96	A
<b>Traffic Accidents</b>				
No. fatal traffic accidents	5	0	N/A	N/A
No. fatal traffic accidents per 1,000 population	0.01	0.00	N/A	N/A
<b>911 Calls</b>				
No. incoming calls	7,500	7,500	N/A	N/A
Avg. ring time in seconds	0.89	0.89	5.00	A

Alpharetta is a member of ICMA's (International City/County Management Association) performance measurement consortium which tracks data from various service units (e.g. police, fire, etc.) and allows for the comparison and exchange of data with other local governments within the consortium as well as nationwide. Many of the Targets included above represent ICMA averages.

### **LEGEND**

A = met or exceeded target

B = within 15% of target

C = missed target by more than 15%

## Fire and Emergency Services

**Statement of Service:** Alpharetta's Fire and Emergency Services division includes fire suppression, fire prevention, and training activities.

	Actual 2009	Forecasted 2010	ICMA/ Department Target	Results
<b>FTEs</b>				
No. Fire FTE per 1,000 population	1.85	1.85	2.40	C
<b>Fires</b>				
Residential				
No. structure fires	17	35	N/A	N/A
Structure fires per 1,000 structures	0.81	1.68	3.36	A
Structure fires per 1,000 population	0.32	0.67	1.08	A
1&2 family structure fires	7	23	N/A	N/A
1&2 family structure fires contained to room of origin	4	11	N/A	N/A
1&2 family fires contained per total 1&2 family fires	57.14%	47.83%	56.00%	A
Commercial/Industrial				
No. structure fires	1	6	N/A	N/A
Structure fires per 1,000 Comm./Ind. structures	0.56	3.33	9.24	A
Non-Structure				
No. non-structure fires	48	60	N/A	N/A
No. non-structure fires per 1,000 population	0.92	1.14	2.76	A
Totals				
Total fire incidents	133	101	N/A	N/A
Total fire incidents per 1,000 population	2.54	1.93	4.08	A
Response Time				
Fire Total Customer Time in minutes	6.40	6.30	6	B
<b>Non-Fires</b>				
No. non-fire incidents	4,171	6,072	N/A	N/A
No. non-fire incidents per 1,000 population	79.70	115.84	101.28	B
<b>False Alarms</b>				
No. false alarms & good intent calls	1,465	1,764	N/A	N/A
False alarms & good intent calls per total calls	25.00%	29.06%	18.69%	C
<b>Arson</b>				
No. residential arson incidents	0	0	N/A	N/A
No. residential arson incidents per 10,000 population	0.00	0.00	0.60	A
Total arson incidents	0	0	N/A	N/A
Total arson incidents per 10,000 population	0.00	0.00	2.76	A
Total arson cases cleared	N/A	N/A	N/A	N/A
Arson case clearance rate	N/A	N/A	18.58%	N/A
<b>Rescue/Recovery</b>				
No. rescue/recovery incidents	73	62	N/A	N/A
No. rescue/recovery incidents per 10,000 population	13.95	11.83	6.00	C
<b>EMS</b>				
No. EMS responses	2,960	3,326	N/A	N/A
No. EMS responses per 1,000 population	56.56	63.45	103.20	A
No. patients with cardiac arrest/defib.	25	5	N/A	N/A
<b>Hazmat</b>				
No. Hazmat incidents	50	51	N/A	N/A
No. Hazmat incidents per 10,000 population	9.55	9.73	10.68	A

Alpharetta is a member of ICMA's (International City/County Management Association) performance measurement consortium which tracks data from various service units (e.g. police, fire, etc.) and allows for the comparison and exchange of data with other local governments within the consortium as well as nationwide. Many of the Targets included above represent ICMA averages.

### LEGEND

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



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# Recreation and Parks

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

## Mission Statement

The Alpharetta Recreation and Parks Department is dedicated to providing the highest quality recreational opportunities through the development of both active and passive programs and facilities to promote the physical, social and mental wellness of its citizens.



## Goals and Objectives



- ✓ Offer a wider variety of programs to citizens; athletic, art and general programs;



- ✓ Improve the amenities to the Greenway system;



- ✓ Expand Cultural Arts programming;



- ✓ Hire and retain the highest quality staff to serve the public;



- ✓ Provide the safest grounds and facilities possible;



- ✓ Provide the highest quality of play surfaces and playgrounds;



- ✓ Provide each staff person with Professional growth and training;



- ✓ Identify and design additional park sites;



- ✓ Review and improve accreditation standards; and



- ✓ Work with Council and Recreation Commission to identify program deficiencies.

# Statement of Revenues, Expenditures, and changes in Personnel

## Recreation and Parks General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
Intergovernmental	\$ 12,152	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services:							
Aquatics Activity Fees	122,617	121,318	120,154	129,000	115,000	117,300	119,646
Athletics Activity Fees	409,836	463,827	483,455	425,000	425,000	433,500	442,170
Fulton County Arts	84,126	81,715	69,599	74,500	70,000	71,400	72,828
Community Center Activity Fees	443,946	476,456	434,219	508,000	445,800	454,716	463,810
Senior Center Activity Fees	129,633	115,734	69,276	82,500	81,000	82,620	84,272
Equestrian Center Activity Fees	240,581	290,410	276,668	270,000	312,000	318,240	324,605
Wills Park Rec. Center Activity Fees	233,277	256,665	216,836	230,000	230,000	234,600	239,292
Non-Resident Fees	259,305	253,927	296,350	335,000	300,000	306,000	312,120
Other	3,082	1,138	2,322	-	-	-	-
Other Revenue	10,950	7,300	18,250	9,672	-	-	-
<b>TOTAL</b>	<b>\$ 1,949,504</b>	<b>\$ 2,068,488</b>	<b>\$ 1,987,129</b>	<b>\$ 2,063,672</b>	<b>\$ 1,978,800</b>	<b>\$ 2,018,376</b>	<b>\$ 2,058,744</b>
<b>EXPENDITURES</b>							
Personnel Services:							
Salaries	\$ 1,943,239	\$ 2,018,037	\$ 2,087,301	\$ 2,178,394	\$ 2,104,196	\$ 2,146,280	\$ 2,189,206
Seasonal	367,810	403,347	405,557	446,440	438,000	438,000	438,000
Overtime	11,290	7,305	8,332	-	-	-	-
Group Insurance	508,634	496,965	490,999	514,869	552,050	574,132	597,097
FICA	170,419	187,245	183,560	199,980	193,655	197,528	201,479
Pension	188,995	225,847	250,135	282,207	301,626	313,691	326,239
Pension (Deferred Compensation)	56,798	62,533	74,793	74,860	83,724	85,398	87,106
Workers Compensation	16,636	14,142	35,370	49,050	54,462	55,551	56,662
Miscellaneous	-	-	-	3,450	900	900	900
<i>subtotal</i>	<b>\$ 3,263,821</b>	<b>\$ 3,415,421</b>	<b>\$ 3,536,046</b>	<b>\$ 3,749,250</b>	<b>\$ 3,728,613</b>	<b>\$ 3,811,481</b>	<b>\$ 3,896,689</b>
Maintenance & Operations:							
Professional Fees	\$ 807,787	\$ 832,816	\$ 724,177	\$ 851,910	\$ 879,662	\$ 879,662	\$ 879,662
Repair & Maintenance (Grounds)	219,554	271,094	274,073	293,175	231,500	231,500	231,500
Repair & Maintenance (Facilities)	141,189	167,158	173,562	119,460	92,328	92,328	92,328
Maintenance Contracts	365,869	341,143	372,478	532,865	494,679	494,679	494,679
General Supplies	238,926	257,009	227,993	259,195	258,226	258,226	258,226
Uniforms	89,022	88,403	81,216	104,272	95,888	95,888	95,888
Utilities	490,838	523,880	552,250	559,810	582,915	582,915	582,915
Miscellaneous	293,426	328,543	339,272	298,747	270,981	270,981	270,981
<i>subtotal</i>	<b>\$ 2,646,610</b>	<b>\$ 2,810,047</b>	<b>\$ 2,745,021</b>	<b>\$ 3,019,434</b>	<b>\$ 2,906,179</b>	<b>\$ 2,906,179</b>	<b>\$ 2,906,179</b>
Capital	\$ 92,308	\$ 128,079	\$ 16,998	\$ -	\$ 7,280	\$ 7,280	\$ 7,280
Adjustments/Reconciliation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 6,002,740</b>	<b>\$ 6,353,547</b>	<b>\$ 6,298,065</b>	<b>\$ 6,768,684</b>	<b>\$ 6,642,072</b>	<b>\$ 6,724,940</b>	<b>\$ 6,810,148</b>
Authorized Personnel	51.0	51.0	51.0	51.0	51.0		

## Budget Narrative

The FY 2011 Budget for Recreation and Parks totals \$6,642,072 and represents a decrease of -1.9%, or -\$126,612, compared to the FY 2010 budget.

The Personnel Services category decreased -0.6%, or -\$20,637, due primarily to: wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends); increases in group insurance and pension costs; and the elimination of funding for 2.0 full-time-equivalent positions (see below). These positions will remain vacant pending an identified funding source and workload justification.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Authorized personnel for FY 2011 total 51.0 FTEs and represent the following:

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

\* Includes 2.0 FTE not-funded in the FY 2011 Budget. Those positions include the following: Athletic/Program Coordinator (2.0 FTEs).

The Maintenance & Operations category decreased -3.8%, or -\$113,255, due primarily to the following activity:

- reduction in repair and maintenance of -\$88,367 (combined; equipment, vehicle, grounds, etc.) and includes general repair, maintenance, fuel, etc.;

- reduction in maintenance contracts of -\$48,044 due to various measures such as eliminating switchboard (PBX) and Nextel maintenance and negotiating price reductions/stability on other agreements (e.g. landscaping, janitorial services, shavings/manure removal);
- reduction in small equipment purchases of -\$26,762, based on current year-to-date expenditures at the time of the budget preparation; and
- increase in computer replacement costs of \$13,558. The IT computer refresh for FY 2011 includes the replacement of 15 workstations.



## Performance Measurement

The following section provides detailed information on Recreation and Parks programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Recreation Administration

**Statement of Service:** The administrative arm of the Recreation & Parks Department provides short & long term capital projects planning, oversees the effective distribution of the department's resources, and provides professional guidance to each division.

Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
Recreation & Parks turnover percentage	1.53%	2.00%	2%	0.20%	1%
Maintain CAPRA accreditation *	Yes	Yes	Yes	Yes	Yes
Semi-Annual Leisure Guide distribution (per season)	20,000	20,000	5,000	5,000	2,500
Annual Activity Enrollments as in RecWare	14,729	13,373	13,500	13,500	14,000
# of Part-time hours used	0	0	0	0	0
# of purchase orders managed	165	185	160	160	155
* CAPRA = Commission for Accreditation of Parks and Recreation					
<b>Personnel Assigned:</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>7.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks
Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director
Office Manager	Office Manager	Office Manager	Office Manager	Office Manager	Office Manager
Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)	Customer Service Rep (2)
Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Facility Tech	Facility Tech
Facility Tech	Facility Tech	Facility Tech	Facility Tech		

## **Adult Activity Center**

**Statement of Service:** To meet the needs of Alpharetta's adult and senior citizens through facilitating convenient, affordable, and accessible recreation activities and services.

<b>Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
Total # of Participants per year*	35,000	36,000	37,000	17,000	15,000
# of Computer classes offered	12	20	14	14	16
Total # of Building rentals	78	75	95	65	55
Total # of Day trips taken	359	325	300	180	180
Total # of Overnight trips taken using City buses	11	12	12	10	10
<i>*For FY 2010, the number of participants reduced significantly due to the bridge program moving to a private facility. The bridge program accounted for 15,000 participants annually in prior fiscal years.</i>					
<b>Personnel Assigned:</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
	Program Coord	Program Coord	Program Coord	Program Coord	Program Coord
	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. II	Admin Asst. II
				Customer Service Representative	Customer Service Representative
	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician

## **Aquatics**

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

Performance Measurements	Actual FY 2008	Actual FY 2009	Forecasted FY 2010	Est. Actual FY 2010	Forecasted FY 2011
% of Days pool facilities were open during pool season (89 days)	98%	100%	98%	99%	98%
Average daily attendance at City pool	230	230	230	230	230
Hours of lifeguard training per person	20	20	20	20	20
# of Swim lessons held	90	118	120	118	120
# of Swim lessons participants	595	733	700	692	700
(resident / non-resident)	376 / 219	543 / 190	500 / 200	528/164	515/185
Swim teams participants	295	274	275	278	278
(resident / non-resident)	190 / 105	183 / 91	190 / 90	187/91	185/90
# of Non-competitive special events held	3	3	2	2	2
# of Swim competitions hosted at City pool	3	3	3	2	3
Total attendance at non-competitive special events	825	651	500	493	500
# of Pool passes sold	241	226	250	220	225
(resident / non-resident)	115 / 126	123 / 103	125 / 125	188/29	175/50
* Pool season spans two fiscal years					
Personnel Assigned:					
Employees are hired seasonally. Aquatics is overseen by Recreation Administration					

## Athletics

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

<b>Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
# of Participants - Adult Basketball					
2 Seasons-25 teams	185	230	215	236	240
(resident / non-resident)	69 / 116	140/89	75/130	158/78	160/80
# of Participants - Adult Roller Hockey					
2 Seasons-10 teams	251	323	300	310	300
(resident / non-resident)	86 / 165	92/231	110/190	87/223	100/200
# of Participants - Adult Softball					
3 Seasons-170 teams	2848	2874	2750	2438	2500
(resident / non-resident)	562 / 2286	572/2302	600/2150	604/1834	625/1875
# of Participants - Teen Basketball					
2 Season-12 teams	187	197	132	217	220
(resident / non-resident)	90 / 97	101/97	60/72	136/81	140/80
# of Participants - Youth Baseball					
2 Seasons-70 teams	319	320	325	320	320
(resident / non-resident)	193 / 126	243/77	195/130	251/69	220/100
# of Participants - Youth Travel Baseball					
7 Teams	58	66	60	68	70
(resident / non-resident)	32 / 26	40/26	35/25	42/26	40/30
# of Participants - Youth Basketball					
75 Teams	545	503	550	453	520
(resident / non-resident)	369 / 176	325/178	370/180	300/153	330/190
# of Participants - Youth Lacrosse					
4 Teams	100	142	145	198	210
(resident / non-resident)	46 / 54	73/69	70/75	121/77	130/80
# of Participants - Youth Roller Hockey					
40 Teams	280	285	300	206	200
(resident / non-resident)	118 / 162	109/176	140/160	82/124	80/120
# of Participants - Youth Soccer					
70 Teams	871	637	750	644	650
(resident / non-resident)	590 / 281	491/146	485/265	509/135	515/135
# of Participants - Youth Travel Soccer					
40 Teams	605	486	550	613	575
(resident / non-resident)	242 / 363	221/265	250/300	305/308	300/275
# of Participants - Adult Volleyball					
(resident / non-resident)	130	120	130	67	70
	45 / 85	45/75	45/85	46/21	50/20
Adult Programs - % of City resident participation *	23%	24%	27%	32%	35%
Youth Programs - % of City resident participation	70%	61%	60%	64%	65%
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)	Athletic Coord (4)

## **Community Center**

**Statement of Service:** The Alpharetta Community Center provides a convenient and safe environment for diverse recreational opportunities and services to meet the needs of all populations.

<b>Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
# of Participants in dance (resident / non-resident)	700 515 / 185	787 570 / 217	750 550 / 200	844 704/140	750 600/150
# of Participants in gymnastics (resident / non-resident)	2119 1,437 / 682	2321 1,648 / 673	2300 1650/650	2310 1828/482	2300 1700/600
# of Participants in instructional sports, including camps (resident / non-resident)	940 620 / 320	1215 841 / 374	1000 700/300	1189 849/340	1100 950/250
# of Special events	7	5	5	5	5
Total attendance at special events	3,100	2,015	2,050	2,115	2,050
# of Part-time hours used	3,000	3,720	3,720	3,720	3,720
<b>Personnel Assigned:</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
	Recreation Supervisor II Program Coord (2)	Recreation Supervisor II Program Coord (2)	Recreation Supervisor II Program Coord (2)	Recreation Supervisor II Program Coord (2)	Recreation Supervisor II Program Coord (2)
	Customer Service Representative (2)	Customer Service Representative (2)	Customer Service Representative (2)	Customer Service Representative (2)	Customer Service Representative (2)
	Facilities Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician

## **Cultural Arts**

**Statement of Service:** Cultural Arts facilitates programs that educate and expose citizens and visitors to a rich and diverse range of cultural expressions, through both education and special events.

<b>Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
# of Participants in youth art classes (resident / non-resident)	175 114 / 61	145 99/46	190 120/70	217 163/54	250 150/100
# of Participants in adult art classes (resident / non-resident)	150 75 / 75	142 79/63	150 75/75	150 80/70	175 100/75
# of Participants in summer camp (resident / non-resident)	345 180 / 165	est 282 est 185/97	340 175/165	390 234/156	340 180/160
# of Cultural arts special events	6	6	6	7	6
Total attendance at special events*	42,000	42,000	45,000	1,750	2000
<i>* This division coordinated the July 4th celebration in 2007 and 2008, with an estimated 40,000 attendees. Coordination of this event was assigned to the Adult Activity Center division for 2009 and 2010. It will relocate to the Community Center division for 2011 and 2012.</i>					
<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

## 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 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
Total # of Equestrian event dates	80	83	85	106	105
Total # dog show events	38	36	36	34	35
Total # other event dates hosted at equestrian center	24	16	25	12	15
Total attendance at events	75,000	75,000	75,000	85,000	90,000
# of Arenas/rings maintained	7	6	7	6	7
<b>Personnel Assigned:</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>
Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr
Parks	Parks	Parks	Parks	Parks	Parks
Maintenance	Maintenance	Maintenance	Maintenance Tech	Maintenance	Maintenance Tech
Tech II	Tech II	Tech II	II	Tech II	II
Parks	Parks	Parks	Parks	Parks	Parks
Maintenance	Maintenance	Maintenance	Maintenance Tech	Maintenance	Maintenance Tech
Tech (2)	Tech (2)	Tech (2)	(2)	Tech (2)	(2)



## **Parks Maintenance**

**Statement of Service:** Parks maintenance provides for the development and maintenance of the City's parks, greenway space, recreation facility grounds, athletic fields, and other City owned property in order to aesthetically reflect community identity, enrich the quality of life, and provide accessible and safe open space for leisure time activities.

<b>Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
# of Athletic fields maintained	28	29	29	29	29
# of Park acres maintained	311	313	318	318	318
# of Greenway acres maintained	250	250	250	250	250
# of Playground inspections	84	84	84	84	84
# of Park/playground injuries	2	1	0	0	0
# of Athletic field preparations	7,094	7,100	7,100	7,100	7,100
# of Park mowings	40	40	40	40	40
# of Athletic field mowings	70	80	80	80	80
# of Buildings maintained	34	35	35	35	35
# of Restrooms maintained	48	50	50	52	52
# of Pavilions maintained	11	4	4	13	13
# of Hours utilized for trash pickup	9,360	9,760	8,760	7,310	7,310
# of Part-time hours used	3,180	5,984	6,000	6,500	6,500
# of Vehicles maintained	14	16	16	14	14
# of Vehicle-related accidents	0	0	0	1	0
# of Work days missed due to accidents	0	0	0	0	0
<b>Personnel Assigned:</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>	<b>21.0 FTE</b>
Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager
Park Supervisor II	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)
Park Supervisor					
Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)
Park Maintenance Tech I (3)	Park Maintenance Tech I (2)	Park Maintenance Tech I (2)	Park Maintenance Tech I (2)	Park Maintenance Tech I (2)	Park Maintenance Tech I (2)
Park Maintenance Tech (9)	Park Maintenance Tech (9)	Park Maintenance Tech (9)	Park Maintenance Tech (9)	Park Maintenance Tech (9)	Park Maintenance Tech (9)
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II

## **Wills Park Recreation Center**

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

<b>Performance Measurements</b>	<b>Actual FY 2008</b>	<b>Actual FY 2009</b>	<b>Forecasted FY 2010</b>	<b>Est. Actual FY 2010</b>	<b>Forecasted FY 2011</b>
# of Participants in aerobics (resident / non-resident)	586 442 / 144	500 360/140	500 360/140	464 330/134	480 360/120
# of Participants in summer camp (resident / non-resident)	1191 1,102 / 89	960 890/70	1185 1100/85	950 860/90	1200 1100/100
# of Participants in Extreme camp (resident / non-resident)	118 101 / 17	72 65/7	110 100/10	70 63/7	NA
# of Participants in tennis (resident / non-resident)	637 537 / 100	520 400/120	520 400/120	515 400/115	515 400/115
# of Participants in karate (resident / non-resident)	322 216 / 106	270 200/70	270 200/70	205 165/40	210 170/40
# of Wills Park special events	3	4	4	4	4
Total attendance at special events	6,610	6,825	7,000	6,400	6,500
<b>Personnel Assigned:</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>	<b>3.0 FTE</b>
	Recreation Center Supervisor II	Recreation Center Supervisor II	Recreation Center Supervisor II	Recreation Supervisor II	Recreation Supervisor II
	Program Coord	Program Coord	Program Coord	Program Coord	Program Coord
	Customer Service Rep	Customer Service Rep	Customer Service Rep	Customer Service Representative	Customer Service Representative





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# **Information Technology**

*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

## Information Technology General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2011 Recommended Budget	FY 2012 Forecast	FY 2013 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 531,336	\$ 662,373	\$ 797,205	\$ 714,721	\$ 719,027	\$ 733,408	\$ 748,076
Group Insurance	69,087	87,820	107,853	104,182	111,918	116,395	121,051
FICA	41,775	50,387	59,211	54,243	54,571	55,662	56,776
Pension	51,436	65,792	94,441	92,634	104,663	108,850	113,204
Pension (Deferred Compensation)	15,636	16,887	31,727	28,084	35,667	36,380	37,108
Workers Compensation	4,924	4,400	10,916	13,320	15,350	15,657	15,970
Miscellaneous	-	6,000	-	6,350	-	-	-
<i>subtotal</i>	\$ 714,194	\$ 893,659	\$ 1,101,353	\$ 1,013,534	\$ 1,041,196	\$ 1,066,352	\$ 1,092,183
<b>Maintenance &amp; Operations:</b>							
Communications	\$ 58,691	\$ 82,284	\$ 46,653	\$ -	\$ 100	\$ 100	\$ 100
Maintenance Contracts	123,325	130,165	68,542	155,002	150,734	150,734	150,734
General Supplies	16,106	6,997	15,321	48,147	20,150	20,150	20,150
Small Equipment	-	-	37,107	31,574	21,500	21,500	21,500
Miscellaneous	65,941	63,962	50,215	55,079	89,885	89,885	89,885
<i>subtotal</i>	\$ 264,063	\$ 283,408	\$ 217,837	\$ 289,802	\$ 282,369	\$ 282,369	\$ 282,369
<b>Capital</b>	\$ 25,373	\$ 82,117	\$ 75,014	\$ 15,287	\$ -	\$ -	\$ -
<b>Adjustments/Reconciliation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	\$ 1,003,629	\$ 1,259,184	\$ 1,394,203	\$ 1,318,623	\$ 1,323,565	\$ 1,348,721	\$ 1,374,552
<b>Authorized Personnel</b>	9.0	12.0	13.0	11.0	11.0		



## Budget Narrative

The FY 2011 Budget for Information Technology totals \$1,323,565 and represents an increase of 0.4%, or \$4,942, compared to the FY 2010 budget.

The Personnel Services category increased 2.7%, or \$27,662, due primarily to wage increases associated with the 2% performance-based merit program scheduled for January 1, 2011 (contingent upon a mid-year review of revenue trends) and increases in group insurance and pension costs.

The increase in group insurance costs relates to the shift towards a high-deductible healthcare plan that requires a larger contribution from the City upfront but will facilitate healthcare cost management and result in lower premium growth in the future while still providing top level healthcare to employees and their families.

Authorized personnel for FY 2011 total 11.0 FTEs and represent the following:

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

\* Includes 1.0 FTE not-funded in the FY 2011 Budget (Network Analyst II).

The Maintenance & Operations category decreased -2.6%, or -\$7,433, due primarily to the following activity:

- reduction in forecasted professional development and travel of -25.6% reduction in professional development and travel of -\$3,000 (combined) due to control measures that limit travel/training to essential requirements only;
- reduction in general supplies of -\$27,997, based on current year-to-date expenditures at the time of the budget preparation; and
- increase in computer replacement costs of \$37,355. The IT computer refresh for FY 2011 includes the replacement of 13 workstations.

## Performance Measurement

The following section provides detailed information on Information Technology programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the City's Performance Measurement System as well as an update on the City's move towards benchmarking and dashboard reporting.

### Information Technology

**Statement of Service:** Information Technology provides hardware, software and support services to all departments in technology related areas.

	Actual 2009	Forecasted 2010	ICMA/ Department Target	Results
<b>WEB</b>				
Number online payments	19,880	20,000.00		
Amount online payments	\$2,704,328.28	2,500,000.00		
External Web number user sessions	383,674	400,000.00		
Internal Web number user sessions	10,606	12,000.00		
Viruses blocked	409	500		
Spyware blocked	385,134	420,000.00		
<b>Telephone</b>				
Repairs				
Number	133	150		
Number resolved w/in 24 hours	69	75.00		
% resolved w/in 24 hours	51.88%	50%	40.00%	A
Service Requests				
Number	122	130		
Number resolved on time	107	117		
% resolved on time	87.70%	90.00%	90.00%	B
<b>Network</b>				
Repairs				
Number	175	160		
Number resolved w/in 24 hours	132	128		
% resolved w/in 24 hours	75.43%	80.00%	80.00%	B
Service Requests				
Number	130	140		
Number resolved on time	122	126		
% resolved on time	93.85%	90.00%	90.00%	A
Outages				
Number (including maintenance)	113	100	120	A
Avg. duration in hours	7.22	5.00		
<b>Applications</b>				
Repairs				
Number	484	500		
Number resolved w/in 24 hours	334	350		
% resolved w/in 24 hours	69.01%	70.00%	70.00%	B

	Actual 2009	Forecasted 2010	ICMA/ Department Target	Results
<b>Desktop</b>				
Repairs				
Number	1,417	1,500		
Number resolved w/in 24 hours	900	900		
% resolved w/in 24 hours	63.51%	60.00%	60.00%	A
Service Requests				
Number	952	1,000		
Number resolved on time	880	900		
% resolved on time	92.44%	90.00%	90.00%	A
<b>Helpdesk</b>				
Number total calls	4,165	4,400		
Number resolved w/in 4 hours	1,880	1,900		
Number resolved w/in 8 hours	268	300		
% resolved w/in 8 hours	51.57%	50.00%	40.00%	A
<b>GIS</b>				
Number total cases	178	200		
Number resolved on time	161	180.00		
% resolved on time	90.45%	90.00%	80.00%	A
<b>Project Management</b>				
Avg. number IT projects (greater than 40 hours effort)	13	12		
% on track	93.92%	90.00%	90.00%	A
<b>Emails</b>				
Number	8,312,179	8,500,000		
SPAM blocked	7,250,855	7,300,000		
Viruses blocked	207,606	250,000		
% SPAM	87.23%	85.88%		
% viruses	2.50%	2.94%		
<b>Servers</b>				
Avg. number	60	66.00		
% availability (including maintenance)	99.15%	99.25%	99.00%	A

Alpharetta is a member of ICMA's (International City/County Management Association) performance measurement consortium which tracks data from various service units (e.g. police, fire, etc.) and allows for the comparison and exchange of data with other local governments within the consortium as well as nationwide. Many of the Targets included above represent ICMA averages.

#### LEGEND

A = met or exceeded target

B = within 15% of target

C = missed target by more than 15%



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## Fiscal Year 2011 Operating & Capital Budget Narrative

# Glossary of Terms

The Glossary section is included to assist readers with understanding the many terms used in City government (general) as well as the City's budget process (specific). Please refer to the *Reader's Guide* section for a complete listing of the acronyms used throughout this document.

Account Number:	A system of numbering used to categorize a "group" of accounting transactions into common areas, such as salaries, utilities, etc. Account numbers are the numerical equivalent of descriptive terms (e.g. 511.01 represents the account number for salaries and wages).
Accounting Period:	A period at the end of which financial statements, budgets, and other reports are prepared. Typically an annual period within governmental finance. The City's fiscal year reporting period begins on July 1 <sup>st</sup> and ends of June 30 <sup>th</sup> .
Accounting Procedures:	All processes that identify, record, classify and summarize financial information to produce financial reports.
Accrual Basis of Accounting:	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).
Acronyms:	Please see the section entitled <i>Acronyms/Abbreviations</i> for a complete listing of the acronyms used throughout this document.
Adopted Budget:	The funds appropriated by the City Council at the beginning of the year.

Ad Valorem Tax:	Property taxes computed as a percentage of the value of real or personal property expressed in mills (1/100 <sup>th</sup> of a dollar or \$1.00 per \$1,000 of taxable property value).
Amortization:	The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.
Appropriation:	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.
Assessed Valuation:	The Fulton County Board of Assessor's estimation of the fair market value of real and personal property.
Balanced Budget:	A budget in which planned revenues available equals planned expenditures.
Basis of Accounting:	A system used by an individual government to determine when revenues have been realized and when expenditures have been incurred.
Basis of Budgeting:	A system used by an individual government to determine when budgetary revenues have been realized and when budgetary expenditures have been incurred.
Bond:	A written promise to pay a designated sum of money (i.e. principal) at a specified date in the future, together with periodic interest payments at a specified rate. In the budget, these payments are identified as debt service. Bonds are typically used to obtain long-term financing for major capital improvements.
Bond Rating:	A rating provided by an independent professional credit rating agency indicating the credit worthiness of the entity.

Budget:	A statement of financial position of an entity for a definite period of time based on estimates of expenditures during the period and proposals for financing them. The financial plan for the operation of a department, program or project for the current year or for the duration of the project.
Budget Amendment:	The transfer of funds from one appropriation account to another (within a department within a fund), requiring approval of City Administrator, Finance Director, and Department Director. Amendments between departments and between funds require City Council approval.
Budget Calendar:	The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.
Budget Officer:	The local government officials charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.
Budget Ordinance:	“Ordinance” or “Resolution” means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.
Budget Period:	Budget period, means the period for which a budget is proposed or a budget ordinance or resolution is adopted.

Budget Transfer:	A procedure utilized by City departments to revise budget appropriations within the departmental operating budget accounts. They transfer monies from one account to another account and does not increase or decrease the overall budget appropriation for the department.
Budgetary Control:	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
CAFR:	The Comprehensive Annual Financial Report summarizes financial data for the previous fiscal year in a standardized format.
Capital Assets:	Assets of significant value and having a useful life of several years. Capital assets for the City of Alpharetta have a purchase cost of \$5,000 or more, and a useful life of three years or longer.
Capital Budget:	A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget which includes both operating and capital outlays. The capital budget is based in a capital improvement plan ("CIP").
Capital Outlay:	An expenditure for the acquisition of, or addition to, a capital asset. Items acquired for less than \$5,000 are not considered capital outlay.
Capital Projects:	Projects that result in the acquisition or construction of capital assets of a local government which are of a long-term and permanent nature. Such assets include land, buildings, and related improvements, streets and highways, bridges, sewers and parks.

Capital Projects Fund:	A fund used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by resources from enterprise fund activities.
Cash Basis of Accounting:	A basis of accounting under which transactions are recognized only when cash is received or disbursed.
Chart of Accounts:	A numbering system that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The City of Alpharetta utilizes the Uniform Chart of Accounts for Local Governments in Georgia as mandated by the Georgia Department of Community Affairs ("DCA").
Consumer Price Index ("CPI")	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. inflation).
Contingency:	A budgetary reserve set aside for emergency, revenue shortfalls, and unanticipated expenditures. The City Council must approve all contingency expenditures.
Debt:	An obligation resulting from the borrowing of money or from the purchase of goods and services over a period of time. Debts of government include bonds, time warrants, notes, and floating debts. Examples include: General Obligation Bonds and Revenue Bonds.
Debt Service:	The payment of principal and interest on borrowed funds such as bonds.
Debt Service Fund:	A fund that is used to account for the accumulation of resources for the payment of general long-term debt principal and interest.

Deficit:	The excess of an entity's liabilities over its assets or the excess of expenditure or expenses over revenues during a single accounting period.
Department:	A major administrative division of the City with indicated overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation:	(1) Expiration of the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a capital asset which is charged as an expense during a particular period. In accounting, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of said asset, and each period charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.
Effectiveness:	Depicts the degree to which performance objectives are being achieved or otherwise reflects the quality of local government performance.
Efficiency:	Reflects the relationship between work performed and the resources required performing it. Compares outputs to inputs.
Encumbrance:	A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.
Enterprise Fund:	A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.

Expenditures:	The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.
Fiduciary Fund:	A fund used to account for assets held by the City in a trustee capacity or as an agent for other governmental units and/or other funds.
Fiscal Year:	The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City has specified July 1 <sup>st</sup> to June 30 <sup>th</sup> as its fiscal year.
Fund:	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
Fund Balance	Fund equity for governmental funds and trust funds which reflects the accumulated excess of revenues and other financing sources over expenditures and other uses for governmental functions.
GASB:	Governmental Accounting Standards Board - The body that sets accounting standards, specifically for governmental entities at the state and local levels.
General Fund:	The government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Revenue is derived primarily from property taxes, state & federal distributions, grants, and other intergovernmental revenue.

GAAP:	Generally Accepted Accounting Principles - Uniform minimum, standards used by state and local governments for financial accounting, recording and reporting, encompassing the conventions, rules and procedures that define accepted accounting principles; established by the Governmental Accounting Standards Board (GASB).
General Obligation (“GO”) Bonds:	Upon voter approval at a general referendum, a project will be financed through a millage increase in ad valorem taxes for a specified period of time. This source of revenue is especially appropriate when the life of project or an improvement is expected to exceed 20 years, and is Citywide in nature or benefit.
Georgia Municipal Association:	Organization representing municipal governments in Georgia.
GFOA:	Government Finance Officers Association - Professional association of state/provincial and local finance officers in the United States and Canada, dedicated to the sound management of government financial resources.
Goals:	A measurable statement of desired conditions to be maintained or achieved.
Governing Authority:	Governing authority means that official or group of officials responsible for governance of the unit of local government.
Grants:	A financial gifts, donation, or award that is made from a funding source, usually a governmental entity, to the City for the acquisition of goods, services, or land. The grant award agreement defines the City’s responsibilities and duties to be exchanged for the grant. Grants are often earmarked for a specific purpose of program.

Infrastructure:	The basic installation and facilities on which the continuance and growth of the City depends, such as roads, schools, and water and sewer systems.
Inter-fund Transfer:	Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.
Investments:	Securities and real estate held for the production of revenue in the form of interest, dividend, rental or lease payments. The term does not include fixed assets used in governmental operations.
Legal Level of Control:	Legal level of control is the lowest level of budgetary detail at which a local government's management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required.
Levy:	(Verb) To impose taxes, special assessments or service charges for the support of government activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.
Liability:	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.
Liquidity (of investments):	The ability to convert an investment to cash promptly with a minimum of risk to principal and accrued interest.

Millage Rate:	The amount of property tax stated in terms of a unit of the tax base; for example each mill generates \$1.00 of tax for every \$1000 of taxable assessed valuation on real or personal property. The millage rate is the total number of mills assessed against this value.
Mission:	The reason or purpose for the organizational unit's existence.
Modified Accrual Basis of Accounting:	The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.
Objectives:	Unambiguous statements of performance intentions expressed in measurable terms.
Operating Budget:	The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.
Proprietary Fund:	These funds are sometimes referred to as "income determination," "non-expendable" or "commercial type" funds and are used to account for a government's on-going organizations and activities which are similar to those often found in the private sector.
Retained Earnings:	A fund equity account that reflects accumulated net earnings (or losses) in a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

Reserve:	An account to indicate that a portion of funds have been legally restricted for a specific purpose, or not available for appropriation and subsequent spending. A reserve for working capital is a budgetary reserve set aside for cash flow needs, emergencies, or unforeseen expenditure/revenue shortfalls.
Revenue:	Additions to assets which (a) do not increase any liability; (b) do not represent the recovery of an expenditure; (c) do not represent the cancellation of certain liabilities or decrease in assets; and (d) do not represent contributions of fund capital in enterprise and internal service funds.
Rolled-Back Millage Rate:	The millage rate necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes for new growth.
Sinking Fund:	A reserve fund accumulated over a period of time for retirement of a debt.
Special Revenue Fund:	A fund in which the revenues are designated for use for specific purposes or activities.
Tax Digest:	Official list of all property owners, the assessed value, and the tax due on their property.
Taxes:	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Alpharetta are approved by the City Council and are within limits determined by the State.
User Fee:	Charges for specific services rendered only to those people paying such charges as, for example, sewer service charges.



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