

Alpharetta

GEORGIA ♦ USA

Annual Operating and Capital Budget Budget Narrative Fiscal Year 2015 (July 1, 2014 through June 30, 2015)



City of Alpharetta, GA

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Annual Operating & Capital Budget Budget Narrative

for Fiscal Year 2015

(July 1, 2014 through June 30, 2015)

Alpharetta
G E O R G I A • U S A

The logo for the City of Alpharetta, Georgia, USA. It features the word "Alpharetta" in a large, dark red serif font. Below it, the words "G E O R G I A" and "U S A" are written in a smaller, blue, spaced-out sans-serif font, separated by a small white diamond. The text is overlaid on a light blue compass rose graphic with eight points.

TABLE OF CONTENTS

Contents

Table of Contents	1
Mayor and City Council	6
Vision	7
Executive Management Team	8
Organizational Structure	9
Reader's Guide	10
Acronyms and Abbreviations	12
GFOA Distinguished Budget Presentation Award	13
Introduction and Overview	15
Transmittal Letter	15
About Alpharetta	28
History	28
Government	30
Mission	32
Vision	32
Financial Accounting Structure	33
Fund Classification	33
Fund Structure	35
Fund Descriptions	36
Financial Reporting	40
Operating and Capital Budget Documents (June-August)	40
Financial Reporting to the City Council (monthly)	41
Comprehensive Annual Financial Report (November-December)	41
Annual Citizens Report (November-December)	41
Budget Process	42
Annual Budget Process	42
Budget Methodology	42
Performance Measurement	43
Council Retreat (January-February)	44
Budget Preparation and Analysis (February-April)	44
City Council Budget Workshops (May-June)	46

TABLE OF CONTENTS

Budget Adoption (June)	46
Budget Calendar	47
Budget Basis and Structure	48
Citywide Budget Summaries	49
Overview	49
Summary by Fund Type	50
Summary by Fund	51
Summary by Revenue Source	53
Summary by Department Expenditures	54
Summary by Expenditure Category	55
Consolidated Summary (Revenues by Source/Expenditures by Department)	56
Consolidated Summary (Revenues by Source/Expenditures by Category)	58
Citywide Statement of Revenues, Expenditures, and changes in Fund Balances (all Funds)	60
Personnel Listing by Department	63
General Fund Summary	64
Overview	64
Summary by Revenue Source	65
Summary by Department Expenditures	65
Statement of Budgetary Comparisons	66
Statement of Revenues, Expenditures, and changes in Fund Balance	67
Budget Narrative	68
Special Revenue Fund Summaries	81
Overview	81
Emergency 911 Fund Summary	82
Statement of Budgetary Comparisons	84
Statement of Revenues, Expenditures, and changes in Fund Balance	85
Impact Fee Fund Summary	86
Statement of Budgetary Comparisons	87
Statement of Revenues, Expenditures, and changes in Fund Balance	87
Drug Enforcement Agency Fund Summary	88
Statement of Budgetary Comparisons	89
Statement of Revenues, Expenditures, and changes in Fund Balance	89
Hotel/Motel Fund Summary	90
Statement of Budgetary Comparisons	91

TABLE OF CONTENTS

Statement of Revenues, Expenditures, and changes in Fund Balance	91
Enterprise Fund Summary	93
Overview	93
Solid Waste Fund Summary	94
Statement of Budgetary Comparisons	96
Statement of Revenues, Expenditures, and changes in Fund Balance	97
Internal Service Fund Summary	98
Overview	98
Risk Management Fund Summary	99
Statement of Budgetary Comparisons	100
Statement of Revenues, Expenditures, and changes in Fund Balance	101
Capital Project Fund Summaries	103
Overview	103
Funding Methodology	105
FY 2015 Capital Funding	107
Capital Improvement Plan	107
FY 2015 Capital Project Listing	108
Debt Service Fund Summary	139
Overview	139
Debt Issuance Methodology	140
Debt Issuance Activity	140
Bond Smoothing	141
General Obligation Bond Debt	142
Development Authority Revenue Bond Debt	142
Bond Ratings	144
Legal Debt Margin	144
Statement of Budgetary Comparisons	145
Statement of Revenues, Expenditures, and changes in Fund Balance	146
Department Summaries	147
Overview	147
Mayor and City Council	148
City Administration	152
Community Development	160
Public Works	168

TABLE OF CONTENTS

Finance	176
Human Resources	184
Municipal Court	190
Public Safety	196
Recreation and Parks	206
Information Technology	218
Financial Management Policies	223
Section I: General Budget Policies	223
Section II: Operating Budget Policies	225
Section III: Cash-flow Budget Policies	228
Section IV: Capital Project Improvement Plan Policies	229
Section V: Revenue Administration Policies	231
Section VI: Capital Asset Policies	233
Section VII: Non-Capital Operating Inventory Policies	237
Section VIII: Accounting, Auditing and Financial Reporting Policies	239
Section IX: Debt Management Reporting	244
Section X: Grant Management Policies	246
Community Profile	248
Demographic, Economic, and Statistical Data	248
Alpharetta At-A-Glance	248
Infrastructure	248
Business Climate	250
Workforce	252
Quality of Life	255
Targeted Development	256
Population, Personal Income, and Employment	258
Property Tax Base, Tax Rates, and Principal Taxpayers	259
Operating Indicators by Function	262
Capital Asset Statistics by Function	263
Glossary of Terms	265

MAYOR AND CITY COUNCIL

Mayor and City Council

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DAVID BELLE ISLE
MAYOR



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Mission Statement

TO MAKE A POSITIVE DIFFERENCE in the community by efficiently managing public resources and providing effective services and leadership that exceed the expectations of our citizens.

JIM GILVIN
CITY COUNCIL (POST 4)



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MICHAEL CROSS
CITY COUNCIL (POST 5)



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D.C. AIKEN
CITY COUNCIL (POST 6)



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VISION

Vision

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



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



Fostering strong sense of community including safety and security;



Providing a business climate that attracts the top echelon companies.

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

EXECUTIVE MANAGEMENT TEAM

Executive Management Team



BOB REGUS
CITY ADMINISTRATOR



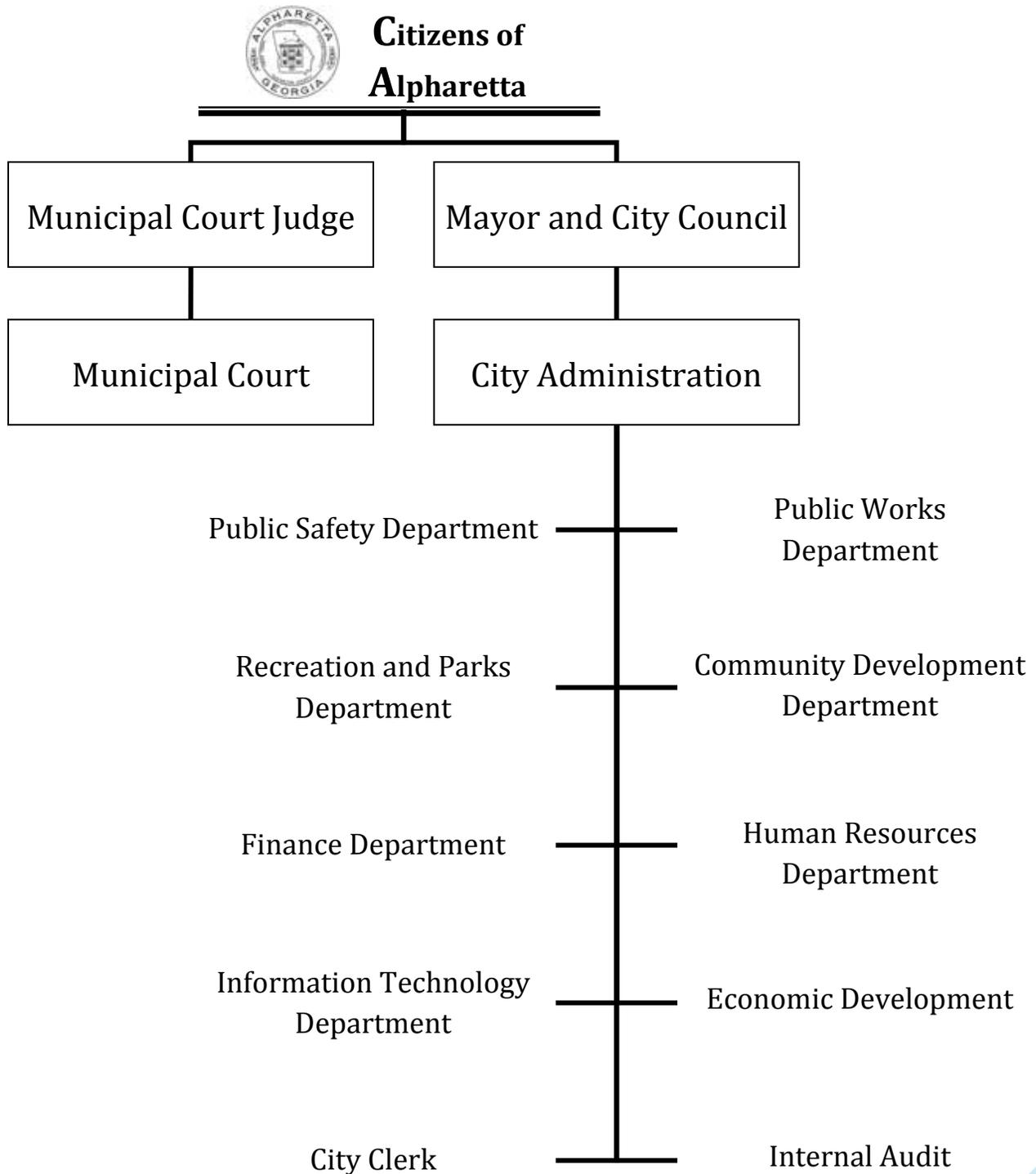
BRegus@alpharetta.ga.us

EXECUTIVE STAFF

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Elizabeth Sahlin	ESahlin@alpharetta.ga.us	Director of Court Services
Pete Sewczwicz	PSewczwicz@alpharetta.ga.us	Director of Public Works
Barry Zimmerman	Blz@zimmermanattys.com	Chief Judge

ORGANIZATIONAL STRUCTURE

Organizational Structure



Reader's Guide

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

Introduction and Overview

Transmittal Letter

Comprehensive introduction to the city's fiscal year 2015 budget.

About Alpharetta

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

Financial Structure, Policy, and Process

Financial Accounting Structure

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

Financial Reporting

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

Budget Process

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

Financial Summaries

Citywide Budget Summaries

Information on the overall (i.e. all appropriated funds) fiscal year 2015 budget. Included are schedules that provide readers with revenue and expenditure summaries from several different perspectives including fund, revenue source, expenditure category, and expenditures by department. A detailed multi-year personnel listing by department is also provided.

General Fund Summary

Information on the fiscal year 2015 budget for the General Fund. Included are schedules that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summary; statement of budgetary comparisons (i.e. FY 2014 and FY 2015);

READER'S GUIDE

statement of revenues, expenditures, and changes in fund balance (FY 2011 through the FY 2017 forecast period); and a detailed narrative of revenue and expenditure trends including historical information.

Special Revenue/Enterprise/Internal Service Fund Summaries

Information on the fiscal year 2015 budget for the Special Revenue/Enterprise/Internal Service Funds. Included are schedules set forth by Fund that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summaries; statements of budgetary comparisons (i.e. FY 2014 and FY 2015); and statements of revenues, expenditures, and changes in fund balance (FY 2011 through the FY 2017 forecast period).

Capital and Debt

Capital Project Fund Summaries

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

Debt Service Fund Summary

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

Departmental Information

Department Summaries

Detailed non-financial and financial information about each department's activities (General Fund only) including: departmental mission statement; goals and objectives and how they link with the city's vision/strategic priorities; revenue and expenditure summary and fiscal year 2015 budget narrative; changes in personnel; and performance measurement.

Appendix

Financial Management Policies

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

Community Profile

Demographic, economic, and statistical data of our city.

Glossary

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

READER'S GUIDE

Acronyms and Abbreviations

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

E-911



SWAT



GFOA Distinguished Budget Presentation Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alpharetta, Georgia for its annual budget for the fiscal year beginning July 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



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MAYOR
David Belle Isle

COUNCIL
D.C. Aiken
Michael Cross
Jim Gilvin
Mike Kennedy
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CITY ADMINISTRATOR
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24-HOUR
INFORMATION
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Our Mission

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

Our Core Values

*Excellence
Stewardship
Integrity
Service
Loyalty*

June 16, 2014

To the City Council and Citizens of Alpharetta:

We are pleased to present our Annual Operating and Capital Budget (narrative) for Fiscal Year 2015 (the “Budget”) of the City of Alpharetta, Georgia. Our recommendations are based on direction provided at the City Council Retreat as well as a thorough review of our current financial status, revenue trends, economic data, and our standard of providing top level service while maintaining our focus on keeping Alpharetta an affordable option for our citizens and stakeholders.

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

- Tax-burden reductions for our homeowners and business owners including:
 - Maintenance of the city’s \$40,000 homestead exemption which saves our homeowners over \$2.7 million annually. This savings equates to a 1.7 mill reduction for the average homeowner (see section entitled *Taxpayer Savings* for more information).
 - Maintenance of the city’s millage rate at 5.750 mills (flat with FY 2014) including funding \$3.4 million from General Fund operations for capital initiatives. The capital funding includes \$2.4 million for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.) and \$955,500 for additional pay-as-you-go capital funding.

INTRODUCTION AND OVERVIEW

- Funding of the Gwinnett Technical College contribution (Alpharetta Campus);
- Funding totaling \$10.1 million available for capital investment within our city (includes the \$3.4 million in recurring/pay-as-you-go capital discussed above) which is available for your review and described in detail under the *Capital and Debt* section of this document;
- Continuation of the same high service levels our citizenry, business owners, and stakeholders have to expect from our city; and
- Expanded service levels within city administration are available for your review and described in detail under the *Operating Initiatives* section of this transmittal letter.

Budget Process and Overview

The Fiscal Year 2015 Budget process began with an update of the city's financial condition, which was presented during the City Council retreat (January 19-20, 2014). During this update, a financial plan was established which prioritized the use of available fund balance to most effectively position the city for financial success in the future. This information was also shared with the city's department directors during budget kick-off meetings.

As provided monthly to the City Council through the Financial Management Reports, the Finance Department has closely monitored our revenue and expenditure trends, indicating spending would continue to be closely managed for FY 2015 to compensate for slow revenue growth (e.g. franchise fees, court fines, etc.) relative to expenditure cost drivers (e.g. healthcare). Accordingly, the Finance Department analyzed departmental spending needs and calculated target budgets for each department.

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

The FY 2015 Budget is balanced for all funds and totals \$86.2 million with the breakdown by fund type as follows:

FUNDS BY TYPE	\$	
General Fund	\$60,025,304	
Special Revenue Funds	8,676,977	(1)
Debt Service Fund	3,585,898	
Capital Project Fund	9,507,562	(1)
Solid Waste Fund	3,273,323	
Risk Management Fund	1,116,200	
Total	\$86,185,264	

(1) Amounts contained herein represent new appropriations for FY 2015. Unexpended FY 2014 appropriations for City Council approved projects are re-appropriated annually pursuant to city policy.

INTRODUCTION AND OVERVIEW

Several of the major points of the FY 2015 Budget are as follows.

- **Property Taxes:** The FY 2015 Budget is based on maintenance of the city's millage rate at 5.750 mills. Property tax digest growth is estimated at 1.5%.
 - The portion of the millage rate funding debt service (Debt Service Fund) will decline from 0.88 mills in FY 2014 to 0.80 mills in FY 2015 (0.08 mill reduction). The city advanced refunded the Series 2006 GO Bonds during FY 2014 for a present value savings of \$842,459 or approximately \$80,000 annually through maturity. These savings have resulted in underlying debt service requirements of approximately \$3.6 million annually that, coupled with estimated growth in the property tax digest, allows for a reduction in the millage rate dedicated for debt service. The FY 2015 Budget proposes to program the debt service millage reduction into the General Fund for additional funding of capital initiatives (discussed below).
 - The portion of the millage rate funding operations and recurring/pay-as-you-go capital investment (General Fund) will increase from 4.87 mills in FY 2014 to 4.95 mills in FY 2015. Property tax revenue estimates for FY 2015 total \$18.1 million (excluding motor vehicle taxes). Of this amount, \$288,640 is included for the annual debt service on the Gwinnett Technical College contribution (Alpharetta campus), \$2.4 million for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.); and \$955,500 for additional pay-as-you go capital funding (funded through a combination of property taxes and LOST revenues). The capital funding will be transferred to the Capital Project Fund to properly account for the acquisition/construction activities.
 - The property tax revenue estimates are net of the city's \$40,000 homestead exemption which saves our homeowners over \$2.7 million annually (e.g. equates to a 1.7 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities and goes great lengths in keeping Alpharetta an affordable place to live and raise a family.
 - Motor vehicle taxes are experiencing declines due to House Bill 386 which is phasing out motor vehicle taxes on all vehicles titled on or after March 1, 2013. The city will still receive motor vehicle taxes on vehicles titled before March 1, 2013 until the vehicle is sold/transferred. The city is forecasting motor vehicle revenues to be fully phased-out over the seven year period ending in FY 2020. HB 386 created a Motor Vehicle Title Fee (included within the "Other Taxes" line) that is intended to partially offset the reduction in motor vehicle taxes. The title fee is estimated at \$865,000 in FY 2015 and represents a significant

INTRODUCTION AND OVERVIEW

increase over FY 2014 due primarily to the fact that this fee was implemented late in FY 2013 and very little trend data was available to generate an accurate FY 2014 budget figure

- Operating expenditures of the General Fund are up 3.3% over FY 2014. This figure includes the incremental budgetary impact for the position/operational changes approved during the FY 2014 mid-year budget (Building Inspector position and Event Planning Services), City Center maintenance and operating costs (utility costs and maintenance of the facilities, park, and grounds), rebranding initiatives, some of which is offset through a reduction in city election fees. After adjusting for these new incremental budgetary impacts, the **base operational budget growth totals 2% and is in-line with CPI¹**.
 - Management of personnel and compensation program to align with current market environment:
 - ✓ Personnel (citywide)
 - 437 full-time equivalents (funded; includes FY 2014 mid-year budget amendment to fund one Building Inspector position); and
 - 12 full-time equivalents (un-funded; budgetary savings of \$740,000) – positions to remain vacant pending a workload justification and identified funding source.
 - ✓ Implementation of a performance-based merit program of 3% on April 1, 2015, per authorized/funded position (estimated cost of \$215,000 citywide²). This merit program is contingent upon a mid-year review of revenue trends to determine if sufficient funding is available. Research of national and local wage growth data indicates the 3% rate is a responsible average (i.e. not among the highest or the lowest).
 - ✓ Coverage of group insurance premiums (6% premium increase citywide; \$677,629 incremental budget impact). The premium growth is due to claims patterns that are trending at just under 95% of premiums (industry standard is 80-85%), general medical cost inflation, and costs associated with the Affordable Care Act.
 - ✓ Decrease in the actuarially determined defined benefit pension contribution of -8%, or -\$200,000, compared to FY 2014.

¹ 12 month CPI for All Urban Consumers (CPI-U), Atlanta, totaled 1.8%.

² This represents the financial impact in FY 2015 (i.e. April-June 2015).

INTRODUCTION AND OVERVIEW

- Targeted growth (3.7% or \$463,627) in departmental maintenance and operations budgets (General Fund) that is primarily attributable to the following:
 - Increase in maintenance contracts of \$412,287 due primarily to: partial-year (assuming October 2014 move-in) property management services (including operational costs) for the new City Hall, Parking Garage, Park and Town Green (FY 2015 partial-year cost of \$305,000; annualized cost equals \$411,000); landscape maintenance costs for several GA 400 Interchanges (Haynes Bridge Road; Old Milton Parkway; Windward Parkway) that is being split 50/50 with the North Fulton CID (\$125,000 total); and forecasted inflationary rate increases in the citywide landscaping/parks maintenance contract including the addition of Milton Center (approximately \$8,000); increased funding for track rentals (vehicle maneuvering training for public safety personnel); partially offset through a forecasted reduction in red light camera lease payments;
 - Increase in utilities of \$112,411 (electric, water and sewer, natural gas, etc.) due primarily to anticipated usage requirements of the new City Hall, Parking Garage, and Park/Town Green (including irrigation needs);
 - Increase in non-recurring expenses of \$48,900 for the citywide rebranding initiative (e.g. forms, publications, business cards, uniforms, etc.);
 - Decrease in fuel needs of -\$66,786 based on year-to-date usage trends coupled with an inflationary factor for price increases;
 - Decrease in equipment refresh (IT) of -\$54,339 as this activity is now accounted for within the city's IT Equipment Refresh Capital Account (Capital Project Fund); and
 - Net increase of \$11,154 (total) in all other departmental maintenance and operations accounts (including \$30,000 in FY 2015 Operational Initiative funding for Downtown Seasonal Improvements³).
- The departmental operating capital/lease budget primarily represents funding for the city's capital lease obligations (fire trucks, finance software, public works and community development software, etc.).
- The Other Uses category includes the following: contingency (approximately 1% of the operating budget); reallocation of Risk Management claims funding (this allocation represents funding for insurance premiums; funding for claims and administration/brokerage fees has been allocated to departments through the

³ Please refer to the *Operating Initiatives* section of this transmittal letter for more information.

INTRODUCTION AND OVERVIEW

personnel services category); funding of debt service on the Gwinnett Technical College contribution (Alpharetta campus); and a continuation of funding for the Police Athletic League (\$35,000) and Friends of the Library (\$10,000).

Please refer to the *Financial Summaries* tab for (1) multi-year revenue/expense statements on both a citywide and individual fund basis (e.g. Special Revenue Funds, Enterprise Fund, etc.) as well as (2) a personnel listing by department. Also, the *Departmental Information* tab contains multi-year revenue/expense statements by department (e.g. Finance, Public Safety, etc.) within the General Fund along with a listing of personnel by position as well as any changes from FY 2014.

Budget and Millage Rate Hearings

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

DATE	ACTION
April 28, 2014	Distribute 2015 Recommended Budget
May 5, 2014	Council Meeting
May 12, 2014	Council Meeting
May 19, 2014	Council Meeting
May 27, 2014	Council Meeting
June 2, 2014	Public Hearing and Council Meeting <i>1st reading of Budget Ordinance</i> <i>1st reading of Millage Rate Ordinance</i> <i>E-911 Resolution</i>
June 9, 2014	Public Hearing and Council Meeting
June 16, 2014	Public Hearing and Council Meeting <i>2nd reading of Budget Ordinance</i> <i>2nd reading of Millage Rate Ordinance</i>

INTRODUCTION AND OVERVIEW

Budget Issues and Priorities

The FY 2015 Budget formalizes numerous key financial factors which have been themes for several years within the government.

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

Bond Ratings

The city's AAA bond rating was reaffirmed by Moody's and Standard & Poor's during March 2012 in conjunction with the sale of \$29 million (par) of General Obligation (GO) Bonds, Series 2012, for the City Center project and the February 2014 sale of \$18 million (par) of Series 2014 GO Refunding Bonds (refunded the callable portion of the Series 2006 GO Bonds) that resulted in a present value savings of 5.4% in interest costs over the life of the bonds.

Alpharetta is one of only 189 cities in the United States (and one of two in Georgia) to earn a AAA bond rating (Moody's). The AAA rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs. Case in point, the true-interest cost of the Series 2012 Bonds approximates 2.98% which is among the lowest our financing team has witnessed for bonds carrying a 20-year term.

This rating demonstrates the strongest creditworthiness relative to other US municipal or tax-exempt issuers and reflects the city's current sound financial position as well as strong financial management practices guiding our ongoing decision making. These practices are supported by formal policies to guide budget and procurement practices, capital investment, and debt management. Other positive factors include a relatively strong economic base, moderate debt burden, and manageable capital needs. The FY 2015 Budget is mindful of these factors and the importance of maintaining the highest rating, not only for our citizens but also our bondholders.

INTRODUCTION AND OVERVIEW

Sustainability of Existing Services

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

This philosophy is the foundation of our budget process as evidenced by the Finance Department's direction to departments that base operating budgets should be submitted in line with the city's revenue trends. City departments responded to the direction provided by the Finance Department and submitted base operating budgets (non-personnel) for each activity and program in-line with current revenue estimates that cover the city's primary cost drivers (e.g. healthcare).

As with many employers, one item that is affecting the sustainability of services is healthcare costs. The City of Alpharetta has been proactive in the latest wellness initiatives to help reduce these costs in the long run and as such has been recognized by the Atlanta Business Chronicle for the last two years as one of "Atlanta's Healthiest Employers". To mitigate the rising costs of healthcare, the city is focused on the following initiatives:

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

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

- Tobacco use down from 13% to 4% (Georgia average is 21%);

INTRODUCTION AND OVERVIEW

- Pre-hypertension blood pressure readings down from 70% to 48%;
- In-network utilization up from 92% to 95%;
- Claims-to-premiums loss ratio down from 115% to 90% (year-to-date);
- 92% of eligible employees and their spouses have been screened; and
- Overall healthcare spend has been \$1 million less than the National Trend over the past 5-years.

Cost of Government

The city has historically acknowledged the need to provide a taxation rate commensurate with the government’s level of service. The FY 2015 Budget is based on maintenance of the city’s millage rate at 5.750 mills.

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

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2015	4.950	0.800	5.750	0.0%
2014	4.870	0.880	5.750	0.0%
2013	4.820	0.930	5.750	0.0%
2012	4.215	1.535	5.750	0.0%
2011	4.215	1.535	5.750	0.0%
2010	4.215	1.535	5.750	0.0%
2009	4.215	1.535	5.750	-8.0%
2008	4.508	1.740	6.248	-5.3%
2007	4.150	2.450	6.600	-5.7%
2006	4.550	2.450	7.000	0.0%
2005	4.700	2.300	7.000	0.0%
2004	4.750	2.250	7.000	-3.2%
2003	4.900	2.330	7.230	-3.3%
2002	5.060	2.420	7.480	-5.1%
2001	4.930	2.950	7.880	0.0%
2000	5.170	2.710	7.880	

The portion of the millage rate funding debt service (Debt Service Fund) will decline from 0.88 mills in FY 2014 to 0.80 mills in FY 2015 (0.08 mill reduction). The city advanced refunded the Series 2006 GO Bonds during FY

2014 for a present value savings of \$842,459 or approximately \$80,000 annually through maturity. These savings have resulted in underlying debt service requirements of approximately \$3.6 million annually that, coupled with estimated growth in the property tax digest, allows for a reduction in the millage rate dedicated for debt service. The FY 2015 Budget proposes to program the debt service millage reduction into the General Fund for additional funding of capital initiatives (discussed below).

The portion of the millage rate funding operations and recurring/pay-as-you-go capital investment (General Fund) will increase from 4.87 mills in FY 2014 to 4.95 mills in FY 2015 resulting in property tax revenue estimates totaling \$18.1 million (excluding motor vehicle taxes). Within this revenue structure, the City has increased General Fund capital funding from \$2.4 million (FY 2014) to \$3.4 million (FY 2015) as well as fund operational costs (maintenance/utilities) of the new City Hall, Parking Garage, Park and Town Green. The

INTRODUCTION AND OVERVIEW

capital funding includes \$2.4 million for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.) and \$955,500 for additional pay-as-you-go capital funding.

The city has forecasted a 1.5% increase in digest values.

Taxpayer Savings

The FY 2015 millage rate, coupled with the city's substantial Homestead Exemption, goes great lengths in keeping Alpharetta an affordable place to live and also strategically positions us relative to neighboring areas.

The city's homestead exemption totals \$40,000 and saves our homeowners over \$2.7 million annually (e.g. equates to a 1.7 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities and goes great lengths in keeping Alpharetta an affordable place to live and raise a family.

Debt Service Payments

The city's primary method of funding large scale capital projects is through the issuance of general obligation bonds ("GO Bonds") upon referendum approval by our voters. GO Bonds have been issued to fund numerous large scale projects including public safety facilities, parks and recreation facilities, and transportation improvements that continue to define Alpharetta as a desirable community to work and live. Principal and interest payments for fiscal year 2015 are budgeted at \$3,580,898 with the following forecast: 2016 - 2032: \$3,479,402 (annual average).

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

Expansion of Departmental Service Levels (Operating Initiatives)

Recommended operating initiative funding for FY 2015 totals \$30,000 and has been programmed into the General Fund budget (City Administration Department).

- **City Administration**

- Downtown Seasonal Improvements (City Center):** **\$30,000**

- The seasonal improvements for City Center would reflect our current designs for downtown. The seasonal improvements include: two sets of seasonal banners on lamp posts (qty of 40 banners * 2 seasonal sets = 80 banners); lighting of the New Christmas tree by City Center; and holiday decorations for the exterior of the City Center building. Cost components include both the purchase of the decorations (\$25,000; requested as a capital initiative) which are non-recurring and professional

INTRODUCTION AND OVERVIEW

services related to the installation of the decorations (\$30,000) which would represent an annual expense. The performance of these seasonal improvements will be measured by number of attendees, number of sponsors, number of volunteers recruited, and number of community organizations involved in the Christmas Tree Lighting.

Maintaining an Effective Capital Improvement Program (Capital Initiatives)

The FY 2015 Budget includes funding of \$10.1 million for capital initiatives. As part of the capital planning process, departments submitted capital/one-time initiative funding requests totaling \$12.7 million.

Recommended capital projects total \$9 million with an additional \$1.1 million set aside for future capital initiatives.

**FY 2015 Capital Improvement Program
Source and Use**

	General Fund	E-911 Fund	Capital Project Fund	ABC Contribution	Total
Sources:					
Available Fund Balance	\$ 4,086,612	\$ 610,000	\$ 935,450	\$ -	\$ 5,632,062
(1) Recurring Capital Program	2,425,000	-	-	-	2,425,000
Pay-as-you-go Capital Contributions	955,500	-	-	1,105,000	2,060,500
	\$ 7,467,112	\$ 610,000	\$ 935,450	\$ 1,105,000	\$ 10,117,562
Uses:					
(2) Capital	\$ 7,298,112	\$ 610,000	\$ -	\$ 1,105,000	\$ 9,013,112
	\$ 7,298,112	\$ 610,000	\$ -	\$ 1,105,000	\$ 9,013,112
Reserve:					
Future Capital/one-time Initiatives	\$ 169,000	\$ -	\$ 935,450	\$ -	\$ 1,104,450

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

(2) All Capital Initiative funding will be transferred and accounted for within the Capital Project Fund and the E-911 Fund.

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

Proper Use of Fund Balance

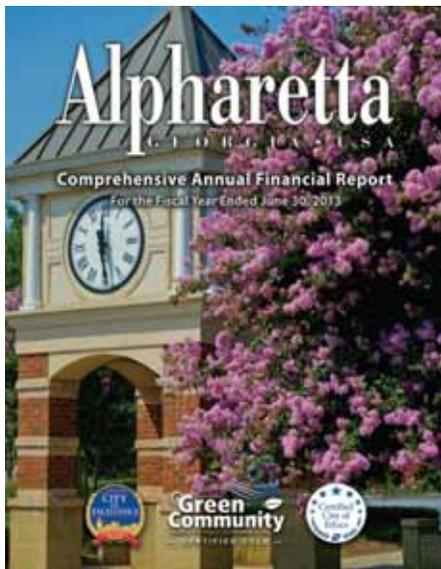
General Fund - Based on audited financial statements for the year ended June 30, 2013, the city's fund balance totaled \$21 million. Of this amount, approximately \$5.7 million was appropriated in the FY 2014 Budget for capital/one-time initiatives and \$11.2 million has been designated as an emergency account based on a conservative policy of 21% of total appropriations (i.e. roughly 2½ months of operating expenditures). It has been the city's policy to utilize the remaining fund balance above the emergency requirement for one-time capital expenditures. Available capital/one-time initiative funding for FY 2015 totals \$4.1 million.

INTRODUCTION AND OVERVIEW

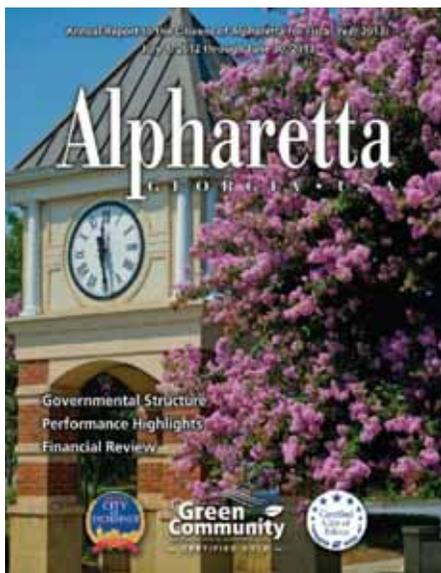
Funding Recurring Capital from Operating Budget

FY 2015 includes appropriations totaling \$3.5 million within the General Fund for capital initiatives. The capital funding includes \$2.4 million for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.) and \$955,500 for additional pay-as-you go capital funding. By programming the capital program into the operating budget, the city is announcing to its citizens and stakeholders that capital investment in our roads and infrastructure is a priority that should be funded with certainty as opposed to relying on fund balance which may or may not be accumulated.

Awards and Acknowledgements

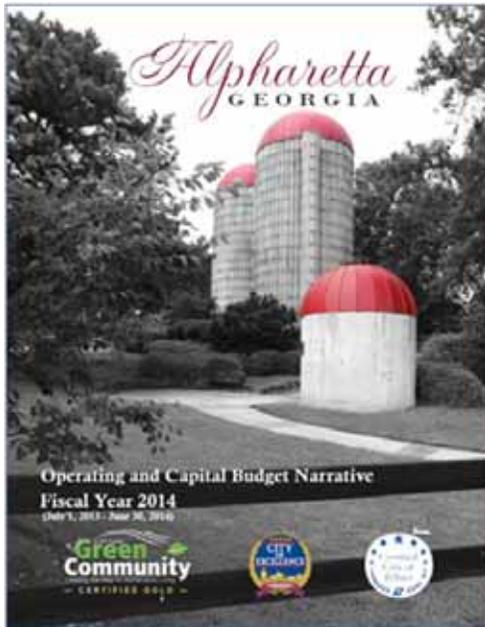


Financial Reporting: The Government Finance Officers Association (“GFOA”) awarded a Certificate of Achievement for Excellence in Financial Reporting to the city for our Comprehensive Annual Financial Report (“CAFR”) for the fiscal year ended June 30, 2013. This program recognizes those governments that 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 25th 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, 2013. 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 11th consecutive year that the city has received this prestigious award.

INTRODUCTION AND OVERVIEW



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, 2014. 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 11th consecutive year that the city has received this prestigious award.

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

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

Respectfully Submitted,

David Belle Isle
Mayor

Robert J. Regus
City Administrator

Thomas G. Harris
Finance Director

ABOUT ALPHARETTA

About Alpharetta



History⁴

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

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

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

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

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

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

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

ABOUT ALPHARETTA

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

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

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

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

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

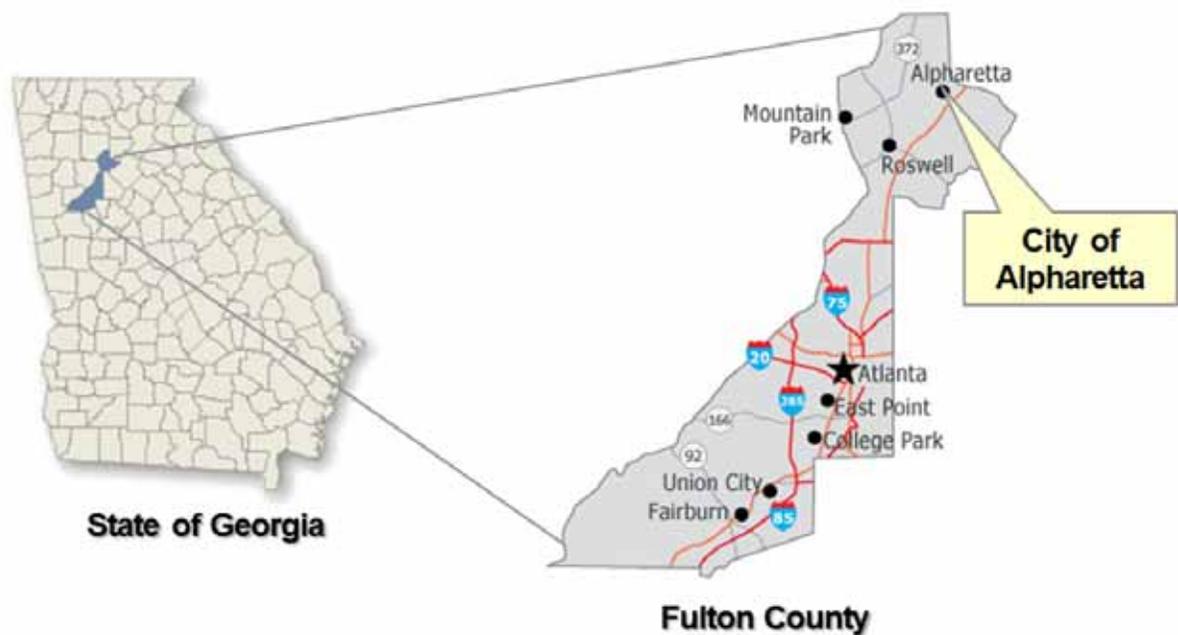
In the next decades, growth in Milton County was steady, but never spectacular. The area was hampered by the lack of a railroad, around which most growth in those times was centered. The nearest railroad dead-ended at the river in Roswell. It is ironic that in those times a railroad was so important,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

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

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

ABOUT ALPHARETTA

Located approximately 25 miles north of the City of Atlanta, Alpharetta occupies a land area of approximately 27 square miles and serves an estimated population of 62,298. Population growth has been fueled in part by the city's strong economic base as well as the annexation of surrounding communities. With the recent incorporation of the City of Milton and the City of John's Creek, all unincorporated areas within north Fulton County have been absorbed. As such, future growth will be through internal development and redevelopment as opposed to annexation.



Government

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

ABOUT ALPHARETTA

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



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

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

<http://www.alpharetta.ga.us/index.php?p=453>

ABOUT ALPHARETTA

Mission⁵

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

Vision⁶

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

Strategic Priorities

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

Fostering strong sense of community including safety and security; and

Providing a business climate that attracts the top echelon companies.



Big Creek Greenway

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

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

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

⁶ The Vision Statement represents what we want our City to become and details how the City's future will look if we continue to achieve our Mission.

FINANCIAL ACCOUNTING STRUCTURE

Financial Accounting Structure

The accounting policies of the city shall conform to the generally accepted accounting principles (“GAAP”) as applicable to local governments.

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

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

The city’s accounting records for governmental funds are maintained on a modified accrual basis with the revenues being recorded when available and measurable and expenditures being recorded when the services or goods are received and the liabilities are incurred. Accounting records for the city’s proprietary and fiduciary funds are maintained on an accrual basis.

Fund Classification

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

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

FINANCIAL ACCOUNTING STRUCTURE

Governmental Funds

These funds are, in essence, accounting segregations of financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used; current liabilities are assigned to the fund from which they are to be paid; and the differences between governmental fund assets and liabilities is referred to as “Fund Balance”. The primary measurement focus is “flow of current financial resources”. In other words, are there more or less resources than can be spent in the near future as a result of transactions of the period? Increases in resources are reported in the operating statement as revenues or other financing sources, and decreases are reported as expenditures or other financing uses.

Proprietary Funds

These funds are sometimes referred to as “income determination,” “non-expendable”, or “commercial type” funds and are used to account for a government’s on-going organizations and activities which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the government’s business and quasi-business activities, where net income and capital maintenance are measured, are accounted for through proprietary funds. The generally accepted accounting principles are those applicable to similar businesses in the private sector, and the measurement focus is the economic condition of the fund as a result of the events and transactions of the period. Events and transactions that improve the economic position of a proprietary fund are reported as revenues or gains in the operating statement. Those events and transactions that diminish the economic position are reported as expenses or losses.

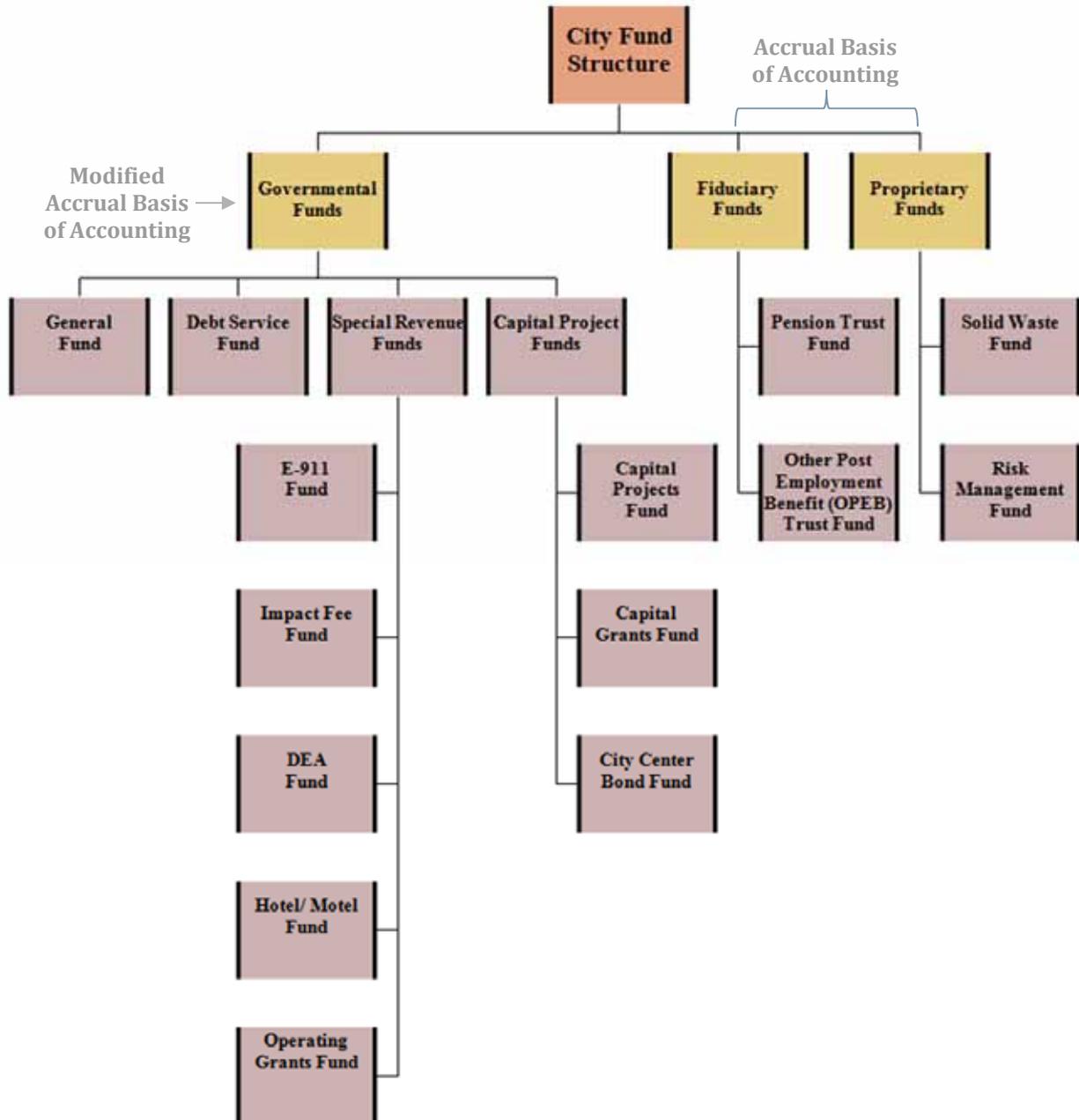
Fiduciary Funds

These funds are used to account for assets held by the city in a trustee capacity or as an agent for other governmental units and for other funds.

FINANCIAL ACCOUNTING STRUCTURE

Fund Structure

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



FINANCIAL ACCOUNTING STRUCTURE

Fund Descriptions

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

The General Fund maintains a fund balance reservation of 21% of operating expenditures (approximately \$11.2 million as of audited fiscal-year-ending September 30, 2013). 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 2015 budget includes a carryforward of excess fund balance totaling \$4.1 million for capital investment and other one-time initiatives.

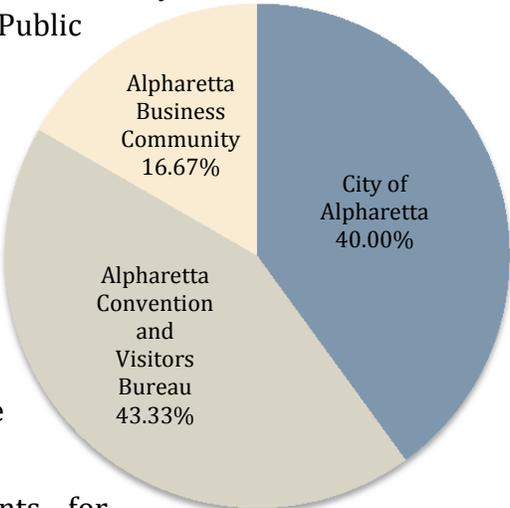
The city understands the importance of programming appropriations in the operating budget for on-going renewal & replacement of capital initiatives. FY 2015 includes appropriations totaling \$2.4 million within the General Fund to cover recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, etc.) and \$955,500 for additional pay-as-you go capital funding. By programming the capital program into the operating budget, the city is announcing to its citizens and stakeholders that capital investment in our roads and infrastructure is a priority that should be funded with certainty as opposed to relying on fund balance which may or may not be accumulated. The capital funding will be transferred from the General Fund into the Capital Project Fund where the projects will be accounted for.

Special Revenue Funds (Governmental Fund)

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

FINANCIAL ACCOUNTING STRUCTURE

- E-911 Fund:** This fund accounts for fees received from users, or potential users, of the city’s Emergency 911 System. The fee equals \$1.50 monthly and is paid directly from wired, wireless (including prepaid cards), and voice-over-internet-protocol telecommunication providers, with expenditures occurring to maintain and run the system within the government. The city also provides emergency dispatch services to the City of Milton through an Intergovernmental Agreement. Funding under this agreement is based on remittance of Milton’s E-911 service fees and is accounted for within the E-911 Fund. The Public Safety Department manages the E-911 Program.
- Impact Fee Fund:** This fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the city’s impact fee ordinance. In FY 2015, the revenue collected will be reserved within the Impact Fee Fund for future allowable system improvements. In prior years, the impact fee monies were transferred to the Debt Service Fund to offset debt service on general obligation bonds issued to fund allowable system improvements. The Community Development Department manages the Impact Fee Program.
- Drug Enforcement Agency (DEA) Fund:** This fund accounts for revenues received from the enforcement of drug laws and the confiscation of property from drug offenders arrests that can be used by public safety to aid in drug enforcement activity. Funds cannot be used to supplant the Public Safety Department’s normal operational budget. The Public Safety Department manages the DEA Program.
- Hotel/Motel Fund:** This fund accounts for occupancy tax collections from area hotels and motels for the purpose of promoting conventions, tourism, and trade shows, while providing funds to facilitate economic vitality in downtown areas. Currently, the city levies a hotel/motel occupancy tax of 6% on total rental charges. The chart to the right details the resulting revenue distribution.
- Operating Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the city. Matching funds, which represents the city’s financial investment, are also recorded within this fund. This fund accounts for operational grants only. Capital grant proceeds are recorded within the Capital Grants Fund. All operating grant funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, only new appropriations are



FINANCIAL ACCOUNTING STRUCTURE

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.

Debt Service Fund (Governmental Fund)

This fund accumulates financial resources for the repayment of the city's debt obligations including.

- **General Obligation Bonds, Series 2006;**
- **General Obligation Bonds, Series 2012;**
- **General Obligation Refunding Bonds, Series 2014** (advanced refunded the callable portion of the Series 2006 GO Bonds); and
- **Development Authority Revenue Refunding Bonds, Series 2009***(city is obligated via an Intergovernmental Agreement to fund 16.5% of the principal and interest associated with this obligation.)*

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

Capital Project Funds (Governmental Fund)

These funds are used to account for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities. The city has three (3) capital project funds: Capital Project Fund (general capital projects); Capital Grant Fund (account for capital grant proceeds); and City Center Capital Project Fund (account for proceeds from GO Bonds, Series 2012). All capital project funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, only new appropriations are reflected in the annual budget document. Existing appropriations are reflected in the city's monthly financial management reports and can be accessed at www.alpharetta.ga.us. The capital project funds utilize the modified accrual basis of budgeting and accounting.

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

FINANCIAL ACCOUNTING STRUCTURE

- **City Center Capital Project Fund:** This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2012. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.

Proprietary Funds

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

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

Fiduciary Funds

These funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds utilize the accrual basis of accounting and are not appropriated in the annual budget but are reflected in the city's monthly financial management reports and can be accessed at www.alpharetta.ga.us.

- **Pension Trust Fund:** This fund accounts for assets of the city's defined benefit pension plan. The assets in this fund cannot be used to support government programs or activities.
- **Other Post Employment Benefit (OPEB) Trust Fund:** Other Post-Employment Benefits are benefits that an employee receives upon retirement. For the city, eligible retirees are offered the same health and prescription drug coverage as active employees. However, unlike active employees, retirees pay 100% of the blended premium afforded to the city. The city's only exposure is the accounting treatment of the implicit rate subsidy (the additional cost of including retired employees in the same healthcare plan used by current employees). The city has fully funded its OPEB liability as of fiscal year end June 30, 2013. The FY 2014 and 2015 Budgets contain sufficient funding to cover the annual required contributions of the OPEB liability. This fund is used to account for the OPEB assets.

FINANCIAL REPORTING

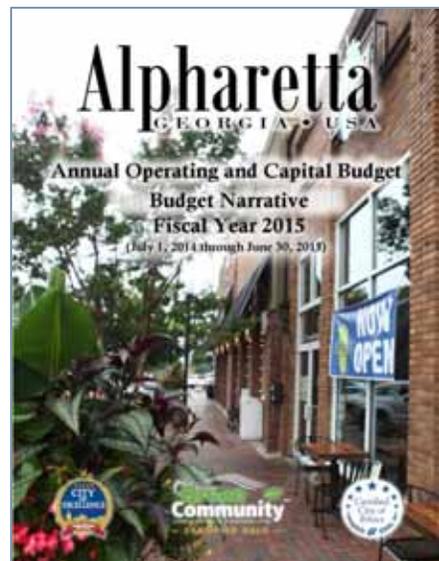
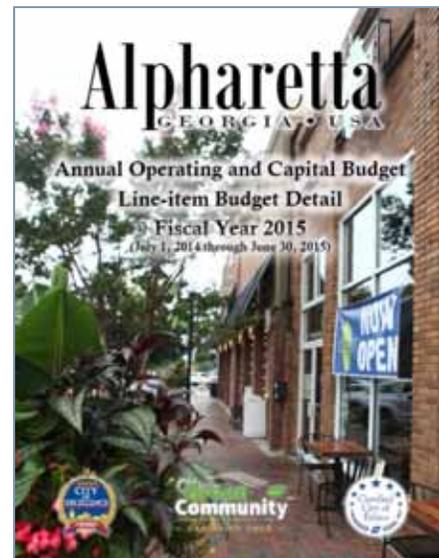
Financial Reporting

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

Operating and Capital Budget Documents⁷ (June-August)

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

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

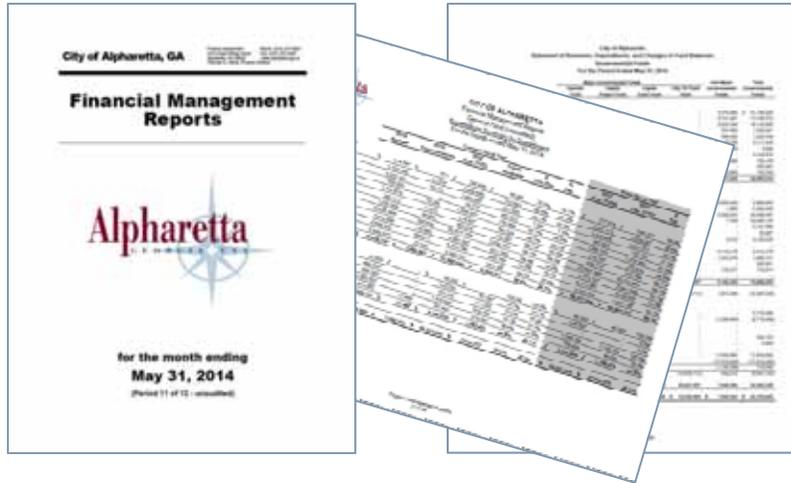


⁷ Available for download from the City's website: www.alpharetta.ga.us.

FINANCIAL REPORTING

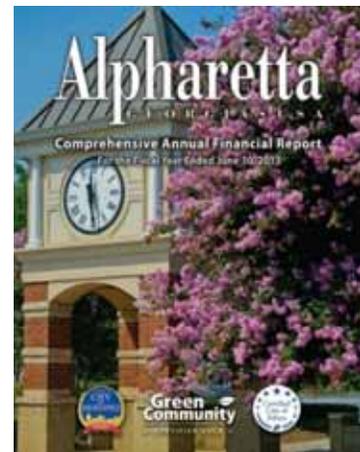
Financial Reporting to the City Council⁸ (monthly)

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



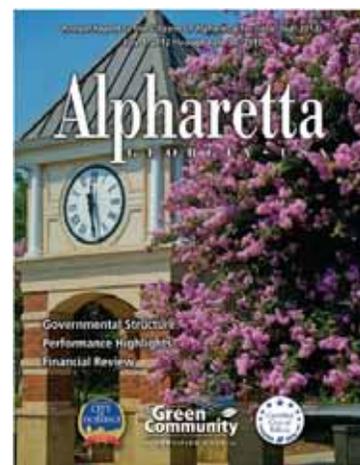
Comprehensive Annual Financial Report⁹ (November-December)

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



Annual Citizens Report¹⁰ (November-December)

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



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

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

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

Budget Process

The annual budget serves as the foundation for the city's financial plan and assists in control of the financial stability and health of the government. The Mayor and Council are legally required to adopt a balanced budget (i.e. revenues = expenditures) no later than the close of the fiscal year. The city's fiscal year runs from July 1st through June 30th, with the official fiscal year taken from the year ending date. For example, the FY 2015 Budget Narrative is prepared for the fiscal year commencing July 1, 2014 and ending June 30, 2015.

Annual Budget Process

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

Budget Methodology

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

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

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

The departmental budget is separated into the following components:

- *Mission Statement* – the statement must identify the particular purpose for the department and how it relates to the city's overall mission.

BUDGET PROCESS

- *Goals & Objectives* – a listing of the fundamental goals and objectives which aid the department in achieving its mission. Goals stretch and challenge the department, but they must also be SMART. Direct linkages are identified between the city’s strategic priorities and departmental goals & objectives.
- *Program/Expenditure Summary* – the budget for the department presented on both a department-wide and individual program basis and summarized by expenditure category:
 - Personal Services: salaries, overtime, and other compensation related expenditures.
 - Maintenance & Operations: professional fees, repair & maintenance, general supplies, communications, and other operational related expenditures.
 - Capital: departmental machinery & equipment expenses.
- *New Initiatives* – new services and/or capital investment.
- *Statement of Service and Performance Measures* – multi-year summary of departmental performance measurements.

Performance Measurement

The city views its performance measurement system as a priority and is continuing to develop and refine performance data and benchmarks. The city’s performance measurement team is implementing a proprietary software application to assist in the tracking, analysis and reporting of performance measurement data and the comparison of core measures from identified benchmark cities (e.g. cities with similar characteristics). As you review the departmental sections of this document, you will notice refined measures for our Public Safety and Information Technology Departments that follow the city’s updated model.



BUDGET PROCESS

Council Retreat (January-February)

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

Budget Preparation and Analysis (February-April)

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

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

The second phase includes budget requests that relate to departmental operations. During phase two, city departments are directed to review their operations and provide a forecast of appropriations required to maintain current service levels.

Fiscal Year 2015 Update

Operating expenditures of the General Fund are up 3.3% over FY 2014. This figure includes the incremental budgetary impact for the position/operational changes approved during the FY 2014 mid-year budget (Building Inspector addition and Event Planning Services), City Center maintenance and operating costs (utility costs and maintenance of the facilities, park, and grounds), rebranding initiatives, some of which is offset through a reduction in city election fees (no election scheduled in FY 2015). After adjusting for these new incremental budgetary impacts, the base operational budget growth totals 2% and is in line with CPI.

BUDGET PROCESS

Phase three, the final phase of data collection, includes funding requests for improvements to current service levels as well as new programs or services and capital improvement projects.

Fiscal Year 2015 Update

New service level requests were primarily limited to those involving operations of City Center (our new City Hall, Park, Town Green, and Parking Garage) including seasonal improvements (banners, holiday decorations, etc.).

As departments formulate their expenditure requests, the Finance Department is preparing the corresponding revenue analysis and forecast. Revenue sources across all funds are analyzed using the expert judgment of department directors and staff, trend analysis, and economic forecasts to compile revenue estimates that are both accurate and conservative. The city maintains a conservative revenue forecasting philosophy aimed at mitigating the over-appropriation of expenditures based on inflated revenue estimates. Additionally, the city's aggressive pay-as-you-go capital program is supported by the conservative revenue philosophy through a level supply of excess fund balance (i.e. fund balance in excess of the city's 21% fund balance reserve) available for one-time capital investment.

Fiscal Year 2015 Update

Revenue collections are forecasted to grow by 5% due primarily to increases in property tax collections (millage rate to remain flat), local option sales taxes, motor vehicle title tax fees, insurance premium taxes, etc.

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

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

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

BUDGET PROCESS

balance). The consolidated balanced budget (i.e. operations and capital) is then prepared for presentation to the City Council.

City Council Budget Workshops (May-June)

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

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

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

Budget Adoption (June)

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

BUDGET PROCESS

Budget Calendar



City of Alpharetta Fiscal Year 2015 Budget Calendar

January 19-20	City Council Retreat
January 21-24	Budget kickoff meetings Budget target data distributed to departments <ul style="list-style-type: none">- Phase I (personnel services)- Phase II (maintenance and operations)- Phase III (capital requests and budget initiatives)- Performance Measurement ("PM") template<ul style="list-style-type: none">• FY 2013 actual vs. target (results)• FY 2014 year-to-date actual• FY 2014 target• FY 2015 target- Departmental organizational charts- Departmental goals and objectives
February 19	Due to Finance: <ul style="list-style-type: none">- Phase II and III Budget data- Updated PM data- Updated organizational charts- Updated goals and objectives
March-April	Mayor, City Administrator and Finance Director Budget overview meetings
April 28	City Council Meeting <ul style="list-style-type: none">- Distribute Mayor's Recommended FY 2015 Operating and Capital Budget (line-item detail)
May 5	City Council Meeting <ul style="list-style-type: none">- Finance Department presentation<ul style="list-style-type: none">• FY 2015 Budget overview (operating and capital)
May 12/19/27	City Council Meeting <ul style="list-style-type: none">- Finance Department presentation<ul style="list-style-type: none">• FY 2015 Budget overview (capital)
June 2	Public Hearing #1 City Council Meeting <ul style="list-style-type: none">1st reading of Budget Ordinance1st reading of Millage Rate OrdinanceE-911 Resolution
June 9	Public Hearing
June 16	Public Hearing #2 City Council Meeting <ul style="list-style-type: none">2nd reading of Budget Ordinance2nd reading of Millage Rate Ordinance

BUDGET PROCESS

Budget Basis and Structure

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

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

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

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

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



Citywide Budget Summaries

Overview

The *Citywide Budget Summaries* section is intended to provide readers with an overall understanding of the city's fiscal year 2015 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 2015 budget data by fund type (e.g. General Fund, Special Revenue Funds, etc.). Please refer to the *Financial Accounting Structure* section of this document for detailed information about the city's financial structure and fund types.

- **Citywide Budget Summary by Revenue Source**

This section provides a summary/narrative of FY 2015 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 2015 budget data by department expenditures (e.g. City Administration, Public Safety, etc.). Please refer to the *Departmental Summaries* tab of this document for more detailed information about each department's expenditures.

- **Citywide Budget Summary by Expenditure Category**

This section provides a summary/narrative of FY 2015 budget data by expenditure category (e.g. Personnel Services, Maintenance & Operations, etc.).

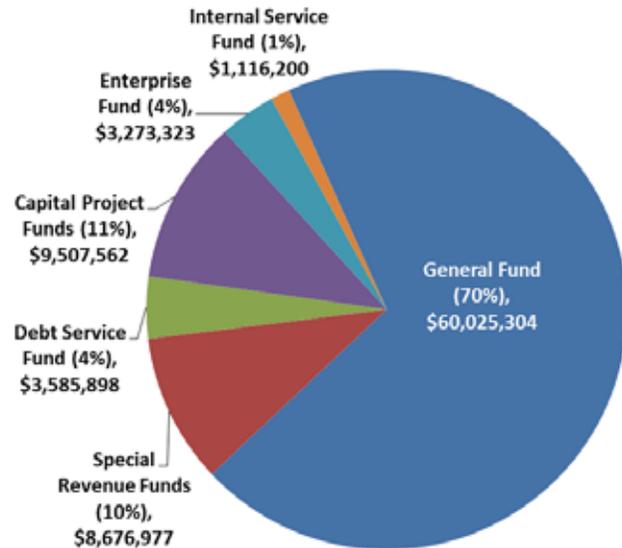
- **Citywide Statement of Revenues, Expenditures, and changes in Fund Balance**

This schedule provides citywide (all funds) revenue and expenditure data for fiscal years 2011-2015 including changes in fund balance.

CITYWIDE BUDGET SUMMARIES

Summary by Fund Type

FY 2015 Citywide Budget
totals \$86.2 Million



The Fiscal Year 2015 budget for all funds totals \$86.2 million. The city budget includes appropriations for the following fund types:

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

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

Debt Service Fund: The Debt Service Fund is utilized to account for debt service requirements of the city's general government debt obligations.

Capital Project Funds: Capital Project Funds are used for various citywide capital projects. Projected funding for FY 2015 is from fund balance, transfers from other funds, and contributions from the Alpharetta Business Community (ABC) for eligible sidewalk projects. Unspent appropriations from fiscal year 2014 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.

CITYWIDE BUDGET SUMMARIES

Summary by Fund

	Revenues	Expenditures	Balanced Budget
General Fund	\$ 60,025,304	\$ 60,025,304	√
Special Revenue Funds:			
E-911 Fund	\$ 4,089,123	\$ 4,089,123	√
Impact Fee Fund	46,350	46,350	√
Drug Enforcement Agency Fund	386,504	386,504	√
Hotel/Motel Fund	4,155,000	4,155,000	√
	\$ 8,676,977	\$ 8,676,977	√
Debt Service Fund	\$ 3,585,898	\$ 3,585,898	√
Capital Project Funds:			
Capital Projects Fund	\$ 9,507,562	\$ 9,507,562	√
Enterprise Fund:			
Solid Waste Fund	\$ 3,273,323	\$ 3,273,323	√
Internal Service Fund:			
Risk Management Fund	\$ 1,116,200	\$ 1,116,200	√
Total	\$ 86,185,264	\$ 86,185,264	√

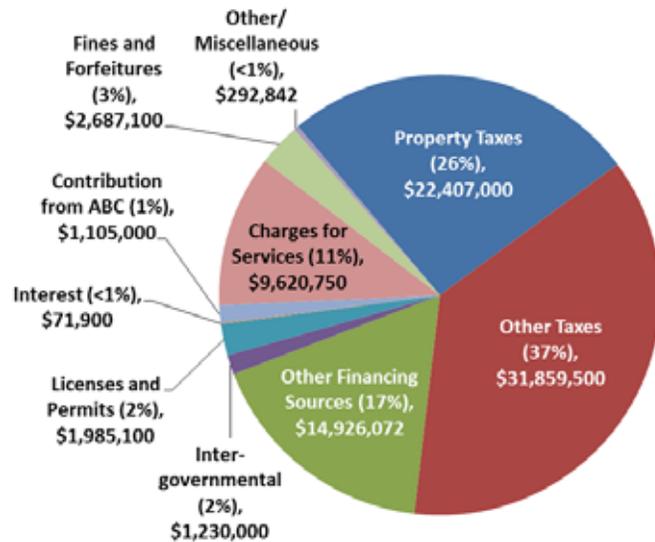


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CITYWIDE BUDGET SUMMARIES

Summary by Revenue Source

FY 2015 Citywide Budget
totals \$86.2 Million



The chart above segments the FY 2015 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 2015 totals 5.750 mills and is composed of the following: Operating Millage Rate of 4.950 mills (used to fund general city operations and the recurring capital program); and a Debt Service Millage Rate of 0.800 mills (used to fund debt service on voter approved general obligation bonds).

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

Licenses and Permits: Includes building permit fees, occupancy permit fees, alcohol

beverage permit fees, development permits and related fees, etc.

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

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

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

Interest: Includes investment earnings on city funds.

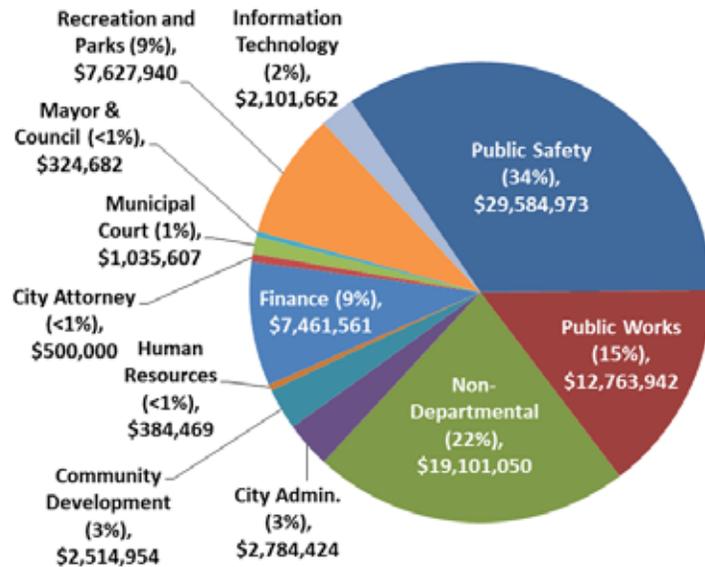
Other/Miscellaneous: Includes the sale of surplus assets, donations, and other miscellaneous revenues.

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

CITYWIDE BUDGET SUMMARIES

Summary by Department Expenditures

FY 2015 Citywide Budget
totals \$86.2 Million



The chart above segments the FY 2015 budget by department/functional unit and includes the following:

Mayor and City Council

City Administration

Community Development

Public Works

Finance

Human Resources

Information Technology

Legal Services

Municipal Court

Public Safety

Recreation and Parks

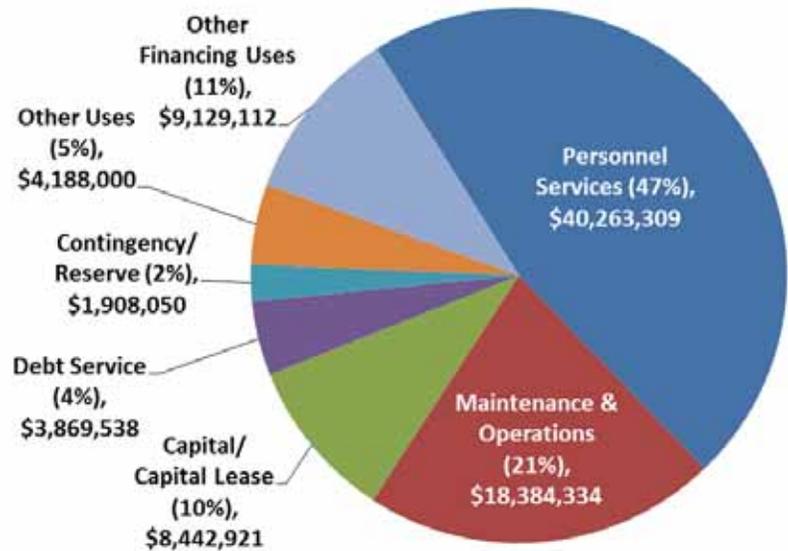
Non-Departmental (interfund transfers, contingency/reserves, Hotel/Motel Fund distributions, debt service, etc.)

Please refer to the *Departmental Information* tab of this document for specific information on each department including mission, goals and objectives, financial summary, and performance measures.

CITYWIDE BUDGET SUMMARIES

Summary by Expenditure Category

FY 2015 Citywide Budget
totals \$86.2 Million



The chart above segments the FY 2015 budget by expenditure category and includes the following:

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

Maintenance and Operations: Includes expenses for goods and services associated with city's provision of services. Examples include: professional fees, repair & maintenance, utilities, travel and training, etc.

Capital: Includes expenses for the acquisition of capital assets (e.g. building

improvements, machinery and equipment, vehicle replacement/acquisition, etc.).

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

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

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

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

CITYWIDE BUDGET SUMMARIES

Consolidated Summary (Revenues by Source/Expenditures by Department)

	Special Revenue Funds				
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund
REVENUES:					
Property Taxes	\$ 18,995,000	\$ -	\$ -	\$ -	\$ -
Local Option Sales Taxes	13,900,000	-	-	-	-
Other Taxes	13,804,500	-	-	-	4,155,000
Licenses and Permits	1,985,100	-	-	-	-
Intergovernmental Revenue	380,000	850,000	-	-	-
Charges for Services	2,567,150	2,625,000	45,000	-	-
Fines and Forfeitures	2,302,100	-	-	385,000	-
Interest Earnings	50,000	4,123	1,350	1,504	-
Other/Miscellaneous	292,842	-	-	-	-
<i>subtotal</i>	\$ 54,276,692	\$ 3,479,123	\$ 46,350	\$ 386,504	\$ 4,155,000
Other Financing Sources					
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfer from Hotel/Motel Fund	1,662,000	-	-	-	-
Budgeted Fund Balance	4,086,612	610,000	-	-	-
<i>subtotal</i>	\$ 5,748,612	\$ 610,000	\$ -	\$ -	\$ -
Total Revenues	\$ 60,025,304	\$ 4,089,123	\$ 46,350	\$ 386,504	\$ 4,155,000
EXPENDITURES:					
Mayor and City Council	\$ 324,682	\$ -	\$ -	\$ -	\$ -
City Administration	2,691,924	-	-	-	-
Legal Services	500,000	-	-	-	-
Community Development	2,439,954	-	-	-	-
Public Works	7,869,692	-	-	-	-
Finance	3,072,038	-	-	-	-
Public Safety	24,486,146	3,862,323	-	386,504	-
Human Resources	384,469	-	-	-	-
Municipal Court	1,035,607	-	-	-	-
Recreation and Parks	6,873,940	-	-	-	-
Information Technology	1,469,300	-	-	-	-
Non-Departmental					
Insurance Premiums (Risk Fund)	545,000	-	-	-	-
Contingency	531,800	-	-	-	-
Reserve	-	226,800	45,000	-	-
Alpharetta Business Community (Sidewalks)	-	-	-	-	692,638
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,800,362
Debt Service (Principal and Interest)	288,640	-	-	-	-
Other	45,000	-	1,350	-	-
<i>subtotal</i>	\$ 52,558,192	\$ 4,089,123	\$ 46,350	\$ 386,504	\$ 2,493,000
Other Financing Uses					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,662,000
Interfund Transfer to Capital Project Funds	7,467,112	-	-	-	-
Interfund Transfer to Risk Management Fund	-	-	-	-	-
<i>subtotal</i>	\$ 7,467,112	\$ -	\$ -	\$ -	\$ 1,662,000
Total Expenditures	\$ 60,025,304	\$ 4,089,123	\$ 46,350	\$ 386,504	\$ 4,155,000

CITYWIDE BUDGET SUMMARIES

	Debt Service Fund	Capital Projects Fund	Enterprise Fund	Internal Service Fund	TOTAL
			Solid Waste Fund	Risk Management Fund	
REVENUES:					
Property Taxes	\$ 3,412,000	\$ -	\$ -	\$ -	\$ 22,407,000
Local Option Sales Taxes	-	-	-	-	13,900,000
Other Taxes	-	-	-	-	17,959,500
Licenses and Permits	-	-	-	-	1,985,100
Intergovernmental Revenue	-	-	-	-	1,230,000
Charges for Services	-	-	3,268,600	1,115,000	9,620,750
Fines and Forfeitures	-	-	-	-	2,687,100
Interest Earnings	9,000	-	4,723	1,200	71,900
Other/Miscellaneous	-	1,105,000	-	-	1,397,842
<i>subtotal</i>	\$ 3,421,000	\$ 1,105,000	\$ 3,273,323	\$ 1,116,200	\$ 71,259,192
Other Financing Sources					
Interfund Transfer from General Fund	\$ -	\$ 7,467,112	\$ -	\$ -	\$ 7,467,112
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	1,662,000
Budgeted Fund Balance	164,898	935,450	-	-	5,796,960
<i>subtotal</i>	\$ 164,898	\$ 8,402,562	\$ -	\$ -	\$ 14,926,072
Total Revenues	\$ 3,585,898	\$ 9,507,562	\$ 3,273,323	\$ 1,116,200	\$ 86,185,264
EXPENDITURES:					
Mayor and City Council	\$ -	\$ -	\$ -	\$ -	\$ 324,682
City Administration	-	92,500	-	-	2,784,424
Legal Services	-	-	-	-	500,000
Community Development	-	75,000	-	-	2,514,954
Public Works	-	4,894,250	-	-	12,763,942
Finance	-	-	3,273,323	1,116,200	7,461,561
Public Safety	-	850,000	-	-	29,584,973
Human Resources	-	-	-	-	384,469
Municipal Court	-	-	-	-	1,035,607
Recreation and Parks	-	754,000	-	-	7,627,940
Information Technology	-	632,362	-	-	2,101,662
Non-Departmental					
Insurance Premiums (Risk Fund)	-	-	-	-	545,000
Contingency	-	-	-	-	531,800
Reserve	-	1,104,450	-	-	1,376,250
Alpharetta Business Community (Sidewalks)	-	1,105,000	-	-	1,797,638
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,800,362
Debt Service (Principal and Interest)	3,580,898	-	-	-	3,869,538
Other	5,000	-	-	-	51,350
<i>subtotal</i>	\$ 3,585,898	\$ 9,507,562	\$ 3,273,323	\$ 1,116,200	\$ 77,056,152
Other Financing Uses					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,662,000
Interfund Transfer to Capital Project Funds	-	-	-	-	7,467,112
Interfund Transfer to Risk Management Fund	-	-	-	-	-
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ 9,129,112
Total Expenditures	\$ 3,585,898	\$ 9,507,562	\$ 3,273,323	\$ 1,116,200	\$ 86,185,264

CITYWIDE BUDGET SUMMARIES

Consolidated Summary (Revenues by Source/Expenditures by Category)

	Special Revenue Funds				
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund
REVENUES:					
Property Taxes	\$ 18,995,000	\$ -	\$ -	\$ -	\$ -
Local Option Sales Taxes	13,900,000	-	-	-	-
Other Taxes	13,804,500	-	-	-	4,155,000
Licenses and Permits	1,985,100	-	-	-	-
Intergovernmental Revenue	380,000	850,000	-	-	-
Charges for Services	2,567,150	2,625,000	45,000	-	-
Fines and Forfeitures	2,302,100	-	-	385,000	-
Interest Earnings	50,000	4,123	1,350	1,504	-
Other/Miscellaneous	292,842	-	-	-	-
<i>subtotal</i>	\$ 54,276,692	\$ 3,479,123	\$ 46,350	\$ 386,504	\$ 4,155,000
Other Financing Sources					
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfer from Hotel/Motel Fund	1,662,000	-	-	-	-
Budgeted Fund Balance	4,086,612	610,000	-	-	-
<i>subtotal</i>	\$ 5,748,612	\$ 610,000	\$ -	\$ -	\$ -
Total Revenues	\$ 60,025,304	\$ 4,089,123	\$ 46,350	\$ 386,504	\$ 4,155,000
EXPENDITURES:					
Personnel Services	\$ 37,751,432	\$ 2,213,555	\$ -	\$ 234,205	\$ -
Maintenance and Operations	12,891,511	1,033,768	1,350	127,299	-
Capital/Capital Lease	504,809	615,000	-	25,000	-
Other					
Insurance Premiums (Risk Fund)	545,000	-	-	-	-
Contingency	531,800	-	-	-	-
Reserve	-	226,800	45,000	-	-
Alpharetta Business Community (Sidewalks)	-	-	-	-	692,638
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,800,362
Debt Service (Principal and Interest)	288,640	-	-	-	-
Donations/Contributions	45,000	-	-	-	-
<i>subtotal</i>	\$ 52,558,192	\$ 4,089,123	\$ 46,350	\$ 386,504	\$ 2,493,000
Other Financing Uses					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,662,000
Interfund Transfer to Capital Project Funds	7,467,112	-	-	-	-
Interfund Transfer to Risk Management Fund	-	-	-	-	-
<i>subtotal</i>	\$ 7,467,112	\$ -	\$ -	\$ -	\$ 1,662,000
Total Expenditures	\$ 60,025,304	\$ 4,089,123	\$ 46,350	\$ 386,504	\$ 4,155,000

CITYWIDE BUDGET SUMMARIES

	Debt Service Fund	Capital Projects Fund	Enterprise Fund	Internal Service Fund	TOTAL
			Solid Waste Fund	Risk Management Fund	
REVENUES:					
Property Taxes	\$ 3,412,000	\$ -	\$ -	\$ -	\$ 22,407,000
Local Option Sales Taxes	-	-	-	-	13,900,000
Other Taxes	-	-	-	-	17,959,500
Licenses and Permits	-	-	-	-	1,985,100
Intergovernmental Revenue	-	-	-	-	1,230,000
Charges for Services	-	-	3,268,600	1,115,000	9,620,750
Fines and Forfeitures	-	-	-	-	2,687,100
Interest Earnings	9,000	-	4,723	1,200	71,900
Other/Miscellaneous	-	1,105,000	-	-	1,397,842
<i>subtotal</i>	\$ 3,421,000	\$ 1,105,000	\$ 3,273,323	\$ 1,116,200	\$ 71,259,192
Other Financing Sources					
Interfund Transfer from General Fund	\$ -	\$ 7,467,112	\$ -	\$ -	\$ 7,467,112
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	1,662,000
Budgeted Fund Balance	164,898	935,450	-	-	5,796,960
<i>subtotal</i>	\$ 164,898	\$ 8,402,562	\$ -	\$ -	\$ 14,926,072
Total Revenues	\$ 3,585,898	\$ 9,507,562	\$ 3,273,323	\$ 1,116,200	\$ 86,185,264
EXPENDITURES:					
Personnel Services	\$ -	\$ -	\$ 64,117	\$ -	\$ 40,263,309
Maintenance and Operations	5,000	-	3,209,206	1,116,200	18,384,334
Capital/Capital Lease	-	7,298,112	-	-	8,442,921
Other					
Insurance Premiums (Risk Fund)	-	-	-	-	545,000
Contingency	-	-	-	-	531,800
Reserve	-	1,104,450	-	-	1,376,250
Alpharetta Business Community (Sidewalks)	-	1,105,000	-	-	1,797,638
Alpharetta Convention and Visitors Bureau	-	-	-	-	1,800,362
Debt Service (Principal and Interest)	3,580,898	-	-	-	3,869,538
Donations/Contributions	-	-	-	-	45,000
<i>subtotal</i>	\$ 3,585,898	\$ 9,507,562	\$ 3,273,323	\$ 1,116,200	\$ 77,056,152
Other Financing Uses					
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,662,000
Interfund Transfer to Capital Project Funds	-	-	-	-	7,467,112
Interfund Transfer to Risk Management Fund	-	-	-	-	-
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ 9,129,112
Total Expenditures	\$ 3,585,898	\$ 9,507,562	\$ 3,273,323	\$ 1,116,200	\$ 86,185,264

CITYWIDE BUDGET SUMMARIES

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual
Beginning Fund Balance: (1)	\$ 53,214,373	\$ 39,281,654	\$ 62,813,365
Revenues:			
Property Taxes	\$ 25,175,624	\$ 23,226,420	\$ 23,127,131
Local Option Sales Taxes	11,230,204	12,239,330	12,173,275
Other Taxes	14,343,669	15,951,485	16,596,690
Licenses and Permits	1,819,139	2,201,211	1,859,213
Intergovernmental	1,425,580	5,412,258	8,104,863
Charges for Services	9,009,805	9,639,397	9,667,794
Fines and Forfeitures	4,235,789	3,930,119	3,356,903
Interest	88,026	77,827	101,873
Other Revenue	604,634	265,597	531,602
	\$ 67,932,470	\$ 72,943,644	\$ 75,519,344
Expenditures:			
Mayor and City Council	\$ 210,244	\$ 238,982	\$ 277,376
City Administration	1,573,439	1,693,685	2,289,113
Legal Services	505,862	484,458	442,650
Community Development (2)	3,813,176	3,934,018	4,340,018
Engineering and Public Works	6,343,910	6,580,587	6,773,707
Finance	6,740,017	6,741,431	7,373,605
Public Safety	25,004,377	24,969,487	25,400,133
Human Resources	292,169	332,952	316,187
Municipal Court	928,142	938,942	935,750
Recreation and Parks	6,139,829	6,140,771	6,128,106
Information Technology	1,225,291	1,275,237	1,395,703
Capital Outlay (3)	20,157,683	17,732,749	15,166,479
Non-Departmental:	-	-	-
Contingency	258,891	68,984	158,909
Reserve for Future Capital	-	-	-
Debt Service	9,588,815	7,334,236	6,030,018
Insurance Premiums (Risk fund)	-	244,000	664,500
OPEB (full funding of Accrued Liability)	-	862,110	-
Gw innett Tech Debt Service	-	-	-
Other	56,237	461,469	4,180,741
	\$ 82,838,082	\$ 80,034,098	\$ 81,872,995
Other Financing Sources (Uses):			
Proceeds from the sale of Capital Assets	\$ 247,893	\$ 133,690	\$ 95,230
Proceeds from Bond/Capital Lease	725,000	30,488,475	7,420,981
Transfers In	7,564,111	10,683,574	8,994,917
Transfers Out	(7,564,111)	(10,683,574)	(8,994,917)
	\$ 972,893	\$ 30,622,165	\$ 7,516,211
Ending Fund Balance: (4)	\$ 39,281,654	\$ 62,813,365	\$ 63,975,925
<i>Changes in Fund Balance (actual/est.)</i>	\$ (13,932,719)	\$ 23,531,711	\$ 1,162,560

CITYWIDE BUDGET SUMMARIES

	FY 2014 Amended Budget	FY 2015 Adopted Budget
Beginning Fund Balance: (1)	\$ 63,975,925	\$ 54,567,872
Revenues:		
Property Taxes	\$ 22,230,000	\$ 22,407,000
Local Option Sales Taxes	12,850,000	13,900,000
Other Taxes	16,472,000	17,959,500
Licenses and Permits	1,747,500	1,985,100
Intergovernmental	1,522,514	1,230,000
Charges for Services	8,896,600	9,620,750
Fines and Forfeitures	3,435,000	2,687,100
Interest	67,245	71,900
Other Revenue	189,052	1,296,422
	\$ 67,409,911	\$ 71,157,772
Expenditures:		
Mayor and City Council	\$ 314,541	\$ 324,682
City Administration	2,703,148	2,691,924
Legal Services	500,000	500,000
Community Development (2)	4,676,647	4,932,954
Engineering and Public Works	7,078,546	7,869,692
Finance	7,394,682	7,461,561
Public Safety	31,506,935	28,734,973
Human Resources	380,472	384,469
Municipal Court	1,025,056	1,035,607
Recreation and Parks	6,674,471	6,873,940
Information Technology	1,446,819	1,469,300
Capital Outlay (3)	7,711,500	8,403,112
Non-Departmental:	-	-
Contingency	434,800	531,800
Reserve for Future Capital	382,003	1,331,250
Debt Service	3,670,315	3,580,898
Insurance Premiums (Risk fund)	690,800	545,000
OPEB (full funding of Accrued Liability)	-	-
Gwinnett Tech Debt Service	265,000	288,640
Other	51,350	51,350
	\$ 76,907,085	\$ 77,011,152
Other Financing Sources (Uses):		
Proceeds from the sale of Capital Assets	\$ 89,121	\$ 101,420
Proceeds from Bond/Capital Lease	-	-
Transfers In	9,577,949	9,129,112
Transfers Out	(9,577,949)	(9,129,112)
	\$ 89,121	\$ 101,420
Ending Fund Balance: (4)	\$ 54,567,872	\$ 48,815,912
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ (9,408,053)</i>	<i>\$ (5,751,960)</i>

- (1) Pursuant to the city's financial management policies, fund balance in excess of the city's 21% Fund Balance Reserve can be used for one-time capital initiatives. The majority of fund balance utilized for the FY 2014-2015 budgets represent amounts in excess of the city's 21% Fund Balance Reserve (General Fund) as well as funding for the North Fulton Radio Initiative (FY 2014: \$3.7 million). Additionally, the budgetary presentation for FY 2014-2015 assumes all appropriations will be spent; historically, a portion of the appropriations will go unspent which will augment the fund balance (i.e. the actual reduction in fund balance will be lower than what is presented). FY 2011 Fund Balance usage was primarily related to capital project expenditures. FY 2012 fund balance was augmented through the sale of General Obligation Bonds for our City Center project (see Debt Service Fund Summary for more detailed information).
- (2) This schedule includes two distinct presentations of financial data. (1) Fiscal Years (FY) 2011-2013 include actual financial activity for all City Funds. FY's 2014-2015 include budgeted appropriations for those City Funds that experienced new appropriations in the given year.
- (3) This schedule assigns disbursements for *Alpharetta Business Community* and *Alpharetta Convention & Visitor's Bureau* to the Community Development Department.
- (4) This schedule assigns all capital outlay for FY's 2014-2015 to the Capital Outlay account as opposed to the budgetary schedules within this document that assign said capital outlay to the responsible department (e.g. Public Safety, Public Works, etc.).



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CITYWIDE BUDGET SUMMARIES

Personnel Listing by Department

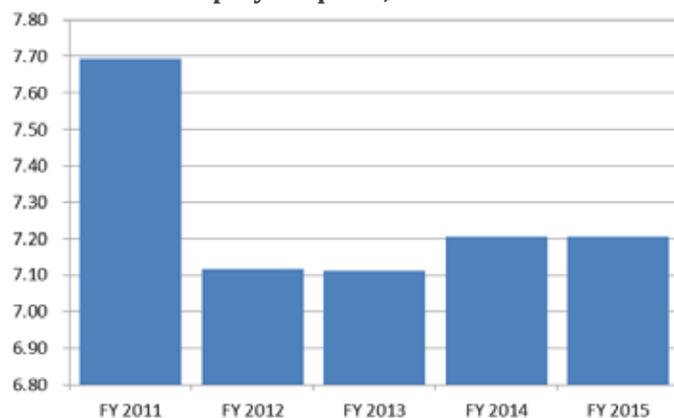
	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adopted FY 2015*	Variance
Detail by Department:						
General Fund						
Mayor & City Council	7.0	7.0	7.0	7.0	7.0	-
City Administration	10.0	11.0	14.0	14.0	14.0	-
Community Development	21.0	20.0	20.0	23.0	23.0	-
Public Works	62.0	62.0	62.0	59.0	59.0	-
Finance	25.0	25.0	24.0	24.0	24.0	-
Public Safety	218.0	217.0	217.0	218.0	218.0	-
Human Resources	3.0	3.0	3.0	3.0	3.0	-
Municipal Court	9.0	9.0	9.0	9.0	9.0	-
Recreation and Parks	55.0	51.0	51.0	51.0	51.0	-
Information Technology	11.0	11.0	11.0	11.0	11.0	-
subtotal	421.0	416.0	418.0	419.0	419.0	-
E-911 Fund (Special Revenue Fund)						
Public Safety	20.0	23.0	23.0	25.0	25.0	-
Information Technology	1.0	1.0	1.0	1.0	1.0	-
subtotal	21.0	24.0	24.0	26.0	26.0	-
DEA Fund (Special Revenue Fund)						
Public Safety	-	-	-	3.0	3.0	-
Solid Waste Fund (Enterprise Fund)						
Finance	1.0	1.0	1.0	1.0	1.0	-
Full-Time-Equivalent (FTE) Positions	443.0	441.0	443.0	449.0	449.0	-
City of Alpharetta Population	57,571	61,965	62,298	62,298	62,298	

Notes:

- * Includes 12.0 full-time equivalent positions that are not funded but are part of the City's authorized work force. These positions will remain vacant pending a (1) justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

The chart to the right provides an illustration of the number of employees per 1,000 residents. During this time frame, the city has increased its service delivery capabilities and has managed to maintain the ratio through effective and efficient management practices. It should be noted that the FY 2014/2015 ratio increased slightly due to multiple Public Safety initiatives (Special Investigations Unit).

Employees per 1,000 Customers



GENERAL FUND SUMMARY

General Fund Summary

Overview

The *General Fund Summary* section is intended to provide readers with an overall understanding of the city's fiscal year 2015 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 2014 and 2015. Revenues are presented by source and expenditures are presented by category (i.e. Personnel Services, Maintenance & Operations, Capital, etc.).

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

This statement provides a historical comparison of revenues and expenditures for fiscal years 2011-2015 as well as a forecast for fiscal years 2016-2017. Also included are changes in the city's fund balance. As previously noted, fund balance in excess of the city's 21% emergency reserve is used to fund non-recurring capital expenditures.

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

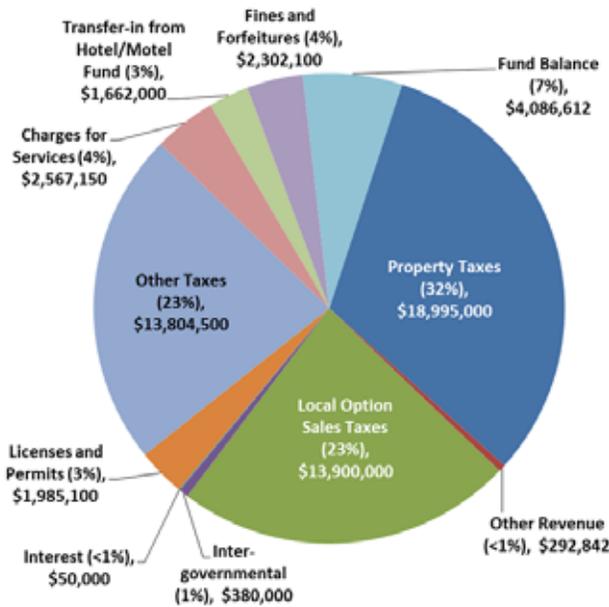
- **Budget Narrative**

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

GENERAL FUND SUMMARY

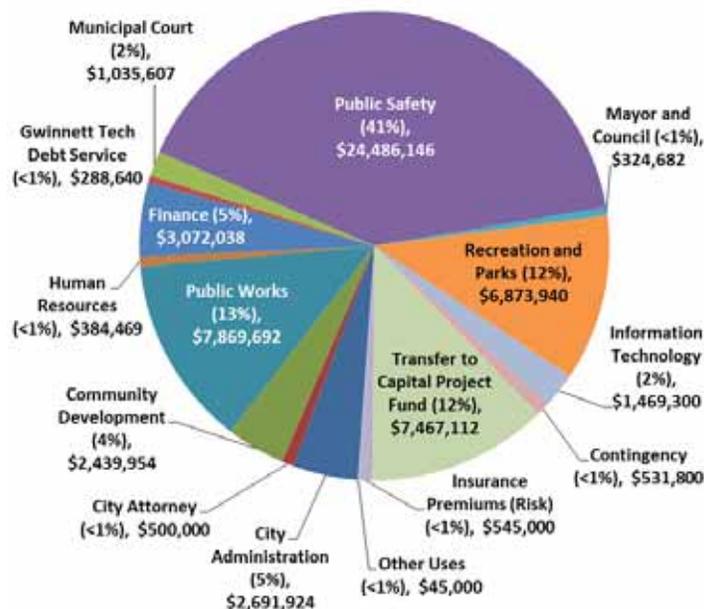
The General Fund is the city's largest fund and includes governmental activities such as police, fire, recreation, and other general governmental functions that are primarily funded with property taxes, utility taxes, franchise fees, state shared revenues, and charges for services, such as recreation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

Summary by Revenue Source



FY 2015 General Fund Budget totals \$60 Million

Summary by Department Expenditures



GENERAL FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2014 AMENDED BUDGET	FY 2015 ADOPTED BUDGET	\$ Variance	% Variance
Revenues:				
Property Taxes:				
Current Year	\$ 17,550,000	\$ 18,100,000	\$ 550,000	3.1%
Motor Vehicle	750,000	650,000	(100,000)	-13.3%
Prior Year/Delinquent	205,000	245,000	40,000	19.5%
Local Option Sales Tax	12,850,000	13,900,000	1,050,000	8.2%
Other Taxes:				
Franchise Fees	6,340,000	6,400,000	60,000	0.9%
Insurance Premium Tax	2,900,000	3,025,000	125,000	4.3%
Alcohol Beverage Excise Tax	1,750,000	1,800,000	50,000	2.9%
Motor Vehicle Tuitle Tax Fee	85,000	865,000	780,000	917.6%
Other Taxes	1,697,000	1,714,500	17,500	1.0%
Licenses & Permits	1,747,500	1,985,100	237,600	13.6%
Intergovernmental	426,252	380,000	(46,252)	-10.9%
Charges for Services	2,316,200	2,567,150	250,950	10.8%
Fines & Forfeitures	2,850,000	2,302,100	(547,900)	-19.2%
Interest	50,000	50,000	-	0.0%
Other Revenues	278,173	292,842	14,669	5.3%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	1,480,000	1,662,000	182,000	12.3%
Total Operating Revenues	\$ 53,275,125	\$ 55,938,692	\$ 2,663,567	5.0%
Fund Balance Carryforward	5,684,667	4,086,612		
Total Revenues	\$ 58,959,792	\$ 60,025,304		
Expenditures (by Category):				
Personnel Services:				
Salaries	\$ 24,246,646	\$ 24,818,821	\$ 572,175	2.4%
Group Insurance	6,280,137	6,909,563	629,426	10.0%
Pension (Defined Benefit)	2,352,726	2,176,655	(176,071)	-7.5%
Pension (401A)	1,278,570	1,262,388	(16,182)	-1.3%
Miscellaneous Benefits	2,370,352	2,584,005	213,653	9.0%
<i>subtotal</i>	\$ 36,528,431	\$ 37,751,432	\$ 1,223,001	3.3%
Maintenance and Operations:				
Professional Services	\$ 2,008,698	\$ 1,980,125	\$ (28,573)	-1.4%
Repair/Maintenance	1,122,900	1,128,050	5,150	0.5%
Maintenance Contracts	1,721,345	2,133,632	412,287	24.0%
Professional Services (IT)	1,272,218	1,270,501	(1,717)	-0.1%
General Supplies	929,198	940,020	10,822	1.2%
Utilities	2,392,034	2,504,445	112,411	4.7%
Fuel	856,886	790,100	(66,786)	-7.8%
Miscellaneous	2,124,605	2,144,638	20,033	0.9%
<i>subtotal</i>	\$ 12,427,884	\$ 12,891,511	\$ 463,627	3.7%
Capital/Lease:				
Fire Truck Leases	\$ 275,215	\$ 295,930	\$ 20,715	7.5%
Tyler ERP Lease	101,431	106,187	4,756	4.7%
Work Order Software Lease	71,728	75,692	3,964	5.5%
Miscellaneous	26,000	27,000	1,000	3.8%
<i>subtotal</i>	\$ 474,374	\$ 504,809	\$ 30,435	6.4%
Other Uses:				
Contingency	\$ 434,800	\$ 531,800	\$ 97,000	22.3%
Insurance Premiums (Risk Fund)	690,800	545,000	(145,800)	-21.1%
Gwinnett Tech Contribution (Debt Svc)	265,000	288,640	23,640	8.9%
Donations/Contributions	45,000	45,000	-	0.0%
<i>subtotal</i>	\$ 1,435,600	\$ 1,410,440	\$ (25,160)	-1.8%
Total Operating Expenditures	\$ 50,866,289	\$ 52,558,192	\$ 1,691,903	3.3%
Interfund Transfer:				
Capital Project Fund	8,093,503	7,467,112		
Total Expenditures	\$ 58,959,792	\$ 60,025,304		
<i>Personnel (full-time-equivalent)</i>	419.0	419.0		

GENERAL FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
Beginning Fund Balance:	\$ 18,879,353	\$ 20,565,040	\$ 21,330,297	\$ 20,951,279	\$ 15,266,612	\$ 11,180,000	\$ 11,180,000
Revenues:							
Property Taxes	\$ 17,973,531	\$ 16,494,539	\$ 18,740,931	\$ 18,505,000	\$ 18,995,000	\$ 19,374,900	\$ 19,762,398
Local Option Sales Taxes	11,230,204	12,239,330	12,173,275	12,850,000	13,900,000	14,317,000	14,746,510
Other Taxes	11,210,028	12,587,292	13,030,797	12,772,000	13,804,500	14,058,200	14,467,223
Licenses and Permits	1,819,139	2,201,211	1,859,213	1,747,500	1,985,100	2,044,653	2,105,993
Intergovernmental	61,294	85,489	385,000	426,252	380,000	380,000	380,000
Charges for Services	2,913,918	2,871,235	2,649,450	2,316,200	2,567,150	2,639,577	2,712,785
Fines and Forfeitures	3,110,574	3,045,182	2,787,875	2,850,000	2,302,100	2,346,000	2,392,920
Interest	36,604	53,079	36,642	50,000	50,000	50,000	50,000
Other Revenue	214,572	250,557	350,979	189,052	191,422	191,422	191,422
	<u>\$ 48,569,864</u>	<u>\$ 49,827,914</u>	<u>\$ 52,014,162</u>	<u>\$ 51,706,004</u>	<u>\$ 54,175,272</u>	<u>\$ 55,401,752</u>	<u>\$ 56,809,251</u>
Expenditures:							
Mayor and City Council	\$ 210,244	\$ 238,982	\$ 277,376	\$ 314,541	\$ 324,682	\$ 334,878	\$ 345,887
City Administration	1,573,436	1,693,685	2,281,112	2,703,148	2,691,924	2,750,627	2,811,643
Legal Services	505,862	484,458	442,650	500,000	500,000	510,000	520,200
Community Development	1,932,992	1,915,502	2,022,668	2,449,977	2,439,954	2,511,176	2,585,645
Engineering and Public Works	6,344,910	6,580,587	6,773,707	7,078,546	7,869,692	8,046,761	8,232,023
Finance	2,754,804	2,771,067	2,818,456	3,032,164	3,072,038	3,148,066	3,228,962
Public Safety	22,141,258	22,189,625	22,697,945	23,825,495	24,486,146	25,198,828	25,989,524
Human Resources	292,169	332,952	316,187	380,472	384,469	390,398	396,514
Municipal Court	928,142	938,942	935,750	1,025,056	1,035,607	1,059,445	1,084,292
Recreation and Parks	6,137,913	6,120,896	6,115,651	6,674,471	6,873,940	7,015,838	7,164,009
Information Technology	1,225,291	1,275,237	1,395,703	1,446,819	1,469,300	1,462,619	1,505,260
Adjustments/Reconciliations	(996)	-	-	-	-	-	-
Non-Departmental:							
Contingency	258,891	68,984	158,909	434,800	531,800	505,000	510,000
(1) Insurance Premiums (Risk Fund)	-	244,000	664,500	690,800	545,000	550,450	555,955
OPEB (full funding of accrued liabi	-	862,110	-	-	-	-	-
Gwinnett Tech Debt Service	-	-	-	265,000	288,640	290,340	286,940
Donations/Contributions	45,000	45,000	45,000	45,000	45,000	45,000	45,000
	<u>\$ 44,349,916</u>	<u>\$ 45,762,027</u>	<u>\$ 46,945,614</u>	<u>\$ 50,866,289</u>	<u>\$ 52,558,192</u>	<u>\$ 53,819,426</u>	<u>\$ 55,261,854</u>
Other Financing Sources (Uses):							
Proceeds from the sale of Capital Asset	\$ 247,893	\$ 119,990	\$ 94,329	\$ 89,121	\$ 101,420	\$ 102,434	\$ 103,459
Interfund Transfer:							
Hotel/Motel Fund	1,253,457	1,345,677	1,544,900	1,480,000	1,662,000	1,695,240	1,729,145
Operating Grant Fund	(50,000)	-	-	-	-	-	-
Capital Project Fund	(3,259,311)	(4,373,797)	(7,086,795)	(8,093,503)	(7,467,112)	(3,380,000)	(3,380,000)
(1) Risk Management Fund	(726,300)	(392,500)	-	-	-	-	-
	<u>\$ (2,534,261)</u>	<u>\$ (3,300,630)</u>	<u>\$ (5,447,566)</u>	<u>\$ (6,524,382)</u>	<u>\$ (5,703,692)</u>	<u>\$ (1,582,326)</u>	<u>\$ (1,547,397)</u>
Ending Fund Balance: (2)	<u>\$ 20,565,040</u>	<u>\$ 21,330,297</u>	<u>\$ 20,951,279</u>	<u>\$ 15,266,612</u>	<u>\$ 11,180,000</u>	<u>\$ 11,180,000</u>	<u>\$ 11,180,000</u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 1,685,687	\$ 765,257	\$ (379,018)	\$ (5,684,667)	\$ (4,086,612)	\$ 0	\$ 0
<i>Personnel (full-time-equivalent)</i>	417.0	416.0	418.0	419.0	419.0		

Notes:

- (1) Represents funding to the Risk Management Fund.
- (2) Pursuant to the City's financial management policies, fund balance in excess of the City's current 21% Fund Balance Reserve can be used for one-time capital initiatives. Additionally, the budgetary presentation for fiscal years 2014 and 2015 assumes all appropriations will be spent; historically, a portion of the appropriations will go unspent which will augment the fund balance (i.e. the actual reduction in fund balance will be lower than what is presented above).

GENERAL FUND SUMMARY

Budget Narrative

Revenues

FY 2015 General Fund operating revenues are forecasted to grow by 5%, or \$2.7 million, compared to Amended FY 2014.

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

	FY 2014 AMENDED BUDGET	FY 2015 ADOPTED BUDGET	\$ Variance	% Variance
Revenues:				
Property Taxes:				
Current Year	\$ 17,550,000	\$ 18,100,000	\$ 550,000	3.1%
Motor Vehicle	750,000	650,000	(100,000)	-13.3%
Prior Year/Delinquent	205,000	245,000	40,000	19.5%
Local Option Sales Tax	12,850,000	13,900,000	1,050,000	8.2%
Other Taxes:				
Franchise Fees	6,340,000	6,400,000	60,000	0.9%
Insurance Premium Tax	2,900,000	3,025,000	125,000	4.3%
Alcohol Beverage Excise Tax	1,750,000	1,800,000	50,000	2.9%
Motor Vehicle Title Tax Fee	85,000	865,000	780,000	917.6%
Other Taxes	1,697,000	1,714,500	17,500	1.0%
Licenses & Permits	1,747,500	1,985,100	237,600	13.6%
Intergovernmental	426,252	380,000	(46,252)	-10.9%
Charges for Services	2,316,200	2,567,150	250,950	10.8%
Fines & Forfeitures	2,850,000	2,302,100	(547,900)	-19.2%
Interest	50,000	50,000	-	0.0%
Other Revenues	278,173	292,842	14,669	5.3%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	1,480,000	1,662,000	182,000	12.3%
Total Operating Revenues	\$ 53,275,125	\$ 55,938,692	\$ 2,663,567	5.0%
Fund Balance Carryforward	5,684,667	4,086,612		
Total Revenues	\$ 58,959,792	\$ 60,025,304		

GENERAL FUND SUMMARY

Revenue Forecasting Process

The Finance Department analyzes revenues by source on a monthly basis and compares to the prior five fiscal years to determine the trend and adjust for seasonal fluctuations. A current year revenue estimate is derived from the trend data and is included in the city's monthly financial management report¹¹. Trend data also includes non-financial data (e.g. solid waste accounts). The current year estimate, in conjunction with the trend data, is used to formulate the upcoming budget and future forecast values.

Revenue Analysis

Account Name: Property Taxes - Current Year
 Account Number: 10090000-311100
 Revenue Category: Taxes
 Date: 9.2.2014

Ad valorem tax consists of an assessed millage rate on real and personal property owned in the City. Real property consists of land, buildings, structures, and improvements affixed to land. Personal property includes machinery, equipment, inventory supplies, and furniture. Taxable personal property also consists of motor vehicles, trailers, campers, mobile homes, boats, airplanes, and other like items. The Fulton County Board of Assessors determines the fair market value for a given property. Property tax is then imposed upon the assessed value at 40% of its fair market value.

MONTH	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	% Change	FY 2012 Actual	% Change	FY 2013 Actual	% Change	FY 2014 Actual	% Change
July	-	-	-	-	-	-	-	-	221.33	-
August	-	-	-	-	-	-	-	-	(221.33)	-
SUB-TOTAL	-	-	-	-	-	-	-	-	-	-
September	44,868.09	-	33,766.73	-	46,170.69	36.7%	3,524.93	-92.4%	13,647.84	287.2%
October	2,969,350.74	17,813.21	2,094,808.25	11659.9%	2,288,741.56	9.3%	2,553,636.20	11.6%	2,485,337.70	-2.7%
November	8,565,685.17	3,450,757.82	11,127,769.12	222.5%	9,459,009.52	-15.0%	11,902,820.98	25.8%	11,955,949.99	0.4%
December	3,609,599.37	12,216,286.14	2,113,201.29	-82.7%	2,700,869.66	27.8%	1,908,878.23	-29.3%	2,003,101.30	4.9%
January	772,408.16	923,266.74	254,540.32	-72.4%	474,915.33	86.6%	316,894.08	-33.3%	247,859.94	-21.8%
February	272,195.41	351,895.54	223,436.16	-36.5%	180,404.78	-19.3%	106,713.83	-40.8%	197,033.49	84.6%
March	240,720.97	198,499.07	302,145.82	52.2%	66,018.22	-78.2%	301,886.66	357.3%	113,105.47	-62.5%
April	153,297.25	50,095.27	72,173.49	44.1%	61,011.96	-15.5%	177,121.63	190.3%	220,449.24	24.5%
May	142,551.72	18,817.08	35,597.97	89.2%	70,202.76	97.2%	35,212.19	-49.8%	205,825.20	484.5%
June	542,395.02	37,758.10	41,762.88	10.6%	42,599.93	2.0%	15,822.97	-62.9%	116,877.32	638.7%
Adj. Period (July)	365,204.10	55,802.07	76,261.98	36.7%	-	-100.0%	-	-	-	-
SUB-TOTAL	17,678,276.00	17,320,991.04	16,375,464.01	-5.5%	15,389,944.41	-6.0%	17,322,511.70	12.6%	17,559,187.49	1.4%
TOTAL	17,678,276.00	17,320,991.04	16,375,464.01	-5.5%	15,389,944.41	-6.0%	17,322,511.70	12.6%	17,559,187.49	1.4%
ORIGINAL BUDGET	16,620,000	17,100,000	16,500,000		15,500,000		16,555,000		17,550,000	
AMENDED BUDGET	16,620,000	17,100,000	16,500,000		15,500,000		16,555,000		17,550,000	
% OVER AMENDED BUDGET	0.00%	0.00%	0.00%		0.00%		0.00%		0.00%	
Current Period % to Actual	0.00%	0.00%								
Current Period % to Budget			0.00%		0.00%		0.00%		0.00%	
Variance: Actual to Budget	1,058,276	220,991	(124,536)		(110,056)		767,512		9,187	

Property Taxes

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

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

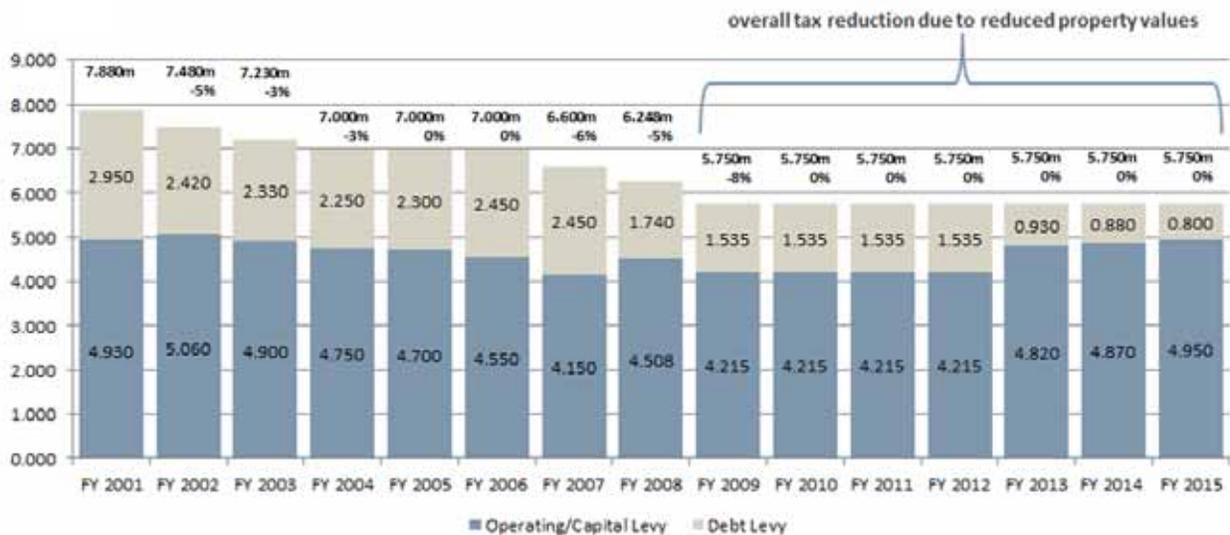
GENERAL FUND SUMMARY

The chart below illustrates the tax base growth (net of exemptions) within the city for the last 9 years and the forecast for FY 2015.



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 15 years.



GENERAL FUND SUMMARY

The FY 2015 Budget is based on maintenance of the city's millage rate at 5.750 mills. Property tax digest growth is estimated at 1.5%.

- The portion of the millage rate funding debt service (Debt Service Fund) will decline from 0.88 mills in FY 2014 to 0.80 mills in FY 2015 (0.08 mill reduction). The city advanced refunded the Series 2006 GO Bonds during FY 2014 for a present value savings of \$842,459 or approximately \$80,000 annually through maturity. These savings have resulted in underlying debt service requirements of approximately \$3.6 million annually that, coupled with estimated growth in the property tax digest, allows for a reduction in the millage rate dedicated for debt service. The FY 2015 Budget proposes to program the debt service millage reduction into the General Fund for additional funding of capital initiatives (discussed below).
- The portion of the millage rate funding operations and recurring/pay-as-you-go capital investment (General Fund) will increase from 4.87 mills in FY 2014 to 4.95 mills in FY 2015. Property tax revenue estimates for FY 2015 total \$18.1 million (excluding motor vehicle taxes). Of this amount, \$288,640 is included for the annual debt service on the Gwinnett Technical College contribution (Alpharetta campus), \$2.4 million for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.); and \$955,500 for additional pay-as-you go capital funding (funded through a combination of property taxes and LOST revenues). The capital funding will be transferred to the Capital Project Fund to properly account for the acquisition/construction activities.

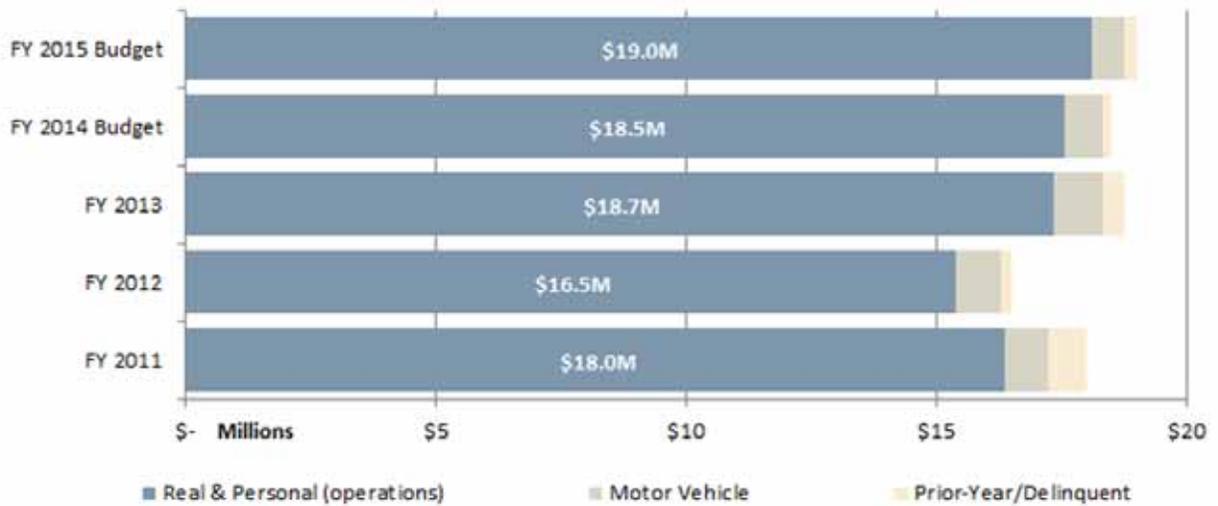
The property tax revenue estimates are net of the city's \$40,000 homestead exemption which saves our homeowners over \$2.7 million annually (e.g. equates to a 1.7 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities and goes great lengths in keeping Alpharetta an affordable place to live and raise a family.

Motor vehicle taxes are experiencing declines due to House Bill 386 which is phasing out motor vehicle taxes on all vehicles titled on or after March 1, 2013. The city will still receive motor vehicle taxes on vehicles titled before March 1, 2013 until the vehicle is sold/transferred. The city is forecasting motor vehicle revenues to be fully phased-out over the seven year period ending in FY 2020. HB 386 created a Motor Vehicle Title Fee (included within the "Other Taxes" line) that is intended to partially offset the reduction in motor vehicle taxes. The title fee is estimated at \$865,000 in FY 2015 and represents a significant increase over FY 2014 due primarily to the fact that this fee was implemented late in FY 2013 and very little trend data was available to generate an accurate FY 2014 budget figure.

GENERAL FUND SUMMARY

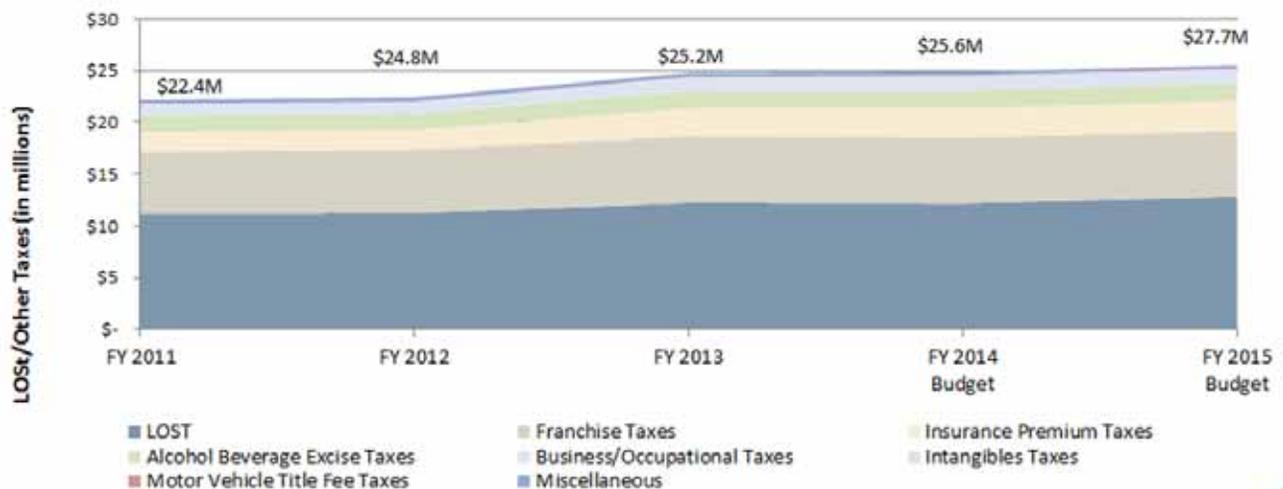
Property taxes represent approximately 32% of General Fund revenues. FY 2015 Property Taxes are estimated at \$22.4 million citywide with the breakdown as follows: General Fund (\$19 million); and Debt Service Fund (\$3.4 million). The chart below depicts a 5-year history of General Fund property tax collections by type.

Property Tax Collection History (General Fund) in millions



Other Taxes (including LOST)

Other taxes account for 46%, or \$27.7 million, of total General Fund revenue for FY 2015. Specifically, revenue sources within the Other Taxes category include Local Option Sales Taxes (“LOST”), Franchise Taxes, Insurance Premium Taxes, Alcohol Beverage Excise Taxes, etc. The chart below provides a 5-year history of Other Tax collections by type.



GENERAL FUND SUMMARY

- **Local Option Sales Taxes (“LOST”):** This revenue source represents the city’s portion of the 7% sales and use tax collected in Fulton County and totals \$13.9 million for FY 2015.

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

The LOST is distributed to municipalities within Fulton County based on population. The rate of distribution is negotiated every 10-years after the decennial U.S. Census. Due to relative population growth (including annexations), the city received an increase in its proportionate distribution in 2013 to 5.84% of the amount shared by local governments (roughly 1% of the 7% sales and use tax levy).

An increase in LOST collections of 8.2% is forecasted for FY 2015 from a budget-to-budget standpoint. However, actual collections are estimated at \$13.1 million in FY 2014 which equates to a revised growth rate of 6%. The 2014 LOST estimate is a combination of: (a) collections at the previous distribution percentage (5.22%) which were trending towards an annualized reduction (compared to budget) due primarily to the elimination of sales tax on non-casual vehicle sales (effective March 1, 2013) in favor of the Motor Vehicle Title Fee; and (b) collections at the revised distribution percentage (5.84%) which began with November/December 2013 collections

- **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 2015 totals \$6.4 million. An increase of 1% is forecasted for FY 2015 from a budget-to-budget standpoint. Actual collections are estimated at \$6.2 million in FY 2014 which equates to a revised growth rate of 3%. Collections from GA Power, the largest contributor of this revenue source (65% of total franchise fees), totaled \$4 million in FY 2014 and represents a -\$150,000 decline from the prior year (\$4.2 million was collected in FY 2013) which they advise was due primarily to a milder 2013 summer (and less need for air conditioning). Barring another mild summer, collections for FY 2015-2017 should grow as GA Power obtained approval from the Georgia Public Service Commission in December for a three-year rate plan that includes the following increases in the average monthly residential rates: January 2014 increase of \$2.19; January 2015 increase of an additional \$3.61 per month; and January 2016 increase of an additional \$2.96 per month for a total increase of \$8.76 per month over the three year period

GENERAL FUND SUMMARY

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 \$3 million in FY 2015. Growth of 4.3% is forecasted for FY 2015 from a budget-to-budget standpoint. However, actual collections during FY 2014 totaled \$3.0 million which equates to a revised growth rate of 2%. The FY 2015 budget assumes collections remain flat with FY 2014 actual collections.

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 \$1.8 million in FY 2015. Growth of 2.9% is forecasted for FY 2015 from a budget-to-budget standpoint.

Licenses & Permits

Licenses & permits account for 3%, or \$2 million, of total General Fund revenue for FY 2015. Licenses and permit revenues include alcoholic beverage permit fees, development permit and related fees, building permit fees, occupancy permit fees, sign permit fees, etc.

An increase of 13.6% is forecasted for FY 2015 based on current collection patterns and permit activity. Actual collections are estimated at \$2 million in FY 2014 which equates to nominal growth. The primary growth driver is Building Permit Fees. From a trend perspective, the number of permits being issued in FY 2014 is substantially similar to FY 2013. The permit valuations in FY 2014, however, are higher and resulting in increased revenue collections (e.g. larger scale improvements/ projects). This trend is expected to continue over the next several years with multiple large scale mixed-use (retail, commercial, residential, etc.) developments either under construction (Avalon Project) or in the planning phases. Data used in forecasting models (e.g. building permits, certificate of occupancy submissions, etc.) indicate that economic activity will sustain the current revenue forecasts with growth increasing in the short-term.

Intergovernmental

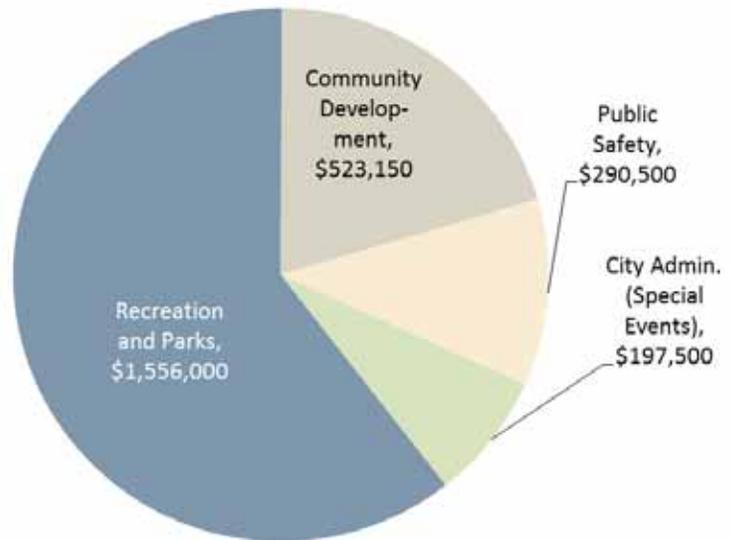
Intergovernmental sources account for 1%, or \$380,000, of total General Fund revenue for FY 2015. This revenue is generated from Intergovernmental Agreements with the City of Milton related to the sharing of public safety and recreation/parks capabilities.

GENERAL FUND SUMMARY

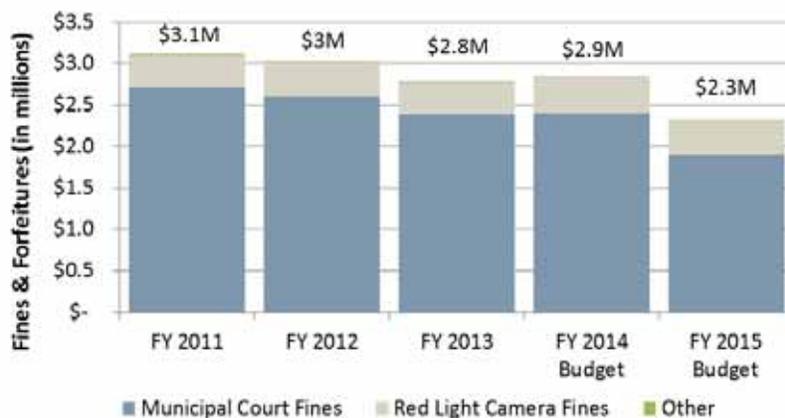
Charges for Services

Charges for services account for 4%, or \$2.6 million, of total General Fund revenue. Growth of 10.8% is forecasted for FY 2015 based on current collection patterns and is primarily related to revised estimates of recreation and parks program fee collections. Specific revenue sources include: Senior Center activity fees (increased \$43,500 to \$103,500 primarily attributable to taking over travel functions from the Golden Age Club); Equestrian Center fees (increased \$30,000 to \$280,000); Athletics fees (decreased -\$16,000 to \$359,000); Community Center activity fees (decreased -\$64,300 to \$325,000); and increased collections for Non-Resident Fees (not including the Intergovernmental Agreement with the City of Milton).

Charges for Services: \$2.6M



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



Fines & Forfeitures

Fines & forfeitures account for 4%, or \$2.3 million, of total General Fund revenue for FY 2015. A reduction of -19.2% is forecasted for FY 2015 due primarily to decreases in Municipal Court fines (decreased -\$500,000 to \$1.9 million). The decline is due primarily to reductions in the number

of citations.

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

GENERAL FUND SUMMARY

Interest

Interest earnings account for <1%, or \$50,000, of total General Fund revenue for FY 2015. Increases are forecasted to more accurately reflect the earnings the city is currently receiving on its investments as governed by the city's investment management policy.

Other Financing Sources

Other Financing Sources account for 3%, or \$1.7 million, of total General Fund revenue for FY 2015 and consists of the city's share (40%) of the Hotel/Motel Tax. This revenue source is discussed in more detail within the *Special Revenue Fund Summaries* (Hotel/Motel Fund) section of this document.

Fund Balance

Carryforward fund balance accounts for 7%, or \$4.1 million, of total General Fund appropriations for FY 2015. Carryforward Fund Balance represents available cash in excess of the city's 21% emergency reserve. The excess fund balance is used to fund non-recurring capital expenditures as detailed in the transmittal letter as well as the *Capital and Debt* tab of this document.

GENERAL FUND SUMMARY

Expenditures

Operating expenditures of the General Fund are up 3.3% over FY 2014. This figure includes the incremental budgetary impact for the position/operational changes approved during the FY 2014 mid-year budget (Building Inspector position and Event Planning Services), City Center maintenance and operating costs (utility costs and maintenance of the facilities, park, and grounds), rebranding initiatives, some of which is offset through a reduction in city election fees. After adjusting for these new incremental budgetary impacts, the **base operational budget growth totals 2% and is in-line with CPI¹²**.

The following table compares departmental appropriations within the General Fund:

	FY 2014 AMENDED BUDGET	FY 2015 ADOPTED BUDGET	\$ Variance	% Variance
Expenditures (by Department):				
Mayor and Council	\$ 314,541	\$ 324,682	\$ 10,141	3.2%
City Administration	2,703,148	2,691,924	(11,224)	-0.4%
Legal Services	500,000	500,000	-	0.0%
Community Development	2,449,977	2,439,954	(10,023)	-0.4%
Public Works	7,078,546	7,869,692	791,146	11.2%
Finance	3,032,164	3,072,038	39,874	1.3%
Public Safety	23,825,495	24,486,146	660,651	2.8%
Human Resources	380,472	384,469	3,997	1.1%
Municipal Court	1,025,056	1,035,607	10,551	1.0%
Recreation and Parks	6,674,471	6,873,940	199,469	3.0%
Information Technology	1,446,819	1,469,300	22,481	1.6%
Non-Departmental:				
Contingency	434,800	531,800	97,000	22.3%
Insurance Premiums (Risk Fund)	690,800	545,000	(145,800)	-21.1%
Gwinnett Tech Contribution (Debt Svc)	265,000	288,640	23,640	8.9%
Donations/Contributions	45,000	45,000	-	0.0%
Total Operating Expenditures	\$ 50,866,289	\$ 52,558,192	\$ 1,691,903	3.3%
Interfund Transfer:				
Capital Project Fund	8,093,503	7,467,112		
Total Expenditures	\$ 58,959,792	\$ 60,025,304		

¹² 12 month CPI for All Urban Consumers (CPI-U), Atlanta, totaled 1.8%.

GENERAL FUND SUMMARY

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

	FY 2014 AMENDED BUDGET	FY 2015 ADOPTED BUDGET	\$ Variance	% Variance
Expenditures (by Category):				
Personnel Services:				
Salaries	\$ 24,246,646	\$ 24,818,821	\$ 572,175	2.4%
Group Insurance	6,280,137	6,909,563	629,426	10.0%
Pension (Defined Benefit)	2,352,726	2,176,655	(176,071)	-7.5%
Pension (401A)	1,278,570	1,262,388	(16,182)	-1.3%
Miscellaneous Benefits	2,370,352	2,584,005	213,653	9.0%
<i>subtotal</i>	\$ 36,528,431	\$ 37,751,432	\$ 1,223,001	3.3%
Maintenance and Operations:				
Professional Fees	\$ 2,008,698	\$ 1,980,125	\$ (28,573)	-1.4%
Repair/Maintenance	1,122,900	1,128,050	5,150	0.5%
Maintenance Contracts	1,721,345	2,133,632	412,287	24.0%
Professional Services (IT)	1,272,218	1,270,501	(1,717)	-0.1%
General Supplies	929,198	940,020	10,822	1.2%
Utilities	2,392,034	2,504,445	112,411	4.7%
Fuel	856,886	790,100	(66,786)	-7.8%
Miscellaneous	2,124,605	2,144,638	20,033	0.9%
<i>subtotal</i>	\$ 12,427,884	\$ 12,891,511	\$ 463,627	3.7%
Capital/Lease:				
Fire Truck Leases	\$ 275,215	\$ 295,930	\$ 20,715	7.5%
Tyler ERP Lease	101,431	106,187	4,756	4.7%
Work Order Software Lease	71,728	75,692	3,964	5.5%
Miscellaneous	26,000	27,000	1,000	3.8%
<i>subtotal</i>	\$ 474,374	\$ 504,809	\$ 30,435	6.4%
Other Uses:				
Contingency	\$ 434,800	\$ 531,800	\$ 97,000	22.3%
Insurance Premiums (Risk Fund)	690,800	545,000	(145,800)	-21.1%
Gwinnett Tech Contribution (Debt Svc)	265,000	288,640	23,640	8.9%
Donations/Contributions	45,000	45,000	-	0.0%
<i>subtotal</i>	\$ 1,435,600	\$ 1,410,440	\$ (25,160)	-1.8%
Total Operating Expenditures	\$ 50,866,289	\$ 52,558,192	\$ 1,691,903	3.3%
Interfund Transfer:				
Capital Project Fund	8,093,503	7,467,112		
Total Expenditures	\$ 58,959,792	\$ 60,025,304		

GENERAL FUND SUMMARY

Meeting the Internal Needs of Operating Departments

Several of the major points of the FY 2015 Budget are as follows:

- Management of personnel and compensation program to align with current market environment:
 - Personnel (citywide)
 - ✓ 437 full-time equivalents (funded; includes FY 2014 mid-year budget amendment to fund one Building Inspector position); and
 - ✓ 12 full-time equivalents (un-funded; budgetary savings of \$740,000)
 - positions to remain vacant pending a workload justification and identified funding source.
 - Implementation of a performance-based merit program of 3% on April 1, 2015, per authorized/funded position (estimated cost of \$215,000 citywide¹³). This merit program is contingent upon a mid-year review of revenue trends to determine if sufficient funding is available. Research of national and local wage growth data indicates the 3% rate is a responsible average (i.e. not among the highest or the lowest).
 - Coverage of group insurance premiums (6% premium increase citywide; \$677,629 incremental budget impact). The premium growth is due to claims patterns that are trending at just under 95% of premiums (industry standard is 80-85%), general medical cost inflation, and costs associated with the Affordable Care Act.
 - Decrease in the actuarially determined defined benefit pension contribution of -8%, or -\$200,000, compared to FY 2014.
- Targeted growth (3.7% or \$463,627) in departmental maintenance and operations budgets (General Fund) that is primarily attributable to the following:
 - Increase in maintenance contracts of \$412,287 due primarily to: partial-year (assuming October 2014 move-in) property management services (including operational costs) for the new City Hall, Parking Garage, Park and Town Green (FY 2015 partial-year cost of \$305,000; annualized cost equals \$411,000); landscape maintenance costs for several GA 400 Interchanges (Haynes Bridge Road; Old Milton Parkway; Windward Parkway) that is being split 50/50 with the North Fulton CID (\$125,000 total); and forecasted inflationary rate increases in the citywide landscaping/parks maintenance contract including the addition of Milton Center (approximately \$8,000);

¹³ This represents the financial impact in FY 2015 (i.e. April-June 2015).

GENERAL FUND SUMMARY

increased funding for track rentals (vehicle maneuvering training for public safety personnel); partially offset through a forecasted reduction in red light camera lease payments.

- Increase in utilities of \$112,411 (electric, water and sewer, natural gas, etc.) due primarily to anticipated usage requirements of the new City Hall, Parking Garage, and Park/Town Green (including irrigation needs).
 - Increase in non-recurring expenses of \$48,900 for the citywide rebranding initiative (e.g. forms, publications, business cards, uniforms, etc.).
 - Decrease in fuel needs of -\$66,786 based on year-to-date usage trends coupled with an inflationary factor for price increases.
 - Decrease in equipment refresh (IT) of -\$54,339 as this activity is now accounted for within the city's IT Equipment Refresh Capital Account (Capital Project Fund).
 - Net increase of \$11,154 (total) in all other departmental maintenance and operations accounts (including \$30,000 in FY 2015 Operational Initiative funding for Downtown Seasonal Improvements¹⁴).
- The departmental operating capital/lease budget primarily represents funding for the city's capital lease obligations (fire trucks, finance software, public works and community development software, etc.).
 - The Other Uses category includes the following: contingency (approximately 1% of the operating budget); reallocation of Risk Management claims funding (this allocation represents funding for insurance premiums; funding for claims and administration/brokerage fees has been allocated to departments through the personnel services category); funding of debt service on the Gwinnett Technical College contribution (Alpharetta campus); and a continuation of funding for the Police Athletic League (\$35,000) and Friends of the Library (\$10,000).

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

¹⁴ Please refer to the Operating Initiatives section of the transmittal letter for more information.

SPECIAL REVENUE FUND SUMMARIES

Special Revenue Fund Summaries

Overview

The *Special Revenue Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2015 budgets for the city's Special Revenue Funds.

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

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

- **Fund Summary**

This section provides a brief description of the Fund as well as charts segmenting revenues by source (e.g. Charges for Services, Licenses & Permits, etc.) and expenditures by use (e.g. Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2014 and 2015. Revenues are presented by source and expenditures are presented by use.

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

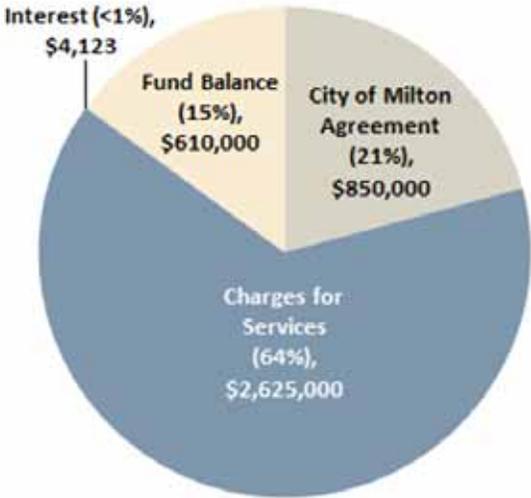
This statement provides a historical comparison of revenues and expenditures for fiscal years 2011-2015 as well as a forecast for fiscal years 2016-2017. Also included are changes in fund balance.

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

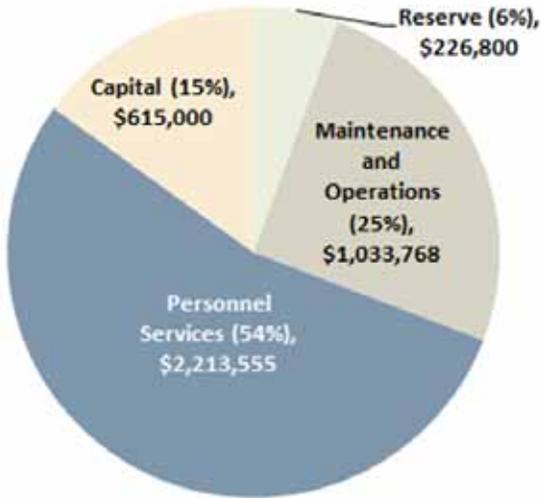
SPECIAL REVENUE FUND SUMMARIES

Emergency 911 Fund Summary

FY 2015 Budget: \$4,089,123



Revenues by Source



Expenditures by Use

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

Trends

The FY 2015 Budget for the E-911 Fund totals \$4,089,123 and represents a decrease of -32%, or -\$1,902,557, compared to FY 2014. The main driver of this variance is the reserve (i.e. available fund balance) budgeted in FY 2014¹⁵. After adjusting for the reserve, the true operational budget growth totals 4%. Funding for applicable service portions of the budget are split between Alpharetta and the City of Milton per Intergovernmental Agreement.

The Personnel Services category decreased -1.4%, or -\$32,032, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015; increases in group insurance premiums; which is partially mitigated through departmental turnover (and lower salary requirements).

¹⁵ Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. A portion of this Reserve was used to fund the city’s share of the North Fulton Radio Initiative. The carry-forward for FY 2015 will occur subsequent to adoption of the budget.

SPECIAL REVENUE FUND SUMMARIES

Authorized personnel total 26.0 FTEs.

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Communications Officer	12.0	14.0	14.0	14.0	14.0	-
Communications Shift Supervisor	4.0	5.0	5.0	5.0	5.0	-
Communications Training Coord. (Captain)	-	-	-	1.0	1.0	-
Public Safety Administrator (Battalion Chief)*	-	-	-	1.0	-	(1.0)
Division Chief - Technology*	-	-	-	-	1.0	1.0
Sr. Communications Officer	4.0	4.0	4.0	4.0	4.0	-
IT Systems Administrator	1.0	1.0	1.0	1.0	1.0	-
	21.0	24.0	24.0	26.0	26.0	-

* Position reclassification occurred during FY 2014.

The Maintenance and Operations category increased 9.9%, or \$92,873, due primarily to the following activity:

- Increase in professional services (IT) of \$64,479 due primarily to additional funding for OSSI (Public Safety Software) to reflect the actual number of licenses the city uses (prior years were based on an artificially low estimate);
- Increase in small equipment of \$10,000 based on historical small equipment replacement needs (e.g. new printers, computer components, etc.);
- Increase in non-recurring expenses of \$8,204 for the citywide rebranding initiative (e.g. forms, publications, uniforms, etc.); and
- Increase in communications expense of \$10,000 due to increases in Bellsouth/wireless subscription (phase 2) service costs.

The Capital category includes funding totaling \$615,000 for radio replacements (\$585,000), programming/design of an E-911 Facility Expansion (\$25,000), with the remaining portion comprising general capital equipment needs.

The Other category includes operational funding totaling \$226,800 in reserve to cover potential salary reclassifications and/or future City Council approved initiatives.



E-911 Call Center

SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2014 Amended Budget	FY 2015 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
E-911 Service Fees (land lines)	\$ 920,000	\$ 1,275,000	\$ 355,000	38.6%
E-911 Service Fees (cell phones)	1,327,000	1,350,000	23,000	1.7%
Intergovernmental:				
City of Milton	1,096,262	850,000	(246,262)	-22.5%
Interest	3,085	4,123	1,038	33.6%
Other Financing Sources: (2)				
Budgeted Fund Balance ("FB")	2,645,333	610,000	(2,035,333)	-76.9%
Total Revenues (All Sources): (1)	\$ 5,991,680	\$ 4,089,123	\$ (1,902,557)	-31.8%
Personnel Services:				
Salaries	\$ 1,522,844	\$ 1,488,437	\$ (34,407)	-2.3%
Benefits	722,743	725,118	2,375	0.3%
Maintenance and Operations:				
Communications	405,000	415,000	10,000	2.5%
Maintenance Contracts	153,878	158,300	4,422	2.9%
Professional Services (IT)	160,813	225,292	64,479	40.1%
Utilities	56,000	49,250	(6,750)	-12.1%
Miscellaneous	165,204	185,926	20,722	12.5%
Capital:				
Capital (3)	165,000	615,000	450,000	272.7%
North Fulton Radio System (COA)	2,411,262	-	(2,411,262)	-100.0%
Other Uses: (2)				
Non-Allocated/Reserve	228,936	226,800	(2,136)	-0.9%
Transfer to Capital Project Fund	-	-	-	100.0%
Total Expenditures (All Uses): (1)	\$ 5,991,680	\$ 4,089,123	\$ (1,902,557)	-31.8%

Personnel (full-time-equivalent)	26.0	26.0
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Notes:

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance and Non-Allocated/Reserves. The true operational budget growth after adjusting for non-operating items approximates 4%.

(2) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2015 will occur subsequent to adoption of the budget. FY 2015 Reserve is allocated to cover capital initiatives as well as future Council approved initiatives.

(3) The FY 2014 budget included one-time funding for Fire Dispatch Protocols/Accreditation (\$125,000) and the purchase of 6 radios by the Police Reserve Unit (\$35,000). The FY 2015 budget includes \$585,000 for radio replacements and \$25,000 for programming/design of the E-911 Facility Expansion. Please refer to the Capital Initiatives section of this document for more information.

SPECIAL REVENUE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
Beginning Fund Balance:	\$ 2,921,114	\$ 1,915,839	\$ 2,486,265	\$ 3,325,908	\$ 909,511	\$ 299,511	\$ 299,511
Revenues:							
Charges for Services	\$ 2,280,641	\$ 2,313,371	\$ 2,486,737	\$ 2,247,000	\$ 2,625,000	\$ 2,703,750	\$ 2,784,863
Interest	3,488	5,624	5,268	3,085	4,123	4,247	4,374
City of Milton Agreement	535,797	535,370	833,939	1,096,262	850,000	875,500	901,765
Other	-	-	-	-	-	-	-
	<u>\$ 2,819,927</u>	<u>\$ 2,854,365</u>	<u>\$ 3,325,943</u>	<u>\$ 3,346,347</u>	<u>\$ 3,479,123</u>	<u>\$ 3,583,497</u>	<u>\$ 3,691,002</u>
Expenditures:							
Public Safety	\$ 2,050,158	\$ 2,283,939	\$ 2,486,300	\$ 5,762,744	\$ 4,089,123	\$ 3,583,497	\$ 3,691,002
	<u>\$ 2,050,158</u>	<u>\$ 2,283,939</u>	<u>\$ 2,486,300</u>	<u>\$ 5,762,744</u>	<u>\$ 4,089,123</u>	<u>\$ 3,583,497</u>	<u>\$ 3,691,002</u>
Other Financing Sources (Uses):							
Interfund Transfer:							
(2) General Fund (subsidy/other)	\$ (1,775,043)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	-	-	-	-	-	-	-
	<u>\$ (1,775,043)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Adjustments/Reconciliation:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	<u>\$ 1,915,839</u>	<u>\$ 2,486,265</u>	<u>\$ 3,325,908</u>	<u>\$ 909,511</u>	<u>\$ 299,511</u>	<u>\$ 299,511</u>	<u>\$ 299,511</u>
<i>Changes in Fund Balance (actual/est.) (2)</i>	<i>\$ (1,005,275)</i>	<i>\$ 570,426</i>	<i>\$ 839,643</i>	<i>\$ (2,416,397)</i>	<i>\$ (610,000)</i>	<i>\$ (0)</i>	<i>\$ (0)</i>
<i>Personnel (full-time-equivalent) (3)</i>	<i>21.0</i>	<i>21.0</i>	<i>24.0</i>	<i>26.0</i>	<i>26.0</i>		

Notes:

- (1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.
- FY 2011: The General Fund has contributed \$1,775,043 to the E-911 Fund since fiscal year 2005. The contributions were made for budgeting purposes but were not needed as sufficient cash existed at the fund level. The decline in fund balance in FY 2011 represents repayment to the General Fund at 0% interest.
- (2) FY 2014: The city appropriated approximately \$2.5 million from Reserve (e.g. fund balance) to fund a portion of the city's share of the North Fulton Radio System initiative. This initiative is 100% funded by the City of Alpharetta and is being tracked in a separate project (PEM01) to ensure transparency.
- FY 2015: This funding is being utilized for capital initiatives including radio replacements and programming/design of an E-911 Facility expansion.
- (3) FY 2014 includes the reorganization of two full-time positions (Public Safety Administrator and Communications Training Coordinator) from the General Fund to the E-911 Fund as their job functions represent E-911 activities.

SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2014 Amended Budget	FY 2015 Adopted Budget	\$ Variance	% Variance
Charges for Services:				
Impact Fees (streets/highways)	\$ 15,000	\$ 15,000	\$ -	0.0%
Impact Fees (recreation/parks)	15,000	15,000	-	0.0%
Impact Fees (public safety)	15,000	15,000	-	0.0%
Interest	1,350	1,350	-	0.0%
Other Financing Sources:				
Budgeted Fund Balance	796,084	-	(796,084)	-100.0%
Total Revenues (All Sources):	\$ 842,434	\$ 46,350	\$ (796,084)	-94.5%
Non-Departmental/Other Uses:				
Impact Fee Administration	1,350	1,350	-	0.0%
(1) Non-Allocated/Reserve	841,084	45,000	(796,084)	-94.6%
Total Expenditures (All Uses):	\$ 842,434	\$ 46,350	\$ (796,084)	-94.5%

Notes:

(1) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2015 will occur subsequent to adoption of the budget.

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
Beginning Fund Balance:	\$ 713,109	\$ 457,293	\$ 641,594	\$ 796,085	\$ 841,085	\$ 886,085	\$ 948,545
Revenues:							
Charges for Services	\$ 251,116	\$ 468,657	\$ 158,038	\$ 45,000	\$ 45,000	\$ 63,000	\$ 88,200
Interest	602	1,304	1,194	1,350	1,350	1,350	1,350
	\$ 251,718	\$ 469,961	\$ 159,232	\$ 46,350	\$ 46,350	\$ 64,350	\$ 89,550
Expenditures:							
Non-Departmental	\$ 7,533	\$ 14,060	\$ 4,741	\$ 1,350	\$ 1,350	\$ 1,890	\$ 2,646
	\$ 7,533	\$ 14,060	\$ 4,741	\$ 1,350	\$ 1,350	\$ 1,890	\$ 2,646
Other Financing Sources (Uses):							
Interfund Transfer:							
Debt Service Fund	\$ 500,000	\$ 271,600	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 500,000	\$ 271,600	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	\$ 457,293	\$ 641,594	\$ 796,085	\$ 841,085	\$ 886,085	\$ 948,545	\$ 1,035,449

<i>Changes in Fund Balance (actual/est.)</i>	\$ (255,816)	\$ 184,301	\$ 154,491	\$ 45,000	\$ 45,000	\$ 62,460	\$ 86,904
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Notes:

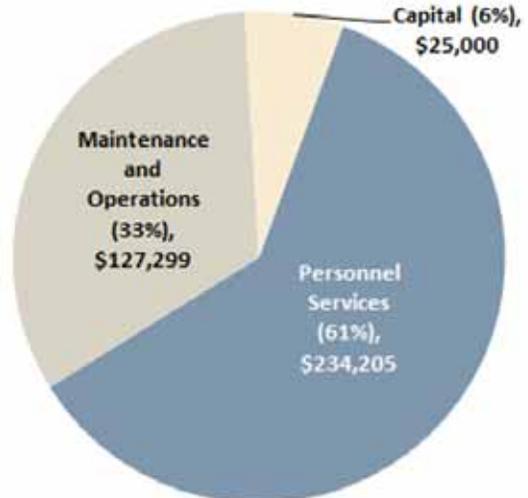
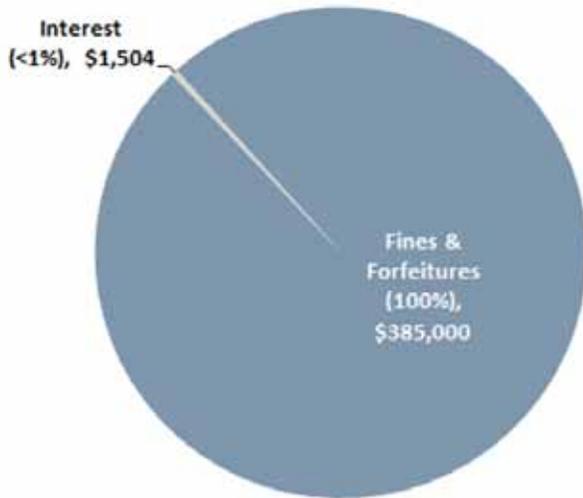
(1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.

Impact Fee monies for FY's 2011-2012 were transferred to the Debt Service Fund to offset debt service on general obligation bonds issued to fund system improvements (recreation/parks, streets, and public safety). Impact Fees in FY's 2013-2015 are being reserved for future system improvements.

SPECIAL REVENUE FUND SUMMARIES

Drug Enforcement Agency Fund Summary

FY 2015 Budget: \$386,504



Revenues by Source
Expenditures by Use

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

Trends

The City created a Special Investigations Unit (SIU) in FY 2014. In accordance with forfeiture law, the City is utilizing DEA funds to replace three of the officer positions allocated to the SIU. In the event that seizure funding is insufficient to cover costs in a given year, the General Fund would provide a subsidy to cover any unfunded costs.

Authorized personnel total 3 FTEs.

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Officer	-	-	-	3.0	3.0	-
	-	-	-	3.0	3.0	-

SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2014 Amended Budget	FY 2015 Adopted Budget	\$ Variance	% Variance
Fines and Forfeitures (1)	\$ 585,000	\$ 385,000	\$ (200,000)	-34.19%
Interest	500	1,504	1,004	200.80%
Other Financing Sources:				
Budgeted Fund Balance	2,116,148	-	(2,116,148)	-100.00%
Total Revenues (All Sources): (2)	\$ 2,701,648	\$ 386,504	\$ (2,315,144)	-85.69%
Personnel Services (3)	\$ 212,249	\$ 234,205	\$ 21,956	100.00%
Maintenance and Operations (3)	181,311	127,299	(54,012)	-29.79%
Capital (3)	1,525,136	25,000	(1,500,136)	-98.36%
Other Uses:				
Non-Allocated/Reserve (4)	782,952	-	(782,952)	0.00%
Total Expenditures (All Uses):	\$ 2,701,648	\$ 386,504	\$ (2,315,144)	-85.69%

Notes:

(1) In past years, the annual budget relied primarily upon available fund balance (i.e. revenue collections in excess of expenditures/commitments). The FY 2014-2015 Budgets include an operational estimate of revenue collections.

(2) Includes non-operating revenue and expenditures such as Budgeted Fund Balance and Non-Allocated/Reserves. The true operation budget variance after adjusting for non-operating items approximates -34%.

(3) FY 2014 appropriations included startup funding for a Special Investigations Unit and associated equipment. FY 2015 appropriations represent baseline operational needs which is lower than the year one startup costs.

(4) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2015 will occur subsequent to adoption of the budget.

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
Beginning Fund Balance:	\$ 804,469	\$ 1,281,939	\$ 1,714,846	\$ 2,116,149	\$ 782,953	\$ 782,953	\$ 782,953
Revenues:							
Fines and Forfeitures	\$ 1,125,215	\$ 884,937	\$ 569,929	\$ 585,000	\$ 385,000	\$ 462,000	\$ 554,400
Interest	2,019	450	3	500	1,504	1,519	1,534
Sale of Capital Assets	-	13,700	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
	\$ 1,127,234	\$ 899,086	\$ 569,932	\$ 585,500	\$ 386,504	\$ 463,519	\$ 555,934
Expenditures:							
Public Safety	\$ 649,764	\$ 466,180	\$ 168,629	\$ 1,918,696	\$ 386,504	\$ 463,519	\$ 555,934
	\$ 649,764	\$ 466,180	\$ 168,629	\$ 1,918,696	\$ 386,504	\$ 463,519	\$ 555,934
Ending Fund Balance: (1),(2)	\$ 1,281,939	\$ 1,714,846	\$ 2,116,149	\$ 782,953	\$ 782,953	\$ 782,953	\$ 782,953
<i>Changes in Fund Balance (actual/est.)</i>	\$ 477,470	\$ 432,907	\$ 401,303	\$ (1,333,196)	\$ -	\$ -	\$ -

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 2014 fund balance is being used for capital initiatives (e.g. North Fulton Radio Initiative, Jail Door Lock improvements, etc.).

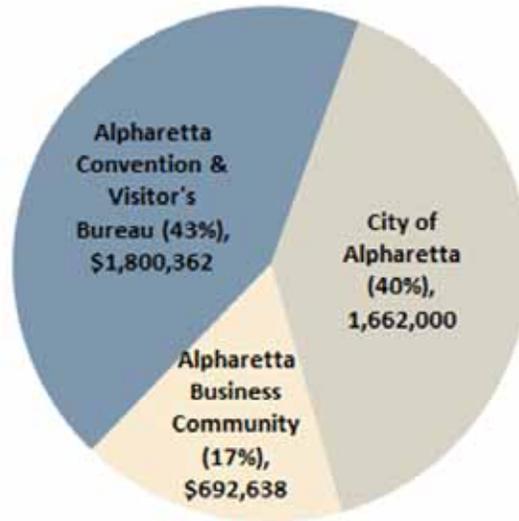
SPECIAL REVENUE FUND SUMMARIES

Hotel/Motel Fund Summary

FY 2015 Budget: \$4,155,000



Revenues by Source

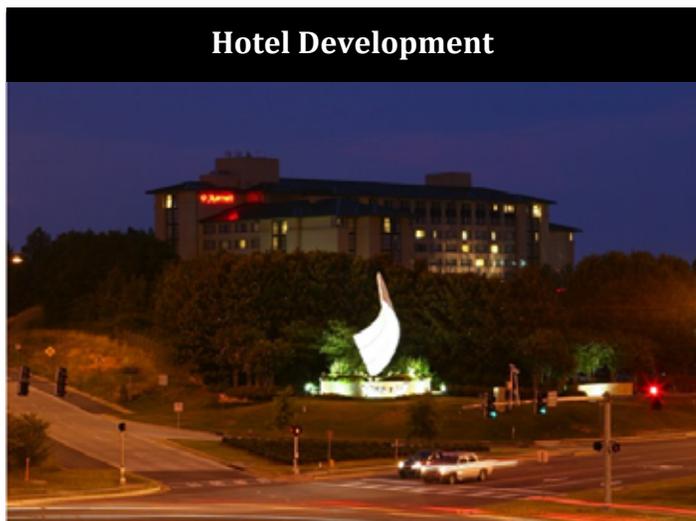


Expenditures by Use

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

Trends

The FY 2015 budget for the Hotel/Motel Fund totals \$4,155,000 and represents an increase of 12% (budget to budget) over FY 2014 due primarily to an increase in business spending on travel and training. Specifically, year-to-date collections are trending 7% higher than FY 2013 and are estimated to total \$4.1 million by year-end. The city (General Fund) receives 40% of this revenue.



SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2014 Amended Budget	FY 2015 Adopted Budget	\$ Variance	% Variance
Other Taxes:				
Hotel/Motel Taxes	\$ 3,700,000	\$ 4,155,000	\$ 455,000	12.3%
Interest:	-	-	-	100.0%
Other:				
Budgeted Fund Balance	11,116	-	(11,116)	-100.0%
Total Revenues (All Sources):	\$ 3,711,116	\$ 4,155,000	\$ 443,884	12.0%
Other Uses:				
Alpharetta Business Community	\$ 618,643	\$ 692,638	\$ 73,995	12.0%
Alpharetta Convention & Visitor's Bureau	1,608,027	1,800,362	192,335	12.0%
City of Alpharetta	1,484,446	1,662,000	177,554	12.0%
Reserve	-	-	-	-
Total Expenditures (All Uses):	\$ 3,711,116	\$ 4,155,000	\$ 443,884	12.0%

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%).

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
Beginning Fund Balance:	\$ 10,947	\$ 10,947	\$ 11,083	\$ 11,117	\$ 1	\$ 1	\$ 1
Revenues:							
Other Taxes	\$ 3,133,641	\$ 3,364,193	\$ 3,862,249	\$ 3,700,000	\$ 4,155,000	\$ 4,279,650	\$ 4,408,040
Interest	-	136	34	-	-	-	-
	\$ 3,133,641	\$ 3,364,329	\$ 3,862,284	\$ 3,700,000	\$ 4,155,000	\$ 4,279,650	\$ 4,408,040
Expenditures:							
Alpharetta Business Community	\$ 522,378	\$ 571,913	\$ 643,827	\$ 618,643	\$ 692,638	\$ 713,418	\$ 734,820
Alpharetta Convention & Visitor's Bureau	1,357,807	1,446,603	1,673,523	1,608,027	1,800,362	1,854,372	1,910,004
City of Alpharetta	1,253,457	1,345,677	1,544,900	1,484,446	1,662,000	1,711,860	1,763,216
	\$ 3,133,641	\$ 3,364,193	\$ 3,862,249	\$ 3,711,116	\$ 4,155,000	\$ 4,279,650	\$ 4,408,040
Ending Fund Balance:	\$ 10,947	\$ 11,083	\$ 11,117	\$ 1	\$ 1	\$ 1	\$ 1
<i>Changes in Fund Balance (actual/es)</i>	<i>\$ (0)</i>	<i>\$ 136</i>	<i>\$ 34</i>	<i>\$ (11,116)</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>

Notes:

This Fund is not intended to accumulate Fund Balance. All revenue is to be distributed to the participating entities based on their relative share. As such, the FY 2014 budget includes the distribution of a minor accumulated fund balance total to the participating entities.

SPECIAL REVENUE FUND SUMMARIES



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Enterprise Fund Summary

Overview

The *Enterprise Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2015 budget for the city's Solid Waste Fund.

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

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

- **Fund Summary**

This section provides a brief description of the Solid Waste Fund as well as charts segmenting revenues by source (e.g. Charges for Services, Interest, etc.) and expenditures by use (e.g. Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2014 and 2015. Revenues are presented by source and expenditures are presented by use.

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

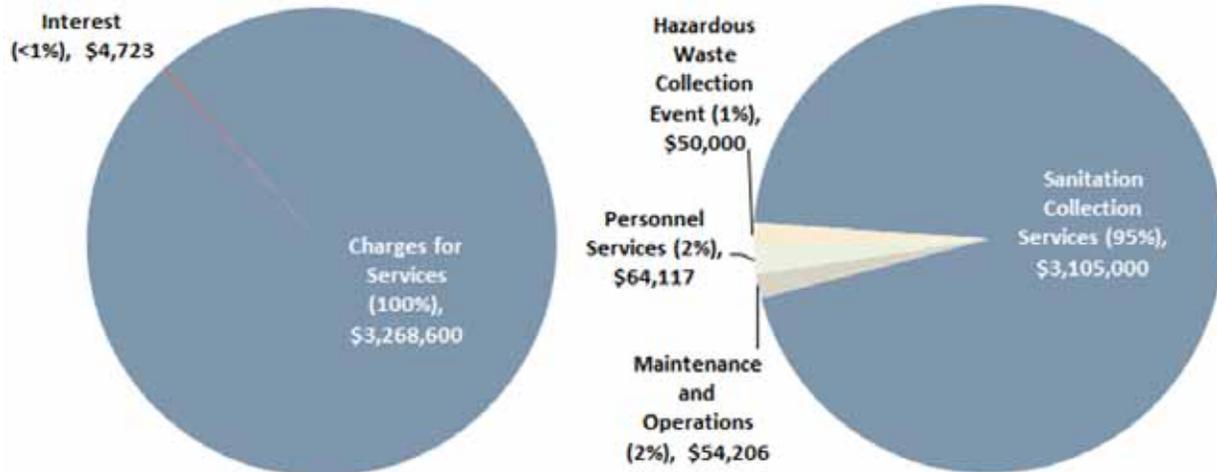
This statement provides a historical comparison of revenues and expenditures for fiscal years 2011-2015 as well as a forecast for fiscal years 2016-2017. Also included are changes in fund balance.

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

ENTERPRISE FUND SUMMARY

Solid Waste Fund Summary

FY 2015 Budget: \$3,273,323



Revenues by Source

Expenditures by Use

The Solid Waste Fund accounts for fees received from users of the city's residential solid waste program (i.e. garbage, yard waste, and recycling collection). Services are provided on a user charge basis and managed through a contract with a private operator. The Finance Department manages the Solid Waste Program including billing, collection, and customer service functions.

Commercial solid waste customers are authorized to contract for commercial solid waste collection and disposal services from any contractor that has obtained a solid waste collection permit from the city.

Trends

The FY 2015 Budget for the Solid Waste Fund totals \$3,273,323 and represents a decrease of -9.1%, or -\$328,754, compared to FY 2014. The main driver of this variance is the reserve (i.e. available fund balance) budgeted in FY 2014. After adjusting for the reserve, the true operational budget growth totals 1.7%.

The Personnel Services category increased 11.1%, or \$6,407, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015 and increases in group insurance premiums/coverage elections.

ENTERPRISE FUND SUMMARY

Authorized personnel total 1.0 FTE and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Financial Services Representative	1.0	-	-	-	-	-
Customer Account Representative	-	1.0	1.0	1.0	1.0	-
	1.0	1.0	1.0	1.0	1.0	-

The Maintenance & Operations category increased 1.6%, or \$51,206, due to an increase in estimated sanitation collection fees (variance due to customer base; not an increase in rates).



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ENTERPRISE FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2014 Amended Budget	FY 2015 Adopted Budget	\$ Variance	% Variance
Licenses and Permits:				
Solid Waste Permits	\$ -	\$ -	\$ -	0.00%
Charges for Services:				
Solid Waste Collection Fees	2,810,000	3,220,000	410,000	14.59%
Solid Waste Tag Fees	300	300	-	0.00%
Solid Waste Commercial Hauler Fees	23,000	23,000	-	0.00%
Recycling Collection Fees	350,000	-	(350,000)	-100.00%
Solid Waste Fees (Penalties/Interest)	29,000	25,000	(4,000)	-13.79%
Bad Check Fees	300	300	-	0.00%
Interest	3,110	4,723	1,613	51.86%
Other:				
Miscellaneous Revenue	-	-	-	0.00%
Other Financing Sources:				
Budgeted Fund Balance	386,367	-	(386,367)	-100.00%
Total Revenues (All Sources): (1)	\$ 3,602,077	\$ 3,273,323	\$ (328,754)	-9.13%
Personnel Services:				
Salaries	\$ 40,104	\$ 40,273	\$ 169	0.42%
Benefits	17,606	23,844	6,238	35.43%
Maintenance & Operations:				
Professional Fees	3,112,500	3,157,500	45,000	1.45%
Miscellaneous	45,500	51,706	6,206	13.64%
Capital/Other Uses:				
Tyler/Munis Billing Software	4,808	-	(4,808)	-100.00%
Non-Allocated/Reserve (2)	381,559	-	(381,559)	-100.00%
Total Expenditures (All Uses): (1)	\$ 3,602,077	\$ 3,273,323	\$ (328,754)	-9.13%
<i>Personnel (full-time-equivalent)</i>	<i>1.0</i>	<i>1.0</i>		

Notes:

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance and Non-Allocated/Reserves. The true operational budget growth after adjusting for non-operating items approximates 1.7%.

(2) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2015 will occur subsequent to adoption of the budget.

ENTERPRISE FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
Beginning Fund Balance:	\$ 956,834	\$ 995,793	\$ 1,016,648	\$ 1,026,865	\$ 1,022,057	\$ 1,022,057	\$ 1,054,791
Revenues:							
Licenses and Permits	\$ 51	\$ -	\$ 528	\$ -	\$ -	\$ -	\$ -
Charges for Services	3,083,682	3,160,503	3,203,791	3,212,600	3,268,600	3,333,972	3,400,651
Interest	3,428	4,479	3,090	3,110	4,723	4,817	4,914
Miscellaneous Revenue	4	-	(1)	-	-	-	-
	<u>\$ 3,087,164</u>	<u>\$ 3,164,982</u>	<u>\$ 3,207,408</u>	<u>\$ 3,215,710</u>	<u>\$ 3,273,323</u>	<u>\$ 3,338,789</u>	<u>\$ 3,405,565</u>
Expenditures:							
Solid Waste Operations	\$ 3,048,205	\$ 3,144,127	\$ 3,197,191	\$ 3,220,518	\$ 3,273,323	\$ 3,306,056	\$ 3,339,117
	<u>\$ 3,048,205</u>	<u>\$ 3,144,127</u>	<u>\$ 3,197,191</u>	<u>\$ 3,220,518</u>	<u>\$ 3,273,323</u>	<u>\$ 3,306,056</u>	<u>\$ 3,339,117</u>
Other Financing Sources (Uses):							
Interfund Transfer:							
General Fund (subsidy/other)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Adjustments/Reconciliation:	-	-	-	-	-	-	-
Ending Fund Balance: (1)	<u>\$ 995,793</u>	<u>\$ 1,016,648</u>	<u>\$ 1,026,865</u>	<u>\$ 1,022,057</u>	<u>\$ 1,022,057</u>	<u>\$ 1,054,791</u>	<u>\$ 1,121,239</u>
<i>Changes in Fund Balance (actual/est)</i>	\$ 38,959	\$ 20,855	\$ 10,217	\$ (4,808)	\$ -	\$ 32,733	\$ 66,448
<i>Personnel (full-time-equivalent)</i>	1.0	1.0	1.0	1.0	1.0		

Notes:

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

The forecasted \$4,808 reduction in fund balance in FY 2014 is funding for the acquisition and implementation of new billing software for sanitation (e.g. Munis billing software).

INTERNAL SERVICE FUND SUMMARY

Internal Service Fund Summary

Overview

The *Internal Service Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2015 budget for the Risk Management Fund. The Risk Management Fund was established in fiscal year 2010 to allow for the effective and efficient tracking of Risk Management activities.

Internal Service Funds are used to accumulate and allocate costs internally among the city's various functions and utilizes the accrual basis of budgeting and accounting.

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

- **Fund Summary**

This section provides a brief description of the Risk Management Fund as well as charts segmenting revenues by source (e.g. Charges for Services, Interest, etc.) and expenditures by use (e.g. Maintenance & Operations, Other, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2014 and 2015. Revenues are presented by source and expenditures are presented by use.

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

This statement provides a historical comparison of revenues and expenditures for fiscal years 2011-2015 as well as a forecast for fiscal years 2016-2017. Also included are changes in fund balance.

INTERNAL SERVICE FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2014 Amended Budget	FY 2015 Adopted Budget	\$ Variance	% Variance
Charges for Services				
Risk Fund	\$ 1,075,800	\$ 1,115,000	\$ 39,200	3.6%
Interest Earnings	1,200	1,200	-	100.0%
Other:				
Budgeted Fund Balance	646,620	-	(646,620)	-100.0%
Total Revenues (All Sources):	\$ 1,723,620	\$ 1,116,200	\$ (607,420)	-35.2%
Maintenance & Operations: (1)				
Professional Services	\$ 125,000	\$ 125,000	\$ -	0.0%
Vehicle Insurance	110,000	113,500	3,500	3.2%
Property and Equipment Insurance	64,500	67,500	3,000	4.7%
General Liability Insurance	85,000	70,000	(15,000)	-17.6%
Law Enforcement Liability Insurance	135,000	101,000	(34,000)	-25.2%
Public Entity Liability Insurance	30,000	57,000	27,000	90.0%
Workers Comp. Excess Liability	63,000	71,000	8,000	12.7%
Employee Benefits Liability Insurance	500	-	(500)	-100.0%
Criminal Liability Insurance	4,000	4,200	200	100.0%
Umbrella Liability Insurance	75,000	62,000	(13,000)	-17.3%
Claims and Judgments	450,000	445,000	(5,000)	-1.1%
Other Uses: (2),(3)				
Reserve	581,620	-	(581,620)	-100.0%
Total Expenditures (All Uses):	\$ 1,723,620	\$ 1,116,200	\$ (607,420)	-35.2%

Notes:

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

(2) Includes non-operating revenue and expenditures such as Budgeted Fund Balance and Reserve. The true operational budget variance after adjusting for non-operating accounts approximates -2.3%.

(3) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2015 will occur subsequent to adoption of the budget.

INTERNAL SERVICE FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
Beginning Fund Balance:	\$ 3,521	\$ 383,598	\$ 776,140	\$ 646,621	\$ 581,621	\$ 581,621	\$ 581,621
Revenues:							
Charges for Services	\$ 480,698	\$ 769,000	\$ 1,169,500	\$ 1,075,800	\$ 1,115,000	\$ 1,127,362	\$ 1,138,636
Interest Earnings	-	649	1,765	1,200	1,200	-	-
Other:							
Insurance Proceeds	110,086	56,631	57,176	-	-	-	-
	<u>\$ 590,784</u>	<u>\$ 826,279</u>	<u>\$ 1,228,441</u>	<u>\$ 1,077,000</u>	<u>\$ 1,116,200</u>	<u>\$ 1,127,362</u>	<u>\$ 1,138,636</u>
Expenditures:							
Maintenance & Operations:							
Workers Comp. Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	135,123	81,526	125,419	125,000	125,000	126,250	127,513
Vehicle Insurance	103,088	102,408	121,475	110,000	113,500	114,635	115,781
Property and Equipment Insurance	49,034	59,963	62,063	64,500	67,500	68,175	68,857
General Liability Insurance	77,120	77,963	80,774	85,000	70,000	70,700	71,407
Law Enforcement Liability Insurance	112,825	124,969	141,141	135,000	101,000	102,010	103,030
Public Entity Liability Insurance	26,439	26,904	33,287	30,000	57,000	57,570	58,146
Workers Comp. Excess Liability	53,208	58,302	67,998	63,000	71,000	71,710	72,427
Employee Benefits Liability	428	428	450	500	-	-	-
Criminal Liability Insurance	3,085	3,785	-	4,000	4,200	4,242	4,284
Umbrella Liability Insurance	71,637	72,778	76,316	75,000	62,000	62,620	63,246
Claims and Judgments	305,021	217,211	649,036	450,000	445,000	449,450	453,945
	<u>\$ 937,008</u>	<u>\$ 826,238</u>	<u>\$ 1,357,960</u>	<u>\$ 1,142,000</u>	<u>\$ 1,116,200</u>	<u>\$ 1,127,362</u>	<u>\$ 1,138,636</u>
Other Financing Sources (Uses):							
Interfund Transfer:							
General Fund	\$ 726,300	\$ 392,500	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>\$ 726,300</u>	<u>\$ 392,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Ending Fund Balance: (1),(2)	<u>\$ 383,598</u>	<u>\$ 776,140</u>	<u>\$ 646,621</u>	<u>\$ 581,621</u>	<u>\$ 581,621</u>	<u>\$ 581,621</u>	<u>\$ 581,621</u>
<i>Changes in Fund Balance (actual/est.) (3)</i>	\$ 380,077	\$ 392,541	\$ (129,519)	\$ (65,000)	\$ -	\$ -	\$ -

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



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CAPITAL PROJECT FUND SUMMARIES

Capital Project Fund Summaries

Overview

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

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



Big Creek Greenway



Wills Park

A capital project generally is defined as an expenditure that has an expected useful life of more than three years with an estimated total cost of \$25,000 or more, or an improvement/ addition to an existing capital asset. Examples include building/ infrastructure construction, park improvements, streetscapes, land acquisitions, vehicles, etc. Capital projects are budgeted primarily in the city's capital project funds with the main exception

being those capital renewal & replacement projects that are funded annually in the General Fund (discussed below). Please refer to the *Financial Management Policies* section of this document for more information on the city's Capital Improvement Plan.

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

CAPITAL PROJECT FUND SUMMARIES

Capital Project Fund is presented as new appropriation activity was approved for FY 2015. All capital project funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects and remains in full-effect until project completion or re-allocation by City Council. As such, these appropriations are not reflected in this budget document but are reflected in the city's monthly financial management reports and can be accessed at www.alpharetta.ga.us. The capital project funds utilize the modified accrual basis of budgeting and accounting.

The following section provides a brief narrative of the city's capital project funds.

- **Capital Project Fund:** This fund accounts for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities, with a value in excess of \$25,000. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Appropriations are perpetual with only new appropriations recognized in the annual budget.
- A photograph showing two police officers in uniform riding motorcycles on a paved road. The motorcycles are white with blue accents and have 'POLICE' written on them. The background shows a grassy area and trees.
- Police Motorcycles**
- **Capital Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the city. Matching funds, which represents the city's financial investment, are also recorded within this fund. This fund accounts for capital grants only. Operating grant proceeds are recorded within the Operating Grants Fund.
 - **City Center Capital Project Fund:** This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2012. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.
- A photograph of a construction site for sidewalk improvements. In the foreground, there is a concrete sidewalk with a circular manhole cover. A large white dump truck is parked on the right side of the road. In the background, there is a yellow excavator and orange safety barriers. The area is partially covered with orange safety netting.
- Sidewalk Improvements**

CAPITAL PROJECT FUND SUMMARIES

Funding Methodology

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

- **Proper Use of Fund Balance**

General Fund: Based on audited financial statements for the year ended June 30, 2013, the city's fund balance totaled \$21 million. Of this amount, approximately \$5.7 million was appropriated in the FY 2014 Budget for capital/one-time initiatives and \$11.2 million has been designated as an emergency account based on a conservative policy of 21% of total appropriations (i.e. roughly 2½ months of operating expenditures). It has been the city's policy to utilize the remaining fund balance above the emergency requirement for one-time capital expenditures. Available capital/one-time initiative funding for FY 2015 totals \$4.1 million.

- **Funding Recurring Capital from Operating Budget**

FY 2015 includes appropriations totaling \$3.4 million within the General Fund for capital initiatives. The capital funding includes \$2.4 million for recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment replacement, drainage maintenance, etc.) and \$955,000 for additional pay-as-you-go capital funding.

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

- **Debt Funding:** Debt obligations are primarily reserved for large scale capital projects when it is appropriate to achieve a fair allocation of costs between current and future beneficiaries. The voter approved City Center Bonds (Series 2012) represents a prime example (Please refer to the Debt Service Fund write-up under the *Capital and Debt* tab for a detailed description of the City Center Bonds).



Fire Engine #3



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CAPITAL PROJECT FUND SUMMARIES

FY 2015 Capital Funding

The FY 2015 Budget includes funding of \$10.1 million for capital initiatives. As part of the capital planning process, departments submitted capital/one-time initiative funding requests totaling \$12.7 million. Recommended capital projects total \$9 million with an additional \$1.1 million set aside for future capital initiatives.

FY 2015 Capital Improvement Program Source and Use

	General Fund	E-911 Fund	Capital		ABC Contribution	Total
			Project Fund			
Sources:						
Available Fund Balance	\$ 4,086,612	\$ 610,000	\$ 935,450		\$ -	\$ 5,632,062
(1) Recurring Capital Program	2,425,000	-	-		-	2,425,000
Pay-as-you-go Capital Contributions	955,500	-	-		1,105,000	2,060,500
	\$ 7,467,112	\$ 610,000	\$ 935,450		\$ 1,105,000	\$ 10,117,562
Uses:						
(2) Capital	\$ 7,298,112	\$ 610,000	\$ -		\$ 1,105,000	\$ 9,013,112
	\$ 7,298,112	\$ 610,000	\$ -		\$ 1,105,000	\$ 9,013,112
Reserve:						
Future Capital/one-time Initiatives	\$ 169,000	\$ -	\$ 935,450		\$ -	\$ 1,104,450

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

(2) All Capital Initiative funding will be transferred and accounted for within the Capital Project Fund and the E-911 Fund.

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.

Investment by Department/Entity	Fiscal Year						Total
	2015 New	2015 Existing	2016	2017	2018	2019	
General Government	\$ 92,500	\$ 221,728	\$ 211,649	\$ 201,571	\$ 191,492	\$ 181,414	\$ 1,100,353
Information Technology	632,362	52,962	50,555	48,147	45,740	43,332	873,098
Public Safety	1,460,000	238,740	227,888	217,036	206,184	195,332	2,545,180
Public Works	4,894,250	15,555,347	1,518,927	1,446,597	1,374,268	1,301,938	26,091,327
Recreation and Parks	754,000	256,452	244,795	233,138	221,481	209,824	1,919,689
Community Development	75,000	89,815	85,733	81,650	77,568	73,485	483,250
Alpharetta Business Community	1,105,000	503,375	480,494	457,614	434,733	411,852	3,393,069
	\$ 9,013,112	\$16,918,418	\$ 2,820,040	\$ 2,685,753	\$ 2,551,465	\$ 2,417,178	\$36,405,966
Reserve for Future Capital	1,104,450						
Appropriations	\$10,117,562						
Net Impact to Operations Budget	\$ 5,000						

\$14M associated with the City Center project.

CAPITAL PROJECT FUND SUMMARIES

FY 2015 Capital Project Listing

The following section provides both a (1) summary list of FY 2015 capital investment and (2) a detailed narrative of each capital project.

	E-911 Fund	Capital Projects Fund	Total
City Administration			
Local Job Creation Grant Program	\$ -	\$ 20,000	\$ 20,000
Downtown Seasonal Improvements (City Center)	-	25,000	25,000
Alpharetta History Room Design Services (City Center)	-	40,000	40,000
"Shop-Local" initiative for Downtown	-	7,500	7,500
Subtotal	\$ -	\$ 92,500	\$ 92,500
Community Development			
Recurring Fleet Replacement (F-150)	\$ -	\$ 25,000	\$ 25,000
Archive Filing and Scanning	-	50,000	50,000
Subtotal	\$ -	\$ 75,000	\$ 75,000
Public Works			
Recurring Traffic Signal System Maintenance	\$ -	\$ 35,000	\$ 35,000
Recurring Milling and Resurfacing	-	1,890,000	1,890,000
Recurring Traffic Control Equipment	-	75,000	75,000
Recurring Traffic Striping and Signage	-	200,000	200,000
Recurring Traffic Calming/Intersection Safety Improvements	-	37,500	37,500
Recurring Bridge Maintenance	-	250,000	250,000
Recurring Tree Planting and Landscape Improvements	-	75,000	75,000
Recurring Stormwater Maintenance	-	200,000	200,000
Recurring Stormwater Studies/Designs	-	300,000	300,000
Recurring Fleet Replacement (F-150 Extended Cab)	-	32,000	32,000
Recurring Fleet Replacement (F-750 Box Dump Truck)	-	90,000	90,000
Encore Parkway	-	1,105,000	1,105,000
Broadwell Rd at Rucker Rd Intersection Improvements	-	160,000	160,000
Milton Ave at Old Roswell St Intersection Improvements	-	75,000	75,000
New Vehicle Detection at Windward Pkwy Interchange	-	40,000	40,000
Rucker Road Corridor Improvements (ROW)	-	50,000	50,000
Sidewalk Improvements (Unallocated)	-	687,000	687,000
Storm Inventory/GIS Update	-	450,000	450,000
Big Creek Flood Inundation Mapping	-	42,750	42,750
Old Roswell Street Parking Lot (Dumpster Modifications)	-	125,000	125,000
Design Services	-	80,000	80,000
Subtotal	\$ -	\$ 5,999,250	\$ 5,999,250

CAPITAL PROJECT FUND SUMMARIES

	E-911 Fund	Capital Projects Fund	Total
Information Technology			
Technology Replacement (all City departments)	\$ -	\$ 262,362	\$ 262,362
E-911 Server Room Servers Replacement	-	180,000	180,000
PW Data Center Auxiliary A/C	-	35,000	35,000
PW Data Center Generator	-	125,000	125,000
Wireless Access Point Deployment	-	30,000	30,000
Subtotal	\$ -	\$ 632,362	\$ 632,362
Public Safety			
Fleet Replacement (2015 Qty: 35; smoothing)	\$ -	\$ 750,000	\$ 750,000
Public Safety Radio Replacement	585,000	-	585,000
Public Safety Equipment (replacement)	-	100,000	100,000
E-911 Facility Expansion Programming/Design	25,000	-	25,000
Subtotal	\$ 610,000	\$ 850,000	\$ 1,460,000
Recreation and Parks			
Fleet Replacement (2015 Qty: 3)	\$ -	\$ 75,000	\$ 75,000
Athletic Scoreboards (maintenance/replacement)	-	19,000	19,000
Park Equipment Replacement (recurring)	-	80,000	80,000
Webb Bridge Park Erosion Control/Parking Lot Repaving	-	160,000	160,000
Wills Park Tennis Courts Resurfacing	-	50,000	50,000
Wills Park Drainage and Water Quality Imp. (Study in 2015)	-	50,000	50,000
City Facility Roof Repair/Replacement	-	140,000	140,000
Wills Park Outdoor Basketball Court Renovation	-	60,000	60,000
Wills Park Recreation Center Gym Floor Replacement	-	70,000	70,000
Adaptive Playground Equipment (New)	-	25,000	25,000
Design Services	-	25,000	25,000
Subtotal	\$ -	\$ 754,000	\$ 754,000
TOTAL	\$ 610,000	\$ 8,403,112	\$ 9,013,112
RESERVE FOR FUTURE CAPITAL INITIATIVES			\$ 1,104,450

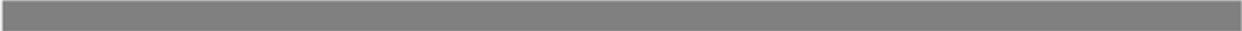
CAPITAL PROJECT FUND SUMMARIES

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

Project: Local Job Creation Grant Program (LJCP)
Department: City Administration
Strategic Priority: Providing a business climate that attracts the top echelon companies



<i>Scope</i>	
Description:	The LJCP is administered through the Alpharetta Development Authority and provides a cash grant to new businesses in the city creating jobs for Alpharetta residents. The City is researching alternate funding opportunities for this program (e.g. Development Authority contribution).
\$ Impact on Operations:	Positive increase in economic activity (e.g. business investment, property values, etc.).
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 20,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 20,000



Project: Downtown Seasonal Improvements (City Center)
Department: City Administration
Strategic Priority: Fostering strong sense of community including safety and security



<i>Scope</i>	
Description:	This request is for the purchase of decorations for City Center and include: two sets of seasonal banners on lamp posts (qty of 40 banners * 2 seasonal sets = 80 banners); lighting of the New Christmas tree by City Center; and basic holiday decorations for the exterior of the City Center building. Cost components included herein represent base purchase costs. A companion operating initiative includes funding for the installation costs and rental (if needed) of additional decorations.
\$ Impact on Operations:	Positive increase in economic activity (e.g. foot traffic into the Downtown area).
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 25,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 25,000

CAPITAL PROJECT FUND SUMMARIES

Project: Alpharetta History Room Design Services (City Center)
Department: City Administration
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the design of the Alpharetta History Room (e.g. layout/design of shelving, display fixtures, etc.) within the new City Hall.

\$ Impact on Operations: N/A

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

Project: "Shop Local" initiative for Downtown
Department: City Administration
Strategic Priority: Providing a business climate that attracts the top echelon companies



Scope

Description: The "shop-local" initiative for Downtown is being formulated through the Alpharetta First Committee and would be supported by the city. This program incentivizes consumers to shop local; specifically driving traffic to the Downtown region.

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

<i>Financial Status</i>			
Funding Source:	Local:	\$	7,500
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	7,500

CAPITAL PROJECT FUND SUMMARIES

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



Scope

Description: This request is for the replacement of one 1997 Ford F-150 (already auctioned due to mechanical failure) for the Arborist. The Department is currently utilizing a temporary vehicle from the Recreation and Parks Department that was slated to be auctioned.

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

Financial Status

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

Project: Archive Filing and Scanning
Department: Community Development
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the sorting, scanning, digitizing, and archiving of on-site zoning, annexation, and all public hearing files which will free up facility space and allow the documents to be accessed in electronic format. The current onsite archive files have reached their capacity and will cost significant money to transport and store at the new city hall. Completed project files are accessed by staff in response to open records requests and are used daily in researching zoning, capital improvement projects, design review board cases, and variances for a multitude of reasons. This funding will also be utilized to hire a consultant to dynamically create a Share Point site to efficiently manage, index, store, an efficiently retrieve all electronic documents. The Share Point site will ultimately tie to GIS and further enhance our technological capability and enhance the records management initiatives currently ongoing.

\$ Impact on Operations: Annual costs for programming, maintenance, and support (est. \$1,000) will begin in FY 2016.

Financial Status

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

CAPITAL PROJECT FUND SUMMARIES

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



Scope

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

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

Financial Status

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

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



Scope

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

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

Financial Status

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

CAPITAL PROJECT FUND SUMMARIES

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



Description: *Scope*
 This request is for the on-going maintenance of milling and resurfacing of city streets. Resurfacing of city streets increases the life expectancy of the roads. Without resurfacing, roadways will deteriorate and be more costly to repair.

- The following projects are included in the FY 2015 funding request:
- Mansell Road (Kingswood Place to Big Creek Bridge)
 - Lantern Ridge Drive (Providence Road to Lantern Ridge Court)
 - North Pine Drive (South Kimball Bridge Crossing to cul-de-sac)
 - Pinewalk Drive (Buice Road to Pinewalk Forest Circle)
 - Piney Hill Court (Pinewalk Forest Circle to cul-de-sac)
 - Southbridge Parkway (Old Milton Parkway to Park Brooke Trace)
 - Aylesworth Cove (Cranchester Way to cul-de-sac)
 - Birkdale Court (Cranchester Way to cul-de-sac)
 - Webley Lane (Cranchester Way to cul-de-sac)
 - Pilgrimage Point (Centennial Drive to cul-de-sac)
 - Redmond Ridge Circle (Fairleaf Court to cul-de-sac)
 - Flying Scot Way (Southlake Drive to cul-de-sac)
 - Ladbroke Lane (Carrara Cove to cul-de-sac)
 - Pine Rise Court (Pine Vista Boulevard to cul-de-sac)
 - Tammany Pointe (Traywick Chase to cul-de-sac)
 - Haynes Bridge Road (Georgia 400 to Alpha Soda)
 - Milton Avenue (Old Canton Street to Wills Road)
 - Mid-Broadwell Road (Wills Road to Charlotte Drive)
 - Blackwatch Lane (Haynes Bridge Road to Summerfield Drive)
 - Summerfield Drive (Blackwatch Lane to Blackwatch Lane)
 - Summerhill Place (Summerfield Drive to cul-de-sac)
 - Traywick Chase (Traywick Chase to Tammany Pointe)
 - Carrara Cove (Tuxford Drive to cul-de-sac)
 - Flying Scot Court (Flying Scot Way to cul-de-sac)
 - Eagles Mere Court (Flying Scot Way to cul-de-sac)
 - Westre Way (Tammany Pointe to cul-de-sac)
 - Mayfield Road (Upshaw Drive to Mayfield Circle)
 - Mayfield Road Ext. (Highway 9 to Canton Street)
 - Kinner Circle (Traywick Chase to cul-de-sac)
 - Piney Hill Trace (Pinewalk Forest Circle to cul-de-sac)
 - Pinewalk Forest Circle (Pinewalk Drive to end)

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

<i>Financial Status</i>			
Funding Source:	Local:	\$	1,890,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	1,890,000

CAPITAL PROJECT FUND SUMMARIES

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



Scope

Description: This request is for the (a) replacement and repair of traffic/Bike-lane striping and traffic control signs and the (b) restriping of city roadways after milling and resurfacing. This funding will provide ongoing maintenance to the city's existing traffic system. The FY 2015 capital request includes additional funding for Federal Highway Administration sign compliance as well as work along Haynes Bridge Road and Mansell Road. Signs are now required to meet minimum reflectivity requirements.

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

Financial Status

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

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



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

Funding Source:	Local:	\$	37,500
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	37,500

CAPITAL PROJECT FUND SUMMARIES

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



Scope

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

Work items to be based on 2013 GDOT Inspections and could include Mansell Road at Big Creek (\$130,000), Windward Parkway at Big Creek Tributary (\$110,000), and funding for miscellaneous repairs as needed.

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

Financial Status

Funding Source:	Local:	\$	250,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	250,000

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



Scope

Description: This request is for the annual tree and landscape improvements which includes, but is not limited to the removal of dead trees, stump removal, light grading, soil preparation and planting in medians, right-of-ways and city properties. FY 2015 request consists of the following median improvements: (1) Old Milton Parkway from Hwy 9 east to GA 400; and (2) Haynes Bridge Road from Nottaway Lane south to GA 400. Plantings will include trees, shrubs and groundcovers. Old Milton Parkway location will require design coordination with GDOT. Approximately 150 trees will be planted in FY 2015.

\$ Impact on Operations: \$2,500 annually for routine maintenance including landscape maintenance (e.g. fertilizing, pruning, etc.) and irrigation - added to operating budget.

Financial Status

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

CAPITAL PROJECT FUND SUMMARIES

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



<i>Scope</i>	
Description:	This request is for the continual maintenance and repair of small drainage work within the city. The city is required by the State to maintain its existing storm sewer system. The stormwater inspections have shown approximately 15% of structures to be in need of repair (estimating 300 structures per year in need of repair). This account is used for: (1) smaller repairs such as grouting, paving inverts, and replacing tops; (2) vacuuming sediment/debris out of pipes to restore capacity; and (3) annual maintenance on the city's stormceptor units, oil/water separators, and city-owned detention ponds (as required by the Georgia Environmental Protection Division).
\$ Impact on Operations:	This program decreases maintenance costs as flooding and erosion will be reduced.
<i>Financial Status</i>	
Funding Source:	Local: \$ 200,000
	Bond: \$ -
	Grant: \$ -
Total Appropriations:	\$ 200,000

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



<i>Scope</i>	
Description:	<p>This request is for studies/designs focused on the large drainage basin(s) that encompass a watershed. Some studies are required every 5 years by the State: Foe Killer Creek, Long Indian Creek, and Big Creek Watershed Studies. The goal of these studies is to determine what is causing the issues and to identify projects to resolve the issues. When watershed studies are not required, this account will fund design (including survey and topography studies) dollars for various drainage improvement projects.</p> <p>The Watershed Studies are a regulatory requirement of the Georgia Department of Natural Resources Environmental Protection Division. In accordance with our National Pollutant Discharge Elimination System Permit with the State we are required to: 1) study our impaired stream watersheds every 5 years; 2) identify projects that will improve water quality in those streams; 3) prepare improvement plans for identified projects; and, 4) implement the identified projects.</p> <p>FY 2015 includes funding for the Foe Killer Creek Watershed Study.</p>
\$ Impact on Operations:	N/A
<i>Financial Status</i>	
Funding Source:	Local: \$ 300,000
	Bond: \$ -
	Grant: \$ -
Total Appropriations:	\$ 300,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Fleet Replacement (F-150 Extended Cab)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the replacement of a 2003 F-150 (unit #328; 11-years old). The 2003 F-150 has 131,000 miles and warrants replacement based on age and maintenance/repair costs. These vehicle classes are expected to last in excess of 130,000 miles.

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

Financial Status

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

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



Scope

Description: This request is for the replacement of a 1994 F-800 Box Dump Truck (20 years old). The 1994 F-800 (unit #85) has 29,880 miles and warrants replacement based on age and maintenance/repair costs. This vehicle enables staff to haul materials such as dirt and rock to job sites as well as hauling debris and construction waste to the proper disposal facilities. This vehicle is also used to pull equipment and materials by trailer to job sites. Due to the work performed by a dump bodied truck on a regular basis, the bodies and chassis commonly wear out before the engines and drivetrain.

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

Financial Status

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

CAPITAL PROJECT FUND SUMMARIES

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



Scope

Description: The Encore Parkway project was a result of the North Point Activity Center Livable Centers Initiative Study. The Encore Parkway project will provide transportation enhancements to accommodate appropriate turn lanes, pedestrian, and bicycle facilities from Westside Parkway to North Point Parkway, including connection to the Big Creek Greenway further down North Point Parkway. This section of Encore Parkway currently has two through lanes for traffic. Sidewalks are currently found in a few, disconnected segments along this section of Encore Parkway, including across the bridge over State Route (Georgia) 400. No bicycle facilities are provided. The roadway concept along Encore Parkway includes broad 15-foot sidewalks, a landscape buffer between the sidewalks and pavement, five-foot bicycle lanes, two 12-foot travel lanes, and a landscaped median. The connection from the intersection of Encore Parkway and North Point Parkway to the Big Creek Greenway entrance will include 8 to 12-foot wide sidewalks. The goal is to provide a 12-foot sidewalk; but, that may be reduced at some points along the route due to utility conflicts. This funding represents appropriations for the sidewalk portion of this project and has been approved by the Alpharetta Business Community.

Total costs for this project are estimated at \$11 million. Preliminary funding allocations include the following: NFCID contribution of \$4.4 million; Transportation Enhancement Grant proceeds of \$896 thousand (including currently appropriated city match); LCI Transportation Grant proceeds of \$4 million; ABC contribution of \$1.7 million (previously approved \$600 thousand coupled with this funding request). This funding request has been approved by the ABC.

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

Financial Status

Funding Source:	Alpharetta Business Community:	\$	1,105,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	1,105,000

CAPITAL PROJECT FUND SUMMARIES

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



Scope

Description: This request is for construction of intersection improvements for Broadwell Road at Rucker Road. Existing traffic patterns and planned development have created a need for intersection improvements. The proposed project consists of adding a right turn lane from west-bound Rucker Road to north-bound Broadwell Road. Construction of this turn lane will ease traffic congestion during the peak PM commute. Design of this project is included in the Rucker Road Corridor Design project which was funded as part of the FY 2014 capital budget.

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

Financial Status

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

Project: Milton Ave at Old Roswell St Intersection Improvements
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for improvements to the intersection of Milton Avenue and Old Roswell Street/Old Canton Street. Improvements will include the removal of the existing concrete median between Main Street and Old Roswell Street/Old Canton Street and the conversion of Old Roswell Street and Old Canton Street to permit only right-turns onto Milton Avenue. Project scope will include: the milling, resurfacing, and restriping of Milton Avenue from Main Street to Roswell Street/Canton Street (\$75,000 funded through the existing Milling/Resurfacing project); the installation of curb and gutter and the installation of concrete and brick sidewalk (funding requested herein). Design has been accomplished by staff.

\$ Impact on Operations: N/A

Financial Status

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

CAPITAL PROJECT FUND SUMMARIES

Project: Vehicle Detection Equipment (Windward Pkwy Interchange)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: The traffic signals at the Windward Parkway/Georgia 400 interchange use a video camera system to detect vehicles. The existing system was installed by GDOT over 10 years ago and is failing to provide accurate data. This request will enable the installation of a new system that provides for both vehicle detection and remote monitoring of the interchange which will allow staff to manage traffic patterns more effectively.

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

Financial Status

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

Project: Rucker Road Corridor Improvements (ROW)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the construction of roadway improvements along Rucker Road between Wills Road and the City Limits. This project includes the creation of a center turn lane and medians, the addition of bicycle accommodations, and the construction 8' wide sidewalks along both sides of Rucker Road. Design of this project was requested as part of the FY 2014 capital budget (Rucker Road Corridor Design project). Construction of the improvements will be broken into 4 phases.

Phase 1: Right-of-Way in FY 2015. This phase will span Rucker Road between Wills Road and Fairfax Lane. This phase includes the creation of a center turn lane and medians, the addition of 4' bicycle lanes, and the construction of approximately 6,900 linear feet of 8' wide sidewalks along both sides of Rucker Road. Construction costs are estimated at \$2.1 million and will be requested as part of the FY 2016 capital budget.

\$ Impact on Operations: N/A

Financial Status

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

CAPITAL PROJECT FUND SUMMARIES

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



Scope

Description: Sidewalk construction funds are being placed in a reserve account pending the finalization of the citywide sidewalk prioritization matrix. Once finalized, the sidewalk prioritization matrix will provide the basis for a priority ranking of sidewalk projects based on stated criteria (e.g. connection to schools, connection to greenways, homeowners served, cost, etc.).

\$ Impact on Operations: Impact will not be known until specific sidewalk projects are selected.

Financial Status

Funding Source:	Local:	\$	687,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	687,000

Project: Storm Inventory/GIS Update
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: Over 7 years ago the city began a process of mapping our stormwater structures and pipes both in response to regulatory requirements and as a means to be proactive in our approach to repairs and maintenance on our stormwater system. In the last 7 years, the city has annexed areas and completed various improvements to the system which are not shown in our digital maps. This project will include an in-depth conditional analysis of the Citywide Storm System including video analysis of pipes, updated GIS/GPS data, and a ranking priority of maintenance projects that will allow for expanded infrastructure maintenance forecasting. The Georgia Department of Natural Resources Environmental Protection Division requires the city to maintain such a map.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	450,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	450,000

CAPITAL PROJECT FUND SUMMARIES

Project: Big Creek Flood Inundation Mapping
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: The U.S. Geological Survey manages several stream gages throughout the State of Georgia. One such gage is located on Big Creek at the Kimball Bridge Road Crossing. This gage is used by USGS and the National Weather Service (NWS) to forecast flooding in North Fulton. The gage data is available to emergency operations staff throughout the state and is publically available on the USGS website (<http://ga.water.usgs.gov>).

In recent years, USGS had developed the Flood Inundation Mapping Program. This program provides carefully calibrated hydraulic models which are combined with the historic stream gage data and LiDAR based topography to define the height of a flood along the study reach. This information is translated into an easy to use dynamic map that can be adjusted by the user to determine the impact of flooding at various stream gage levels.

The City could expect to use this data to better time the closing and re-opening of the Greenway (the time after the storm that it takes for the waters to recede and leave the Greenway open for traffic is an important factor). The City Emergency Operations staff would also be able to use the maps to plan road closures and evacuations in an orderly fashion. Finally, the City could use this knowledge to plan for future projects. Residents and businesses in Alpharetta would also have access to the maps. They could use the data they learn from television and radio broadcasts that include Big Creek stream gage levels and forecasts to determine if they need to evacuate, find an alternative route to or from their home or avoid going to the Greenway trails.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	42,750
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	42,750

CAPITAL PROJECT FUND SUMMARIES

Project: Old Roswell St Parking Lot Dumpster Modifications
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the construction of modifications to the Old Roswell Street Parking Lot dumpster enclosures. The existing enclosure will be removed and replaced with three parking spaces. Two new enclosures will be constructed in the south-central portion of the lot: one 15'x15' enclosure to accommodate dumpsters for recyclable materials and one 12'x40' enclosure to accommodate a trash compactor. Additionally, a level concrete pad will be installed to accommodate portable restrooms utilized at City events. The modifications will result in no net-loss of parking spaces. Design will be performed by City staff.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	125,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	125,000

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



Scope

Description: This request is for various design services associated with minor projects unable to be completed by city staff. Such services include structural designs and or evaluations, sub-surface geotechnical investigations, miscellaneous right-of-way/easement research. Included in this funding request is \$20,000 for design of the Downtown West improvements (i.e. design of a vehicular access from Roswell Street to the Old Roswell Road parking lot). Utilizing experts in various fields enables city staff to make the appropriate decisions related to resolving construction issues. Additionally, the information gathered by the design professionals allows staff to properly design or address issues in the field.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	80,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	80,000

CAPITAL PROJECT FUND SUMMARIES

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



Scope

Description: This request is to provide for the annual replacement of technology for all City departments. As in prior-years, funding for technology replacement is placed in one capital project account to allow for more efficient management (as opposed to being spread across multiple departments based on an estimate of replacement needs which may or may not equate to the actual need during the fiscal year). The City currently has 451 computers in operation (261 desktops; 190 laptops). The main component of the FY 2015 request includes funding for the replacement of approximately 138 PCs, 75 cellular phones, and 70 iPhones (although actual replacement will be driven by equipment condition).

The current City standards for technology replacement (based on funding availability) are as follows: servers (5-6 years); SANS – Storage (5-6 years); desktop PCs (4 years); laptop PCs (3 years); iPad tablets (2 years); iPhones (2 years); large scale multi-function printers (MFPs) (5-7 years); small scale MFPs (5 years); small printers (3-5 years); desktop UPS (electrical service backup) (3 years); Network UPS (closets) (4 years); Wireless Access Points [WAPs] (5 years); network routers/switched/firewalls (5 years); telephony gateways (5-6 years).

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

Financial Status

Funding Source:	Local:	\$	262,362
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	262,362

CAPITAL PROJECT FUND SUMMARIES

Project: E-911 Server Room Servers Replacement
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the refresh/upgrade of servers and associated technology that provides the virtual environment for the 911 server room. This will provide greater reliability, reduced annual costs, and greater efficiency and capability for the use of system applications for the city and provide core functionality for 911 services, and implementation space and capacity for future projects. This equipment is scheduled to be replaced every 5 – 6 years (normal maintenance life) in order to provide for both reliable and efficient service, but also to provide newer technology that has greater capability and hardware that requires less power and gives off less heat.

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

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



Project: Public Works Data Center Auxiliary Air Conditioning
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the addition of an auxiliary air-conditioning unit for the PW Data Center servers and core storage that provides the virtual environment at this data center location. As the Data Center has grown in equipment deployment, the existing A/C system is under strain to properly provide the essential cooling for this critical equipment to the City. Also, as of now the existing system is a single point of failure for the functionality of the Data Center. It is estimated that the full capacity of the Data Center could only function for well less than an hour without this cooling capacity for the existing unit. Even with temporary portable units, only a fraction of the Data Center would be fully operable. This additional A/C unit will add additional capacity as well as provide some level of protection should the main A/C unit fail.

\$ Impact on Operations: \$1,000 (FY 2015; partial year) to \$2,000 (future years) annually for energy and maintenance.

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

CAPITAL PROJECT FUND SUMMARIES

Project: Public Works Data Center Generator
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the replacement of one 1988 model diesel generator at the Public Works facility with a natural gas generator. During an outage/power quality test, it was discovered that the generator's frequency was fluctuating too much for the UPS. The engine speed is regulated by a mechanical governor system that is integrated into the injection pump. This request will provide a new 200kw generator to eliminate the possibility of the City's network failing and provide room to expand as the City's network continues to grow. The replacement generator is will provide the power necessary to support the current and future needs of the Data Center that provides critical services to all City Departments including email, telephony, Departmental systems (Finance, PW, Courts, HR, Finance, Public Safety, Recreation and Parks), and City Web Services. This equipment will be scheduled to be replaced every 10 - 15 years (normal maintenance life) in order to provide for both reliable and efficient service.

\$ Impact on Operations: \$1,500 (FY 2015; partial year) to \$3,000 (future years) annually for energy and maintenance.

Financial Status

Funding Source:	Local:	\$	125,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	125,000

Project: Wireless Access Point Deployment
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the purchase of additional Wireless Access Point (WAP) units for deployment at various city locations. Most of these units will be supplemental to provide better and more consistent coverage for city employees and city contractors. An upcoming RFI (Request For Information) will be released in 2014 for selecting the city standard for these units. The majority of existing units will be replaced through our annual refresh program with the updated technology standard that is selected.

\$ Impact on Operations: Annual costs for programming, maintenance and support, etc. (est. \$3,000) will begin in FY 2016.

Financial Status

Funding Source:	Local:	\$	30,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	30,000

CAPITAL PROJECT FUND SUMMARIES

Project: Fleet Replacement (Qty: 35 - smoothing)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the forecasted annual replacement of police and fire sedans, light trucks and motorcycles. The replacement need is driven by the mileage and mechanical condition of the vehicles. Emergency response vehicles are expected to last at least 125,000 miles; administrative vehicles are generally run somewhat longer. The forecasted need over the next 5-years based on a mileage threshold of 125,000 miles is as follows: FY 2015 (35 vehicles); FY 2016 (30 vehicles); FY 2017 (12 vehicles); FY 2018 (12 vehicles); and FY 2019 (12 vehicles). Due to the anticipated replacement spike in FY's 2015-2016, the city has been smoothing the replacement funding over the prior several years. Specifically, the city insulated the capital budget from major spikes in FY's 2015-2016 by funding an amount equivalent to the annual replacement of 20 vehicles over the last several fiscal years and allowing the unspent funds to pool in the replacement account until needed. Emergency equipment such as light bars and partitions are moved from old cars to new whenever possible, though this can be affected by changes in vehicle models (e.g. moving from Impalas to more economical Malibus for administrative applications) and by changes in body style which preclude re-use of certain components. A provision for new equipment (e.g. cameras) as needed is included in the request. Forecast costs represent the Impala police sedan, which will be scheduled for production through the 2016 model year. Available vehicles and costs beyond then are not known at this time and may affect costs. This estimate will be updated in subsequent years to reflect then-current information.

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

Financial Status

Funding Source:	Local:	\$	750,000
Total Appropriations:		\$	750,000

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



Scope

Description: This request is for scheduled replacement of public safety equipment including: police, fire, rescue, and hazardous materials handling equipment. All of these items have a finite service life determined by wear and tear or expired warranties and must be replaced before personnel safety is jeopardized (e.g. an old air bottle failing under pressure or a harness breaking under stress). Replacement in each year will be prioritized based on the need at the time and the funding available. Identified equipment replacements includes: speed detection lasers, weapons, firefighter turnout gear, SCBA harnesses, thermal imaging cameras, etc.

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

Financial Status

Funding Source:	Local:	\$	100,000
Total Appropriations:		\$	100,000

CAPITAL PROJECT FUND SUMMARIES

Project: E-911 Facility Expansion Programming/Design
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: The current 911 center is severely lacking in space to provide a work area that promotes adequate supervision, file storage, and training facilities. Details include the following:

- Adequate Supervision – Currently the 911 Supervisor has no office area to have any type of private discussion with an employee. Likewise an employee has no provision for privacy when talking to a supervisor.
- File Storage – Currently onsite file storage is limited to the extent that numerous files are shipped offsite and must be retrieved at numerous times during a calendar year. The process of accessing the files is cumbersome due to the extremely close quarters. Employees are often forced to get on their hands and knees to look for files.
- Restrooms – The operators in the 911 center are currently forced to use a public restroom accessed by the comings and goings of the general public, not just coworkers. These restroom facilities are often dirty and left in a deleterious state of cleanliness by the general public.
- Locker Space – The employee locker area used by 911 is currently at capacity. Locker space, which is shared with a very small break room, is minimally sufficient to provide for the employees and there is no room for expansion.
- Training/Cool Down facilities – the 911 Center provides a significant amount of training to both the Police Department and the 911 Communications operators. This training includes GCIC initial training, GCIC recertification training and monthly Emergency Medical Dispatch recertification training. An available room of such purpose would enable officers and 911 personnel to have designated space to complete some training activities as well as have a place for 911 personnel to “cool down” after extremely stressful calls.
- Computer Server Security and risk management – The current server storage facilities are at capacity and straining the A/C system to maintain the required temperatures for safe operations. Significant improvements in this area are need as well as fire suppression in the server room. Currently fire suppression is unacceptable due to the configuration of the A/C ductwork.

The FY 2015 budget includes funding totaling \$25,000 for programming/design of the E-911 Expansion. Recent events have underscored the need for a larger, purpose-designed emergency operations center. The current facility was designed for multiple purposes and does not allow either the staffing or support for broad emergency management. The proposed emergency operations center will have dedicated workspaces for Alpharetta personnel as well as room for third-parties such as utilities and Red Cross, providing Alpharetta an integrated, stand-alone capability. Construction is estimated at \$425,000 and will be requested in a future capital budget. E-911 Funding will be used for this initiative.

\$ Impact on Operations:		N/A	
Financial Status			
Funding Source:	Emergency-911 Fees:	\$	25,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	25,000

CAPITAL PROJECT FUND SUMMARIES

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



Scope

Description: This request is for the replacement of existing Police and Fire radios to expand coverage range and strength with the new North Fulton radio system. The recommended radios will eliminate dead spots and improve in-building coverage at significantly less cost than additional towers and antennae. Coverage is essential for the safety of personnel and for optimal outcomes of incidents. The total cost of replacing fire and police radios is estimated at \$1,830,000 (approximately \$6,100 per radio with a total of 300 radios being replaced) and will be spread out over the four year period ending in FY 2018. E-911 Funding will be used for this initiative.

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

<i>Financial Status</i>			
Funding Source:	Emergency-911 Fees:	\$	585,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	585,000



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



Scope

Description: This request is for the replacement of one 2004 Chevy Blazer (currently has over 70,000 miles), one 2000 Ford F-250 (currently has over 92,000 miles), and one 2003 Intrepid (currently has over 72,000 miles) and warrant replacement based on age and repair costs. Repair costs for these vehicles are escalating and replacement parts can be difficult to locate.

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

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

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

CAPITAL PROJECT FUND SUMMARIES

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



Scope

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

Staff has developed a plan for systematic replacement of scoreboards. The replacement cost is estimated at \$6,000 per baseball/softball scoreboard (includes shipping and installation) and \$17,000 for a football scoreboard (includes shipping and installation). Maintenance/refurbishment of scoreboards is estimated at an additional \$1,000 to \$2,000 annually.

This request is for the replacement of the scoreboard at the North Park football field 1 (\$17,000 plus \$2,000 maintenance costs). Staff will work with the Alpharetta Youth Football Association on a cooperative funding effort to offset a portion of these costs.

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

Financial Status

Funding Source:	Local:	\$	19,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	19,000

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



Scope

Description: This request is for the replacement of eight pieces of equipment including: three John Deere Field Rakes (all model year 2000), one 1998 Cushman, and four John Deere Gators (model years include three 2000s and one 2002).

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

Financial Status

Funding Source:	Local:	\$	80,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	80,000

CAPITAL PROJECT FUND SUMMARIES

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



Scope

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

Phase 2 - Upper Field Parking Lot (FY 2015, \$160,000): Stormwater improvements would include the creation of an enhanced swale between the main park drive and the parking area and the creation of a sediment basin intended to intercept sand being conveyed from the Webb Zone play area to the park's pond. These improvements serve to improve water quality and reduce sedimentation of the park pond thus reducing the frequency of necessary dredging.

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

<i>Financial Status</i>			
Funding Source:	Local:	\$	160,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	160,000

CAPITAL PROJECT FUND SUMMARIES

Project: Wills Park Tennis Courts Resurfacing
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the repair/resurface/recoat of 6 tennis courts at Wills Park with a fabric crack repair system. The tennis courts were last resurfaced in 2006 (no structural repairs; just a simple resurfacing/repainting) and have been susceptible to surface cracking. These courts are used daily by citizens for lessons, league play, and public play.

\$ Impact on Operations: This program decreases athletic court maintenance costs as the surface is less susceptible to damage.

Financial Status

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

Project: Wills Park Drainage and Water Quality Improvements (Study)
Department: Recreation and Parks
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for study costs associated with Wills Park drainage and water quality improvements. Wills Park is bisected by a tributary to Foe Killer Creek. This stream has been tested to show elevated levels of fecal bacteria. Foe Killer Creek is included on Georgia Environmental Protection Division's regulated list for not meeting the maximum allowable levels of fecal bacteria. The city regularly tests our stream waters for this parameter. This study will identify projects that will help to reduce impurities in the stormwater runoff from the park. Additionally, the streams through the park show evidence of severe erosion that has impacted the trails and the Frisbee golf course. This will be addressed in the study and design plans. It is expected that this could include detention, bio-retention, buffer enhancement plantings, and treatments targeted at removing and reducing waste from the equine uses. Depending on projects identified, grants may be a possible funding source for design or construction.

Design costs are estimated at \$75,000 and included as part of the FY 2016 capital budget. Construction costs are estimated at \$425,000 and will be requested as part of the FY 2017 capital budget.

\$ Impact on Operations: N/A

Financial Status

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

CAPITAL PROJECT FUND SUMMARIES

Project: City Facility Roof Repair/Replacement
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

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

Crabapple Government Center (\$100,000). The Standing Seam roof section is beyond its useful life. The spray foam insulation may be the only thing keeping a large amount of leaks out of the gym. Damage from moisture is becoming apparent in the kitchen and underneath the metal roof. Replacement is recommended. Total square footage = 10,500; expected roof useful life after replacement/repairs = 30 years.

Wills Park Recreation Center (\$40,000). This roof has multiple shingled sections with varying ages. Specifically, the front side has older shingles than the back side. The front shingles have outlived their useful life and must be replaced. The back shingles only require repairs. Multiple leaks have been reported. The roof penetrations are in poor condition and are most likely the cause of the leaks. Total square footage = 6,000; expected roof useful life after replacement/repairs = 20 years.

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

Financial Status

Funding Source:	Local:	\$	140,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	140,000

CAPITAL PROJECT FUND SUMMARIES

Project: Wills Park Outdoor Basketball Court Renovation
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the renovation of the outdoor basketball courts near the Wills Park Recreation Center. Project includes the removal of existing surface, fencing and goals, and installation of a new playing surface (6" slab with 1/2" rebar on 36" centers - latex-acrylic finish), black coated vinyl fence, and new 10 foot goals. (Scope of work: conventional Latex Acrylic resurface with conventional crack filler, one layer of resurfacer and two coats of color; replace 9 gauge fence wire, add mid-rail, and paint posts; and replace backboards and rims with new steel backboards, utilizing the existing 6" gooseneck posts; also tear out existing concrete).

\$ Impact on Operations: This program decreases athletic court maintenance costs as the surface is less susceptible to damage.

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

CAPITAL PROJECT FUND SUMMARIES

Project: Wills Park Recreation Center Gym Floor Replacement
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the installation of a rubberized floor surface to replace the existing Granwood floor at the Wills Park Recreation Center gymnasium. This project is required due to several issues including discoloration and blemishing/deterioration of the Granwood tiles which is a result of excess moisture. One of the causes of the excess moisture was a leaking foundation; an issue that staff has been dealing with for approximately 15-years. This issue was corrected with a complete excavation and re-waterproofing of the gymnasium in February 2009. An additional cause of the excess moisture damage to the Granwood floor involves the materials and process used in refinishing the gymnasium floors. The current refinishing method of sanding and applying polyurethane has caused moisture to become trapped underneath the finish leading to additional deterioration of the Granwood tiles. This was an unforeseen result of the refinishing process that staff was unaware of until a Granwood representative pointed out the need for a sealant that allowed the Granwood tiles to “breathe”.

Staff recommends installation of a different gym floor surface that will better withstand the wear and tear of basketball play as well as summer day camp, which utilizes the gym in the summer for a variety of purposes including games, crafts, etc. This estimated cost is \$8 per square foot to install the floor on top of the existing floor. If the existing surface has to be demolished and removed, the cost could be significantly higher.

\$ Impact on Operations: This program decreases athletic court maintenance costs as the surface is less susceptible to damage.

Financial Status

Funding Source:	Local:	\$	70,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	70,000

CAPITAL PROJECT FUND SUMMARIES

Project: Adaptive Playground Equipment (New)
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the purchase of Adaptive Playground Equipment to add handicap accessible play features at one or two existing playgrounds (TBD). The City could choose from a variety of play features. Here are some examples: accessible swing, therapeutic rings, crawl tube, a variety of panels (musical, gizmos, activity, sound, and themed panels), sand & water table, musical play equipment, etc. The Department would choose pieces that blend with the theme and composition of the selected playground(s), and would possibly seek input from users on what pieces would be the most fun/beneficial to the user.

\$ Impact on Operations: Maintenance is negligible and included in base operating budget.

Financial Status

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

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



Scope

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

\$ Impact on Operations: N/A

Financial Status

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



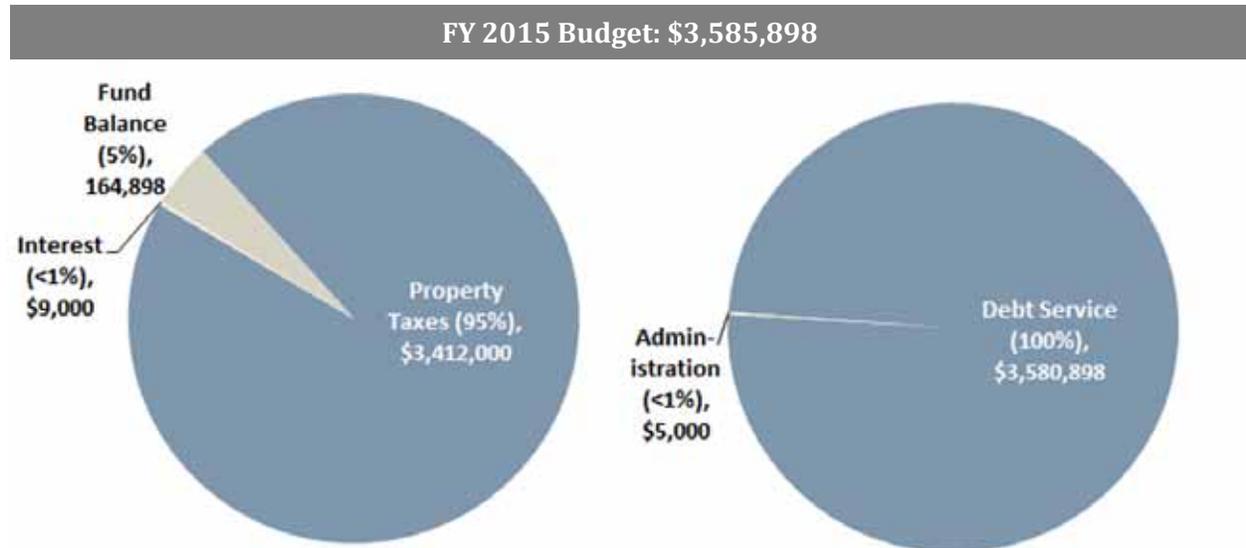
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DEBT SERVICE FUND SUMMARY

Debt Service Fund Summary

Overview

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



Revenues by Source	Expenditures by Use
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The city has one (1) debt service fund that accounts for debt service on the following obligations (except where noted) along with the principal amounts outstanding as of June 30, 2014.

GENERAL OBLIGATION (GO) BONDS	\$
GO Bonds, Series 2006 (un-refunded portion)	\$ 2,435,000
GO Bonds, Series 2012	27,790,000
GO Refunding Bonds, Series 2014	17,430,000
Total GO Debt	\$ 47,655,000
DEVELOPMENT AUTHORITY	\$
Revenue Refunding Bonds, Series 2009 ¹⁷	\$ 556,050
Revenue Bonds, Series 2013 ¹⁸	4,070,000
Total Development Authority Debt	\$ 4,626,050

¹⁷ 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.

¹⁸ This obligation is funded out of the General Fund and shown herein for the purposes of providing a comprehensive overview of all bond debt obligations.

DEBT SERVICE FUND SUMMARY

Debt Issuance Methodology

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

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

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

Debt Issuance Activity

GO Bonds, Series 2012: In November 2011, the voters of the City of Alpharetta approved the issuance of \$29 million in General Obligation Bonds to fund the redevelopment of 22-acres in the heart of Downtown Alpharetta (the "City Center" project). The city's vision is of a vibrant environment of parks and civic space that will serve as a gathering place for citizens and attract business and investment to this important area of our community.



The first phase of the development includes:

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

These components will create a place and an atmosphere where people naturally want to be; drawing residents and visitors to the heart of our community to read a good book, enjoy a family picnic, attend a community event, and enjoy the company of friends and neighbors. While there many will also patronize the unique shops and restaurants that call Downtown Alpharetta home.

DEBT SERVICE FUND SUMMARY

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

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

Phase 1 of City Center will be substantially complete during FY 2015 (City Hall, Public Park, Town Square, and Parking Garage)/FY 2016 (County Library).

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

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

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

Bond Smoothing

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

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2015	4.950	0.800	5.750	0.0%
2014	4.870	0.880	5.750	0.0%
2013	4.820	0.930	5.750	0.0%
2012	4.215	1.535	5.750	0.0%
2011	4.215	1.535	5.750	0.0%
2010	4.215	1.535	5.750	0.0%
2009	4.215	1.535	5.750	-8.0%
2008	4.508	1.740	6.248	-5.3%
2007	4.150	2.450	6.600	-5.7%
2006	4.550	2.450	7.000	0.0%
2005	4.700	2.300	7.000	0.0%
2004	4.750	2.250	7.000	-3.2%
2003	4.900	2.330	7.230	-3.3%
2002	5.060	2.420	7.480	-5.1%
2001	4.930	2.950	7.880	0.0%
2000	5.170	2.710	7.880	

and interest payments for fiscal year 2015 are budgeted at \$3,580,898 with the following forecast: 2016 - 2032: \$3,479,402 (annual average).

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

DEBT SERVICE FUND SUMMARY

General Obligation Bond Debt

General obligation (“GO”) bonds are direct obligations and pledge the full faith and credit of the city. Original issue GO bonds are generally issued as 20-year serial bonds with equal amounts of principal maturing each year. Refunding GO bonds are issued in a maturity not exceeding the maturity of the refunded bonds. The following schedule provides a detailed listing of total debt service requirements of the city’s GO bonds through maturity (GO Bonds, Series 2006/2012/2014R).

	Principal	Interest	Total Debt Service
FY 2015	2,055,000.00	1,399,912.00	\$ 3,454,912.00
FY 2016	2,125,000.00	1,309,746.00	\$ 3,434,746.00
FY 2017	2,195,000.00	1,241,613.00	\$ 3,436,613.00
FY 2018	2,240,000.00	1,179,377.00	\$ 3,419,377.00
FY 2019	2,290,000.00	1,122,572.00	\$ 3,412,572.00
FY 2020	2,345,000.00	1,071,298.00	\$ 3,416,298.00
FY 2021	2,400,000.00	1,004,805.00	\$ 3,404,805.00
FY 2022	2,460,000.00	951,093.00	\$ 3,411,093.00
FY 2023	2,525,000.00	896,079.00	\$ 3,421,079.00
FY 2024	2,590,000.00	837,696.00	\$ 3,427,696.00
FY 2025	2,660,000.00	777,819.00	\$ 3,437,819.00
FY 2026	2,730,000.00	716,340.00	\$ 3,446,340.00
FY 2027	2,885,000.00	646,650.00	\$ 3,531,650.00
FY 2028	2,990,000.00	560,100.00	\$ 3,550,100.00
FY 2029	3,105,000.00	470,400.00	\$ 3,575,400.00
FY 2030	3,225,000.00	377,250.00	\$ 3,602,250.00
FY 2031	3,350,000.00	256,312.50	\$ 3,606,312.50
FY 2032	3,485,000.00	130,687.50	\$ 3,615,687.50
	\$ 47,655,000.00	\$ 14,949,750.00	\$ 62,604,750.00

Development Authority Revenue Bond Debt

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

DEBT SERVICE FUND SUMMARY

during 2009 through the issuance of Development Authority Revenue Refunding Bonds, Series 2009. The city has a contract with the Development Authority in which it is obligated to pay 16.5% of the total principal and interest payments on the bonds. In conjunction with this agreement, the Foundation entered into a direct financing lease in which the Foundation's lease payments cover the remaining 83.5% of the total principal and interest payments on the bonds. The bonds are payable on May 1st and November 1st, serially to fiscal year 2019. The following schedule provides a detailed listing of total debt service requirements of the city's allocable portion through maturity.

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

	Principal	Interest	Total Debt Service
FY 2015	267,300.00	147,325.75	\$ 414,625.75
FY 2016	275,600.00	139,991.50	\$ 415,591.50
FY 2017	280,550.00	131,583.75	\$ 412,133.75
FY 2018	290,500.00	120,832.50	\$ 411,332.50
FY 2019	302,100.00	109,642.50	\$ 411,742.50
FY 2020	190,000.00	101,190.00	\$ 291,190.00
FY 2021	195,000.00	95,490.00	\$ 290,490.00
FY 2022	200,000.00	89,640.00	\$ 289,640.00
FY 2023	205,000.00	83,640.00	\$ 288,640.00
FY 2024	210,000.00	77,490.00	\$ 287,490.00
FY 2025	215,000.00	71,977.50	\$ 286,977.50
FY 2026	225,000.00	66,065.00	\$ 291,065.00
FY 2027	230,000.00	59,315.00	\$ 289,315.00
FY 2028	235,000.00	52,127.50	\$ 287,127.50
FY 2029	245,000.00	44,490.00	\$ 289,490.00
FY 2030	250,000.00	36,527.50	\$ 286,527.50
FY 2031	260,000.00	28,090.00	\$ 288,090.00
FY 2032	270,000.00	19,250.00	\$ 289,250.00
FY 2033	280,000.00	9,800.00	\$ 289,800.00
	\$ 4,626,050.00	\$ 1,484,468.50	\$ 6,110,518.50

DEBT SERVICE FUND SUMMARY



Bond Ratings

Alpharetta is one of only 189 cities in the United States (and one of two in Georgia) to earn a AAA bond rating (*Moody's* and *Standard & Poor's*). The AAA rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs.

This rating demonstrates the strongest creditworthiness relative to other US municipal or tax-exempt issuers and reflects the city's current sound financial position as well as strong financial management practices guiding our ongoing decision making. These practices are supported by formal policies to guide budget and procurement practices, capital investment, and debt management. Other positive factors include a relatively strong economic base, moderate debt burden, and manageable capital needs. The FY 2015 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 2014, the debt limit is estimated at \$460 million with currently outstanding general obligation debt representing 10% of capacity.

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

	2014*	2013	2012	2011	2010
Debt limit	\$ 460,476,790	\$ 465,989,704	\$ 470,312,783	479,413,845	\$ 498,525,167
Total net debt applicable to limit	46,764,511	48,007,538	48,952,453	21,271,623	27,458,890
Legal Debt Margin	\$ 413,712,279	\$ 417,982,166	\$ 421,360,330	458,142,222	\$ 471,066,277
Total net debt applicable to the limit as a percentage of debt limit	10%	10%	10%	4%	6%

Legal Debt Margin Calculation for Fiscal Year 2014

Taxable Assessed Value	\$ 4,033,093,860
Add back: Exemptions	571,674,041
<i>Total assessed value</i>	<i>4,604,767,901</i>
Debt limit (10% of total assessed value)	\$ 460,476,790
Debt applicable to limit:	
General obligation bonds	47,655,000
Less: Amount set aside for repayment of general obligation debt	(890,489)
<i>Total net debt applicable to limit</i>	<i>\$ 46,764,511</i>
Legal Debt Margin	\$ 413,712,279

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

Source: City of Alpharetta Finance Department

* FY 2014 data represents estimates.

DEBT SERVICE FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2014 Amended Budget	FY 2015 Adopted Budget	\$ Variance	% Variance
Property Taxes: (1)				
Property Taxes	\$ 3,558,000	\$ 3,302,000	\$ (256,000)	-7.2%
Delinquent	5,000	5,000	-	100.0%
Motor Vehicle Taxes	162,000	105,000	(57,000)	-35.2%
Interest	8,000	9,000	1,000	12.5%
Other Financing Sources:				
Transfer-In from Impact Fee Fund	-	-	-	0.0%
Budgeted Fund Balance	745,672	164,898	(580,774)	0.0%
Total Revenues (All Sources)	\$ 4,478,672	\$ 3,585,898	\$ (892,774)	-19.9%
Maintenance & Operations:				
Professional Services	\$ 5,000	\$ 5,000	\$ -	0.0%
Debt Service (Principal and Interest):				
City of Alpharetta				
GO Bonds, Series 2006	2,038,850	1,304,350	(734,500)	-36.0%
GO Bonds, Series 2012	1,505,850	1,502,700	(3,150)	100.0%
GO Bonds, Series 2014 (refunding)	-	647,862	647,862	100.0%
Development Authority of Alpharetta				
Revenue Refunding Bonds, Series 2009	125,615	125,986	371	0.3%
Other Uses:				
Debt Service Reserve (2)	803,357	-	(803,357)	100.0%
Total Expenditures (All Uses)	\$ 4,478,672	\$ 3,585,898	\$ (892,774)	-19.9%

Notes:

(1) The reduction in property tax revenue is primarily related to a decline in the underlying millage rate. Motor vehicle tax revenue is also declining due to the impact of House Bill 386 which phased out motor vehicle taxes on all vehicles titled on or after March 1, 2013. The city will still receive motor vehicle taxes on vehicles titled before March 1, 2013 until the vehicle is sold/transferred. The city is forecasting motor vehicle revenues to be fully phased-out over the seven year period ending in FY 2020.

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

(2) The debt service reserve is being maintained to insulate the city from unanticipated revenue declines.

DEBT SERVICE FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Est.	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
Beginning Fund Balance:	\$ 6,811,110	\$ 4,948,378	\$ 327,547	\$ 745,672	\$ 890,489	\$ 725,591	\$ 556,693
Revenues:							
Property Taxes (incl. Motor Vehicle)	\$ 7,202,093	\$ 6,731,881	\$ 4,092,596	\$ 3,781,227	\$ 3,412,000	\$ 3,424,000	\$ 3,433,000
Interest	27,139	11,998	8,505	4,463	9,000	7,000	6,000
Other	-	-	-	6,577	-	-	-
	<u>\$ 7,229,232</u>	<u>\$ 6,743,879</u>	<u>\$ 4,101,101</u>	<u>\$ 3,792,268</u>	<u>\$ 3,421,000</u>	<u>\$ 3,417,000</u>	<u>\$ 3,431,000</u>
Expenditures:							
Professional Services	\$ 3,150	\$ 2,075	\$ 1,000	\$ 1,000	\$ 5,000	\$ 5,000	\$ 5,000
Non-Departmental:							
(1) Debt Service	9,588,815	7,334,235	3,681,976	3,646,451	3,580,898	3,559,998	3,561,807
	<u>\$ 9,591,965</u>	<u>\$ 7,336,310</u>	<u>\$ 3,682,976</u>	<u>\$ 3,647,451</u>	<u>\$ 3,585,898</u>	<u>\$ 3,564,998</u>	<u>\$ 3,566,807</u>
Other Financing Sources (Uses):							
Interfund Transfer:							
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Impact Fee Fund	500,000	271,600	-	-	-	-	-
(2) Capital Project Fund	-	(4,300,000)	-	-	-	-	-
Bond IV Fund	-	-	-	-	-	-	-
Refunding Bonds (net)	-	-	-	-	-	-	-
	<u>\$ 500,000</u>	<u>\$ (4,028,400)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Ending Fund Balance: (1)	<u>\$ 4,948,378</u>	<u>\$ 327,547</u>	<u>\$ 745,672</u>	<u>\$ 890,489</u>	<u>\$ 725,591</u>	<u>\$ 556,693</u>	<u>\$ 422,696</u>
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ (1,862,732)</i>	<i>\$ (4,620,831)</i>	<i>\$ 418,126</i>	<i>\$ 144,817</i>	<i>\$ (164,898)</i>	<i>\$ (168,898)</i>	<i>\$ (133,998)</i>

Notes:

- (1) Debt service on the Development Authority Revenue Bonds, Series 2013, is funded through the General Fund and not included herein.
- (2) The city's General Fund transferred over \$6.0M to smooth the tax levy necessary to support escalating debt service requirements from 2007-2011. FY 2012 included a repayment to the General Fund that has been utilized for capital initiatives. FY 2015 utilizes available fund balance to offset a portion of the debt service requirements.

DEPARTMENT SUMMARIES

Department Summaries

Overview

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

This section segments departmental budgets into the following components:

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

Direct linkages are identified between the city’s vision/strategic priorities and departmental goals & objectives.

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

The city views its performance measurement system as a priority and is continuing to develop and refine performance data and benchmarks. The city’s performance measurement team is implementing a proprietary software application to assist in the tracking, analysis and reporting of performance measurement data. As you review the departmental sections of this document, you will notice refined measures for our Public Safety and Information Technology departments that follow the city’s updated model.

DEPARTMENT SUMMARIES

Mayor and City Council

DONALD MITCHELL
CITY COUNCIL (POST 1)



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MIKE KENNEDY
CITY COUNCIL (POST 2)



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CHRIS OWENS
CITY COUNCIL (POST 3)

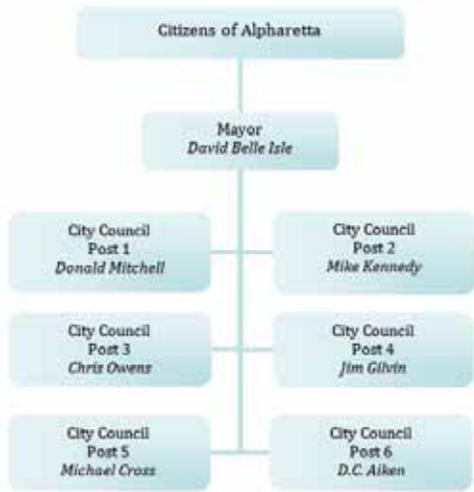


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DAVID BELLE ISLE
MAYOR



DBelleIsle@alpharetta.ga.us



JIM GILVIN
CITY COUNCIL (POST 4)



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MICHAEL CROSS
CITY COUNCIL (POST 5)



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D.C. AIKEN
CITY COUNCIL (POST 6)



DCAiken@alpharetta.ga.us

DEPARTMENT SUMMARIES

Mayor and City Council

Mission Statement

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

Core Values

Excellence: We believe that expectations are the starting point; not the destination. Every member of the City of Alpharetta Team shall be dedicated to the pursuit of continuous improvement in our results and how they are achieved.

Stewardship: The citizens of Alpharetta have entrusted to us public resources and empowered us to protect, invest, and leverage them for the good and betterment of the community. We shall do so in a manner that reflects the highest ethics, exacting standards, and unwavering principles.

Integrity: The trust of the public is the foundation of our ability to conduct the business of local government and realize the City's mission. Every member of the City of Alpharetta Team shall maintain her or his reputation for honesty, straightforwardness, fair dealing, and a sincere desire to serve in the best interest of the community and citizens of Alpharetta

Service: The City of Alpharetta is committed to efficient, effective, and responsive service delivery that makes a positive difference in the community and the lives of those we serve. We shall proactively address issues and pursue opportunities, act with humility, and deliver more than what is expected.

Loyalty: Through our every word and action we shall serve, protect, and promote the community and citizens of Alpharetta; advance the City's mission; and support and work in unity with those with whom we serve.

Community Vision

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



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



Fostering strong sense of community including safety and security;



Providing a business climate that attracts the top echelon companies.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Mayor and City Council General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 115,000	\$ 117,500	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	51,279	67,124	106,176	113,986	126,759	136,900	147,852
FICA	8,058	7,640	7,499	9,455	9,455	9,455	9,455
Pension (Defined Benefit)	13,355	10,995	2,051	1,870	1,735	1,735	1,735
Pension (401A Contribution/Matc	6,938	9,000	10,758	15,300	14,400	14,400	14,400
Workers Compensation	2,612	2,795	2,660	1,933	2,772	2,827	2,884
OPEB Contribution	-	-	-	397	407	407	407
Miscellaneous	3,600	1,800	5,558	3,600	3,764	3,764	3,764
<i>subtotal</i>	\$ 200,841	\$ 216,854	\$ 254,702	\$ 266,541	\$ 279,292	\$ 289,488	\$ 300,497
Maintenance & Operations:							
* Mayor	\$ 2,147	\$ 6,001	\$ 5,995	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
* City Council Post 1	2,068	4,709	4,205	5,000	5,000	5,000	5,000
* City Council Post 2	762	967	2,344	5,000	5,000	5,000	5,000
* City Council Post 3	565	2,418	1,684	5,000	5,000	5,000	5,000
* City Council Post 4	2,229	2,001	2,494	5,000	5,000	5,000	5,000
* City Council Post 5	1,300	5,391	3,770	5,000	5,000	5,000	5,000
* City Council Post 6	297	202	824	5,000	5,000	5,000	5,000
Miscellaneous	35	439	1,359	9,000	6,390	6,390	6,390
<i>subtotal</i>	\$ 9,404	\$ 22,128	\$ 22,674	\$ 48,000	\$ 45,390	\$ 45,390	\$ 45,390
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 210,244	\$ 238,982	\$ 277,376	\$ 314,541	\$ 324,682	\$ 334,878	\$ 345,887
PERSONNEL							
Mayor	1.0	1.0	1.0	1.0	1.0		
City Council	6.0	6.0	6.0	6.0	6.0		
TOTAL	7.0	7.0	7.0	7.0	7.0		

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

DEPARTMENT SUMMARIES

Budget Narrative

The Fiscal Year 2015 Budget for Mayor and City Council totals \$324,682 and represents an increase of 3.2%, or \$10,141, compared to the FY 2014 budget, and primarily represents increased group insurance premiums.

The Maintenance and Operations category declined -5.4%, or -\$2,610, due to a reduction in general supplies/non-recurring funding that is based on historical and year-to-date expenditure trends. The annual discretionary expense appropriation will remain at \$5,000 for Council Members and \$9,000 for the Mayor.

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

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Mayor	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 1	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 2	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 3	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 4	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 5	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 6	1.0	1.0	1.0	1.0	1.0	-
	7.0	7.0	7.0	7.0	7.0	-



The City of Alpharetta is one of the first communities in the region to qualify for the Green Community Certification by the Atlanta Regional Commission. Certification is earned by implementing environmental sustainability practices and policies in 10 categories, ranging from energy efficiency and green building to transportation and water efficiency.

The City Council adopted the Alpharetta Green City Program in early 2009 as a comprehensive document for all the city’s sustainable policies and practices. A variety of measures are incorporated in the Green City Program, including LEED or EnergyStar certification for all new local government buildings, a green fleet policy, “green” purchasing policies and more. The city received points for its water conservation requirement for new construction, which mandates that any project within the city limits demonstrate how the project will reduce water consumption by at least 10 percent to receive a permit. Other measures implemented by the City of Alpharetta are community incentives for green building and WaterSense homes, a commercial recycling requirement, installation of LED bulbs in all traffic signals and a no-idling policy for government.

DEPARTMENT SUMMARIES

City Administration

BOB REGUS
CITY ADMINISTRATOR



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JAMES DRINKARD
ASSISTANT CITY ADMINISTRATOR



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



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



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

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

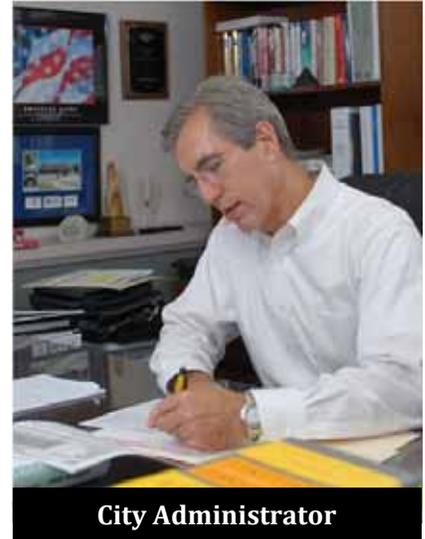
DEPARTMENT SUMMARIES

City Administration

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

Mission Statement

The mission of the City Administrator's Office is to carry out the policies and implement the goals established by the City Council in providing services to the citizens in the most effective and economical manner while promoting awareness and understanding of services, policies, information, programs, and priorities that results in an informed and participative community.



Goals and Objectives

-    ✓ To improve quality of service to citizens of the City of Alpharetta;
-  ✓ To improve morale and promote teamwork among all employees;
-  ✓ To improve coordination and administration of interdepartmental activities;
-    ✓ To promote better communication between all levels of government and the citizens;
-    ✓ To use technology to improve processes for citizen input into facets of governance;
-    ✓ To expand funding opportunities through grant resources;
-   ✓ To selectively create new events while sustaining existing events and promotions that draws the community closer together and maintains our distinctive character;
-   ✓ To increase the public/government interaction through the City's web site; and
-  ✓ Oversee the Economic Development efforts for the City.

DEPARTMENT SUMMARIES

Key Issues

- ✓ Continue the development of a “customer-driven” organizational culture among the staff;
- ✓ Strengthen the relationship between the City Council and staff - building bridges in communication to facilitate the relationship;
- ✓ Continue the informative, cooperative endeavor of providing the best available information for the City Council to remain effective and successful in their offices;
- ✓ Meet the service provision and service level demand of the citizens while ensuring the most cost effective delivery of those services;
- ✓ Continue efforts toward more effective communication strategies with citizens through enhanced public awareness and public education programs;
- ✓ Seek to work with the local legislative delegation on the introduction or support of legislation that benefits the City of Alpharetta and its citizens;
- ✓ Anticipate the future population and area growth of the City as a result of continued development and annexations, ensuring staff meets the expectations of existing and new residents;
- ✓ Continue efforts toward enhancing the compensation and benefits package to attract and retain the very best employees; and
- ✓ Continue to seek alternative private and public funding sources to procure equipment, improve internal operations, enhance service delivery, and accomplish municipal projects.



The City of Alpharetta has been awarded the *Certified City of Ethics* designation from the Georgia Municipal Association (“GMA”). This program was created to recognize cities that have adopted principles and procedures that offer guidance on ethical issues, along with a mechanism to resolve complaints at the local level.

The city has also been awarded the *City of Excellence* designation from the GMA in conjunction with Georgia Trend Magazine. This program was created to recognize Georgia’s best managed and most livable cities.



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

City Administration General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
Licenses and Permits:							
(1) Alcohol Beverage Permits	\$ 439,959	\$ 10,820	\$ 2,227	\$ -	\$ -	\$ -	\$ -
Charges for Services:							
Taste of Alpharetta	157,874	150,214	151,755	150,000	150,000	154,500	159,135
Other (Events)	71,816	65,181	60,888	42,500	47,500	47,500	47,500
Other Revenue:							
Property Leases	40,188	75,001	27,467	-	-	-	-
Other (Events)	-	-	10,803	-	-	-	-
TOTAL	\$ 709,837	\$ 301,216	\$ 253,139	\$ 192,500	\$ 197,500	\$ 202,000	\$ 206,635
EXPENDITURES							
Personnel Services:							
Salaries	\$ 851,787	\$ 824,736	\$ 1,061,652	\$ 1,138,465	\$ 1,159,670	\$ 1,188,662	\$ 1,218,378
Overtime	25,364	40,928	39,281	50,000	50,000	50,000	50,000
Group Insurance	92,546	100,236	161,223	202,261	221,207	238,904	258,016
FICA	58,651	55,799	73,757	91,468	93,090	95,417	97,803
Pension (Defined Benefit)	110,032	121,002	100,455	99,139	95,207	95,207	95,207
Pension (401A Contribution/Matc	39,375	43,132	55,133	77,774	75,985	77,885	79,832
Workers Compensation	17,119	20,297	20,714	17,522	25,577	26,089	26,610
OPEB Contribution	-	-	-	3,643	3,841	3,918	3,996
Miscellaneous	7,442	7,279	7,605	7,853	7,363	7,363	7,363
<i>subtotal</i>	\$ 1,202,317	\$ 1,213,410	\$ 1,519,820	\$ 1,688,125	\$ 1,731,940	\$ 1,783,444	\$ 1,837,205
Maintenance & Operations:							
Professional Services	\$ 178,692	\$ 198,029	\$ 328,722	\$ 485,250	\$ 412,960	\$ 416,057	\$ 419,178
Rental Equipment	28,878	33,728	70,092	77,353	93,745	94,448	95,156
Advertising	26,599	52,613	66,719	97,755	118,275	119,162	120,056
Printing	15,962	21,918	28,546	40,605	37,400	37,681	37,963
Employee Training	8,439	11,089	19,325	33,050	33,650	33,902	34,157
Employee Travel	4,086	6,817	20,793	36,950	30,100	30,326	30,553
General Supplies	36,752	60,984	102,468	113,462	100,670	101,425	102,186
Maintenance Contracts/IT Service:	35,913	52,544	88,983	102,351	104,339	105,122	105,910
Utilities	18,125	22,610	25,507	21,400	22,645	22,815	22,986
Miscellaneous	17,674	19,942	10,137	6,847	6,200	6,247	6,293
<i>subtotal</i>	\$ 371,120	\$ 480,275	\$ 761,292	\$ 1,015,023	\$ 959,984	\$ 967,184	\$ 974,438
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,573,436	\$ 1,693,685	\$ 2,281,112	\$ 2,703,148	\$ 2,691,924	\$ 2,750,627	\$ 2,811,643
Authorized Personnel	10.0	11.0	14.0	14.0	14.0		

(1) Starting in FY 2012, the Alcohol Beverage Permitting processes and revenue collection were moved to the Public Safety Department.

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2015 Budget for City Administration totals \$2,691,924 and represents a decrease of -0.4%, or -\$11,224, compared to the FY 2014 budget.

The Personnel Services category increased 2.6%, or \$43,815, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015 and increases in group insurance premiums. Base level personnel total 14 FTEs and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Assistant City Administrator	1.0	1.0	1.0	1.0	1.0	-
Assistant City Clerk	1.0	1.0	1.0	1.0	1.0	-
City Administrator	1.0	1.0	1.0	1.0	1.0	-
City Clerk	1.0	1.0	1.0	1.0	1.0	-
Economic Development Coordinator	-	1.0	-	-	-	-
Economic Development Director	-	-	1.0	1.0	1.0	-
Economic Development Manager	-	-	1.0	1.0	1.0	-
Executive Office Coordinator	1.0	1.0	1.0	1.0	1.0	-
Grants Administrator	1.0	1.0	1.0	1.0	1.0	-
Internal Auditor	1.0	1.0	1.0	1.0	1.0	-
Records Manager	-	-	1.0	1.0	1.0	-
Special Events Coordinator (1FT;2PT)	1.0	1.0	2.0	2.0	2.0	-
Special Events Manager	1.0	1.0	1.0	1.0	1.0	-
Web Administrator	1.0	1.0	1.0	1.0	1.0	-
	10.0	11.0	14.0	14.0	14.0	-

The Maintenance & Operations category decreased -5.4%, or -\$55,039, due primarily to the following activity:

- Increase in advertising of \$20,520 due to multiple factors including: elimination of Election related advertising (no election in FY 2015); reduction in economic development advertising based on usage trends; which is partially offset through increased special event advertising needs as based on historical expenditure trends;
- Increase in equipment rental of \$16,392 due to general increases for Special Events (e.g. Taste of Alpharetta, Tree Lighting, etc.). However, the recommended budget for FY 2015 is substantially similar to the adopted FY 2014 budget with the large variance driven by budget transfers done during FY 2014 to offset higher priority budget needs elsewhere (e.g. economic development sponsorships) within the department;
- Decrease in professional fees of -\$72,290 due primarily to the elimination of Election funding (no election in FY 2015) offset partially through increases in Special Events (e.g. professional event planning services approved in the FY 2014 Mid-Year Budget) and the FY 2015 Operating Initiative for Downtown Seasonal

DEPARTMENT SUMMARIES

Improvements (\$30,000; please refer to the Operating Initiatives section of the transmittal letter for more information); and

- Decrease in general supplies of -\$12,792. The FY 2015 recommended budget for general supplies represents an increase compared to the adopted FY 2014 budget. However, additional budget allocations were necessary during FY 2014 to account for several non-recurring initiatives (e.g. economic development sponsorships) that results in a negative variance compared with the amended FY 2014 budget.

Statement of Revenues, Expenditures, and changes in Personnel

Legal Services

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Maintenance & Operations:							
Professional Fees	\$ 505,016	\$ 482,051	\$ 442,650	\$ 500,000	\$ 500,000	\$ 510,000	\$ 520,200
Miscellaneous	846	2,408	-	-	-	-	-
Adjustments/Reconciliation	-	-	-	-	-	-	-
TOTAL	\$ 505,862	\$ 484,458	\$ 442,650	\$ 500,000	\$ 500,000	\$ 510,000	\$ 520,200
PERSONNEL*	-	-	-	-	-	-	-

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



DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on City Administration programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **City Administration**

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

City Administration Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
City Administration Department annual turnover percentage	0.0%	14.0%	0.0%	0.0%	0.0%	0.0%
# of Public meetings held	31	21	30	20	34	34
Number of website hits	1,830,155	1,757,888	607,818	353,802	1,800,000	650,000
Website Unique Visitors	373,367	378,451	400,843	239,522	300,000	450,000
Website Page Views	570,425	579,311	1,678,051	962,203	500,000	1,700,000
% of Website New Visits	62%	62%	63%	63%	55%	62%
Number of newsletters distributed	N/A	N/A	N/A	N/A	N/A	N/A
# of Grant applications prepared	17	10	8	8	10	10
# of Grants received	8	5	6	4	6	6
% of successful grant applications	47%	50%	75%	50%	60%	60%
Total value of grants received	\$725,057	\$773,450	\$540,958	\$48,199	\$100,000	\$100,000
# of Grants managed	42	40	43	38	35	35
Personnel Assigned:	8.0 FTE	8.0 FTE	9.0 FTE	9.0 FTE	9.0 FTE	9.0 FTE
City Administrator	City Administrator	City Administrator	City Administrator	City Administrator	City Administrator	City Administrator
Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin
Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.
Grants Administrator	Grants Administrator	Grants Administrator	Grants Administrator	Grants Administrator	Grants Administrator	Grants Administrator
Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator
City Clerk	City Clerk	City Clerk	City Clerk	City Clerk	City Clerk	City Clerk
Assistant City Clerk	Assistant City Clerk	Administrative Assistant	Assistant City Clerk	Assistant City Clerk	Assistant City Clerk	Assistant City Clerk
		Records Manager	Records Manager	Records Manager	Records Manager	Records Manager
Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor



DEPARTMENT SUMMARIES

- **Economic Development**

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

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
# of Existing business contacts	215	215	240	**	260	300
# of New projects	5	6	18	5	7	8
# of Major business prospects recruited	**	4	7	1	3	3
Personnel Assigned:	1.0 FTE*	2.0 FTE			2.0 FTE	2.0 FTE
	Economic Dev Director	Economic Dev Director	Economic Dev Manager		Economic Dev Director Economic Dev Manager	Economic Dev Director Economic Dev Manager

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

** Information not available.

- **Special Events**

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

Special Events Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	Target FY 2014	Target FY 2015
# of Total approved events:					
Exclusive City Events	35	42	51	41	55
City Partnered Events	50	52	47	57	52
Other Events	92	47	49	75	40
Approximate attendance for:					
Taste of Alpharetta	62,400	61,000	59,500	60,000	60,000
Mayor's Challenge	800	751	500	1,000	1,000
Old Soldier's Day Parade	9,000	9,000	8,000	9,000	8,500
Annual Tree Lighting	3,500	8,000	9,500	4,000	9,500
Alpharetta Arts Street Fest Spring	18,000	19,000	17,000	18,000	20,000
Scarecrow Harvest	5,000	5,000	5,500	3,500	5,000
Lazy Log Cabin Days	750	600	600	750	650
# of Special events applications processed	2,281	2,870	3,342	2,281	2,250
# of Volunteers recruited	763	924	1,128	1,200	1,200
# of Special event sponsors	45	52	61	45	60
# of Event vendors managed	622	731	793	700	795
Personnel Assigned:	2.0 FTE	2.0 FTE	3.0 FTE	3.0 FTE	3.0 FTE
	Special Events Manager	Special Events Manager	Special Events Manager	Special Events Manager	Special Events Manager
	Special Events Coord. (2 PT)	Special Events Coord. (2 PT)	Special Events Coord. (1 FT; 2 PT)	Special Events Coord. (1 FT; 2 PT)	Special Events Coord. (1 FT; 2 PT)

DEPARTMENT SUMMARIES

Community Development

RICHARD MCLEOD
DIRECTOR



RMcleod@alpharetta.ga.us



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



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



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

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

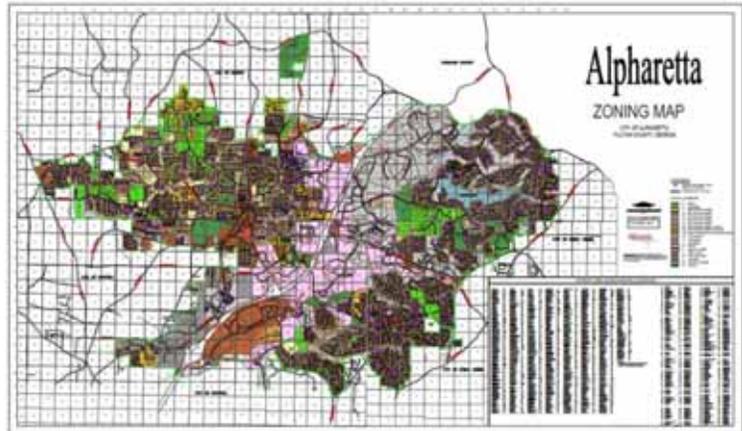
DEPARTMENT SUMMARIES

Community Development

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

Mission Statement

To protect and enhance the lives of Alpharetta citizens by guiding the city's growth and safeguarding the built environment.



Goals and Objectives

- ✓  Enforce the standard building code and zoning code;
- ✓  Provide building inspections within 48 hours of request;
- ✓  Provide efficient plans processing and permitting;
- ✓  Provide quality support to boards and commissions staffed by Community Development;
- ✓  Maintain and update demographic, statistical and other data, maps and materials;
- ✓  Process all public hearings in the most efficient manner possible;
- ✓  Maintain and process business licenses for the City; and
- ✓  Collaborate with the Economic Development Division (City Administration) to fulfill the vision of the City of Alpharetta as the preeminent place to live, work, learn and play.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Community Development General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
Business Taxes:							
Occupational License Fees	\$ 917,214	\$ 970,824	\$ 970,598	\$ 925,000	\$ 952,500	\$ 981,075	\$ 1,010,507
Licenses & Permits:							
Development Permits/Fees	77,175	106,107	179,301	90,000	175,000	180,250	185,658
Building Permit Fees	1,128,520	1,462,331	999,290	1,000,000	1,100,000	1,133,000	1,166,990
Occupancy Permit Fees	114,413	129,176	110,526	110,000	120,000	123,600	127,308
Other	34,272	31,520	26,556	37,500	55,100	56,753	58,456
Charges for Services:							
Planning and Development Fees	80,764	103,502	128,137	110,000	140,000	144,200	148,526
Plan Review Fees	357,439	450,320	330,402	340,000	380,000	391,400	403,142
Other	14,112	23,755	6,222	5,900	2,900	2,987	3,077
Fines & Forfeitures							
	-	-	-	-	2,000	2,000	2,000
TOTAL	\$ 2,723,908	\$ 3,277,535	\$ 2,751,032	\$ 2,618,400	\$ 2,927,500	\$ 3,015,265	\$ 3,105,663
EXPENDITURES							
Personnel Services:							
Salaries	\$ 1,142,624	\$ 1,084,502	\$ 1,123,332	\$ 1,377,791	\$ 1,406,602	\$ 1,441,767	\$ 1,477,811
Overtime	-	-	3,727	-	-	-	-
Group Insurance	190,470	224,247	244,780	320,899	344,179	371,713	401,450
FICA	82,175	77,101	81,360	105,340	107,486	110,173	112,927
Pension (Defined Benefit)	171,919	155,485	138,936	116,196	99,322	99,322	99,322
Pension (401A Contribution/Matcl)	46,000	58,175	54,170	102,845	100,615	103,130	105,709
Workers Compensation	25,215	25,761	25,177	21,589	32,154	32,797	33,453
OPEB Contribution	-	-	-	4,348	4,628	4,721	4,815
Miscellaneous	316	1,105	237	571	326	326	326
<i>subtotal</i>	<i>\$ 1,658,718</i>	<i>\$ 1,626,377</i>	<i>\$ 1,671,719</i>	<i>\$ 2,049,579</i>	<i>\$ 2,095,312</i>	<i>\$ 2,163,950</i>	<i>\$ 2,235,814</i>
Maintenance & Operations:							
Professional Services	\$ 25,787	\$ 20,172	\$ 23,470	\$ 14,000	\$ 18,500	\$ 18,639	\$ 18,779
Board Member Fees	10,550	10,625	12,275	11,500	13,000	13,098	13,196
Fuel/Repair & Maintenance	16,264	17,716	15,179	22,636	21,800	21,964	22,128
Building Lease	82,824	82,824	111,350	112,000	65,000	65,488	65,979
Advertising	6,058	9,081	13,580	17,500	11,500	11,586	11,673
Printing	4,409	9,122	2,701	3,350	3,600	3,627	3,654
Maintenance Contracts/IT Svcs.	62,377	77,175	97,355	147,570	139,192	140,236	141,288
General Supplies	22,989	21,474	24,887	21,690	24,650	24,835	25,021
Utilities	13,417	14,461	21,067	22,524	11,650	11,737	11,825
Miscellaneous	29,600	17,895	19,961	27,628	35,750	36,018	36,288
<i>subtotal</i>	<i>\$ 274,274</i>	<i>\$ 280,545</i>	<i>\$ 341,824</i>	<i>\$ 400,398</i>	<i>\$ 344,642</i>	<i>\$ 347,227</i>	<i>\$ 349,831</i>
Capital/Other							
	\$ -	\$ 8,580	\$ 9,125	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,932,992	\$ 1,915,502	\$ 2,022,668	\$ 2,449,977	\$ 2,439,954	\$ 2,511,176	\$ 2,585,645
Authorized Personnel	21.0	20.0	20.0	23.0	23.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2015 Budget for Community Development totals \$2,439,954 and represents a decrease of -0.4%, or -\$10,023 compared to FY 2014.

The Personnel Services category increased 2.2%, or \$45,733, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015; increases in group insurance premiums; annualized impact of the Building Inspector position funded during the FY 2014 mid-year budget; which is partially mitigated through departmental turnover (and lower salary requirements). Additionally, the Department has one Building Inspector position that was not funded in FY 2014 and is not funded in FY 2015. This position will remain vacant pending an identified funding source and workload justification.

Base level personnel total 23.0 FTEs and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015*	
Administrative Assistant II***	3.0	2.0	3.0	2.0	1.0	(1.0)
Arborist**	-	-	-	1.0	1.0	-
Boards Administrator	1.0	1.0	1.0	-	-	-
Boards Assistant	-	-	-	1.0	1.0	-
Building Inspector*	5.0	5.0	5.0	5.0	5.0	-
Building Official	1.0	1.0	1.0	1.0	1.0	-
Building Plans Examiner	2.0	2.0	2.0	2.0	2.0	-
Code Enforcement Officer	4.0	4.0	4.0	4.0	4.0	-
Director of Community Development	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Community Development	-	-	-	1.0	1.0	-
Economic Development Coordinator	1.0	-	-	-	-	-
Engineer (Stormwater)**	-	-	-	1.0	1.0	-
GIS Specialist	1.0	1.0	1.0	1.0	1.0	-
Permit Technician***	-	-	-	-	1.0	1.0
Planning & Zoning Administrator	1.0	1.0	1.0	1.0	1.0	-
Recording Secretary	1.0	1.0	-	-	-	-
Senior Engineer (Transportation)**	-	-	-	1.0	1.0	-
Specialized Assistant - Permits Plus	-	1.0	1.0	1.0	1.0	-
	21.0	20.0	20.0	23.0	23.0	-

* Includes 1.0 FTE not-funded in the FY 2015 Budget [Building Inspector]. Funding for this position was eliminated in FY 2011 and will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

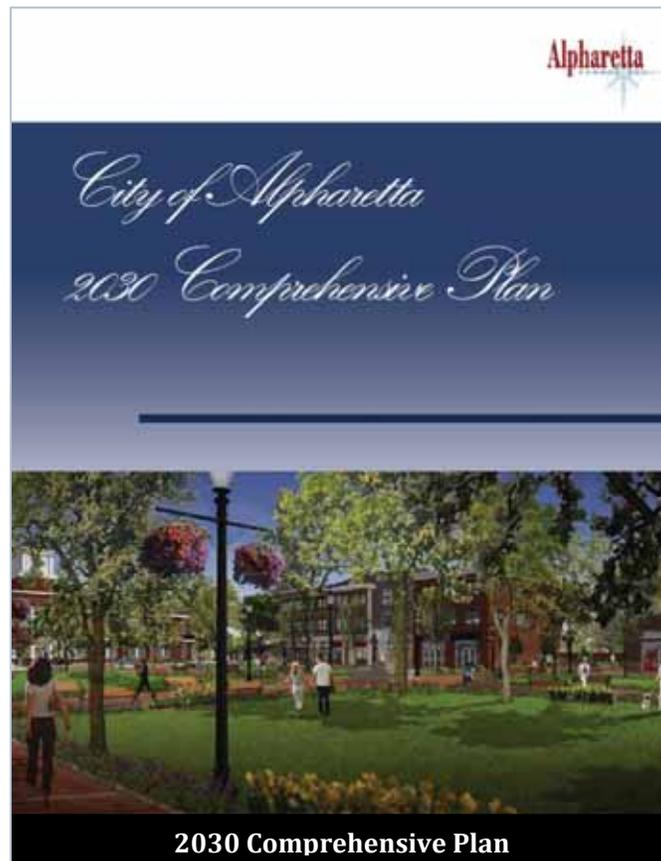
** Includes 3.0 FTE transferred from the Public Works Department as part of a reorganization aimed at continuing to improve availability and service to our customers.

*** Position reclassification occurred during FY 2014.

DEPARTMENT SUMMARIES

The Maintenance and Operations category decreased -13.9%, or -\$55,756, due primarily to the following activity:

- Decrease of -\$57,874 in multiple accounts (building rental and utilities) due primarily to cost reallocations as part of the relocation to the new City Hall. For budget purposes, the relocation to the new City Hall is estimated to occur on or before December 2014 (6 months into FY 2015). Maintenance and operating costs of the new City Hall will be tracked within the Public Works Department. As such, this budget only includes funding for the period the Department resides in its current facility (e.g. six months of building rent, janitorial service, and utilities);
- Increase of \$11,924 in multiple accounts (travel, training, general supplies, fuel) based on current expenditure trends, anticipated training requirements, and incremental costs associated with the Building Inspector position funded in the FY 2014 mid-year budget (e.g. vehicle fuel); and
- Increase of \$6,800 in non-recurring funding for the citywide rebranding initiative (e.g. forms, publications, business cards, uniforms, etc.).



DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Community Development programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **Administration**

Statement of Service: The purpose of Community Development Administration is to provide effective, efficient and responsive services to account for the resources allocated to the Planning & Zoning and Code Enforcement division of the department.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014**	Target FY 2015
Community Development annual turnover percentage	0%	13%	10%	-	0%	0%
# of Special projects managed	2	2	4	3	2	4
Personnel Assigned:	7.0 FTE	6.0 FTE	6.0 FTE		4.0 FTE	4.0 FTE
Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development		Director of Comm Development	Director of Comm Development
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II (2)		Admin Asst. II	Admin Asst. II
GIS Specialist	GIS Specialist	GIS Specialist	GIS Specialist			
Boards Administrator	Boards Administrator	Boards Administrator	Boards Administrator			
					Deputy Director of Comm Development	Deputy Director of Comm Development
Recording Secretary	Recording Secretary					
					Specialized Assistant (Permits Plus)	Specialized Assistant (Permits Plus)
Planning & Zoning Administrator	Planning & Zoning Administrator	Planning & Zoning Administrator	Planning & Zoning Administrator			
Economic Development Coordinator						

* Economic Development Coordinator was reorganized into City Administration in FY 2012.

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

DEPARTMENT SUMMARIES

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

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

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014*	Target FY 2015
# of New public hearings filed	71	119	129	60	100	100
Total # of public hearings processed	96	133	157	580	110	110
# of parcels annexed	0	0	0	0	0	
Personnel Assigned:					4.0 FTE	4.0 FTE
					Zoning Administrator	Zoning Administrator
					GIS Specialist	GIS Specialist
					Boards Assistant	Boards Assistant
					Code Enforcement Officer	Code Enforcement Officer

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

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014*	Target FY 2015
Private development plans reviewed	133	133	90	54	135	100
Tree permits issued	637	745	793	503	750	800
Personnel Assigned:					3.0 FTE	3.0 FTE
					Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation
					Development Services Engineer - Stormwater	Development Services Engineer - Stormwater
					Arborist	Arborist

Division activity was previously recorded within the Engineering & Public Works Department (figures sourced from FileMaker ICMA by Fiscal Year). Development Services (Community Development) is tracking activity effective January 2013.

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

DEPARTMENT SUMMARIES

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014**	Target FY 2015
# of New building permits issued	2,944	2,995	3,118	1,898	3,400	3,400
# of Building inspections completed	9,974	10,042	11,576	7,307	13,000	1,300
Personnel Assigned:	14.0 FTE	14.0 FTE	14.0 FTE		9.0 FTE	9.0 FTE
	Building Official	Building Official	Building Official		Building Official	Building Official
	Admin Asst. II (2)	Admin Asst. II	Admin Asst. II		Admin Asst. II	Permit Technician
		Specialized Assistant (Permits Plus)	Specialized Assistant (Permits Plus)			
	Building Plans Examiner (2)	Building Plans Examiner (2)	Building Plans Examiner (2)		Building Plans Examiner (2)	Building Plans Examiner (2)
	Building 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)			

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

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

- **Code Enforcement Services**

Statement of Service: To protect the public health, safety, and welfare by ensuring compliance with city building and land-use codes and ordinances.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014*	Target FY 2015
# of Code enforcement inspections completed	2,992	2,886	2,508	1,391	3,000	3,000
Personnel Assigned:					3.0 FTE	3.0 FTE
					Code Enforcement Officer (3)	Code Enforcement Officer (3)

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

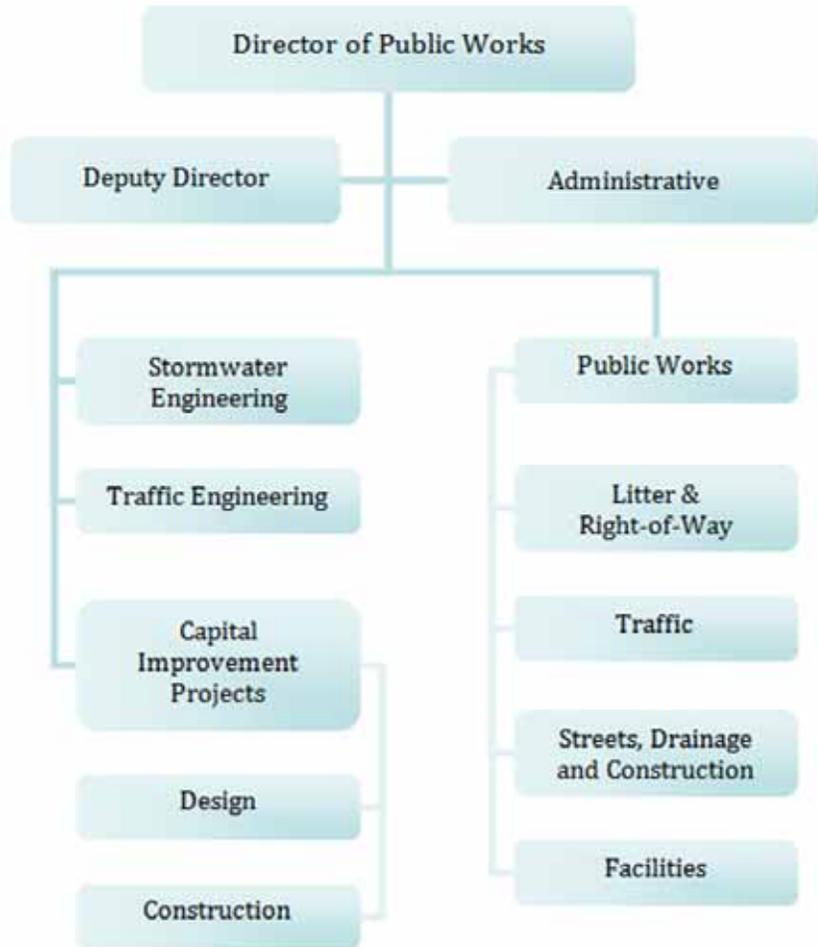
DEPARTMENT SUMMARIES

Public Works

PETE SEWCZWICZ
DIRECTOR



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



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



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

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DEPARTMENT SUMMARIES

Public Works

Administration, Conservation, and Public Works

Mission Statement

The Department of Public Works is committed to providing cost effective engineering, maintenance and design solutions through the highest possible professionalism which protects, preserves and improves the City of Alpharetta's infrastructure. Our focus shall include traffic, streets, stormwater, and environmental conservation.

Goals and Objectives



- ✓ Improve and maintain the City of Alpharetta infrastructure at the highest possible level and to enhance and promote the quality of life;



- ✓ Provide engineering professionalism to ensure growth and progress for the City of Alpharetta;



- ✓ Provide consistent Public Works functions and operations that afford future excellence in growth and expansion for the City of Alpharetta;



- ✓ Improve intergovernmental relations;



- ✓ Provide more efficient support and response for the citizens of Alpharetta;



- ✓ Develop strategic, long-range plans for the future; and



- ✓ Ensure timely completion of repairs on work projects so the disruption of service to the customer is minimal.



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Public Works General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
Licenses and Permits:							
(1) Tree Removal Permit	\$ 967	\$ 2,504	\$ 10,520	\$ -	\$ -	\$ -	\$ -
(1) Soil Erosion Permit	13,247	9,800	25,748	-	-	-	-
Charges for Services:							
Printing Services	-	-	-	-	-	-	-
Tree Replacement Fund	-	-	-	-	-	-	-
Other Revenue:							
CID (GA400 Interchange Maint.)	-	-	-	39,723	62,500	69,800	48,600
Miscellaneous	210	1,604	1,040	-	-	-	-
TOTAL	\$ 14,424	\$ 13,908	\$ 37,309	\$ 39,723	\$ 62,500	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 2,649,235	\$ 2,754,497	\$ 2,753,277	\$ 2,676,483	\$ 2,787,398	\$ 2,857,083	\$ 2,928,510
Overtime	55,009	23,601	18,632	50,000	30,000	30,000	30,000
Group Insurance	543,493	642,776	746,286	787,130	889,491	960,650	1,037,502
FICA	198,073	201,974	201,452	207,963	214,832	220,203	225,708
Pension (Defined Benefit)	386,367	339,964	302,863	253,491	240,395	240,395	240,395
Pension (401A Cont./Match)	119,290	136,461	145,336	169,111	155,453	159,339	163,323
Workers Compensation	60,446	65,788	62,315	42,558	63,499	64,769	66,064
OPEB Contribution	-	-	-	8,734	9,252	9,437	9,626
Miscellaneous	1,120	1,784	1,103	1,631	1,807	1,807	1,807
<i>subtotal</i>	\$ 4,013,033	\$ 4,166,845	\$ 4,231,264	\$ 4,197,101	\$ 4,392,127	\$ 4,543,683	\$ 4,702,935
Maintenance & Operations:							
Professional Services	\$ 45,237	\$ 29,249	\$ 35,842	\$ 36,700	\$ 37,500	\$ 37,781	\$ 38,065
Fuel/Repair & Maint. (Vehicles)	138,295	144,280	138,996	165,000	167,000	168,253	169,514
Repair & Maint. (Facilities)	105,736	137,127	152,237	177,000	169,000	170,268	171,545
Maint. Contracts/IT Services	515,877	491,574	545,531	655,724	1,117,613	1,125,995	1,134,440
General Supplies	157,910	139,635	145,765	165,544	160,250	161,452	162,663
Utilities	1,268,973	1,344,486	1,324,513	1,499,000	1,636,700	1,648,975	1,661,343
Miscellaneous	99,851	105,280	121,597	110,749	113,810	114,664	115,524
<i>subtotal</i>	\$ 2,331,878	\$ 2,391,632	\$ 2,464,481	\$ 2,809,717	\$ 3,401,873	\$ 3,427,387	\$ 3,453,092
Capital/Lease/Other							
Milling & Resurfacing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Software Lease	-	-	73,012	71,728	75,692	75,691	75,996
Miscellaneous	-	22,110	4,950	-	-	-	-
<i>subtotal</i>	\$ -	\$ 22,110	\$ 77,962	\$ 71,728	\$ 75,692	\$ 75,691	\$ 75,996
TOTAL	\$ 6,344,910	\$ 6,580,587	\$ 6,773,707	\$ 7,078,546	\$ 7,869,692	\$ 8,046,761	\$ 8,232,023
Authorized Personnel	62.0	62.0	62.0	59.0	59.0		

(1) Starting in FY 2014, all Arborist activities (including permitting) were moved to the Community Development Department.

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2015 Budget for Public Works totals \$7,869,692 and represents an increase of 11.2%, or \$791,146, compared to FY 2014.

The Personnel Services category increased 4.6%, or \$195,026, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015 and increases in group insurance premiums. Additionally, the Department has four positions (1.0 FTE Senior Operations Manager, 1.0 FTE GIS Specialist, and 2.0 FTE Public Works Technician positions) that were not funded in FY 2014 and are not funded in FY 2015. These positions will remain vacant pending an identified funding source and workload justification. Base level personnel total 59.0 FTEs and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015*	
Administrative Assistant I	-	-	-	-	-	-
Administrative Assistant II	2.0	2.0	2.0	2.0	2.0	-
Arborist**	1.0	1.0	1.0	-	-	-
Civil Engineer**/**	3.0	3.0	3.0	2.0	1.0	(1.0)
Construction Inspector	2.0	-	-	-	-	-
Construction Manager	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Public Works	1.0	1.0	1.0	1.0	1.0	-
Director of Public Works	1.0	1.0	1.0	1.0	1.0	-
Engineering Technician	5.0	7.0	7.0	7.0	7.0	-
Environmental Program Coordinator	-	-	1.0	1.0	1.0	-
Environmental Education Coordinator	1.0	1.0	-	-	-	-
Fleet Coordinator	1.0	1.0	1.0	1.0	1.0	-
GIS Specialist*	1.0	1.0	1.0	1.0	1.0	-
Inspector***	-	4.0	4.0	4.0	3.0	(1.0)
Senior Inspector***	-	-	-	-	1.0	1.0
Land Disturbance Activity Inspector	3.0	-	-	-	-	-
Project Administrator	1.0	1.0	1.0	1.0	1.0	-
Public Works Crew Leader	7.0	7.0	7.0	7.0	7.0	-
Public Works Supervisor	3.0	3.0	3.0	3.0	3.0	-
Public Works Technician***	7.0	6.0	6.0	6.0	-	(6.0)
Public Works Technician I/**	7.0	7.0	7.0	7.0	13.0	6.0
Public Works Technician II	9.0	9.0	9.0	9.0	9.0	-
Senior Engineer**/**	3.0	3.0	3.0	2.0	3.0	1.0
Senior Operations Manager*	1.0	1.0	1.0	1.0	1.0	-
Senior Engineering Technician	1.0	1.0	1.0	1.0	1.0	-
Water Resources Technician***	1.0	1.0	1.0	1.0	-	(1.0)
Senior Water Resources Analyst***	-	-	-	-	1.0	1.0
	62.0	62.0	62.0	59.0	59.0	-

* Includes 4.0 FTE not-funded in the FY 2015 Budget [Senior Operations Manager (1.0 FTE); GIS Specialist (1.0 FTE); and Public Works Technician I (2.0 FTE)]. The GIS Specialist position was approved in FY 2009 but never funded due to revenue constraints. Funding for the other positions was eliminated in FY 2011. These 4.0 FTE will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

** Reflects 3.0 FTE transferred to the Community Development Department as part of a reorganization aimed at continuing to improve availability and service to our customers.

*** Position reclassification occurred during FY 2014.

DEPARTMENT SUMMARIES

The Maintenance and Operations category increased 21.1%, or \$592,156, due primarily to the following activity:

- Increase in maintenance contracts of \$437,143 due primarily to: partial-year (assuming October 2014 move-in) property management services (including operational costs) for the new City Hall, Parking Garage, Park and Town Green (approximately \$305,000); landscape maintenance costs for several GA 400 Interchanges (Haynes Bridge Road; Old Milton Parkway; Windward Parkway) that is being split 50/50 with the North Fulton CID (City's share approximates \$60,000); and forecasted inflationary rate increases in the citywide landscaping contract;
- Increase of \$137,700 in utility costs (electric, water and sewer, natural gas, etc.) due primarily to anticipated usage requirements of the new City Hall, Parking Garage, and Park/Town Green (including irrigation needs);
- Increase in professional services (IT) of \$24,746 due to support/maintenance costs related to the CityWorks software (work order/permitting) coupled with a revised IT allocation methodology;
- Increase in non-recurring expenses of \$10,000 for the citywide rebranding initiative (e.g. forms, publications, business cards, uniforms, etc.); and
- Decrease in equipment refresh (IT) of -\$8,389 as this activity is now accounted for within the city's IT Equipment Refresh Capital Account (Capital Project Fund).

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



TREE CITY USA

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

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

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



DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Engineering and Public Works programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- Administration

Statement of Service: 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 2011	Actual FY 2012	Actual FY 2013	Target FY 2014	Target FY 2015
PW Department annual turnover percentage	10%	10%	8%	5%	5%
Personnel Assigned:	7.0 FTE	7.0 FTE	7.0 FTE	7.0 FTE	7.0 FTE
Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW	Director of Eng/PW
Deputy Director	Deputy Director *	Deputy Director *	Deputy Director *	Deputy Director	Deputy Director
Senior Operations Manager - PW	Senior Operations Manager - PW	Senior Operations Manager - PW	Senior Operations Manager - PW	Senior Operations Manager *	Senior Operations Manager *
Project Administrator	Project Administrator	Project Administrator	Project Administrator	Project Administrator	Project Administrator
Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II (2)
Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator

* Senior Operations Manager position is not funded in the Budget.

- Conservation

Statement of Service: Conservation provides education and community activism strategies to address environmental and aesthetic issues in the City of Alpharetta, through clean-up campaigns, seminars, literature, and other beautification efforts.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Dec. 2013) FY 2014	Target FY 2014	Target FY 2015
# of Events coordinated	27	23	26	6	25	25
# of Students reached	1363	930	725	330	900	900
# of Volunteers	944	1018	1040	334	1000	1000
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 Program Coord.		Environmental Program Coord.	Environmental Program Coord.

DEPARTMENT SUMMARIES

- **Engineering**

Statement of Service: Engineering administration provides for the administration and technical review of public and private improvements in the City of Alpharetta by managing all projects skillfully, efficiently and professionally.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Dec. 2013) FY 2014	Target FY 2014	Target FY 2015
# of Stormwater plans reviewed	133	133	n/a	n/a	n/a	n/a
% of Stormwater plans reviewed within 10 calendar days	97%	99%	n/a	n/a	n/a	n/a
# of capital/bond contracts managed	47	43	27	32	26	30
Total amount of capital/bond projects under contract	\$16,621,864	\$17,887,165	\$18,285,256	\$14,060,804	\$14,000,000	\$7,000,000
Contract expenditures on capital/bond projects *	\$10,036,317	\$7,933,076	\$9,171,189	\$3,124,896	\$8,000,000	\$5,000,000
% of contracts completed within 10% of original budget contract	92%	89%	80%	100%	80%	80%
% of contracts completed within 10% of original contract time	48%	72%	80%	80%	80%	80%
# of Water quality samples analyzed	330	299	327	178	300	300
# of Land disturbance inspections	4868	6491	6191	2975	5500	5500
# of traffic/signal projects inspected	39	52	56	35	50	50
# of traffic signals timed	59	51	43	36	50	50
# of Traffic complaint responses	269	185	176	120	200	200
* Capital contracts include traffic, stormwater, sidewalks, infrastructure, community development, and facilities projects.						
Personnel Assigned:	21.0 FTE	22.0 FTE	22.0 FTE		19.0 FTE**	19.0 FTE**
Arborist	Arborist	Arborist	Arborist			
Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)	Civil Engineer (3)		Civil Engineer (2)	Civil Engineer (1)
Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (3)	Sr. Engineer (3)		Sr. Engineer (2)	Sr. Engineer (3)
Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.		Construction Mgr.	Construction Mgr.
Construction Inspector (2)	Inspector (4)	Inspector (4)	Inspector (4)		Inspector (4)	Inspector (3)/ Senior Inspector (1)
Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician	Sr. Engineering Technician		Sr. Engineering Technician	Sr. Engineering Technician
Engineering Technician (5)	Engineering Technician (7)	Engineering Technician (7)	Engineering Technician (7)		Engineering Technician (7)	Engineering Technician (7)
Land Disturbance Inspector (3)						
Water Resources Technician	Water Resources Technician	Water Resources Technician	Water Resources Technician		Water Resources Technician	Senior Water Resources Analyst
GIS Specialist*	GIS Specialist*	GIS Specialist*	GIS Specialist*		GIS Specialist*	GIS Specialist*

* GIS Specialist position is not funded in the Budget.

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

DEPARTMENT SUMMARIES

- **Public Works**

Statement of Service: Public works coordinates and performs maintenance on streets, sidewalks, traffic signals, traffic signs, and city facilities. Public Works also provides construction services in support of the engineering division and other city departments.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Dec. 2013) FY 2014	Target FY 2014	Target FY 2015
Average # of days to complete sidewalk work order	9.1	7.2	5.5	4.0	7.5	7.5
Average # of days to complete pothole work order	1.0	1.0	1.0	1.0	1.0	1.0
Average # of days to complete curb and gutter work order	19.6	1.9	4.6	2.3	5.0	5.0
Average # of days to complete ROW, mowing, limb work order	1.7	1.5	1.1	1.7	1.5	1.5
Average # of days to complete sink hole work order	1.9	1.6	4.8	7.0	2.0	2.0
Average # of days to complete sign replacement/upgrade work order	5.1	6.1	3.3	1.8	5.0	5.0
Average # of days to complete signal light maintenance work order	2.6	1.6	1.4	1.3	1.5	1.5
Average # of days to complete striping work order	2.2	2.4	1.7	1.7	2.0	2.0
Average # of days to complete catch basin work order	7.6	1.1	3.0	1.5	2.0	2.0
Average # of days to complete storm drain work order	6.3	4.3	4.3	3.4	5.0	5.0
Average # of days to complete facilities work order	2.5	2.6	1.8	2.2	2.5	2.5
Personnel Assigned:	33.0 FTE	32.0 FTE	32.0 FTE	32.0 FTE	32.0 FTE	32.0 FTE
	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)
	PW 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 I (7)	PW Tech I (7)	PW Tech I (13)*			
	PW Tech (7)	PW Tech (6)*	PW Tech (6)*	PW Tech (6)*	PW Tech (6)*	

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

DEPARTMENT SUMMARIES

Finance

THOMAS G. HARRIS
DIRECTOR



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



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



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

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

DEPARTMENT SUMMARIES

Finance

Administration, Accounting, Budgeting, Employee Benefits and Compensation, Procurement, Risk Management, Treasury, Internal and External Service

Mission Statement

The mission of the Finance Department is to plan, receive, monitor, safeguard, invest, account, and expend the financial resources of the City of Alpharetta in the highest legal, ethical, and professional standard practical, and to respond to the service needs of our internal and external customers in a timely, courteous and accurate manner.

Goals and Objectives



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



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



- ✓ Expansion of the financial planning process – continue the development of a comprehensive long-term capital improvement program and multi-year budgeting, forecasting, and planning in order to more accurately predict our financial position in future years, and the impact current year decisions have on the city's long-range financial position;



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



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



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Finance General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 1,408,418	\$ 1,425,720	\$ 1,384,233	\$ 1,431,672	\$ 1,464,246	\$ 1,500,852	\$ 1,538,373
Overtime	-	-	289	-	-	-	-
Group Insurance	271,747	311,925	316,496	339,640	353,753	382,053	412,617
FICA	100,023	100,927	97,796	109,345	111,831	114,627	117,492
Pension (Defined Benefit)	202,618	204,700	185,749	167,570	158,893	158,893	158,893
Pension (401A Cont./Match)	61,713	63,153	59,681	70,146	72,749	74,568	76,432
Workers Compensation	30,469	31,770	30,688	22,776	33,394	34,062	34,743
OPEB Contribution	-	-	-	4,510	4,722	4,816	4,913
Miscellaneous	802	474	402	1,143	163	163	163
<i>subtotal</i>	\$ 2,075,790	\$ 2,138,669	\$ 2,075,334	\$ 2,146,802	\$ 2,199,751	\$ 2,270,034	\$ 2,343,627
Maintenance & Operations:							
Professional Services	\$ 247,509	\$ 166,634	\$ 177,843	\$ 210,594	\$ 209,305	\$ 210,875	\$ 212,456
Printing	30,103	21,724	22,893	30,450	28,750	28,966	29,183
Employee Travel	4,764	5,182	13,008	18,000	19,530	19,676	19,824
Employee Training	15,894	13,698	14,650	25,104	24,793	24,979	25,166
Maint. Contracts/IT Services	133,005	138,323	212,910	217,851	204,442	205,975	207,520
General Supplies	47,144	43,652	45,498	67,225	60,650	61,105	61,563
Wellness Programs	174,392	94,450	112,863	187,500	192,000	193,440	194,891
Miscellaneous	26,202	36,759	20,981	27,207	26,630	26,830	27,031
<i>subtotal</i>	\$ 679,013	\$ 520,423	\$ 620,645	\$ 783,931	\$ 766,100	\$ 771,846	\$ 777,635
Capital/Lease:							
Capital	\$ -	\$ -	\$ 4,600	\$ -	\$ -	\$ -	\$ -
Enterprise Software Lease	-	111,975	117,877	101,431	106,187	106,186	107,700
<i>subtotal</i>	\$ -	\$ 111,975	\$ 122,477	\$ 101,431	\$ 106,187	\$ 106,186	\$ 107,700
TOTAL	\$ 2,754,804	\$ 2,771,067	\$ 2,818,456	\$ 3,032,164	\$ 3,072,038	\$ 3,148,066	\$ 3,228,962
Authorized Personnel	25.0	25.0	24.0	24.0	24.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2015 Budget for Finance totals \$3,072,038 and represents an increase of 1.3%, or \$39,874, compared to FY 2014.

The Personnel Services category increased 2.5%, or \$52,949, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015 and increases in group insurance premiums. The Department has three positions (1.0 FTE Accounts Receivable/Collections Rep., 1.0 FTE Controller, and 0.5 FTE part-time Accountant) that were not funded in FY 2014 and are not funded in FY 2015. These positions will remain vacant pending an identified funding source and workload justification.

Base level personnel total 24.0 FTEs and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015*	
Accountant (3FT; 2PT)*	4.0	4.0	4.0	4.0	4.0	-
Accounting & Operations Manager	1.0	1.0	1.0	1.0	1.0	-
Accounts Payable Technician	1.0	1.0	1.0	1.0	1.0	-
Accounts Receivable/Collections Rep.*	1.0	1.0	1.0	1.0	1.0	-
Benefits Manager	1.0	1.0	1.0	1.0	1.0	-
Benefits Coordinator	-	-	1.0	1.0	1.0	-
Billing Coordinator	-	1.0	1.0	1.0	1.0	-
Budget & Procurement Analyst	1.0	1.0	-	-	-	-
Budget & Procurement Manager	1.0	1.0	1.0	1.0	1.0	-
Cash Management Coordinator	-	1.0	1.0	1.0	1.0	-
Chief Accountant	1.0	1.0	1.0	1.0	1.0	-
Controller*	1.0	1.0	1.0	1.0	1.0	-
Customer Account Coordinator	-	1.0	1.0	1.0	1.0	-
Customer Account Representative	-	1.0	1.0	1.0	1.0	-
Customer Service Coordinator	1.0	-	-	-	-	-
Director of Finance	1.0	1.0	1.0	1.0	1.0	-
Financial Services Manager	1.0	-	-	-	-	-
Financial Services Representative	1.0	-	-	-	-	-
HRIS/Compensation Administrator	1.0	1.0	-	-	-	-
Office Manager	1.0	1.0	1.0	1.0	1.0	-
Payroll Coordinator	1.0	1.0	1.0	1.0	1.0	-
Records Manager	1.0	1.0	-	-	-	-
Safety/Risk Administrator	1.0	1.0	1.0	1.0	1.0	-
Senior Budget & Procurement Analyst	2.0	2.0	3.0	3.0	3.0	-
Tax Billing Coordinator	1.0	-	-	-	-	-
Treasury/Deposit Program Coordinator	1.0	-	-	-	-	-
Treasury Services Manager	-	1.0	1.0	1.0	1.0	-
	25.0	25.0	24.0	24.0	24.0	-

* Includes 2.5 FTE not-funded in the FY 2015 Budget [Accountant (0.5 FTE - part time); Accounts Receivable/Collections Representative (1.0 FTE); and Controller (1.0 FTE)]. Funding for these positions was eliminated in FY 2011 and they will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

DEPARTMENT SUMMARIES

The Maintenance and Operations category decreased -2.3%, or -\$17,831, due primarily to the following activity:

- Increase in non-recurring expenses of \$8,000 for the citywide rebranding initiative (e.g. forms, publications, business cards, uniforms, etc.);
- Decrease in professional services (IT) of -\$13,094 due to a reduction in HTE support/maintenance costs as the city's transitions to property tax billing on the Munis system coupled with a revised IT allocation methodology;
- Decrease of -\$8,062 in multiple accounts (maintenance contracts and utilities) due primarily to cost reallocations as part of the relocation to the new City Hall. For budget purposes, the relocation to the new City Hall is estimated to occur on or before December 2014 (6 months into FY 2015). Maintenance and operating costs of the new City Hall will be tracked within the Public Works Department. As such, this budget only includes funding for the period the Department resides in its current facility (e.g. six months of building rent, janitorial service, and utilities); and
- Decrease in general supplies of -\$6,575 based on current expenditure trends including reductions in postage and office supplies.

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

DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Finance programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **Administration**

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

Finance Admin Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Feb. 2014) FY 2014	Target FY 2014	Target FY 2015
# of New GAAP/GASB financial requirements implemented	1	1	1	N/A	1	1
Bond rating maintained or upgraded	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA
Cash management program maximizing interest returns (all funds)	\$60,586	\$40,718	\$99,123	\$95,018	\$125,000	\$71,900
Personnel Assigned:	Finance Admin 3.0 FTE	Finance Admin 3.0 FTE	Finance Admin 3.0 FTE		Finance Admin 3.0 FTE	Finance Admin 3.0 FTE
	Director of Finance	Director of Finance	Director of Finance		Director of Finance	Director of Finance
	Controller*	Controller*	Controller*		Controller *	Controller *
	Office Manager	Office Manager	Office Manager		Office Manager	Office Manager
	Risk Mgmt 1.0 FTE	Risk Mgmt 1.0 FTE	Risk Mgmt 1.0 FTE		Risk Mgmt 1.0 FTE	Risk Mgmt 1.0 FTE
	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator		Safety/Risk Administrator	Safety/Risk Administrator
Total Personnel Assigned Finance Administration:	4.0 FTE	4.0 FTE	4.0 FTE		4.0 FTE	4.0 FTE

* The Controller position is not funded in the Budget.

DEPARTMENT SUMMARIES

- **Internal Services**

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

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

Accounting, Budget, Procurement Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
Audited CAFR to be published within 180 days of fiscal year end	12/16/2011	12/28/2012	12/27/2013	N/A	11/1/2014	11/1/2015
GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	N/A	Yes	Yes
GFOA Outstanding Achievement in Popular Annual Financial Reporting	Yes	Yes	Yes	N/A	Yes	Yes
GFOA Distinguished Budget Award	Yes	Yes	Yes	N/A	Yes	Yes
Percentage of departments within appropriated salary & benefit budget	100%	100%	100%	100%	100%	100%
Percentage of departments within appropriated maintenance & operating budget	100%	100%	100%	100%	100%	100%
% of Budgeted employees participating in direct deposit	96%	96%	96%	96%	100%	100%
Average # of vendor responses to Bids/Requests for Proposals	7	8	9	5	10	10
	Accounting Services 8 FTE	Accounting Services 8 FTE	Accounting Services 8 FTE		Accounting Services 8 FTE	Accounting Services 8 FTE
	Accounting & Op. Mgr	Accounting & Op. Mgr	Accounting & Op. Mgr		Accounting & Op. Mgr	Accounting & Op. Mgr
	Chief Accountant	Chief Accountant	Chief Accountant		Chief Accountant	Chief Accountant
	Accountant (4)*	Accountant (4)*	Accountant (4) *		Accountant (4) *	Accountant (4) *
	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator		Payroll Coordinator	Payroll Coordinator
	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician		Accounts Payable Technician	Accounts Payable Technician
	Budget/Procurement 5 FTE	Budget/Procurement 5 FTE	Budget/Procurement 4 FTE**		Budget/Procurement 4 FTE**	Budget/Procurement 4 FTE**
	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.		Budget & Procurement Mgr.	Budget & Procurement Mgr.
	Sr. Budget & Procurement Analyst (2)	Sr. Budget & Procurement Analyst (2)	Sr. Budget & Procurement Analyst (3)		Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)
	Budget & Procurement Analyst	Budget & Procurement Analyst				
	Records Manager	Records Manager				
Total Personnel Assigned Internal Services:	13.0 FTE	13.0 FTE	12.0 FTE		12.0 FTE	12.0 FTE

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

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

DEPARTMENT SUMMARIES

- **External Services**

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

Financial Services Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
% of bills generated on time	99%	99%	99%	99%	99%	99%
% of bills collected on time	95%	95%	95%	95%	95%	95%
# of Real estate tax bills generated	19,227	19,208	19,200	19,200	19,200	19,500
# of Personal property tax bills	2,817	2,638	2,600	2,600	2,600	2,650
# of Liens processed	263	229	230	230	300	300
# of Sanitation customers	14,552	14,822	14,850	14,850	14,600	15,000
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<10%	<10%
Personnel Assigned:	6.0 FTE	6.0 FTE	6.0 FTE		6.0 FTE	6.0 FTE
	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager		Treasury Services Manager	Treasury Services Manager
	Billing Coordinator	Billing Coordinator	Billing Coordinator		Billing Coordinator	Billing Coordinator
	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator		Customer Account Coordinator	Customer Account Coordinator
	Cash Management Coordinator	Cash Management Coordinator	Cash Management Coordinator		Cash Management Coordinator	Cash Management Coordinator
	Accounts Rec/ Collections Rep.*	Accounts Rec/ Collections Rep.*	Accounts Rec/ Collections Rep.*		Accounts Rec/ Collections Rep.*	Accounts Rec/ Collections Rep.*
	Customer Account Representative	Customer Account Representative	Customer Account Representative		Customer Account Representative	Customer Account Representative

* The Accounts Rec./Collections Rep. position is not funded in the Budget.

- **Benefits and Compensation**

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

Benefits & Compensation Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
Annual City Paygrade review conducted						
% of Employees enrolled in group insurance	91%	92%	91%	91%	93%	93%
% of Employees enrolled in deferred compensation	76%	75%	75%	75%	78%	78%
Personnel Assigned:	2.0 FTE	2.0 FTE	2.0 FTE		2.0 FTE	2.0 FTE
	Benefits Manager	Benefits Manager	Benefits Manager		Benefits Manager	Benefits Manager
	HRIS/Comp Administrator	HRIS/Comp Administrator	HRIS/Comp Administrator		HRIS/Comp Administrator	HRIS/Comp Administrator

DEPARTMENT SUMMARIES

Human Resources

JAMES DRINKARD
ASSISTANT CITY
ADMINISTRATOR



JDrinkard@alpharetta.ga.us



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Fostering strong sense of community including safety and security; and



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DEPARTMENT SUMMARIES

Human Resources

Administration, Employee Recruitment and Retention

Mission Statement

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

Synopsis

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

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

Goals and Objectives



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



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



DEPARTMENT SUMMARIES

- 


 ✓ Identify and develop internal talent;
 ✓ Develop and maintain a Strategic Human Resources Plan to ensure continuity of operations, effective succession planning in key positions, appropriate staffing to meet City goals and customer service expectations, and anticipate fiscal needs and impacts;
- 
 ✓ Improve operational efficiency and reduce costs by elevating the overall health of our employees; and
- 
 ✓ Elevate and maintain morale by improving communications with employees and fostering an information rich environment.

Statement of Revenues, Expenditures, and changes in Personnel

Human Resources General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 111,964	\$ 113,712	\$ 115,952	\$ 119,763	\$ 127,301	\$ 130,484	\$ 133,746
Overtime	78	186	105	-	-	-	-
Group Insurance	3,214	7,120	9,422	9,578	13,503	14,583	15,750
FICA	8,494	8,667	9,048	9,162	9,739	9,982	10,232
Pension (Defined Benefit)	16,514	16,684	15,838	14,757	14,557	14,557	14,557
Pension (401A Cont./Match)	4,354	5,045	5,800	5,988	6,365	6,524	6,687
Workers Compensation	2,422	2,650	2,568	1,907	2,907	2,965	3,024
OPEB Contribution	-	-	-	385	419	427	436
Citywide Educational Programs	47,864	40,632	39,691	50,000	50,000	50,000	50,000
Miscellaneous	-	237	1,546	-	-	-	-
<i>subtotal</i>	\$ 194,904	\$ 194,933	\$ 199,970	\$ 211,540	\$ 224,791	\$ 229,523	\$ 234,432
Maintenance & Operations:							
Professional Services	\$ 10,587	\$ 48,593	\$ 24,409	\$ 64,200	\$ 50,765	\$ 51,146	\$ 51,529
Advertising	875	1,160	615	3,000	2,000	2,015	2,030
Employee Travel	-	-	-	1,200	2,300	2,317	2,335
Employee Training	1,926	2,873	2,175	2,150	4,250	4,282	4,314
Maintenance Contracts/IT Svcs.	4,821	5,220	7,697	9,097	7,458	7,514	7,570
General Supplies	2,829	6,374	5,542	9,850	12,775	12,871	12,967
Employee Recognition	67,906	67,386	72,420	72,500	72,500	73,044	73,592
Miscellaneous	8,321	6,413	3,360	6,935	7,630	7,687	7,745
<i>subtotal</i>	\$ 97,266	\$ 138,019	\$ 116,218	\$ 168,932	\$ 159,678	\$ 160,876	\$ 162,082
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 292,169	\$ 332,952	\$ 316,187	\$ 380,472	\$ 384,469	\$ 390,398	\$ 396,514
Authorized Personnel	3.0	3.0	3.0	3.0	3.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2015 Budget for Human Resources totals \$384,469 and represents an increase of 1.1%, or \$3,997, compared to FY 2014.

The Personnel Services category increased 6.3%, or \$13,251, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015; increases in group insurance premiums; and targeted employee reclassifications (based on job duties). The Department has one position (1.0 FTE Senior HR Administrator) that was not funded in FY 2014 and is not funded in FY 2015. This position will remain vacant pending an identified funding source and workload justification.

Base level personnel total 3.0 FTEs and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015*	
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Human Resources Manager	1.0	1.0	1.0	1.0	1.0	-
Senior HR Administrator*	1.0	1.0	1.0	1.0	1.0	-
	3.0	3.0	3.0	3.0	3.0	-

* Includes 1.0 FTE not-funded in the FY 2015 Budget (Senior HR Administrator). Funding for this position was eliminated in FY 2011 and will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

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

The Maintenance and Operations category decreased -5.5%, or -\$9,254, due primarily to funding in the FY 2014 budget for a one-time Wage & Benefit Study that will not continue into FY 2015.

Performance Measurement

The following section provides detailed information on Human Resources programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

DEPARTMENT SUMMARIES

- Administration**

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

Administration Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
Human Resources annual turnover percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
City-wide turnover percentage	5.61%	6.94%	5.45%	2.73%	6.00%	8.00%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	537	530	529	483	528	535
HR staff to total full-time equivalent employee ratio	1 to 268.5	1 to 265	1 to 264.5	1 to 241.5	1 to 264	1 to 267.5
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE
	Admin Assistant II	Admin Assistant II	Admin Assistant II	Admin Assistant II	Admin Assistant II	Admin Assistant II

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

- Recruitment and Retention**

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

Employment & Retention Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
Average cost per hire - Permanent	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Average cost per hire - Seasonal	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
# of Resumes reviewed & logged	651	622	652	284	500	600
# of Qualified applications processed	91	80	72	48	90	95
# of New hires - Permanent	21	27	28	21	30	28
# of New hires - Seasonal	53	50	55	0	60	62
# of Internal promotions	19	9	10	12	15	17
# of separations	65	80	73	69	75	80
% of Employees rated "Exceeds" on annual merit review	5.0%	3.6%	6.3%	6.3%	7.5%	9.5%
% of Employees rated "Meets" on annual merit review	95.0%	96.0%	93.7%	93.3%	92.5%	90.5%
% of Employees underperforming on annual performance review	0.5%	0.4%	0.5%	0.3%	0.0%	0.0%
% of Employees on "Performance Improvement Plan"	2.0%	1.0%	0.5%	0.3%	0.0%	0.0%
Total # of employees enrolled in Education Programs						
Doctorate Degree	1	1	1	1	2	2
Master's Degree	5	2	7	5	8	8
Bachelor's Degree	11	11	12	6	12	11
Associate's Degree	13	9	5	2	8	9
Certificate Programs	1	2	1	1	2	5
Total # of employees receiving tuition	28	20	21	13	32	30
Total dollar amount of reimbursement	\$52,118	\$38,628	\$47,384	\$18,308	\$43,000	\$53,000
* Employee review percentage not 100% due to the impact of new hires, vacancies, turnover, and leaves of absence.						
Personnel Assigned:	1.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE
	Sr. HR Administrator*	Sr. HR Administrator*	Sr. HR Administrator*	Sr. HR Administrator*	Sr. HR Administrator*	Sr. HR Administrator*
	Employment/Recruitment Manager	Employment/Recruitment Manager	Employment/Recruitment Manager	Human Resources Manager	Human Resources Manager	Human Resources Manager

* Not funded in the budget for FY's 2011-2015.



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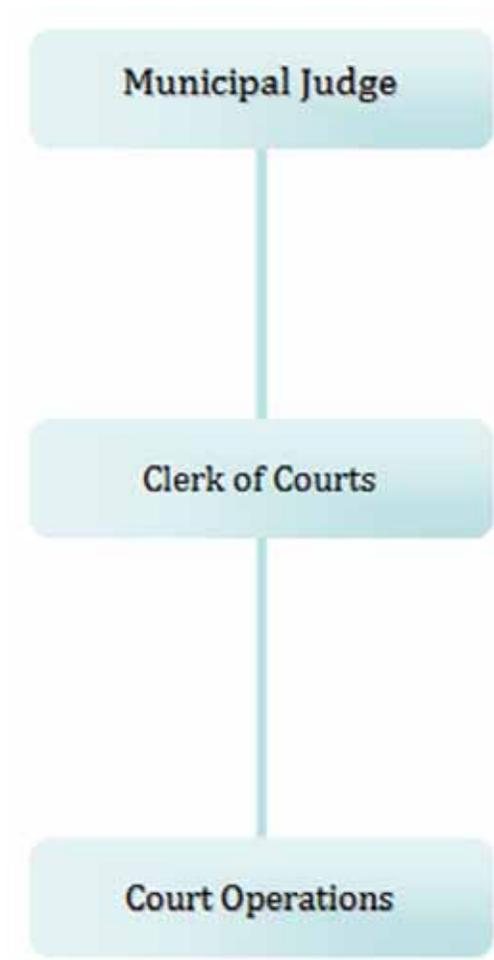
DEPARTMENT SUMMARIES

Municipal Court

ELIZABETH SAHLIN
DIRECTOR



ESahlin@alpharetta.ga.us



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DEPARTMENT SUMMARIES

Municipal Court

Administration, Employee Recruitment and Retention

Mission Statement

To grow and maintain sufficient staffing, infrastructure and general court services for the City of Alpharetta; to educate and inform persons who attend court; to ensure the citizens' rights are observed and protected; to achieve justice and fundamental fairness in all matters including cases that go to trial and those that are settled pre-trial; and to efficiently and responsibly serve all citizens living in the community.

Goals and Objectives

-   ✓ Provide professional, quality service;
-   ✓ Monitor court sessions and continue to improve efficiency;
-   ✓ Develop operations guide to use internally;
-   ✓ Enhance the GBS court Software system;
-   ✓ Develop activity reports;
-   ✓ Enhance reporting to state and city departments;
-   ✓ Review and enhance current reports/forms;
-   ✓ Enhance the current data that is shared between Court/Police;
-   ✓ Review, improve, and update day to day operations;
-   ✓ Provide proper training to insure compliance with all State laws and regulations; and
-   ✓ Continue to cross-train employees.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Municipal Court General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Recommended Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 401,685	\$ 404,252	\$ 409,739	\$ 427,515	\$ 437,575	\$ 448,514	\$ 459,727
Seasonal	5,210	4,901	2,484	12,813	12,452	12,452	12,452
Overtime	-	-	-	-	-	-	-
Group Insurance	61,372	70,087	83,262	95,994	105,483	113,922	123,035
FICA	29,550	29,245	29,545	33,331	34,067	34,919	35,792
Pension (Defined Benefit)	62,175	57,012	48,897	45,302	38,692	38,692	38,692
Pension (401A Cont./Match)	19,526	21,331	19,034	26,162	23,312	23,895	24,492
Workers Compensation	9,391	10,017	9,411	6,937	10,166	10,369	10,577
OPEB Contribution	-	-	-	1,359	1,424	1,452	1,482
Miscellaneous	245	789	3,000	734	-	-	-
<i>subtotal</i>	\$ 589,155	\$ 597,635	\$ 605,372	\$ 650,147	\$ 663,171	\$ 684,215	\$ 706,249
Maintenance & Operations:							
Professional Services	\$ 232,626	\$ 228,966	\$ 223,398	\$ 242,790	\$ 241,100	\$ 242,908	\$ 244,730
Printing	22,058	18,031	18,908	24,100	23,600	23,777	23,955
Maintenance Contracts/IT Svcs.	38,056	42,445	46,227	53,066	49,661	50,033	50,409
General Supplies	13,434	13,989	13,613	14,148	14,200	14,307	14,414
Utilities	24,817	24,654	21,471	25,198	32,025	32,265	32,507
Miscellaneous	7,995	13,222	6,759	15,607	11,850	11,939	12,028
<i>subtotal</i>	\$ 338,986	\$ 341,307	\$ 330,378	\$ 374,909	\$ 372,436	\$ 375,229	\$ 378,043
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 928,142	\$ 938,942	\$ 935,750	\$ 1,025,056	\$ 1,035,607	\$ 1,059,445	\$ 1,084,292
Authorized Personnel	9.0	9.0	9.0	9.0	9.0		

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

Budget Narrative

The FY 2015 Budget for Municipal Court totals \$1,035,607 and represents an increase of 1%, or \$10,551, compared to FY 2014.

The Personnel Services category increased 2%, or \$13,024, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015 and increases in group insurance premiums.

DEPARTMENT SUMMARIES

Base level personnel total 9.0 FTEs and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
Court Clerk/Director of Court Services	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk I	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk II	5.0	5.0	5.0	5.0	5.0	-
Deputy Clerk III	1.0	1.0	1.0	1.0	1.0	-
Judge	1.0	1.0	1.0	1.0	1.0	-
	9.0	9.0	9.0	9.0	9.0	-

The Maintenance and Operations category decreased -0.7%, or -\$2,473, due primarily to the following activity:

- Increase in utility costs (primarily electricity) of \$6,827 from a budget-to-budget standpoint only. The FY 2015 budget request is consistent with the adopted FY 2014 budget but an amendment was processed during FY 2014 to move funding to cover unanticipated advertising costs related to the municipal judge post. The FY 2014 funding was available due to reduced electricity needs resulting from numerous factors including a milder summer (and less need for air conditioning);
- Increase in non-recurring expenses of \$4,000 for the citywide rebranding initiative (e.g. forms, publications, business cards, uniforms, etc.);
- Decrease in advertising expenses of -\$7,127. The amended FY 2014 budget included costs associated with advertising the Municipal Judge position. This position is now filled and these costs will not be incurred in FY 2015; and
- Decrease in professional services (IT) of -\$4,807 due primarily to revised allocation methodology for certain IT services (allocation methodology has been tweaked, where appropriate, based on overall personnel counts).

DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Municipal Court programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **Violations Bureau**

Statement of Service: The purpose of the Municipal Court is to process all alleged violations of city Ordinances and certain state laws in a fair, impartial, expeditious, accurate, and fiscally responsible manner. The Violations Bureau holds traffic and state court, monitors and handles all cash bonds and manages all Court records.

Municipal Court Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Feb '14) FY 2014	Target FY 2014	Target 2015
# of Citations received to process	20,093	16,858	14,802	8,705	17,000	15,500
Total # of cases disposed	21,342	18,946	17,496	7,694	19,000	18,000
# of Court sessions	232	232	232	234 (thru Jun '14)	232	232
Annual deposits (Court Fines)	\$2,715,193	\$2,606,049	\$2,393,482	\$1,210,357	\$1,750,000	\$1,900,000
Personnel Assigned:	9.0 FTE					
Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge
Court Clerk /	Court Clerk /	Court Clerk /	Court Clerk /	Court Clerk /	Court Clerk /	Court Clerk /
Director of Court Services	Director of Court Services	Director of Court Services	Director of Court Services	Director of Court Services	Director of Court Services	Director of Court Services
Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III
Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)
Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I



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DEPARTMENT SUMMARIES

Public Safety

GARY GEORGE
DIRECTOR



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DEPARTMENT SUMMARIES

Public Safety

Administration, Police, Fire, and Emergency 911

Mission Statement

Public Safety: Expand joint efforts between Police and Fire, particularly in the area of training, emergency management, and community outreach.

Police Services strives to ensure the highest quality of life for its citizens through developing and maintaining

partnerships with the community. We take pride in the fact that all contacts with the public are professional and at all times personify the highest levels of honor, integrity, ethics and justice, entrusted to us by those we are sworn to serve.

Fire and Emergency Services is a proactive, customer oriented emergency services provider. Our objective is to provide the best possible fire and emergency medical services. Our goal is to maximize the saving of lives, minimize the loss of property and avoid loss whenever possible through prevention and education.



Director of Public Safety

Goals and Objectives

Police Services



✓ Crime Prevention - Partner with the community through the Police Athletic League (PAL), Alpharetta Community of Excellence (ACE) program, Crime-Free Multifamily Housing, and Business Watch programs, building partnerships and mitigating problems through education and enforcement;



✓ Uniform Patrol - Increase visible presence in the community with an emphasis on residential neighborhoods;



✓ Criminal Investigation - Maintain a case clearance rate above national averages through strong local investigative efforts and appropriate partnerships with other federal, state and local law enforcement agencies; and



✓ Traffic Safety - Identify and address traffic concerns through engineering, education, and enforcement. Build the effectiveness of specialty teams including DUI enforcement, bicycle and commercial vehicle inspection.

DEPARTMENT SUMMARIES

Fire Services

-  ✓ Maintain a minimum on-duty staffing level of not less than 25 Firefighter/EMT or Paramedics at all times;
-  ✓ Assure all firefighters are certified at the National Professional Qualifications Firefighter II Level;
-  ✓ Maintain a minimum of 240 hours of annual training and career development for each career firefighter;
-  ✓ Place the first fire apparatus on the scene of an emergency within five minutes of dispatch at least 90% of the time;
-  ✓ Place a minimum of 15 firefighters on the scene of a structure fire within seven minutes of dispatch at least 90% of the time;
-  ✓ Place an advance life support paramedic on the scene of a medical emergency within five minutes of dispatch at least 90% of the time;
-  ✓ Present programs of fire safety education to 80% of all preschool children and 95% of all first and fourth grade students who reside within the City; and
-  ✓ Conduct a fire safety inspection and/or design a pre-fire plan for every non-residential occupancy annually.



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Public Safety General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Adopted Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
Licenses and Permits							
Alcohol Beverage	\$ -	\$ 440,840	\$ 494,840	\$ 504,000	\$ 527,000	\$ 537,540	\$ 548,291
Other	10,586	8,113	10,205	6,000	8,000	8,160	8,323
Intergovernmental:							
City of Milton	56,234	61,734	60,000	76,252	60,000	61,200	62,424
Charges for Services:							
Reports	51,955	53,719	43,152	45,000	45,000	45,900	46,818
Services	154,785	159,257	177,684	150,000	160,000	163,200	166,464
False Alarms	19,841	20,478	23,147	12,000	20,000	20,400	20,808
Plan Review	68,510	73,611	38,324	45,000	50,000	51,000	52,020
Other	27,063	19,985	16,774	15,000	15,500	15,810	16,126
Fines & Forfeitures:							
Municipal Court Fines	2,715,193	2,606,049	2,393,482	2,400,000	1,900,000	1,938,000	1,976,760
Red Light Camera Fines	394,592	405,020	383,492	450,000	400,000	408,000	416,160
Other	788	2,123	901	-	100	102	104
Other Revenue	47,950	56,135	43,726	22,925	40,000	-	-
TOTAL	\$ 3,547,497	\$ 3,907,065	\$ 3,685,728	\$ 3,726,177	\$ 3,225,600	\$ 3,249,312	\$ 3,314,298
EXPENDITURES							
Personnel Services:							
Salaries	\$ 11,635,447	\$ 11,684,213	\$ 12,051,340	\$ 12,553,234	\$ 12,869,945	\$ 13,191,694	\$ 13,521,486
Overtime	917,524	874,833	763,469	880,615	860,000	860,000	860,000
Group Insurance	2,736,363	3,026,885	3,377,498	3,636,655	3,974,600	4,292,568	4,635,973
FICA	911,293	902,132	925,308	1,033,671	1,047,946	1,074,145	1,100,998
Pension (Defined Benefit)	1,593,330	1,569,354	1,447,416	1,343,334	1,241,498	1,241,498	1,241,498
Pension (401A Cont./Match)	500,489	523,188	576,466	635,866	641,877	657,924	674,372
Workers Compensation	242,302	263,090	254,059	193,170	285,442	291,151	296,974
OPEB Contribution	-	-	-	42,433	44,725	45,620	46,532
Miscellaneous	6,753	6,946	9,918	5,386	8,172	8,172	8,172
<i>subtotal</i>	\$ 18,543,501	\$ 18,850,639	\$ 19,405,474	\$ 20,324,364	\$ 20,974,205	\$ 21,662,771	\$ 22,386,005
Maintenance & Operations:							
Professional Services	\$ 295,327	\$ 290,105	\$ 325,905	\$ 207,850	\$ 205,600	\$ 207,142	\$ 208,696
Fuel/Repair & Maint. (Vehicles)	815,890	861,564	826,157	949,000	925,000	931,938	938,927
Employee Travel	39,198	50,015	53,554	54,500	60,500	60,954	61,411
Employee Training	104,021	48,597	73,091	58,850	68,800	69,316	69,836
Maint. Contracts/IT Services	1,104,010	1,006,310	997,663	1,162,161	1,137,031	1,145,559	1,154,150
General Supplies	189,144	202,452	217,745	220,135	245,280	247,120	248,973
Uniforms	121,822	175,610	132,737	213,175	212,400	213,993	215,598
Utilities	212,389	204,364	177,603	216,800	220,100	221,751	223,414
Miscellaneous	201,325	212,959	166,187	143,445	141,300	142,360	143,427
<i>subtotal</i>	\$ 3,083,127	\$ 3,051,976	\$ 2,970,642	\$ 3,225,916	\$ 3,216,011	\$ 3,240,131	\$ 3,264,432
Capital/Leases:							
Capital/Other	\$ -	\$ 14,192	\$ -	\$ -	\$ -	\$ -	\$ -
Software/Fire Truck Lease(s)	514,630	272,818	321,829	275,215	295,930	295,926	302,672
<i>subtotal</i>	\$ 514,630	\$ 287,010	\$ 321,829	\$ 275,215	\$ 295,930	\$ 295,926	\$ 339,087
TOTAL	\$ 22,141,258	\$ 22,189,625	\$ 22,697,945	\$ 23,825,495	\$ 24,486,146	\$ 25,198,828	\$ 25,989,524
Authorized Personnel	218.0	217.0	217.0	218.0	218.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2015 Budget for Public Safety totals \$24,486,146 and represents an increase of 2.8%, or \$660,651, compared to FY 2014.

The Personnel Services category increased 3.2%, or \$649,841, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015 and increases in group insurance premiums. The Department has one part-time position (0.5 FTE part-time Administrative Assistant I) that was not funded in FY 2014 and is not funded in FY 2015. This position will remain vacant pending an identified funding source and workload justification.

Base level personnel total 218.0 FTEs and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015*	
Sworn Police Officers						
Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Captain**	7.0	7.0	8.0	8.0	6.0	(2.0)
Lieutenant	14.0	14.0	14.0	16.0	16.0	-
Division Chief - Administrative Services**	-	-	-	-	1.0	1.0
Emer. Mgmt Program Coordinator (Lt.)	1.0	1.0	-	-	-	-
Field Training Officer	10.0	10.0	10.0	10.0	10.0	-
Officer**	70.0	71.0	71.0	69.0	69.0	-
Public Information Officer	1.0	1.0	1.0	1.0	1.0	-
Public Safety Budget/Finance Administrator**	-	-	-	-	1.0	1.0
	104.0	105.0	105.0	105.0	105.0	-
Certified Firefighters						
Deputy Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Battalion Chief**	4.0	4.0	4.0	4.0	3.0	(1.0)
Division Chief - Training**	-	-	-	-	1.0	1.0
Communications Training Coord. (Captain)	-	1.0	1.0	-	-	-
Public Safety Administrator (Battalion Chief)	1.0	1.0	1.0	-	-	-
Captain	26.0	25.0	24.0	24.0	24.0	-
Fire Training/Emer. Mgmt Coord. (Captain)	-	-	1.0	-	-	-
Accreditation/Emer. Mgmt Coord. (Captain)	-	-	-	1.0	1.0	-
Training/Emergency Medical Svcs Coord.**	-	-	-	-	1.0	1.0
Fire Apparatus Engineer**	23.0	23.0	23.0	23.0	22.0	(1.0)
Firefighter/Paramedic	17.0	17.0	17.0	20.0	20.0	-
Firefighter II	19.0	19.0	19.0	19.0	19.0	-
Fire Logistics Officer	1.0	1.0	1.0	1.0	1.0	-
Fire Marshal (Battalion Chief)	1.0	1.0	1.0	1.0	1.0	-
Fire Marshall (Assistant)	-	-	-	1.0	1.0	-
Fire Prevention Officer (2FT; 1PT)	3.0	3.0	3.0	2.5	2.5	-
	96.0	96.0	96.0	97.5	97.5	-

DEPARTMENT SUMMARIES

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015*	
Civilian Positions						
Accreditation Manager	1.0	1.0	1.0	-	-	-
Administrative Assistant I (1FT; 1PT)	1.5	0.5	0.5	0.5	0.5	-
Administrative Assistant II (2FT)	2.5	2.5	2.5	2.0	2.0	-
CERT Program Manager	1.0	-	-	-	-	-
Criminal Intelligence Analyst	-	-	1.0	1.0	1.0	-
Data Entry Clerk (1PT)	0.5	0.5	0.5	0.5	0.5	-
Evidence Technician	2.0	1.0	1.0	1.0	1.0	-
Fingerprint Technician (1PT)	0.5	0.5	0.5	0.5	0.5	-
Jail/Court Liaison	-	-	-	-	-	-
Public Safety Volunteer Manager	-	1.0	1.0	1.0	1.0	-
Records Clerk	3.0	3.0	3.0	4.0	4.0	-
Records Supervisor	1.0	1.0	1.0	1.0	1.0	-
Research Analyst	1.0	1.0	-	-	-	-
School Crossing Guard (8PT)	4.0	4.0	4.0	4.0	4.0	-
	18.0	16.0	16.0	15.5	15.5	-
	218.0	217.0	217.0	218.0	218.0	-

* Includes 0.5 FTE not-funded in the FY 2015 Budget (Administrative Assistant I - part time). This position was approved in FY 2009 but never funded due to revenue constraints and will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

** Position reclassification occurred during FY 2014.

The Maintenance and Operations category remained relatively flat (-\$9,905 decrease) and included the following activity:

- Increase in vehicle repair and maintenance of \$40,000 based on current maintenance trends. FY's 2011-2012 included fuel expense within this account. FY 2013 includes only vehicle repair and maintenance expenditures and is higher than recent budget figures. The FY 2015 budget allocation has been increased to reflect expenditure trends but also reflects the fact that a spike in vehicle replacement is anticipated in FY 2015 (over 30 vehicles to be replaced as compared to the historical average of 10 vehicles) that will alleviate a portion of the department's vehicle maintenance needs;
- Increase in general supplies of \$25,145 based on current expenditure trends including additional funding for evidence and medical supplies and educational materials (including training textbooks);
- Increase in professional services (IT) of \$17,088 due to a revised IT allocation methodology as opposed to a cost variance in any one component;
- Increase in travel/training of \$15,950 due to a continued focus on training and certification;
- Increase in small equipment of \$13,833 based on historical small equipment replacement needs (e.g. new printers, computer components, etc.);

DEPARTMENT SUMMARIES

- Increase in non-recurring expenses of \$7,000 for the citywide rebranding initiative (e.g. forms, publications, business cards, uniforms, etc.);
- Decrease in fuel needs of -\$64,000 based on year-to-date usage trends coupled with an inflationary factor for price increases;
- Decrease in maintenance contracts of -\$42,218 due primarily to a forecasted reduction in red light camera lease payments coupled with increased funding for track rentals (vehicle maneuvering training for public safety personnel); and
- Decrease in equipment refresh (IT) of -\$28,278 as this activity is now accounted for within the city's IT Equipment Refresh Capital Account (Capital Project Fund).

The Capital/Lease category includes funding for the fire truck leases.

Performance Measurement

The following section provides detailed information on Public Safety programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **Administration**

Statement of Service: Public Safety Administration ensures effective, efficient and responsive services by planning and administering the resources allocated to the various divisions of the department, ensuring activities are managed in a manner which produces a safe and secure city.



Public Safety Headquarters



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DEPARTMENT SUMMARIES

- Police Services**

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

	Actual 2010	Actual 2011	Actual 2012	Actual 2013	ICMA/ Department Target	Results
Uniform Crime Reports - Part 1						
Reported						
No.	1,637	1,762	1,517	1,316	N/A	N/A
No. reported per 1,000 population	31.28	30.64	26.26	22.31	< 39.29	A
Arrests						
No. (total)	397.00	503.00	415.00	328.00	N/A	N/A
% arrested of Part 1 Crimes	24.25%	34.24%	27.36%	24.92%	N/A	N/A
No. (juvenile only)	127	166	105	63	N/A	N/A
% juvenile arrests per total UCR Part 1 arrests	31.99%	19.00%	25.30%	19.21%	< 20.02%	C
No. arrests per 1,000 population	7.59	8.75	7.19%	5.56%	< 9.72	A
No. arrests per sworn FTE	3.82	4.79	3.99	3.15	< 5.16	A
Assigned						
No.	563	491	603	591	N/A	N/A
% assigned	34.39%	24.25%	39.75%	44.91%	N/A	N/A
Cleared						
No.	561	384	346	278	N/A	N/A
% assigned	34.27%	78.20%	22.81%	21.12%	N/A	N/A
No. cleared per sworn FTE	5.39	3.66	3.33	2.66	N/A	N/A
Uniform Crime Reports - Part 2						
No. drug arrests	155	230	130	214	N/A	N/A
No. drug arrests per 1,000 population	2.96	4.00	2.25	3.63	< 5.88	A
No. juvenile drug arrests	10	25	12	18	N/A	N/A
% juvenile drug arrests	6.45%	10.87%	9.23%	8.41%	< 13%	A
Arrests - General						
No. total arrests	1,331	1,469	1,246	1,206	N/A	N/A
No. total arrests per 1,000 population	25.43	25.55	21.57	20.44	< 68.52	A
No. DUI arrests	356	439	369	277	N/A	N/A
No. DUI arrests per 1,000 population	6.80	7.63	6.39	4.70	> 6.96	B
Traffic Accidents						
No. fatal traffic accidents	1	3	2	2	N/A	N/A
No. fatal traffic accidents per 1,000 population	0.01	0.05	0.03	0.03	N/A	N/A
911 Calls						
No. incoming calls	42,559	42,026	39,097	24,519	N/A	N/A
Avg. ring time in seconds	5.17	0.75	5.00	5.00	< 5.00	B

LEGEND

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

DEPARTMENT SUMMARIES

- Fire Services**

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

	Actual 2010	Actual 2011	Actual 2012	Actual 2013	ICMA/ Department Target	Results
FTEs						
No. Fire FTE per 1,000 population	1.85	1.68	1.65		< 2.51	A
Fires						
Residential						
No. structure fires	22	59	31	33	N/A	N/A
Structure fires per 1,000 structures	1.05	2.57	1.35	1.36	< 3.06	A
Structure fires per 1,000 population	0.42	1.02	0.54	0.01	< 1	A
1&2 family structure fires	15	23	19	13	N/A	N/A
1&2 family structure fires contained to room of origin	8	20	15	7	N/A	N/A
1&2 family fires contained per total 1&2 family fires	53.33%	86.96%	78.95%	53.84%	> 62%	A
Commercial/Industrial						
No. structure fires	2	16	4	6	N/A	N/A
Non-Structure						
No. non-structure fires	85	96	81	65	N/A	N/A
No. non-structure fires per 1,000 population	1.62	1.67	1.40	1.10	< 2.23	A
Totals						
Total fire incidents	109	171	116	104	N/A	N/A
Total fire incidents per 1,000 population	2.08	2.97	2.01	1.76	< 3.66	A
Non-Fires						
No. non-fire incidents	4,271	3,955	3,920	4,078	N/A	N/A
No. non-fire incidents per 1,000 population	81.48	68.66	67.59	69.12	< 80.21	A
False Alarms						
No. false alarms & good intent calls	1,756	1,284	1,232	1,611	N/A	N/A
Arson						
No. residential arson incidents	1	1	1	1	1	A
Total arson incidents	2	2	2	1	N/A	N/A
Total arson incidents per 10,000 population	0.38	0.35	0.35	0.17	< 1.33	A
Total arson cases cleared	1	0	1	0	N/A	N/A
Arson case clearance rate	50.00%	0.00%	50.00%	0.00%	> 52.83%	A
Rescue/Recovery						
No. rescue/recovery incidents	69	71	69	55	N/A	N/A
No. rescue/recovery incidents per 10,000 population	13.18	12.33	11.95	9.32	< 4.20	C
EMS						
No. EMS responses	3,289	3,061	3,101	3,279	N/A	N/A
No. EMS responses per 1,000 population	62.84	53.14	53.47	55.58	< 87.00	A
Hazmat						
No. Hazmat incidents	57	48	44	58	N/A	N/A
No. Hazmat incidents per 10,000 population	10.89	8.33	7.62	9.83	< 13.32	A

LEGEND

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

DEPARTMENT SUMMARIES

Recreation and Parks

MIKE PERRY
DIRECTOR



MPerry@alpharetta.ga.us



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



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



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

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

DEPARTMENT SUMMARIES

Recreation and Parks

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

Mission Statement

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

Goals and Objectives



Youth Athletics

-   ✓ Implement Recreation and Parks Master Plan 2025 as funded and prioritized by City Officials;
-   ✓ Maintain NRPA/CAPRA accreditation;
-   ✓ Develop a short/long term facility maintenance plan for all department facilities;
-   ✓ Implement new programs where there is a need to serve residents;
-   ✓ Complete conceptual design plans for City Pool;
-   ✓ Finalize preferred route for northern Greenway extension;
-   ✓ Complete drainage improvement project between Webb Bridge Road and Marconi Drive (LWCF project);
-   ✓ Utilize City work order management system; and
-   ✓ Increase revenues through increased participation and sponsorships.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Recreation and Parks General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Recommended Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
Intergovernmental	\$ -	\$ -	\$ 325,000	\$ 350,000	\$ 320,000	\$ -	\$ -
Charges for Services:							
Aquatics Activity Fees	113,857	119,401	113,437	115,000	120,000	123,600	127,308
Athletics Activity Fees	548,980	499,445	389,644	375,000	359,000	369,770	380,863
Fulton County Arts	52,429	43,206	45,874	35,000	42,000	43,260	44,558
Community Center Activity Fees	362,893	359,779	404,194	389,300	325,000	334,750	344,793
Senior Center Activity Fees	61,477	52,808	61,566	60,000	103,500	106,605	109,803
Equestrian Center Activity Fees	310,838	299,472	267,420	250,000	280,000	288,400	297,052
Wills Park Rec. Ctr Activity Fees	182,740	204,924	182,466	150,000	165,000	169,950	175,049
Non-Resident Fees	234,983	227,041	208,349	25,000	160,000	164,800	169,744
Other	1,375	2,742	14	-	1,500	1,545	1,591
Other Revenue	7,778	11,903	14,149	3,497	-	-	-
TOTAL	\$ 1,877,350	\$ 1,820,721	\$ 2,012,114	\$ 1,752,797	\$ 1,876,000	\$ 1,602,680	\$ 1,650,760
EXPENDITURES							
Personnel Services:							
Salaries	\$ 2,043,333	\$ 2,042,669	\$ 1,989,582	\$ 2,101,928	\$ 2,145,085	\$ 2,198,712	\$ 2,253,680
Seasonal	413,437	376,434	381,831	434,000	434,000	434,000	434,000
Overtime	10,072	13,772	6,074	-	-	-	-
Group Insurance	487,136	508,853	538,146	608,022	709,909	766,702	828,038
FICA	180,918	177,069	173,592	193,618	196,976	201,900	206,948
Pension (Defined Benefit)	301,626	285,798	252,680	222,019	199,193	199,193	199,193
Pension (401A Cont./Match)	85,235	95,851	91,217	120,507	115,598	118,488	121,450
Workers Compensation	54,462	58,888	55,637	40,418	58,962	60,141	61,344
OPEB Contribution	-	-	-	6,739	7,054	7,195	7,339
Miscellaneous	1,436	2,052	1,663	980	1,061	1,061	1,061
<i>subtotal</i>	<i>\$ 3,577,654</i>	<i>\$ 3,561,387</i>	<i>\$ 3,490,420</i>	<i>\$ 3,728,231</i>	<i>\$ 3,867,838</i>	<i>\$ 3,987,393</i>	<i>\$ 4,113,053</i>
Maintenance & Operations:							
Professional Services	\$ 654,071	\$ 616,111	\$ 678,432	\$ 731,714	\$ 788,895	\$ 794,812	\$ 800,773
Fuel/Repair & Maint. (Vehicles)	63,393	64,474	71,819	90,000	82,500	83,119	83,742
Repair & Maintenance (Grounds)	245,268	269,318	280,175	310,300	297,800	300,034	302,284
Repair & Maintenance (Facilities)	105,102	107,456	87,168	116,800	101,450	102,211	102,977
Maintenance Contracts/IT Svcs.	452,678	415,713	481,213	566,450	590,077	594,503	598,961
General Supplies	193,383	198,493	264,872	291,844	298,245	300,482	302,735
Uniforms	71,280	70,488	14,075	22,520	21,725	21,888	22,052
Utilities	555,562	568,328	513,685	571,100	563,150	567,374	571,629
Miscellaneous	207,407	236,575	202,954	219,512	235,260	237,024	238,802
<i>subtotal</i>	<i>\$ 2,548,144</i>	<i>\$ 2,546,955</i>	<i>\$ 2,594,394</i>	<i>\$ 2,920,240</i>	<i>\$ 2,979,102</i>	<i>\$ 3,001,445</i>	<i>\$ 3,023,956</i>
Capital/Other	\$ 12,115	\$ 12,554	\$ 30,837	\$ 26,000	\$ 27,000	\$ 27,000	\$ 27,000
TOTAL	\$ 6,137,913	\$ 6,120,896	\$ 6,115,651	\$ 6,674,471	\$ 6,873,940	\$ 7,015,838	\$ 7,164,009
Authorized Personnel	51.0	51.0	51.0	51.0	51.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2015 Budget for Recreation and Parks totals \$6,873,940 and represents an increase of 3%, or \$199,469, compared to FY 2014.

The Personnel Services category increased 3.7%, or \$139,607, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015 and increases in group insurance premiums. The Department has three positions (2.0 FTE Recreation Coordinator and 1.0 FTE Customer Service Representative) that were not funded in FY 2014 and are not funded in FY 2015. These positions will remain vacant pending an identified funding source and workload justification.

Authorized personnel total 51.0 FTEs and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015*	
Administrative Assistant I**	2.0	2.0	3.0	3.0	2.0	(1.0)
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Athletic Coordinator**	4.0	4.0	3.0	3.0	-	(3.0)
Arts Coordinator	1.0	1.0	1.0	1.0	1.0	-
Customer Service Representative*	5.0	5.0	4.0	4.0	4.0	-
Deputy Director of Recreation/Parks	1.0	1.0	1.0	1.0	1.0	-
Director of Recreation/Parks	1.0	1.0	1.0	1.0	1.0	-
Equestrian Center Manager	1.0	1.0	1.0	1.0	1.0	-
Facility Technician	4.0	4.0	4.0	4.0	4.0	-
Marketing/Accreditation Coordinator**	-	-	-	-	1.0	1.0
Office Manager	1.0	1.0	1.0	1.0	1.0	-
Park Services Manager	1.0	1.0	1.0	1.0	1.0	-
Parks Maintenance Technician	10.0	10.0	8.0	8.0	8.0	-
Parks Maintenance Technician I	2.0	2.0	5.0	5.0	5.0	-
Parks Maintenance Technician II	5.0	5.0	5.0	5.0	5.0	-
Parks Supervisor II	4.0	4.0	4.0	4.0	4.0	-
Program Coordinator**	4.0	4.0	4.0	4.0	-	(4.0)
Recreation Coordinator*/**	4.0	-	-	-	7.0	7.0
Recreation Supervisor II	4.0	4.0	4.0	4.0	4.0	-
	55.0	51.0	51.0	51.0	51.0	-

* Includes 3.0 FTE not-funded in the FY 2015 Budget [Recreation Coordinator (2.0 FTE); and Customer Service Representative (1.0 FTE)]. Funding for these positions was eliminated in FY 2011/FY2012 and they will only be filled upon (1) a justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

** Position reclassification occurred during FY 2014.

The Maintenance and Operations category increased 2%, or \$58,862, due primarily to the following activity:

- Increase in professional services of \$57,181 is based on year-to-date expenditure trends across multiple programs including increased instructor/league fees for swimming, softball, gymnastics and soccer, which is partially offset through reduced instructor/league fees for lacrosse, softball, and tennis (Adult Activity Center).

DEPARTMENT SUMMARIES

Additionally, \$60,000 was added for Senior Center Travel (previously managed through the Golden Age Club) that is fully offset through Fees for the same purpose;

- Increase in maintenance contracts of \$21,544 primarily due to landscape maintenance contract costs including the addition of Milton Center;
- Increase in non-recurring expenses of \$6,000 for the citywide rebranding initiative (e.g. forms, publications, business cards, uniforms, etc.). This funding does not include replacement of Park entry signage. Due to the estimated replacement costs of entry signs, that component is requested as a capital initiative;
- Decrease of -\$34,850 in repair and maintenance needs (grounds, facility, vehicles) based on current expenditure trends as well as targeted reductions in grounds repair and maintenance at Webb Bridge Park, North Park, and Rock Mill Park, which is partially offset through increases within the Parks Maintenance Division; and
- Decrease in utilities (combined) of -\$7,950 based on current usage and expenditure trends.

The Capital/Lease category includes funding for a Top Dresser (Equestrian Division), Tow-behind Mower (Parks Maintenance), and general equipment (e.g. playground parts).



DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Recreation and Parks programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **Administration**

Statement of Service: The administrative arm of the Recreation & Parks Department provides short & long term capital projects planning, oversees the effective distribution of the department's resources, and provides professional guidance to each division.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
Recreation & Parks turnover percentage	2.00%	5.70%	5.70%	4%	6%	3%
Maintain CAPRA accreditation *	yes	yes	yes	yes	yes	yes
Semi-Annual Leisure Guide distribution (per season)	2,500	2,500	2,500	2,500	2,500	2,500
Annual Activity Enrollments as in RecWare and ActiveNet	28,818	26,837	25,584	3,007	24,500	24,500
# of Part-time hours used	45,998.50	43,893.50	45,370.00	23,950.00	45,000	
# of purchase orders managed	177	176	178	95	150	150
* CAPRA = Commission for						
Personnel Assigned:	6.0 FTE	6.0 FTE	5.0 FTE		5.0 FTE	5.0 FTE
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 (1)
Facility Tech	Facility Tech					

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

DEPARTMENT SUMMARIES

- **Adult Activity Center**

Statement of Service: To meet the needs of Alpharetta's adult and senior citizens through facilitating convenient, affordable, and accessible recreation activities and services.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
Total # of Participants per year*	13,808	12,635	12,954	6,580	13,000	14,000
(Res / Non-Res)	3755 / 10,053	3341 / 9294	2541/10413	1364/5216	4,000 / 9,000	4000/10000
Total # of Building rentals	49	43	50	23	48	52
Total # of Day trips taken	162	160	145	69	144	144
Total # of Overnight trips taken using City buses	4	1	2	1	3	4
<i>*For FY 2010, the number of participants reduced significantly due to the bridge program moving to a private facility. The bridge program accounted for 15,000 participants annually in prior fiscal years.</i>						
Personnel Assigned:	5.0 FTE	5.0 FTE	4.0 FTE		4.0 FTE	4.0 FTE
Recreation Supervisor II		Recreation Supervisor II*	Recreation Supervisor II		Recreation Supervisor II	Recreation Supervisor II
Program Coord		Program Coord	Program Coord*		Program Coord*	Recreation Coord*
Admin Asst. I		Admin Asst. I	Admin Asst. I		Admin Asst. I	Admin Asst. I
Customer Service Representative		Customer Service Representative				
Facility Technician		Facility Technician	Facility Technician		Facility Technician	Facility Technician
* 1.0 FTE Recreation Coordinator position is not funded in the Budget (In prior fiscal years, the unfunded position was the Recreation Supervisor II).						

- **Aquatics**

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

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Feb. 2013) FY 2014	Target FY 2014	Target FY 2015
% of Days pool facilities were open during pool season (93 days)	98%	100%	98%	NA	98%	98%
Average daily attendance at City pool	240	240	250	NA	250	250
Hours of lifeguard training per person	20	20	20	NA	20	20
# of Swim lessons held	111	113	118	NA	120	118
# of Swim lessons participants	646	639	572		650	650
(resident / non-resident)	511/135	498/141	381/191	NA	500/150	400/250
Swim teams participants	237	263	265	NA	275	270
(resident / non-resident)	164/73	163/100	164/101	NA	165/110	165/105
C.O.A.S.T. participants	N/A	55	60	NA	65	65
(resident / non-resident)	N/A	27/28	29/31	NA	35/30	33/32
# of Non-competitive special events held	2	3	3	NA	2	3
# of Swim competitions hosted at City pool	3	2	2	NA	3	2
Total attendance at non-competitive special events	263	240	368	NA	300	450
# of Pool passes sold	131	107	118	NA	125	120
(resident / non-resident)	76/55	58/49	79/39	NA	75/50	95/45
<i>* Pool season spans two fiscal years</i>						
Personnel Assigned:	Employees are hired seasonally. Aquatics is overseen by Recreation Supervisor II at the Community Center. YTD figures are not available as the season has not begun.					

DEPARTMENT SUMMARIES

- Athletics**

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

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
# of Participants - Adult Basketball						
2 Seasons-25 teams	226	227	270	99	230	225
(resident / non-resident)	137/84	104/123	113/157	26/73	135/95	135/85
# of Participants - Adult Roller Hockey						
2 Seasons-10 teams	44	-	-	-	-	
(resident / non-resident)	16/28					
# of Participants - Adult Softball						
3 Seasons-170 teams	2380	2244	2205	1338	2800	2500
(resident / non-resident)	704/1676	619/1625	582/1623	382/956	850/1950	700/1800
# of Participants - Teen Basketball						
2 Season-12 teams	255	294	333	93	300	300
(resident / non-resident)	159/96	156/138	130/205	56/37	175/125	175/125
# of Participants - Youth Baseball						
2 Seasons-44 teams **	304	-			-	
(resident / non-resident)	206/98					
# of Participants - Youth Travel Baseball						
7 Teams **	173	-			-	
(resident / non-resident)	106/67					
# of Participants - Youth Basketball						
75 Teams	598	590	575	652	620	620
(resident / non-resident)	407/191	417/173	409/166	413/239	445/175	445/175
# of Participants - Youth Lacrosse						
8 Teams	197	244	142	46	250	200
(resident / non-resident)	124/73	111/133	81/61	26/30	175/75	150/50
# of Participants - Youth Roller Hockey						
20 Teams	-	-			-	
(resident / non-resident)						
# of Participants - Youth Soccer						
70 Teams	642	706	788	425	750	77
(resident / non-resident)	512/130	600/106	645/143	344/81	550/200	600/175
# of Participants - Youth Travel Soccer						
40 Teams (2 seasons)	575	808	874	506	750	800
(resident / non-resident)	335/240	490/318	544/330	265/241	475/275	600/200
# of Participants - Adult Volleyball						
	57	-			75	
(resident / non-resident)	48/9				50/25	
Adult Programs - % of City resident participation *	33%	30%			35%	
Youth Programs - % of City resident participation	66%	67%			69%	
Personnel Assigned:	6.0 FTE	6.0 FTE	6.0 FTE		6.0 FTE	6.0 FTE
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II		Recreation Supervisor II	Recreation Supervisor II
	Facility Technician	Facility Technician	Facility Technician		Facility Technician	Facility Technician
			Admin Asst. I		Admin Asst. I	Admin Asst. I
	Athletic Coord (4)	Athletic Coord (4)*	Athletic Coord (3)*		Athletic Coord (3)*	Recreation Coord (3)*

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

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

DEPARTMENT SUMMARIES

- **Community Center**

Statement of Service: The Alpharetta Community Center provides a convenient and safe environment for diverse recreational opportunities and services to meet the needs of all populations.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
# of Participants in dance (resident / non-resident)	552 427/125	619 459/160	457 329/128	191 151/40	460 360/100	460 360/100
# of Participants in gymnastics (resident / non-resident)	2100 1748/352	2,077 1665/412	2047 1528/519	1229 941/288	2200 1800/400	2260 1800/460
# of Participants in instructional sports, including camps (resident / non-resident)	1119 795/324	745 543/202	1057 728/329	487 351/136	1,155 929/226	1,206 866/340
# of Special events	4	4	3	3	4	3
Total attendance at special events	990	715	500	435	875	850
# of Part-time hours used	3,720	3,720	3,720	3,720	3,720	3,720
Personnel Assigned:	6.0 FTE	6.0 FTE	6.0 FTE		6.0 FTE	6.0 FTE
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II		Recreation Supervisor II	Recreation Supervisor II
	Program Coord (2)	Program Coord (2)	Program Coord (2)		Program Coord (2)	Recreation Coord (2)
	Customer Service Representative	Customer Service Representative	Customer Service Representative		Customer Service Representative	Customer Service Representative
	Facility Technician	Facility Technician	Facility Technician		Facility Technician	Facility Technician
	Administrative Assistant I	Administrative Assistant I	Administrative Assistant I		Administrative Assistant I	Administrative Assistant I

- **Cultural Arts**

Statement of Service: Cultural Arts facilitates programs that educate and expose citizens and visitors to a rich and diverse range of cultural expressions, through both education and special events.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
# of Participants in youth art classes (resident / non-resident)	185 96/89	146 73/73	136 74/62	50 22/28	230 155/75	230 15/75
# of Participants in adult art classes (resident / non-resident)	118 61/57	130 76/54	143 69/74	94 62/32	175 100/75	175 100/75
# of Participants in summer camp (resident / non-resident)	173 122/51	142 96/46	156 104/52	NA NA	300 175/125	300 175/125
# of Cultural arts special events	3	3	3	1	4	4
Total attendance at special events	300*	105**	45	10	3000***	2000
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE		1.0 FTE	1.0 FTE
	Arts Coordinator	Arts Coordinator	Arts Coordinator		Arts Coordinator	Recreation Coordinator
	*No Children's Festival in Spring 2011	**Children's Festival was not held in FY 2012 or FY 2013		***Children's Festival will be held in November 2013		

DEPARTMENT SUMMARIES

- **Equestrian Center**

Statement of Service: The equestrian center provides an accessible and safe venue for hosting local and national equestrian events as well as other outdoor events.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
Total # of Equestrian event dates	105	98	96	39	145	103
Total # dog show events	33	31	23	11	30	27
Total # other event dates hosted at equestrian center	10	29	23	7	20	24
Total attendance at events	80,000	75,000	90,000	37,500	90,000	100,000
# of Arenas/rings maintained	6	6	6	6	6	6
Personnel Assigned:	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr	Equestrian Mgr
	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II
			Parks Maintenance Tech I			
	Parks Maintenance Tech (2)	Parks Maintenance Tech (2)	Parks Maintenance Tech	Parks Maintenance Tech	Parks Maintenance Tech	Parks Maintenance Tech



DEPARTMENT SUMMARIES

- **Parks Maintenance**

Statement of Service: Parks maintenance provides for the development and maintenance of the city's parks, greenway space, recreation facility grounds, athletic fields, and other city owned property in order to aesthetically reflect community identity, enrich the quality of life, and provide accessible and safe open space for leisure time activities.

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
# of Athletic fields maintained*	29	29	31	31	31	31
# of Park acres maintained	318	318	320	320	320	320
# of Greenway acres maintained	250	250	250	250	250	250
# of Playground inspections	96	96	96	40	96	96
# of Park/playground injuries	2	4	0	1	-	0
# of Athletic field preparations	5,628	5,388	5,720	1,560	5,388	5,720
# of Park mowings	40	40	40	40	40	40
# of Athletic field mowings	80	80	80	80	80	80
# of Buildings maintained	35	35	36	36	36	36
# of Restrooms maintained	50	50	52	52	52	52
# of Pavilions maintained	14	15	15	15	15	15
# of Hours utilized for trash	9,425	9,425	9,425	2,500	9,425	9,425
# of Part-time hours used	7,386	4,915	6,600	3,242	7,500	7,500
# of Vehicles maintained	14	14	15	15	15	15
# of Vehicle-related accidents	2	2	2	1	1	0
# of Work days missed due to accidents	-	-	0	1	1	0
Personnel Assigned:	20.0 FTE	20.0 FTE	21.0 FTE	21.0 FTE	21.0 FTE	21.0 FTE
Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager
Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)
Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)
Park Maintenance Tech I (2)	Park Maintenance Tech I (2)	Park Maintenance Tech I (4)				
Park Maintenance Tech (8)	Park Maintenance Tech (8)	Park Maintenance Tech (7)				
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II

DEPARTMENT SUMMARIES

- **Wills Park Recreation Center**

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

Performance Measurements	Actual FY 2011	Actual FY 2012	Actual FY 2013	YTD (Nov. 2013) FY 2014	Target FY 2014	Target FY 2015
# of Participants in aerobics	390	320	316	164	355	365
(resident / non-resident)	309/81	230/90	232/84	110/54	300/55	295/70
# of Participants in summer camp	1157	1026	1082	598	1100	1100
(resident / non-resident)	1038/119	904/122	942/140	520/78	1000/100	990/110
# of Participants in Extreme camp	N/A	N/A	N/A	N/A	N/A	N/A
(resident / non-resident)	N/A	N/A	N/A	N/A	N/A	N/A
# of Participants in tennis	400	399	377	232	415	410
(resident / non-resident)	325/75	350/49	316/61	177/55	332/83	340/70
# of Participants in karate	200	190	193	105	220	210
(resident / non-resident)	150/50	123/67	133/60	78/27	200/20	160/50
# of Participants in youth fitness	N/A	8	N/A	N/A	N/A	N/A
(resident / non-resident)	N/A	8/0	N/A	N/A	NA	N/A
# of Participants in adult fitness	N/A	456	N/A	N/A	225	N/A
(resident / non-resident)	N/A	419/37	N/A	N/A	200/25	N/A
# of Wills Park special events	5	6	5	5	6	1
Estimated attendance at July 4th	30,000	30,000	30,000	8,000	30,000	150
Total attendance at special events	6,400	7,000	6,500	13,000	7,000	150
Personnel Assigned:	3.0 FTE	3.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
	Recreation Supervisor II					
	Program Coord	Recreation Coord				
			Facility Technician	Facility Technician	Facility Technician	Facility Technician
	Customer Service Representative					

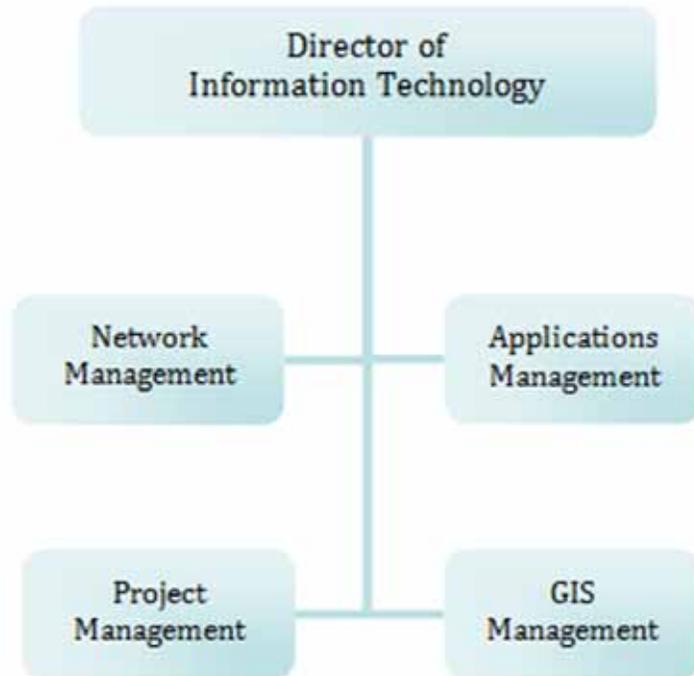
The youth/adult fitness programs were initiated during FY 2012.

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



DEPARTMENT SUMMARIES

Information Technology



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



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



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

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

DEPARTMENT SUMMARIES

Information Technology

Administration, Network, and Systems

Mission Statement

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

Goals and Objectives

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

-   ✓ Being recognized by City departments as having a high level of skill and knowledge;
-   ✓ Providing excellent services to all City departments as measured by the City's performance standards;
-    ✓ Acquiring and supporting proven, sustainable technology solutions that are continually maintained and updated; and
-   ✓ Helping City departments to improve and extend the functionality of major systems by offering systems integration and software development services.



Network Administration

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Information Technology General Fund

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Amended Budget	FY 2015 Recommended Budget	FY 2016 Forecast	FY 2017 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 706,847	\$ 749,831	\$ 864,020	\$ 872,367	\$ 914,547	\$ 937,411	\$ 960,846
Group Insurance	97,950	110,483	151,125	165,972	170,679	184,333	199,080
FICA	52,044	55,334	63,669	66,647	69,871	71,618	73,408
Pension (Defined Benefit)	104,663	105,175	92,142	89,048	87,163	87,163	87,163
Pension (401A Cont./Match)	32,244	34,261	44,097	54,871	56,034	57,435	58,871
Workers Compensation	15,350	16,708	17,241	13,889	20,876	21,294	21,719
OPEB Contribution	-	-	-	2,799	3,009	3,069	3,131
Miscellaneous	-	158	158	408	826	826	826
<i>subtotal</i>	\$ 1,009,098	\$ 1,071,951	\$ 1,232,451	\$ 1,266,001	\$ 1,323,005	\$ 1,363,148	\$ 1,405,044
Maintenance & Operations:							
Professional Services	\$ 11,102	\$ 14,756	\$ 11,135	\$ 15,600	\$ 15,500	\$ 15,616	\$ 15,733
Employee Travel	1,727	7,307	10,538	13,000	14,000		
Employee Training	14,784	7,925	18,710	22,000	23,000		
Maintenance Contracts/IT Svcs.	118,555	99,610	68,967	79,293	52,530	52,924	53,321
General Supplies	11,496	10,937	15,573	19,300	19,300	19,445	19,591
Utilities	18,163	20,605	17,489	18,350	10,565		
Small Equipment	12,205	28,431	9,498	6,245	6,300	6,347	6,395
Miscellaneous	8,216	10,085	2,218	7,030	5,100	5,138	5,177
<i>subtotal</i>	\$ 196,248	\$ 199,656	\$ 154,127	\$ 180,818	\$ 146,295	\$ 99,470	\$ 100,217
Capital/Other	\$ 19,946	\$ 3,630	\$ 9,125	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,225,291	\$ 1,275,237	\$ 1,395,703	\$ 1,446,819	\$ 1,469,300	\$ 1,462,619	\$ 1,505,260
Authorized Personnel	11.0	11.0	11.0	11.0	11.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2015 Budget for Information Technology totals \$1,469,300 and represents an increase of 1.6%, or \$22,481, compared to FY 2014.

The Personnel Services category increased 4.5%, or \$57,004, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2015; increases in group insurance premiums; and targeted pay adjustments to several team members in 2014 to bring them in line with the local market.

Authorized personnel total 11.0 FTEs and represent the following:

	FTEs					Variance
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015*	
Director	1.0	1.0	1.0	1.0	1.0	-
Database Administrator		-	-	-	1.0	1.0
GIS Coordinator	1.0	1.0	1.0	1.0	-	(1.0)
GIS Manager	1.0	1.0	1.0	1.0	1.0	-
IT Project Manager	1.0	1.0	-	-	-	-
IT Systems Administrator	1.0	1.0	1.0	1.0	1.0	-
Network Analyst I	1.0	1.0	1.0	1.0	1.0	-
Network Analyst II	1.0	1.0	1.0	1.0	1.0	-
Network Manager	1.0	1.0	1.0	1.0	1.0	-
Systems Analyst II	2.0	2.0	2.0	2.0	2.0	-
Systems Manager	1.0	1.0	1.0	1.0	1.0	-
Telecommunications Manager	-	-	1.0	1.0	1.0	-
	11.0	11.0	11.0	11.0	11.0	-

The Maintenance & Operations category decreased -19.1%, or -\$34,523, due primarily to the following activity:

- Decrease of -\$24,078 in professional services (IT) due primarily to revised allocation methodology for certain IT services (allocation methodology has been tweaked, where appropriate, based on overall personnel counts) that are not department specific; and
- Decrease of -\$10,470 in multiple accounts (maintenance contracts and utilities) due primarily to cost reallocations as part of the relocation to the new City Hall. For budget purposes, the relocation to the new City Hall is estimated to occur on or before December 2014 (6 months into FY 2015). Maintenance and operating costs of the new City Hall will be tracked within the Public Works Department. As such, this budget only includes funding for the period the Department resides in its current facility (e.g. six months of building rent, janitorial service, and utilities).

DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Information Technology programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **Information Technology**

Statement of Service: Information Technology provides hardware, software and support services to all departments in technology related areas.

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

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

Financial Management Policies

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 Department¹⁹.

Section I: General Budget Policies

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

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

A. Scope

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

B. Financing Current Costs

Current costs shall be financed with current revenues, including the use of authorized fund balances. The city shall avoid balancing current expenditures through the obligation of future year's resources. The city shall strive to avoid short-term borrowing to meet cash flow requirements. However, the city may enter into short-term borrowing should a critical need arise.

¹⁹ City of Alpharetta – Finance Department: 2970 Webb Bridge Road, Alpharetta, Georgia 30009. Phone (678) 297-6094. Fax (678) 297-6063.

FINANCIAL MANAGEMENT POLICIES

C. Budget Objective by Fund Type

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

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

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

FINANCIAL MANAGEMENT POLICIES

Section II: Operating Budget Policies

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

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

A. Departmental Appropriations

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

B. Performance Budget

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

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

C. Budget Preparation Categories

Each department shall submit budget requests separately for:

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

FINANCIAL MANAGEMENT POLICIES

that is currently being provided. The current services budget will include replacement capital equipment; and

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

D. Balanced Budget

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

E. Basis of Budgeting

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

F. Level of Budget Adoption and Control

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

G. Budget Stabilization Resources

The city shall establish a fund balance reserve in all operating funds (defined in Section I of this policy) for working capital. The purpose of working capital is to cover the cost of expenditures caused by unforeseen emergencies, cover shortfalls caused by revenue declines, and to eliminate any short-term borrowing for cash flow purposes. This reserve shall accumulate and then be maintained at an amount, which represents no less than two (2) months of operating and debt expenditures²⁰.

H. Utilization of Prior Year's Fund Balance

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

²⁰ This equates to approximately 16%. In keeping with the strong financial management practices that allowed Alpharetta to become one of the few cities in the country with a AAA credit rating (highest available), the city currently maintains a Fund Balance Designation of 21%.

FINANCIAL MANAGEMENT POLICIES

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

I. Appropriation Lapses at Year End

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

J. Budget Control Reports

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

K. Authorization of Budget Adjustments and Amendments

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

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

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

L. Contingency

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

FINANCIAL MANAGEMENT POLICIES

operating funds (defined in Section I of this policy) shall not require a contingency reserve appropriation.

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

M. Maintenance and Replacement of Capital Equipment

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

N. Contributions

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

O. Administrative Service Fee/Cost Allocation

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

Section III: Cash-flow Budget Policies

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

A. Budget Allotments

Budget allocations (i.e., budget allotments) are used in the operating budget, when needed to manage cash flows. The annual appropriation may be divided into segments in order to insure that the projected revenue streams will be adequate to

FINANCIAL MANAGEMENT POLICIES

fund the appropriated expenditures. The cash flow budget will provide details as to the periods in which the revenues will be collected, and thereby providing for available resources to pay obligations.

Section IV: Capital Project Improvement Plan Policies

The city will prepare a 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.

Project Name	Description	Budget Category	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total Funding
Capital Costs												
Contingency												
Funding Sources												
Total Project Costs			\$1,200,000	\$12,000,000								

The graphic above depicts the CIP form that is submitted annually to city departments during the budget process and serves as the foundation in updating the city's 10-Year CIP.

FINANCIAL MANAGEMENT POLICIES

C. Budget Control Reports

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

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

CITY OF ALPHARETTA
Financial Management Report
General Fund (unaudited)
Expenditure Summary by Department
For the month ended May 31, 2014

	Fiscal Year 2014						Fiscal Year 2013		
	Budget	Encumbrances	Exp. (YTD)	Available	Var. Amt.	% Exp.	Exp. (YTD)	Exp. (YTD)	% Exp.
Expenditures by Department:									
Mayor & Council	\$ 214,541	\$ 0	\$ 214,541	\$ 0	\$ 0	100%	\$ 214,541	\$ 214,541	100%
City Administration	2,755,185	35,274	2,805,459	\$ 141,961	\$ 141,961	102%	2,805,459	2,805,459	102%
Police	3,034,354	78,172	3,112,526	\$ 121,828	\$ 121,828	103%	3,112,526	3,112,526	103%
City Manager	930,000	0	930,000	\$ 0	\$ 0	100%	930,000	930,000	100%
Departmental Accounting	1,440,000	11,504	1,451,504	\$ 11,504	\$ 11,504	101%	1,451,504	1,451,504	101%
Human Resources	286,712	11,812	298,524	\$ 11,812	\$ 11,812	104%	298,524	298,524	104%
Information Systems	1,010,000	40,500	1,050,500	\$ 110,500	\$ 110,500	104%	1,050,500	1,050,500	104%
Public Safety	10,000,000	300,000	10,300,000	\$ 300,000	\$ 300,000	103%	10,300,000	10,300,000	103%
Public Utilities	1,000,000	100,000	1,100,000	\$ 100,000	\$ 100,000	110%	1,100,000	1,100,000	110%
Transportation & Parks	6,000,000	100,000	6,100,000	\$ 100,000	\$ 100,000	102%	6,100,000	6,100,000	102%
Contingency - Encumbrances	1,440,000	11,504	1,451,504	\$ 11,504	\$ 11,504	101%	1,451,504	1,451,504	101%
Subtotal	\$ 18,438,747	\$ 2,066,887	\$ 18,500,634	\$ 1,833,811	\$ 1,833,811	100%	\$ 18,500,634	\$ 18,500,634	100%
General Government	\$ 40,000	\$ 0	\$ 40,000	\$ 0	\$ 0	100%	\$ 40,000	\$ 40,000	100%
Non-Departmental	40,000	0	40,000	0	0	100%	40,000	40,000	100%
Capital Projects	1,000,000	0	1,000,000	0	0	100%	1,000,000	1,000,000	100%
Capital Projects	1,000,000	0	1,000,000	0	0	100%	1,000,000	1,000,000	100%
Contingency	400,000	11,400	411,400	\$ 11,400	\$ 11,400	103%	411,400	411,400	103%
Subtotal	\$ 1,400,000	\$ 11,400	\$ 1,411,400	\$ 11,400	\$ 11,400	101%	\$ 1,411,400	\$ 1,411,400	101%
Total Expenditures	\$ 19,838,747	\$ 2,078,287	\$ 19,917,034	\$ 1,845,211	\$ 1,845,211	100%	\$ 19,917,034	\$ 19,917,034	100%

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

FINANCIAL MANAGEMENT POLICIES

accordance with the city's Change Order Policy. Any contingency budgets shall be subject to annual appropriation.

Section V: Revenue Administration Policies

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

A. Diversification and Stability

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

The city shall strive to maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any primary revenue source. When possible, the revenue mix shall combine elastic and inelastic revenue sources to minimize the effect of economic downturns. The city will work towards diversifying its revenue base in order to reduce its dependence upon property taxes.

B. Conservative Revenue Estimates

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

C. User Based Fees and Charges (Exchange Revenue)

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

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

The city's revenue system will strive to maintain equity in its structure. That is, the city will seek to minimize or eliminate all forms for subsidization between entities, funds, services, utilities, and customers. However, it is recognized that public policy

FINANCIAL MANAGEMENT POLICIES

decisions may lead to subsidies in certain circumstances (e.g., senior citizen partial tax abatement).

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

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

D. Alternative Revenue Sources

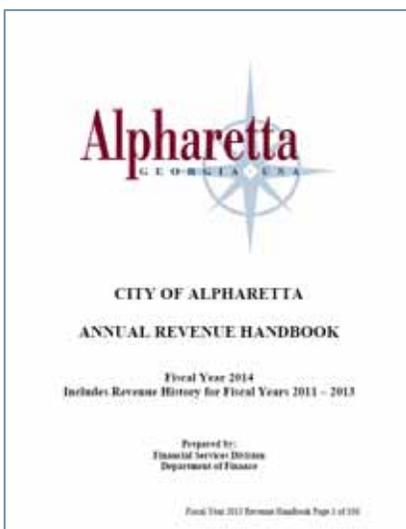
The city shall seek alternative funding sources whenever possible to reduce the required revenue from non-exchange transactions (e.g., property taxes). Such alternative sources include private and public grants, federal or state assistance, and public and private contributions.

E. Revenue Collection

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

F. Rates and Charges

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



G. Revenue Handbook

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

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

Section VI: Capital Asset Policies

A. Introduction

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

B. Definitions

- **Asset Acquisition:** There are various methods by which the city acquires assets. These methods include, but are not limited to: purchase, donation, lease/purchase, trade-in, forfeiture, condemnation, internal/external construction, transfers from other governments, or any other method which transfers title of any property to the city.
 - *Leased Assets:* The city capitalizes assets, acquired under capital lease, provided they meet the capitalization threshold and a buy-out option is included in the lease agreement. The capital lease must meet accounting standards for capitalization purposes. For capital leases, where the title of the asset will ultimately be transferred to the city, the asset will be capitalized at the net present value of future minimum lease payments. The city does not capitalize assets they acquired under operating leases.
 - *Gifts/Donations:* The city capitalizes all equipment acquired through donations at fair market value on the date of the transaction, provided such gift or donation meets the capitalization threshold of this policy. If the equipment is new and the donor can furnish an invoice, the invoice would determine the fair market value. If the equipment is used or no information is available regarding the cost of new equipment on date of acquisition, an appraisal will be conducted to establish the capitalization amount.
- **Property:** Property is divided into several classes including:
 - *Real property:* Land and whatever is attached to the land that cannot be readily removed, such as buildings and permanent improvements to the land. Infrastructure is included within this classification.
 - *Personal property:* Property that is movable and further classified as tangible and intangible.

FINANCIAL MANAGEMENT POLICIES

- *Tangible personal property*: Property that is moveable such as furniture, machinery, automobiles, or works of art.
- *Intangible personal property*: The right of ownership in property such as bonds, notes, contracts, computer software, programs, and proprietary assets that are created or purchased and owned by the city.
- **Capital Asset**: Any real or personal property acquired by the city which has an estimated useful life of three (3) or more years with an acquisition value of \$5,000 or more. This includes land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in the operations of the government.
- **Asset Capitalization Amount**: The city will capitalize purchased assets at acquisition cost plus costs incurred in preparing the asset for use. The city will recognize acquisition costs based on individual unit prices.
- **Generally Accepted Accounting Principles (GAAP) Reporting**: All assets capitalized under this policy shall be included in the financial statements issued by the city and in the annual external audit.
- **Gifts/Donations**: Gifts and donations are capitalized at fair market value on the date donated, if the value of the asset meets the threshold levels.

B. Classification Categories

- **Land**: The city will capitalize all costs incurred to acquire land (without regard to a dollar threshold) and to place it in use. The acquisition costs of land should include: (1) the purchase price; (2) ancillary charges; (3) the assumption of any liens or mortgages on the property; and (4) improvements made to the land that are permanent in nature. Examples of ancillary charges to be included in the capitalization costs are: legal and title fees, closing costs, appraisal and negotiation fees, surveying fees, site preparation fees, demolition costs, architect and accounting fees, insurance premiums during construction phase, and transportation charges.
- **Land Improvements**: The city classifies improvements to land with limited lives, such as fences, parking lots, and walkways as land improvements.
- **Buildings**: If the city purchases a building, the capitalized cost should include the purchase price and other incidental expenses incurred at the time of acquisition. If the building is constructed, the capitalized cost should include material, labor, supervision, and overhead, or the contract price, including

FINANCIAL MANAGEMENT POLICIES

costs such as: permits and licenses, architectural and engineering fees, insurance, title costs, and interest incurred on tax exempt debt (the latter is applicable to enterprise funds only).

- **Building Improvements:** The city capitalizes costs of improvements to a building if the following criteria are met: (1) the expenditures increase the service potential of the building and (2) the total improvement costs, including the contract price, engineering, architectural, and attorney's fees, etc., meet the capitalization threshold of this policy.

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

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

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

C. Annual Inventory

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

FINANCIAL MANAGEMENT POLICIES

the department, may make an annual physical inventory to verify the accuracy of inventory records.

D. Transfer or Disposal of Assets

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

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

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

E. Depreciation

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

F. Estimated Useful Life

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

FINANCIAL MANAGEMENT POLICIES

G. Asset and Inventory Control Responsibility

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

Section VII: Non-Capital Operating Inventory Policies

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

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

A. Acquisition

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

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

B. Inventory

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

- Goods or supplies are purchased with use scheduled for a future date. Examples of this type of inventory include water meters purchased for future installation or bulk paper purchased with the intent to distribute to departments when previous stock has been depleted; or
- The operating inventory is such that for non-financial related reasons, the

FINANCIAL MANAGEMENT POLICIES

tracking of the item(s) is beneficial to the safekeeping of governmental property. Examples of this type of inventory include firearms or official uniforms. Further, specialized tools and equipment may be determined applicable to this policy.

C. Classification Categories

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

D. Annual Inventory

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

E. Transfer or Disposal of Assets

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

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

FINANCIAL MANAGEMENT POLICIES

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

Section VIII: Accounting, Auditing and Financial Reporting Policies

Section I: Accounting

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

A. Scope

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

B. Generally Accepted Accounting Principles (GAAP)

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

C. Fund Structure

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

D. Chart of Accounts

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

FINANCIAL MANAGEMENT POLICIES

Section II: Auditing

Georgia Law on Local Government Audits, O.C.G.A. Section 36-81-7, requires an independent annual audit for the city. The annual independent audit shall be conducted in accordance with generally accepted auditing standards (GAAS) and generally accepted governmental auditing standards (GAGAS). In addition, the city shall comply with the requirements of the General Accounting Office (GAO) and the Office of Management and Budget (OMB) when audits are conducted relating to federal funding consistent with the 1996 (and any future) amendments to the Single Audit Act.

A. Scope

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

B. Auditor Qualifications

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

C. Choosing the Audit Firm

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

D. Auditing Agreement

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

E. Internal Audit

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

FINANCIAL MANAGEMENT POLICIES

F. Malfeasance and Embezzlement

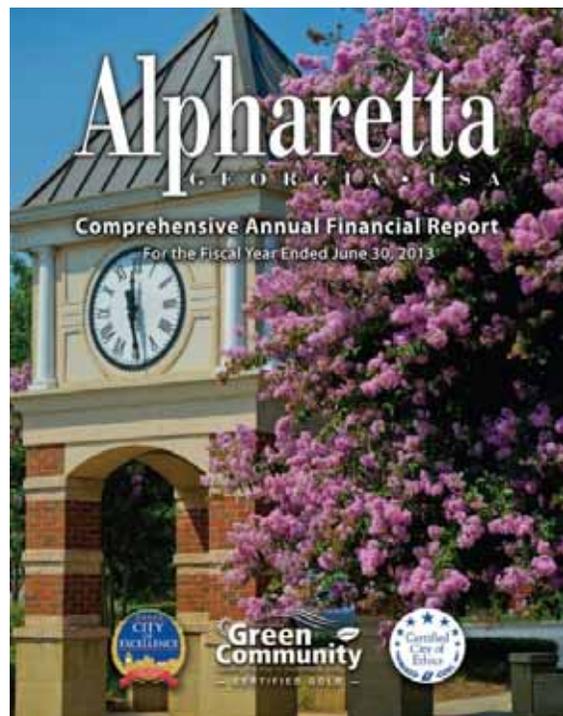
Any employee will be prosecuted to the extent of the law in any instance where the employee is proven to have committed an illegal act such as theft.

Section III: Financial Reporting Policies

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

A. Comprehensive Annual Financial Report (CAFR)²¹

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.

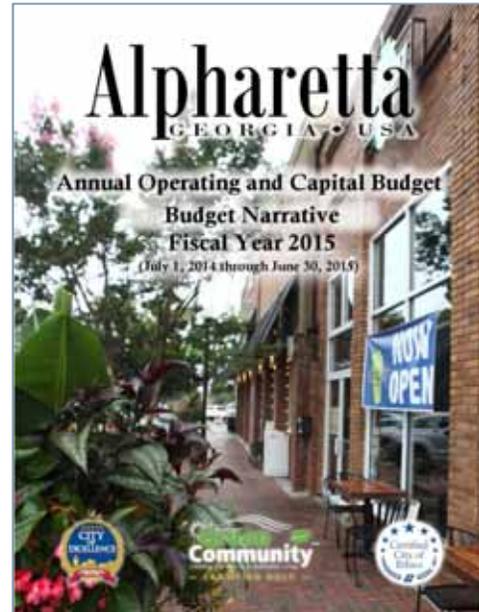
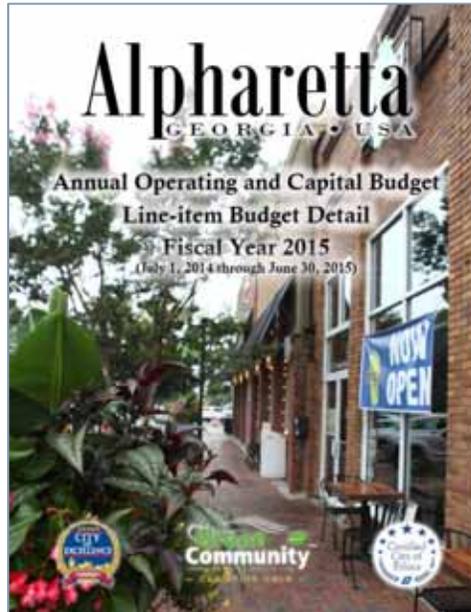


²¹ Available for download from the City's website: www.alpharetta.ga.us.

FINANCIAL MANAGEMENT POLICIES

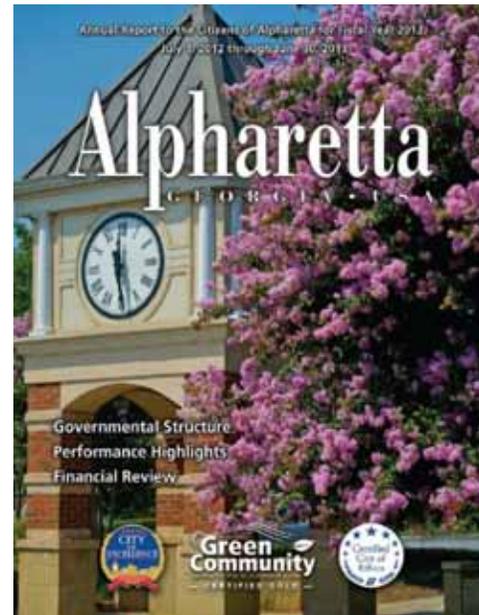
B. Annual Budget Documents²²

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



C. Annual Citizens Report¹⁰

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

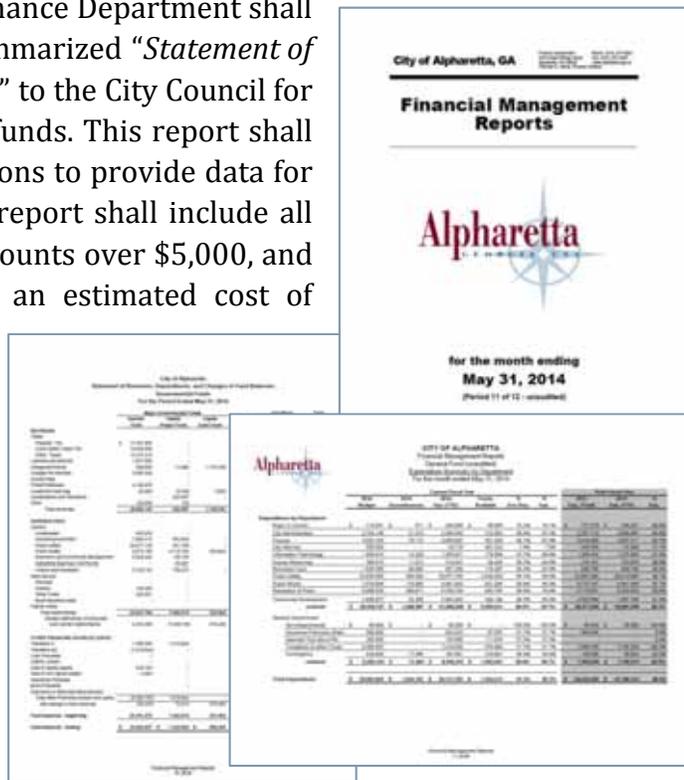


²² Available for download from the City's website: www.alpharetta.ga.us.

FINANCIAL MANAGEMENT POLICIES

D. Financial Reporting to the City Council²³

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.

²³ Available for download from the City’s website: www.alpharetta.ga.us.

Section IX: Debt Management Reporting

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

A. Conditions for Issuing Long-term Debt

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

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

B. Sound Financing of Debt

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

- Analysis of the financial impact, both short-term and long-term, of issuing the debt;

FINANCIAL MANAGEMENT POLICIES

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

C. Debt Retirement

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

D. Disclosure

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

E. Legal Compliance

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

F. Credit Ratings

The Director of Finance is responsible for maintaining relationships with the rating agencies that assign ratings to the city's various debt obligations. This effort includes providing periodic updates on the city's general financial condition along

FINANCIAL MANAGEMENT POLICIES

with coordinating meetings and presentations in conjunction with a new debt issuance.

G. Other Policies

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

Section X: Grant Management Policies

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

A. Grant Applications

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

B. Grant Administration

The Grants Administrator is responsible for fulfilling the financial reporting and accountability requirements of each grant the city accepts. The Grants Administrator and receiving departments are responsible for adhering to the grant program requirements and tracking all applicable expenditures for reporting purposes. The Department of Finance is responsible for accounting for grant

FINANCIAL MANAGEMENT POLICIES

transactions according to the Accounting, Auditing, and Financial Reporting Policy and in compliance with Generally Accepted Accounting Principles (GAAP).

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

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

C. Auditing

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

COMMUNITY PROFILE

Community Profile

Demographic, Economic, and Statistical Data

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

Alpharetta At-A-Glance

Date of Incorporation:	1858
Date First Charter Adopted:	1858
Date Present Charter Adopted:	1981
Form of Government:	Mayor and City Council
Population:	62,298
Per Capita Personal Income:	\$44,143
Area:	27 square miles
Bond Rating:	
Moody’s Investor Service	Aaa
Standard & Poor’s	AAA

Infrastructure

Advantages

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

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

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

<p>Citywide Power Redundancies Georgia Power</p>	<p>Abundance of Data Centers Enterprise and Co-Location</p>
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Alpharetta Vacant Available Office Rate	
QTD	10.50%
2014 2Q	10.40%
2014 1Q	12.10%
2013 4Q	14.10%
2013 3Q	15.10%
2013 2Q	13.70%
2013 1Q	14.00%
2012 4Q	14.40%
2012 3Q	13.20%
2012 2Q	13.20%
2012 1Q	12.90%
2011 4Q	14.10%

Availability

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

Accessibility

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

<p>26.6 MILES Alpharetta to Downtown Atlanta</p>	<p>4 MAJOR HIGHWAYS GA 400, HWY 9, HWY 120, HWY 372</p>	<p>4 MARTA ROUTES TO ATLANTA Route 85, 140, 143 and 185</p>
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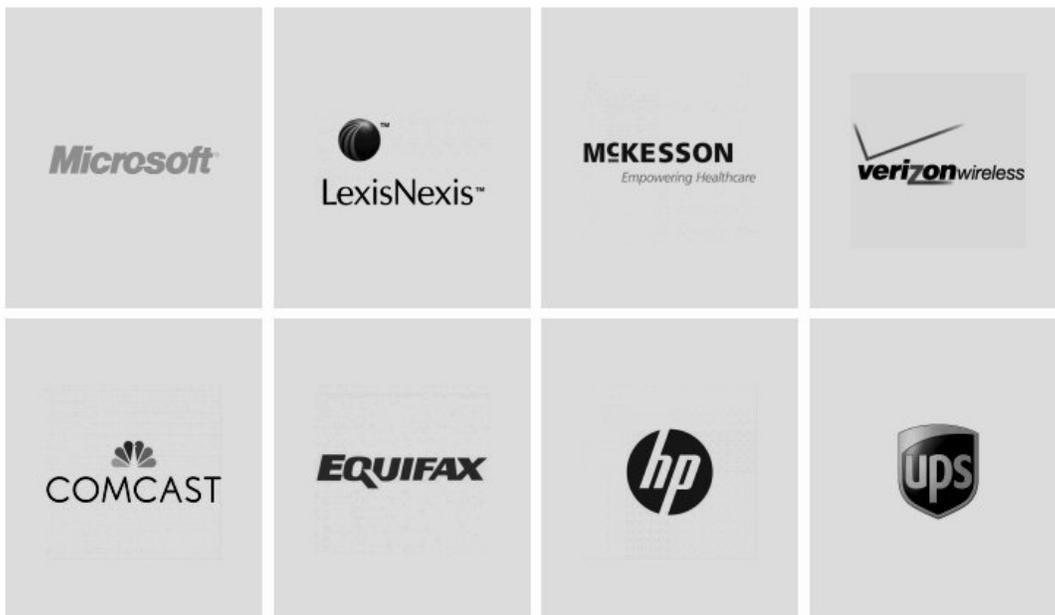
COMMUNITY PROFILE

Business Climate

Local Companies

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

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



Local Government

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

COMMUNITY PROFILE

Tax Credits and Incentives

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

Alpharetta Incentive Programs	Georgia Incentive Programs	
<ul style="list-style-type: none">• Expedited Permitting And Inspections• Discounted Permitting And Inspection Fees• Local Job Creation Credit• Tax Abatement• Revenue Bonds	<ul style="list-style-type: none">• Tax Exemptions• Job Tax Credit• Quality Jobs Tax Credit• Work Opportunity Tax Credit• Retraining Tax Credit	<ul style="list-style-type: none">• Mega Project Tax Credit• Investment Tax Credit• Optional Investment Tax Credit• Research and Development Tax Credit

Job Growth

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

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

COMMUNITY PROFILE

Workforce

Competitive Edge

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

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

Education

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

21%

**GRADUATE OR PROFESSIONAL
DEGREE**

41.7%

BACHELOR'S DEGREE

5.2%

ASSOCIATE'S DEGREE

Professions

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

52%

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

77%

**EMPLOYED IN
PROFESSIONAL/TECHNICAL
SECTOR**

62K

TOTAL CITY POPULATION

COMMUNITY PROFILE

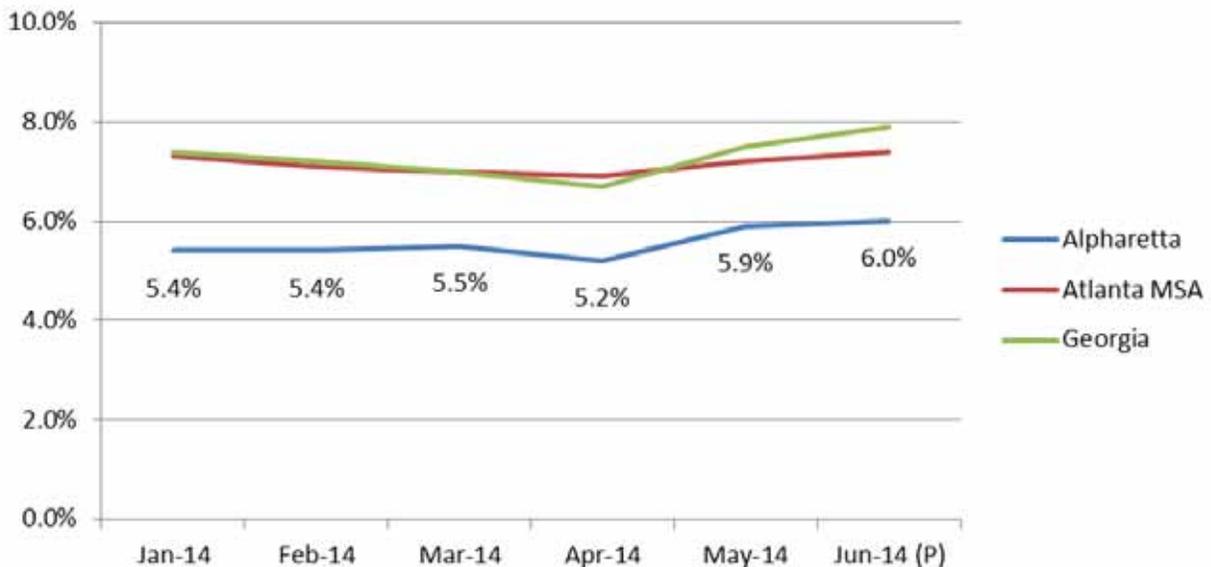
Personnel

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

100K+ DAYTIME POPULATION	650K PEOPLE WITH 30 MINUTES DRIVE TIME	3,500 WORKERS PER SQ. MILE
Top City in the Nation for Health IT Healthcare Infomatics Top 100	Over 1/4 Metro Atlanta's Top 25 Technology Employers Atlanta Business Chronicle	

Unemployment

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



COMMUNITY PROFILE

Universities and Colleges

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

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



COMMUNITY PROFILE

Quality of Life

Alpharetta Living

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

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

**Top 25 Best Places
to Move**
Forbes

**6th Fastest Growing
City**
U.S. Census, 2012

Housing

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

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

91%
HOUSES BUILT IN 1980 OR
LATER

83.4%
HOUSES WORTH \$200K+

30%
HOUSES FEATURE 9+ ROOMS

Schools

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

95.5%
COMBINED GRADUATION
RATE

23.8
AVG. ACT SCORE

65%
STUDENTS IN AP COURSES

COMMUNITY PROFILE

Entertainment

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

Dining

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

Targeted Development

Avalon

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

Retail 570,000 square feet of curated retailers and local chef-driven restaurants deliver a destination for those seeking to experience a hotspot of cultural activity and amazing finds.	Residential The 800 residents— both in luxury lofts and in an exclusive single-family courtyard enclave—who call Avalon home will experience a truly connected lifestyle, where everything is just a walk or click away.	Office 750,000 square feet of Class-A office space and office lofts in a Gigabit community—with superfast pervasive internet connection speeds—create a hub of connectivity for the modern workplace.
Hotel A 300-room hotel and 47,000 square foot convention center caters to business and leisure travelers who want to meet, mingle, work and stay someplace unlike anyplace else.	Connectivity Avalon is Georgia’s first Gigabit community, a futureproof fiberhood with internet connection speeds 100x faster than what’s currently available.	http://experienceavalon.com/

COMMUNITY PROFILE

City Center

The components of the Alpharetta City Center will create a place and an atmosphere where people naturally want to be; drawing residents and visitors to the heart of our community to read a good book, enjoy a family picnic, attend a community event, and enjoy the company of friends and neighbors. While there are many who will also patronize the unique shops and restaurants that call Downtown Alpharetta home.

Phase I

Dec. 2014 completion (except Library which is on schedule for summer 2015)



CITY HALL

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



PARKING DECK

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



LIBRARY

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



TOWN GREEN

The 1 acre town green is an iconic destination, fronted on Main Street, that will be a focal point of the downtown historic district. The green and the surrounding streets will become the hub for farmer's markets, street fairs and performances.



CITY PARK

The city park is five contiguous acres will provide walking paths, areas with open lawns, a small amphitheater with band shell for events, shaded areas for sitting, a stream water feature and other public amenities.



CIRCULATION NETWORK

To allow for successful future development to occur with-in the project, and to link to the adjacent downtown grid, five new interior streets create multiple access points to the site and define a network of "shared paths" throughout the site to be utilized by pedestrians and motorists alike.

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

COMMUNITY PROFILE

Phase II

RFQ/RFP process underway to secure a development partner



COMMERCIAL DEVELOPMENT

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

Population, Personal Income, and Employment

City of Alpharetta DEMOGRAPHIC AND ECONOMIC STATISTICS Last Ten Fiscal Years							
Fiscal Year	Population ¹	Personal Income	Per Capita Personal Income ²	Median Age ³	Education Levels in Years of Formal Schooling ⁴	School Enrollment ⁴	Unemployment Rate ²
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	8.1
2010	52,508	2,042,193,644	38,893	36.3	16.0	11,417	7.9
2011	57,571	2,442,795,101	42,431	36.8	16.0	11,022	7.8
2012	59,397	2,642,513,133	44,489	36.8	16.0	12,033	6.9
2013	61,981	2,800,921,390	45,190	36.8	16.0	16,456	6.2

Data sources:

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

Note: Population, median age, and education level information are based on surveys conducted during the last quarter of the calendar year. Personal income information is a total for the year. Unemployment rate information is an adjusted yearly average. School enrollment is based on the census at the start of the school year.

COMMUNITY PROFILE

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

Employer	2013			2005*		
	Employees	Rank	% of Total City Employment	Employees	Rank	% of Total City Employment
ADP	2,024	1	2.70%	1,700	3	1.68%
McKesson	1,775	2	2.37	1,400	4	1.38
LexisNexis	1,483	3	1.98	-	-	-
Comcast of Georgia	1,000	4	1.33	-	-	-
Verizon	920	5	1.23	-	-	-
Hewlett Packard	892	6	1.19	1,000	7	0.99
UPS Supply Chain Solutions	800	7	1.07	850	10	0.84
GE Consumer Finance - America	624	8	0.83	-	-	-
E Trade Financial	537	9	0.72	-	-	-
Coca-Cola Refreshments	529	10	0.71	-	-	-
AT & T	-	-	-	2,600	1	2.57
Cingular Wireless	-	-	-	1,800	2	1.78
Lucent Technologies	-	-	-	1,359	5	1.34
Equifax	-	-	-	1,195	6	1.18
Radiant Systems	-	-	-	925	8	0.91
MCI	-	-	-	900	9	0.89
	10,584		4.11%	13,729		13.56%

Source: City of Alpharetta Community Development Department

Property Tax Base, Tax Rates, and Principal Taxpayers

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

Fiscal Year	Real Property		Personal Property		Less: Tax Exempt Real Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Assessed Value as a Percentage of Actual Value
	Residential	Commercial	Motor Vehicles	Other					
2004	1,039,727,230	1,719,450,312	162,044,513	45,870	287,138,088	2,634,129,837	7.00	7,303,169,813	40.00%
2005	1,101,782,470	1,852,175,974	166,615,420	18,563	291,445,159	2,829,147,268	7.00	7,801,481,068	40.00%
2006	1,240,207,540	1,825,547,513	180,951,120	72,799	317,149,382	2,929,629,590	7.00	8,116,947,430	40.00%
2007	1,518,944,750	2,040,496,402	191,384,580	11,180	357,722,090	3,393,114,822	6.60	9,377,092,280	40.00%
2008	2,014,574,410	2,223,045,288	208,677,560	24,087	436,052,018	4,010,269,327	6.25	11,115,803,363	40.00%
2009	2,073,091,570	2,873,418,525	209,980,220	24,950	479,617,470	4,676,897,795	5.75	12,891,288,163	40.00%
2010	2,050,816,880	2,721,978,449	212,426,680	29,658	486,085,608	4,499,166,059	5.75	12,463,129,168	40.00%
2011	1,966,548,340	2,634,434,718	193,069,470	85,922	546,731,438	4,247,407,012	5.75	11,985,346,125	40.00%
2012	1,900,633,180	2,603,970,058	198,495,280	29,308	541,498,910	4,161,628,916	5.75	11,757,819,565	40.00%
2013	1,899,875,770	2,558,697,811	201,312,700	10,760	533,072,610	4,126,824,431	5.75	11,649,742,603	40.00%

Source: Georgia Department of Revenue, Property Tax Division

COMMUNITY PROFILE

City of Alpharetta PROPERTY TAX RATES - ALL OVERLAPPING GOVERNMENTS (Per \$1,000 of Assessed Value) Last Ten Fiscal Years

Fiscal Year	Tax Year	City of Alpharetta			Fulton County			School District			State	Direct & Overlapping Rates
		General Obligation			General Obligation			General Obligation				
		Operating Millage	Debt Service Millage	Total City Millage	Operating Millage	Debt Service Millage	Total County Millage	Operating Millage	Debt Service Millage	Total School Millage		
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
2012	2011	4.215	1.535	5.750	10.281	0.270	10.551	18.502	0.000	18.502	0.250	35.053
2013	2012	4.820	0.930	5.750	10.281	0.270	10.551	18.502	0.000	18.502	0.200	35.003

Source: Georgia Department of Revenue, Property Tax Division

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

City of Alpharetta PRINCIPAL PROPERTY TAXPAYERS Current and Nine Years Ago

Taxpayer	2013			2004		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
BRE COH GA LLC	\$65,493,880	1	1.59%	-	-	-
Sanctuary Park Realty Holding	58,889,740	2	1.43	-	-	-
GGP North Point Inc	56,513,390	3	1.37	30,456,480	1	1.16%
Gardner DR LLC	29,015,280	4	0.70	18,943,520	2	0.72
CH Realty IV Royal Centre LLC	28,907,300	5	0.70	-	-	-
Metropolitan Life Ins Co	25,370,760	6	0.61	-	-	-
AMLI at Milton Park LLC	22,826,000	7	0.55	-	-	-
Northside Ventures Inc	22,172,000	8	0.54	-	-	-
CP Venture Two LLC	21,877,600	9	0.53	11,166,600	8	0.42
Imperatum Georgia LLC	21,619,970	10	0.52	17,568,520	4	0.67
HBO & Co of GA	-	-	-	18,137,590	3	0.69
Duke Realty LTD Partnership	-	-	-	14,606,710	5	0.55
Allianz Life Insurance	-	-	-	14,265,680	6	0.54
Digital Equipment Corp	-	-	-	11,310,720	7	0.43
State Farm Mutual Auto Inc.	-	-	-	10,013,800	9	0.38
Drever Governors LLC	-	-	-	9,937,040	10	0.38
Totals	\$352,685,920		8.55%	\$156,406,660		5.94%

Source: Fulton County Board of Assessors

COMMUNITY PROFILE

City of Alpharetta PROPERTY TAX LEVIES AND COLLECTIONS Last Ten Fiscal Years

Fiscal Year	Tax Year	Total Tax Levy	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
			Amount	Pct. of Levy		Amount	Pct. of Levy
2004	2003	17,211,439	16,935,962	98.40 %	257,245	17,193,207	99.89%
2005	2004	18,188,180	18,188,800	100.00	(16,306) ¹	18,172,494	99.91
2006	2005	19,556,666	19,227,210	98.32	302,259	19,529,469	99.86
2007	2006	21,345,278	20,926,995	98.04	395,199	21,322,194	99.89
2008	2007	23,626,058	23,144,721	97.96	446,659	23,591,380	99.85
2009	2008	25,158,928	24,170,200	96.07	929,707	25,099,907	99.77
2010	2009	24,787,156	24,113,565	97.28	552,995	24,666,560	99.51
2011	2010	23,238,644	22,902,145	98.55	182,995	23,085,140	99.34
2012	2011	21,922,802	21,691,376	98.94	228,082	21,919,458	99.98
2013	2012	21,350,240	21,113,760	98.89	-	21,113,760	98.89

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

City of Alpharetta SALES TAX RATES - ALL OVERLAPPING GOVERNMENTS Last Ten Fiscal Years

Fiscal Year	State of Georgia	Local Option Sales Tax	Metropolitan Atlanta Regional Transportation	Fulton County Board of Education	Total Overlapping Rates
2004	4 %	1 %	1 %	1 %	7%
2005	4	1	1	1	7
2006	4	1	1	1	7
2007	4	1	1	1	7
2008	4	1	1	1	7
2009	4	1	1	1	7
2010	4	1	1	1	7
2011	4	1	1	1	7
2012	4	1	1	1	7
2013	4	1	1	1	7

Source: Georgia Department of Revenue, Property Tax Division

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

The City of Alpharetta received 5.2% of the Local Option Sales Tax collected on a county-wide basis.

COMMUNITY PROFILE

Operating Indicators by Function

City of Alpharetta OPERATING INDICATORS BY FUNCTION Last Ten Fiscal Years										
Function	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
General government										
Ordinances approved	10	13	12	20	35	40	30	30	25	30
Special events held	95	90	62	62	65	61	35	38	39	38
Court cases heard	17,498	18,946	21,336 ¹	9,859	12,449	12,428	12,527	12,342	12,499	12,342
Bond rating	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AAA	Aa1-AA+	Aa1-AA+	Aa1-AA+
Software applications supported	157	164	173	172	179	80	70	68	66	60
Grants managed	44	40	43	40	30	34	34	26	17	16
Police										
Calls for service	77,156	70,711	74,773	82,499	74,966	98,223	80,229	52,056	45,731	52,056
Part 1 crimes reported	1,627	1,797	1,486	1,676	1,126	1,899	2,077	1,922	1,445	1,727
Traffic citations issued	24,316	22,517	21,561	23,621	18,727	17,519	19,197	16,100	15,290	22,860
Fire										
Incident responses	5,984	5,268	5,410	6,143	6,197	5,939	5,590	5,113	5,119	4,909
Average response time	3:40	6:18	6:18	6:46	6:24	4:23	5:24	5:29	12:04	12:04
Fire safety programs conducted	146	176	146	145	126	100	395	203	299	203
Inspections conducted	7,048	7,215	7,269	7,216	7,404	5,093	6,456	4,646	5,753	4,646
Highways and streets										
Traffic signals timed	54	51	50	40	56	N/A	82	N/A	41	N/A
Average days to repair pothole	1	1	1	1	2	1	2	25	2	25
Stormwater plans reviewed	163	133	133	103	161	260	224	68	60	68
Community development										
New building permits issued	3,287	2,995	2,516	2,360	3,352	3,692	4,821	3,855	3,800	3,855
Parcels annexed	-	-	-	1	-	2	36	352	352	-
Culture and recreation										
Park acres maintained	312	312	312	311	311	306	306	300	306	300
Greenway acres maintained	206	206	206	205	205	200	200	200	200	200
Annual program registrants	36,191	26,366	20,106	20,132	21,135	23,597	23,777	23,500	23,791	23,500

Source: Various City departments

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

COMMUNITY PROFILE

Capital Asset Statistics by Function

City of Alpharetta CAPITAL ASSET STATISTICS BY FUNCTION Last Ten Fiscal Years										
Function	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Police										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units and support vehicles	155	135	146	139	145	138	115	110	97	89
Police motorcycles	8	8	7	7	7	6	5	6	6	4
Fire										
Fire stations	6	6	6	6	6	6	6	6	4	5
Ladder units - in service	1	1	1	1	1	1	2	2	3	2
Ladder units - reserve	1	1	1	1	1	1	-	-	1	1
Pumper units - in service	6	6	6	6	6	6	6	6	5	5
Pumper units - reserve	2	2	2	2	2	2	2	2	2	2
Highways and streets										
Streets - paved (miles)*	214	214	214	218	270	270	270	257	217	211
Streets - unpaved (miles)	1	1	1	1	1	2	2	2	1	2
Sidewalk (miles)	212	211	205	205	202	204	170	143	116	N/A
Drainage - piped (miles)	99	100	100	100	100	99	99	90	40	40
Drainage - open (miles)*	35	40	40	40	165	165	165	157	140	140
Culture and recreation										
Parks - active and passive	15	14	15	14	11	9	9	9	9	7
Park acreage	764	764	764	762	762	757	760	769	769	769
Greenway and walking trails (miles)	12	12	12	11	11	11	11	11	11	10
Adaptive athletic fields	1	1	1	1	1	1	1	1	1	-
Athletic fields	29	28	28	29	28	29	29	29	29	29
Equestrian facilities	1	1	1	1	1	1	1	1	1	1
Hockey rinks	2	2	2	2	2	2	2	2	2	2
Swimming pools	1	1	1	1	1	2	2	2	2	2
Tennis courts	17	17	17	17	17	17	17	17	17	17
Recreation buildings	20	20	20	20	18	18	11	11	11	11
Playgrounds	8	8	8	7	7	7	7	6	6	5
Picnic shelters/restrooms	24	24	33	31	31	29	24	23	23	23

Sources: Various government departments

Note: Capital asset indicators are not available for the general government function

** Change due to update of GIS records*



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GLOSSARY OF TERMS

Glossary of Terms

The Glossary section is included to assist readers with understanding the many terms used in city government (general) as well as the city's budget process (specific). Please refer to the *Acronyms/Abbreviations* section for a complete listing of the acronyms used throughout this document.

Account Number:	A system of numbering used to categorize a “group” of accounting transactions into common areas, such as salaries, utilities, etc. Account numbers are the numerical equivalent of descriptive terms (e.g. 511.01 represents the account number for salaries and wages).
Accounting Period:	A period at the end of which financial statements, budgets, and other reports are prepared. Typically an annual period within governmental finance. The city's fiscal year reporting period begins on July 1 st and ends of June 30 th .
Accounting Procedures:	All processes that identify, record, classify and summarize financial information to produce financial reports.
Accrual Basis of Accounting:	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).
Acronyms:	Please see the section entitled <i>Acronyms/Abbreviations</i> for a complete listing of the acronyms used throughout this document.
Adopted Budget:	The funds appropriated by the City Council at the beginning of the year.
Ad Valorem Tax:	Property taxes computed as a percentage of the value of real or personal property expressed in mills (1/100 th of a dollar or \$1.00 per \$1,000 of taxable property value).

GLOSSARY OF TERMS

Amortization:	The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.
Appropriation:	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.
Assessed Valuation:	The Fulton County Board of Assessor's estimation of the fair market value of real and personal property.
Balanced Budget:	A budget in which planned revenues available equals planned expenditures.
Basis of Accounting:	A system used by an individual government to determine when revenues have been realized and when expenditures have been incurred.
Basis of Budgeting:	A system used by an individual government to determine when budgetary revenues have been realized and when budgetary expenditures have been incurred.
Bond:	A written promise to pay a designated sum of money (i.e. principal) at a specified date in the future, together with periodic interest payments at a specified rate. In the budget, these payments are identified as debt service. Bonds are typically used to obtain long-term financing for major capital improvements.
Bond Rating:	A rating provided by an independent professional credit rating agency indicating the credit worthiness of the entity.
Budget:	A statement of financial position of an entity for a definite period of time based on estimates of expenditures during the period and proposals for financing them. The financial plan for the operation of a department, program or project for the current year or for the duration of the project.

GLOSSARY OF TERMS

Budget Amendment:	The transfer of funds from one appropriation account to another (within a department within a fund), requiring approval of City Administrator, Finance Director, and Department Director. Amendments between departments and between funds require City Council approval.
Budget Calendar:	The schedule of key dates or milestones which the city follows in the preparation, adoption, and administration of the budget.
Budget Officer:	The local government officials charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.
Budget Ordinance:	“Ordinance” or “Resolution” means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.
Budget Period:	Budget period, means the period for which a budget is proposed or a budget ordinance or resolution is adopted.
Budget Transfer:	A procedure utilized by city departments to revise budget appropriations within the departmental operating budget accounts. They transfer monies from one account to another account and does not increase or decrease the overall budget appropriation for the department.
Budgetary Control:	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

GLOSSARY OF TERMS

CAFR:	The Comprehensive Annual Financial Report summarizes financial data for the previous fiscal year in a standardized format.
Capital Assets:	Assets of significant value and having a useful life of several years. Capital assets for the City of Alpharetta have a purchase cost of \$5,000 or more, and a useful life of three years or longer.
Capital Budget:	A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget which includes both operating and capital outlays. The capital budget is based in a capital improvement plan ("CIP").
Capital Outlay:	An expenditure for the acquisition of, or addition to, a capital asset. Items acquired for less than \$5,000 are not considered capital outlay.
Capital Projects:	Projects that result in the acquisition or construction of capital assets of a local government which are of a long-term and permanent nature. Such assets include land, buildings, and related improvements, streets and highways, bridges, sewers and parks.
Capital Projects Fund:	A fund used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by resources from enterprise fund activities.
Cash Basis of Accounting:	A basis of accounting under which transactions are recognized only when cash is received or disbursed.
Chart of Accounts:	A numbering system that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The City of Alpharetta utilizes the Uniform Chart of Accounts for Local Governments in Georgia as mandated by the Georgia Department of Community Affairs ("DCA").

GLOSSARY OF TERMS

Consumer Price Index (“CPI”)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. inflation).
Contingency:	A budgetary reserve set aside for emergency, revenue shortfalls, and unanticipated expenditures. The City Council must approve all contingency expenditures.
Debt:	An obligation resulting from the borrowing of money or from the purchase of goods and services over a period of time. Debts of government include bonds, time warrants, notes, and floating debts. Examples include: General Obligation Bonds and Revenue Bonds.
Debt Service:	The payment of principal and interest on borrowed funds such as bonds.
Debt Service Fund:	A fund that is used to account for the accumulation of resources for the payment of general long-term debt principal and interest.
Deficit:	The excess of an entity’s liabilities over its assets or the excess of expenditure or expenses over revenues during a single accounting period.
Department:	A major administrative division of the city with indicated overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation:	(1) Expiration of the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a capital asset which is charged as an expense during a particular period. In accounting, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of said asset, and each period charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

GLOSSARY OF TERMS

Effectiveness:	Depicts the degree to which performance objectives are being achieved or otherwise reflects the quality of local government performance.
Efficiency:	Reflects the relationship between work performed and the resources required performing it. Compares outputs to inputs.
Encumbrance:	A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.
Enterprise Fund:	A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.
Expenditures:	The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.
Fiduciary Fund:	A fund used to account for assets held by the city in a trustee capacity or as an agent for other governmental units and/or other funds.
Fiscal Year:	The time period designated by the city signifying the beginning and ending period for recording financial transactions. The city has specified July 1 st to June 30 th as its fiscal year.
Fund:	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.

GLOSSARY OF TERMS

Fund Balance	Fund equity for governmental funds and trust funds which reflects the accumulated excess of revenues and other financing sources over expenditures and other uses for governmental functions.
GASB:	Governmental Accounting Standards Board - The body that sets accounting standards, specifically for governmental entities at the state and local levels.
General Fund:	The government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Revenue is derived primarily from property taxes, state & federal distributions, grants, and other intergovernmental revenue.
GAAP:	Generally Accepted Accounting Principles - Uniform minimum, standards used by state and local governments for financial accounting, recording and reporting, encompassing the conventions, rules and procedures that define accepted accounting principles; established by the Governmental Accounting Standards Board (GASB).
General Obligation ("GO") Bonds:	Upon voter approval at a general referendum, a project will be financed through a millage increase in ad valorem taxes for a specified period of time. This source of revenue is especially appropriate when the life of project or an improvement is expected to exceed 20 years, and is citywide in nature or benefit.
Georgia Municipal Association:	Organization representing municipal governments in Georgia.
GFOA:	Government Finance Officers Association - Professional association of state/ provincial and local finance officers in the United States and Canada, dedicated to the sound management of government financial resources.

GLOSSARY OF TERMS

Goals:	A measurable statement of desired conditions to be maintained or achieved.
Governing Authority:	Governing authority means that official or group of officials responsible for governance of the unit of local government.
Grants:	A financial gifts, donation, or award that is made from a funding source, usually a governmental entity, to the city for the acquisition of goods, services, or land. The grant award agreement defines the city's responsibilities and duties to be exchanged for the grant. Grants are often earmarked for a specific purpose of program.
Infrastructure:	The basic installation and facilities on which the continuance and growth of the city depends, such as roads, schools, and water and sewer systems.
Inter-fund Transfer:	Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.
Investments:	Securities and real estate held for the production of revenue in the form of interest, dividend, rental or lease payments. The term does not include fixed assets used in governmental operations.
Legal Level of Control:	Legal level of control is the lowest level of budgetary detail at which a local government's management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required.
Levy:	(Verb) To impose taxes, special assessments or service charges for the support of government activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

GLOSSARY OF TERMS

Liability:	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.
Liquidity (of investments):	The ability to convert an investment to cash promptly with a minimum of risk to principal and accrued interest.
Millage Rate:	The amount of property tax stated in terms of a unit of the tax base; for example each mill generates \$1.00 of tax for every \$1000 of taxable assessed valuation on real or personal property. The millage rate is the total number of mills assessed against this value.
Mission:	The reason or purpose for the organizational unit's existence.
Modified Accrual Basis of Accounting:	The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.
Objectives:	Unambiguous statements of performance intentions expressed in measurable terms.
Operating Budget:	The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.
Proprietary Fund:	These funds are sometimes referred to as "income determination," "non-expendable" or "commercial type" funds and are used to account for a government's on-going organizations and activities which are similar to those often found in the private sector.

GLOSSARY OF TERMS

Retained Earnings:	A fund equity account that reflects accumulated net earnings (or losses) in a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.
Reserve:	An account to indicate that a portion of funds have been legally restricted for a specific purpose, or not available for appropriation and subsequent spending. A reserve for working capital is a budgetary reserve set aside for cash flow needs, emergencies, or unforeseen expenditure/revenue shortfalls.
Revenue:	Additions to assets which (a) do not increase any liability; (b) do not represent the recovery of an expenditure; (c) do not represent the cancellation of certain liabilities or decrease in assets; and (d) do not represent contributions of fund capital in enterprise and internal service funds.
Rolled-Back Millage Rate:	The millage rate necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes for new growth.
Sinking Fund:	A reserve fund accumulated over a period of time for retirement of a debt.
Special Revenue Fund:	A fund in which the revenues are designated for use for specific purposes or activities.
Tax Digest:	Official list of all property owners, the assessed value, and the tax due on their property.
Taxes:	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Alpharetta are approved by the City Council and are within limits determined by the State.
User Fee:	Charges for specific services rendered only to those people paying such charges as, for example, sewer service charges.

