

City of Conyers



Annual Budget

Fiscal Year 2011-2012

Budget Compiled By:

Isabel Rogers – Chief Financial Officer
Sadina Jurgens – Budget Analyst

Cover: Jil Goodson

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ORDINANCE NO. 841

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE CITY OF CONYERS FOR FISCAL YEAR 2011-2012.

BE IT ORDAINED by the City Council of the City of Conyers, Georgia as follows:

1. That for the purposes of financing the conduct of affairs of the City of Conyers during the fiscal year beginning July 1, 2011 and ending June 30, 2012, the Budget of the City's revenues and expenses for such period, prepared and submitted to the City Council by the City Manager, and reviewed and revised by the City Council, and attached hereto and made a part of this ordinance be and the same is hereby adopted and approved as the official Annual Budget of the City of Conyers, Georgia.
2. That the budgeted revenues be as follows:

GENERAL FUND

Ad Valorem Tax	\$ 5,471,059
Tax Allocation District Revenues	5,000
Motor Vehicle Tax	220,000
Intangible Tax	15,000
Franchise Tax	1,420,000
Alcoholic Beverage Tax	560,000
Occupation Tax	485,000
Telephone License Tax	2,500
Insurance Premium Tax	575,000
Financial Institution Tax	103,941
Fifa, Interest, Penalty	120,000
Servers Permits	10,000
Taxi Permits	500
Building Permits	200,000
Federal Grants Revenue	110,000
Housing Authority Tax	12,000
Security Monitoring Fees	500,000
Criminal Histories	125,000
Fines & Forfeitures	950,000
Probation Fees	175,000
Drug/Alcohol Testing Fees	5,000
Interest Income	125,000
Contributions & Donations	15,000
Georgia International Horse Park Revenue	992,400
Rental Income	100,000
Miscellaneous Revenue	15,000
Insurance Recovery	20,000
Sale of Surplus Property	35,000
Other Financing Sources	814,123
TOTAL	\$ 13,181,523

EMERGENCY TELEPHONE SYSTEM FUND

Operating Transfers In	\$ 681,633
911 Wireless Revenue	190,000
911 Pass On	200,000
TOTAL	\$ 1,071,633

CONFISCATED ASSETS FUND

DEA Equitable Sharing	\$ 50,000
ICE Proceeds	64,000
Local Confiscated Proceeds	10,000
TOTAL	\$ 124,000

HOTEL MOTEL FUND

Hotel-Motel Tax Revenues	600,000
Welcome Center Grant	2,500
Operating Transfers In	151,738
TOTAL	\$ 754,238

3. That the expenditures set forth in the City's Funds be as follows:

GENERAL FUND

Mayor and Council	\$ 225,845
City Manager	460,637
Administration	767,348
Technology	809,232
Building Maintenance	281,000
Conyers Security Alert	218,069
Vehicle Maintenance	505,314
Police	4,418,706
Court Services	465,289
Planning and City Services Administration	394,398
Planning and Inspection Services	262,303
Landscaping Services	244,015
Infrastructure Services	663,772
GIHP Administration	460,489
GIHP Maintenance	1,078,598
GIHP Events	237,000
Non-Departmental	1,689,508
TOTAL	\$ 13,181,523

EMERGENCY TELEPHONE SYSTEM FUND

Communications	\$ 1,071,633
TOTAL	\$ 1,071,633

CONFISCATED ASSETS FUND

Other Police Expenses	\$ 124,000
TOTAL	\$ 124,000

HOTEL MOTEL FUND

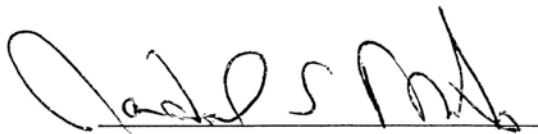
Tourism & Public Relations	\$ 673,612
Big Haynes Creek Nature Center	80,626
TOTAL	\$ 754,238

4. That the total amounts listed above, in detail as shown by the Annual Budget, be, and the same hereby are appropriated to such uses, and authority is hereby granted to the City Manager and/or his/her designee to approve the expenditure of the above amounts for the purposes indicated.


5. That the Chief Financial Officer hereby is authorized and directed to make the appropriated disbursements upon receipt of said approval by the City Manager and/or his/her designee.

6. That any amendment to the Annual Budget shall be effected as provided for by the Conyers City Code.

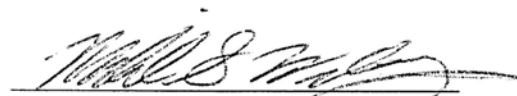
ADOPTED AND APPROVED by the City Council of the City of Conyers, this, the 22nd day of June, 2011.


Randal S. Mills, Mayor

Attest:


Patricia I. Smith, City Clerk

Approved as to form:


Michael S. Waldrop, City Attorney



Citizens of Conyers

Mayor and City Council

City Manager
Tony Lucas
770-929-4226

Department of Public Works and Transportation
Brad Sutton
770-785-5043

- Street Repairs and Maintenance
- Solid Waste Collection
- Landscaping Services
- Transportation
- SPLOST Projects
- Vehicle Maintenance
- Stormwater Management

Department of Public Safety
Gene Wilson
770-483-6600

- Crime Prevention
- Criminal Investigations
- D.A.R.E.
- Drug Enforcement
- Fingerprinting
- Narcotics
- Patrol
- Communications
- ACE Program
- Background Checks
- Security Monitoring
- Court Services
- Probation, Court, Community Services

Department of Cherokee Run Golf Course
Tommy Moon
770-785-7904

- Golf Operations
- Inventory Control
- Tournaments
- Food and Beverages
- Special Events

Department of Administration
Isabel Rogers
770-483-4411

- Accounts Payable
- Accounts Receivable
- Cash Management
- Budget Preparation
- CAFR Preparation
- Grants Management
- Human Resources
- Payroll
- Purchasing
- Customer Services
- Payment for City Services
- Digital Imaging
- Property Tax Management
- Investments
- Technology

Department of Planning & Inspections
Marvin Flanigan
770-929-4280

- Building Maintenance
- Business Licenses
- Nuisances
- Occupational Tax
- Permits
- Zoning
- Land Use Plan
- GIS Mapping System

Department of Tourism & Public Relations
Jennifer Edwards
770-929-4299

- CCVB
- City Volunteer Program
- City Website
- Downtown Program Series
- Event & Ticket Information
- Welcome Center
- Marketing
- Media Relations
- Main Street Program

Department of Georgia International Horse Park
Jennifer Bexley
770-860-4190

- Event Bookings
- Facility Rental
- Horse Park Maintenance
- Sponsorships
- GHP Merchandise
- GHP Website
- GHP Management
- Big Haynes Creek Nature Center



Mayor & City Council



RANDAL S. MILLS, MAYOR

Mayor Mills took office in January 1998 and has been a city resident since 1976. He is the president and owner of Sigman-Mills Furniture Company, Inc. Mayor Mills earned his B.A. degree from Erskine College in 1976 with a major in history and political science and a minor in business. He went on to earn a J.D. degree in 1980 from Woodrow Wilson Law School. Some of the Mayor's important issues are: zero tolerance for crime, community development, economic development, the Georgia International Horse Park, delivery of services, and community relationships. Mayor Mills is a member of the Georgia Municipal Association (GMA). He previously served as president of GMA in District 4. He is also vice chairman and executive board member of the Atlanta Regional Commission (ARC) and past chairman of the ARC Environment and Land Use Committee, 2000-2001. He is a member of the Conyers Rotary Club and has served on the Board of Directors. He is also a member of the Conyers/Rockdale Chamber of Commerce and served on the Board of Directors. He is a member of the Rockdale County Historical Society and the Downtown Residents Association.



CHRIS BOWEN, COUNCILMAN (*District 2, post 1*)

Councilman Bowen was elected to the Conyers City Council in 1991 and is a lifelong resident of Conyers. He is the president of Green Meadow Memorial Gardens, Inc. of Conyers. Councilman Bowen received his associate's degree from Middle Georgia College and is a graduate of Leadership Rockdale (sponsored by the Conyers/Rockdale Chamber of Commerce). His goals for the City include: keeping Conyers safe, downtown revitalization, and keeping taxes low. Councilman Bowen is a member of the Georgia Municipal Association and the Conyers Rotary Club. He is a Paul Harris Fellow and Will Watt Fellow of the Rotary International. He serves on church committees at Crossroads United Methodist Church and he serves as a board member of the Conyers Convention & Visitors Bureau. He is also active in athletic activities at Rockdale County High School.



MARTIN JONES, COUNCILMAN (*District 4*)

Councilman Jones was elected to the Conyers City Council in 1989 and has been a city resident of Conyers since 1987. He is a Real Estate appraiser for the Metro Atlanta area. He earned his B.B.A. degree in finance from the University of Georgia. His goals for the City include: develop the Conyers Nature Center into an educational and recreational resource, downtown revitalization, and keeping taxes low. He is a member of the Georgia Municipal Association (GMA), the National League of Cities (NLC), CR Future, the Atlanta Regional Commission (ARC)--Regional Leadership Institute (RLI), and Conyers Rotary. Councilman Jones is a member of the United Way Board of Directors and the Conyers-Rockdale Chamber of Commerce Board of Governors. He serves on the NLC FAIR Committee (Finance, Administration, and Intergovernmental Relations) and the Georgia Municipal Association Revenue & Finance Committee. He is also a volunteer at C.J. Hicks Elementary School.

Mayor & City Council



VINCE EVANS, COUNCILMAN (*District 2, Post 2*)

Councilman Evans was elected to the Conyers City Council in 2000 and has been a city resident since 1979. He is the owner of Evans Pharmacy. He received his B.S. degree in pharmacy from the University of Georgia. His goals for the City include downtown revitalization and community development. He is a member of the Georgia Municipal Association (GMA) and UGA Touchdown Club and is a past member of the Rockdale Water and Sewer Authority. He also serves as board member of the Conyers-Rockdale Boys and Girls Club and of the C.E. Steele Community Center.



CLEVELAND STROUD, COUNCILMAN (*District 1*)

Councilman Stroud (Coach) was elected to the Conyers City Council in 1994 and is a lifelong resident of Conyers. He is a retired teacher/coach for Rockdale County High School. He earned his B.A. degree from Morehouse College. His goals for the City include: downtown revitalization, continued financial security to keep taxes down, beautification of the City through sidewalks and landscaping, and keeping Conyers safe so that it can continue to be a first-class city. Councilman Stroud is a member of the Georgia Municipal Association, the local NAACP chapter, CR Future, and the Citizens Progressive Club. He is a recipient of the Teacher of the Year Award and the Region Coach of the Year Award (seven times). He was the State Coach of the Year (1987), the Citizen of the Year (Rockdale County, twice), and Georgia Optimist Club's "Georgian of the Year" (1989). He received the Outstanding Community Service Award presented by the Rockdale Branch-NAACP. Councilman Stroud has also received the U.S. Olympic Committee's Jack Kelly Fair Play Award (1988) and the International Olympic Committee's Pierre De Coubertin Award (1988).



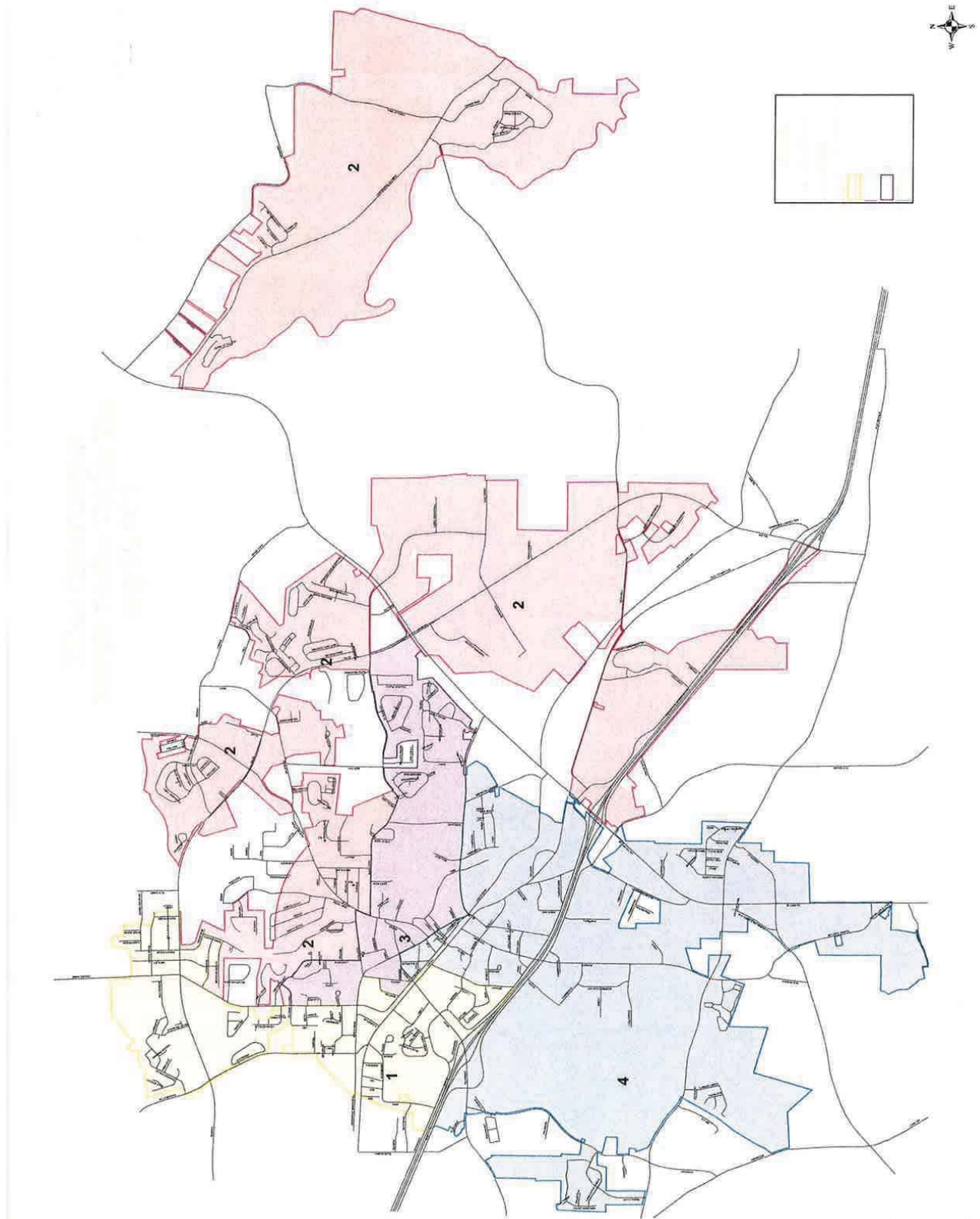
GERALD HINESLEY, COUNCILMAN (*District 3*)

Councilman Hinesley was elected to the Conyers City Council in 2002 and has been a city resident since 1999. He is the Chief Financial Officer of Associated Paper. He earned his B.B.A. degree in accounting from the University of Georgia. His goals for the City include: maintain a vibrant downtown community, keep taxes low by exercising fiscal responsibility, ensure community safety through zero tolerance for crime, and improving community relationships. He is a member of the Georgia Municipal Association (GMA), Rockdale County Historical Society, Georgia Society of Certified Public Accountants, American Institute of Certified Public Accountants, and Rockdale Community Church. He also serves as a board member for the Conyers-Rockdale Council for the Arts.

Mayor & City Council

Official City of Conyers

Georgia Election Districts Map



City Manager & Executive Staff



TONY LUCAS, CITY MANAGER

Tony Lucas began his public service career in 1977 with the Rockdale County Sheriff's Office. He worked in the patrol division, the traffic section and special operations. In 1983, Lucas accepted a position as a special deputy United States Marshal. In 1984, Lucas accepted a position with the Conyers Police Department. In 1988, Lucas was promoted to the rank of Deputy Chief of Police and ran all daily operations of the Conyers Police Department. Since 1988, Chief Lucas has been the department's representative with the Georgia State Intelligence Network and the Regional Organized Crime Information Center. In 1994, Chief Lucas was promoted to Chief of Police for the City of Conyers. In 2000, Chief Lucas was named Chief Operating Officer for the City of Conyers.

In June 2004, he became interim city manager for the City and in February 2005 was named City Manager. Currently, he oversees all City departments and daily City operations. Chief Lucas is a member of the Conyers Rockdale Prevention Alliance, Atlanta Metropol, the Georgia Association of Chiefs of Police and the International Association of Chiefs of Police. Chief Lucas was also the Charter President of the Fraternal Order of Police Georgia Lodge #69 during 1986 and 1987. Chief Lucas is chairman of the East Metro Drug Enforcement Team control board. He was a seated member of the Olympic Security Support Group (OSSG). Chief Lucas has served as a Board member for the Atlanta Area Council on Battered Women, the Rockdale Emergency Relief Fund, Rockdale County Board of Health, the Rockdale Coalition for Children and Youth, the United Way and is on the Advisory Board for the Clayton Regional Law Enforcement Academy. Chief Lucas has a degree in applied sciences from Georgia DeKalb College and is a graduate of the 166th session of the Federal Bureau of Investigation National Academy in Quantico, Virginia. He has attended specialized training at the National Crime Prevention Institute in Louisville, Kentucky and the Northwestern Traffic Institute in Evansville, Illinois.



ISABEL ROGERS, CHIEF FINANCIAL OFFICER

Isabel Rogers began her career with the City of Conyers in 1989 and she serves as the Chief Financial Officer. Prior to being appointed Chief Financial Officer, she served as the Director of Administration, Financial Analyst, and Budget Analyst. She earned her bachelor's degree from Georgia State University with a major in economics and a minor in commercial French. She is currently pursuing her Master's Degree in Business Administration at Clayton State University. She is multilingual with fluency in English, Portuguese, French, and Spanish. She oversees the Department of Finance, Department of Human Resources, and the Information Technology Department. As Chief Financial Officer, she is responsible for all finances of the City, including: bond issuance and management, investments, accounts payable, accounts receivable, grant

management, payroll and personnel, budget preparation, cash management, Comprehensive Annual Financial Report (CAFR) preparation, purchasing, digital imaging, and customer service. She is a member of several organizations including: Government Finance Officers Association, Georgia Government Finance Officers Association, Society for Human Resources Management, and Georgia Local Government Personnel Association. She also serves as treasurer of the Kiwanis Club of Conyers and is a graduate of the 2003 Leadership Rockdale program.

City Manager & Executive Staff



DAVID SPANN, CHIEF OPERATING OFFICER

David Spann is the Chief Operating Officer for the City of Conyers. Currently, he is responsible for all operations within the city including the Department's of Planning and Inspections, Public Affairs and Tourism, Public Works and Transportation and the Georgia International Horse Park. Mr. Spann started with the City of Conyers in 1984 as a police officer. During his time with the police department, he served in all divisions within the department ultimately rising to the rank of Captain. In 1996, Spann was the Law Enforcement Venue Commander for the Georgia International Horse Park (GIHP) during the 1996 Centennial Olympic Games. Mr. Spann has received numerous awards during his time with the police department including the Federal Bureau of Investigations

(FBI) Shield of Bravery. In 2000, Mr. Spann was promoted to be the Department Director at the GIHP. In 2003, Mr. Spann was responsible for forming the newly created Department of Economic and Community Development which was ultimately merged into the Conyers-Rockdale Economic Development Council. Since 2005, Mr. Spann has worked in the City Manager's Office assisting the City Manager with day-to-day operations and as the city liaison on legislative affairs at the state and federal levels.

Mr. Spann earned his Bachelor's Degree in Criminal Justice and his Master's Degree in Public Administration/Criminal Justice. Mr. Spann is a graduate of the FBI National Academy in Quantico, Virginia, Harvard University's John F. Kennedy School of Government's Executive Development Course, Atlanta Regional Commission's Management Development Program and the 1992 Leadership Rockdale Program.



JENNIFER BEXLEY, DIRECTOR OF GEORGIA INTERNATIONAL HORSE PARK

Jennifer Bexley joined the City of Conyers staff in February 2001 as Director of Public Relations & Marketing. Ms. Bexley now serves as Director of the Georgia International Horse Park and coordinates the sales and marketing efforts for this 1,400-acre world-class facility. She is a 1986 graduate of Emory University where she earned a bachelor's degree in business administration. Before joining the City of Conyers, she served as executive director of the State Board of Workers Compensation. Prior to becoming executive director, she served as public affairs director and legislative lobbyist for that same agency. Ms. Bexley is a certified public accountant with vast experience in marketing and is

knowledgeable of the equestrian industry. She was raised in Rockdale County on her family's horse farm. Ms. Bexley is currently a member of the Georgia Society of CPA's, American Institute of the CPA's, International Association of Assembly Managers (IAAM), American Horse Council and League of Agriculture and Equine Centers. She is a graduate of the 2003 Leadership Rockdale program.

City Manager & Executive Staff



JENNIFER EDWARDS, DIRECTOR OF TOURISM & PUBLIC RELATIONS

Jennifer Edwards has been employed with the City since May 2000 and she serves as the Director of Tourism and Public Relations. She is a graduate of Young Harris College with an associate's degree and a graduate of Berry College with a bachelor's degree. Ms. Edwards is responsible for managing all media relations and serving as a City spokesperson; serving as the contact point for public information; developing and implementing Olde Town programs for the Pavilion; organizing and implementing special events for the City; implementing and managing tourism projects; producing and coordinating advertising for the City of Conyers and the Georgia International Horse Park; operating the Welcome Center; and serving as the liaison with the community to address their needs and concerns. Professional associations include PRSA (Public Relations Society of America) and 3CMA (City/County Communication and Marketing Association), the Georgia Municipal Association's Public Information Officers (PIO) Network as well as the Southeast Tourism Society. She is a 2001 graduate of the Leadership Rockdale program and a member of the Conyers Civic League.



MARVIN FLANIGAN, DIRECTOR OF PLANNING & INSPECTIONS

Marvin Flanigan has been employed with the City of Conyers since March 1981. A native of Conyers, he is a product of the Rockdale County School System and graduated from Rockdale County High School. He went on to earn his B.A. degree in education from Morehouse College. As Director of the Planning and Inspection Services Department, he is responsible for the daily operations of the department, which include services related to the issuance of building permits, building inspections, business and occupational tax registration, alcoholic beverage licensing, zoning regulations, code enforcement, subdivision development, and historic preservation. In addition, he is responsible for maintaining and updating the Comprehensive Land Use Plan and Geographical Information System (GIS), automated mapping system. He is currently an active member of the Building Officials Association of Georgia and the International Code Council.



BRAD SUTTON, DIRECTOR OF PUBLIC WORKS AND TRANSPORTATION

Brad Sutton has been employed with the City of Conyers since 1991. Prior to his appointment as Director of the Department of Public Works and Transportation, Brad served as Deputy Director of Planning and City Services for four years. As the Director of Public Works and Transportation, Brad is responsible for the day-to-day operations of city sanitation services, city maintenance including vehicles, stormwater projects, landscaping and street repairs as well as the engineering and implementation of the city's SPLOST project list. Brad serves as a board member of the Conyers-Rockdale Clean and Beautiful Commission and he is a recipient of the City of Conyers' Dee Buggay Award of Excellence in 2000 for Employee of the Year.

City Manager & Executive Staff



DEE BUGGAY, DIRECTOR OF HUMAN RESOURCES

Dee Buggay began her career with the City in 1976. She has held many positions in the City including City Clerk, Personnel Director and Assistant City Manager prior to her retirement in 2000. She rejoined the city staff in 2002 and is currently serving as Director of Human Resources on a part-time basis and is in charge of Human Resources including all employee programs, employee evaluations, insurance programs, developing and revising city policies and procedures, and providing support to the other department directors. Mrs. Buggay attended the University of Georgia where she received a B.S. degree in education. Prior to coming to work for the city, she was a teacher in Jackson County and then served as the office manager for the W.T. Grant Company for several years. Dee Buggay is a 1989 graduate of Leadership Rockdale, secretary for the Kiwanis Club of Conyers, secretary/treasurer for Keep Conyers/Rockdale Beautiful Commission, lifetime member of the Georgia Municipal Association, past member of the Georgia Municipal Clerks Association, International City Clerks Association, Georgia Local Government Personnel Association, United Way Advisory Board, Society of Human Resource Managers, and past president and Woman of the Year for the American Business Women's Association.



GENE WILSON, CHIEF OF POLICE

Gene Wilson has been with the City of Conyers as Chief of Police since January 2010. Mr. Wilson has had a long and distinguished career in public safety going back three decades. He was an 18 year veteran with the DeKalb County Police Department where he achieved the rank of Major before leaving the agency in December 1989 to become Director of Police Services for the Metropolitan Atlanta Rapid Transit Authority (MARTA). Mr. Wilson stayed in this position until leaving MARTA to become Chief of Police for the newly formed City of Sandy Springs in 2006. In Sandy Springs, Mr. Wilson was responsible for building a police department from literally nothing into a fully functioning police agency. Mr. Wilson left Sandy Springs in 2008 to become a self employed independent contractor consulting on safety, security, emergency management and police organization issues. During his time as a consultant, he worked with the State of Georgia, Kennesaw State University and the City of Dunwoody.

Mr. Wilson continued working as a contractor until going to work for Lockheed-Martin in 2008 where he was assigned to the Office of Safety and Emergency Preparedness at the Center for Disease Control headquarters in Atlanta. He remained in this position until coming to work for the City. Mr. Wilson has also lectured all over the United States on various public safety topics. He is a 1972 graduate of Georgia State University and holds a bachelor's degree in criminal justice. He is also a 1979 graduate of the Federal Bureau of Investigation National Academy. Mr. Wilson is a member of the Georgia Association of Chiefs of Police, the International Association of Chiefs of Police and Atlanta Metropol. He was DeKalb County Police Officer of the Year in 1974 and received DeKalb County Police Medals for Purple Heart and Bravery. He also received the MARTA Police Award for Bravery in 1998. Mr. Wilson was Georgia State University Alumni of the Year in 1995 and received the Governor's Award for Contributions to Public Safety in the State of Georgia in 2006. Additionally, Mr. Wilson holds the honor of being Georgia Police Chief of the Year in both 1993 and 2004.

City Manager & Executive Staff



CHRISTOPHER FISHER, DIRECTOR OF INFORMATION TECHNOLOGY

Chris Fisher began his public service career in 1997 as a police officer in Athens, Georgia. Over the next 9 years, Mr. Fisher worked for the Athens-Clarke County Police Department, the Greene County Sheriff's Office, and the Covington Police Department while earning a variety of certifications. Mr. Fisher holds an Advanced Police Officer certificate, is a First Responder, and a certified Law Enforcement Instructor and Firearms Instructor. Mr. Fisher is also a certified Forensic Data Recovery Expert. Mr. Fisher is an alumnus of Bellevue University with a Bachelors of Science in Criminal Justice Administration and a Master's of Science in Computer Information Systems, with a concentration in Business; he is currently seeking his Doctorate in

Computer Information Science, with a concentration in Security and Assurance from Capella University. Mr. Fisher joined the City of Conyers in July 2007 as a Systems Engineer. He also served as Technology Administrator beginning in 2008. As Director of Information Technology, he is responsible for all computers and associated equipment throughout the City, including mobile computer equipment in all City police cars and wireless networks at the Georgia International Horse Park and in Olde Town Conyers. He also maintains the security of all data and networks for all City employees. Mr. Fisher is a member of the Georgia chapter of Government Management Information Systems and the Institute of Electrical and Electronic Engineers. Mr. Fisher is a graduate of the 2010 class for Leadership Rockdale.



TOMMY MOON, DIRECTOR OF GOLF AND GENERAL MANAGER OF CHEROKEE RUN GOLF CLUB

Tommy Moon joined the City of Conyers staff in September 2010 as Director of Golf and General Manager of Cherokee Run Golf Club. Mr. Moon has worked and lived in Rockdale County for 25 years. He is a veteran of the US Army and US Army Reserves. His PGA career began at the Follow Me Golf Course at Ft. Benning, GA. He is a Class A PGA Member and is certified in Player Development. As Director of Golf, he is responsible for the daily operations of Cherokee Run Golf Club, which includes coordination and management of events such as golf tournaments, social functions, weddings, and wedding receptions. He proudly serves on two golf committees for local charities, Project ReNeWaL and The Firefighters Christmas Fund.

Budget Message

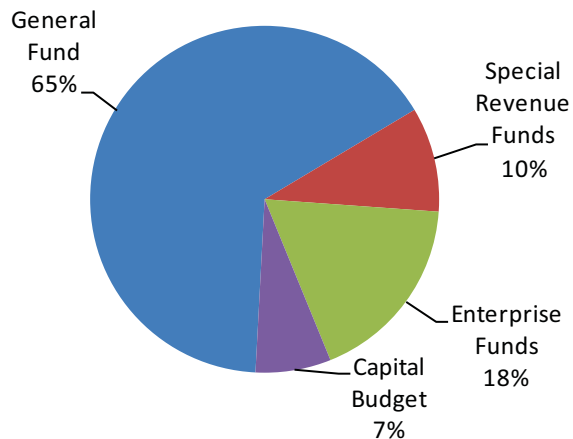


July 1, 2011

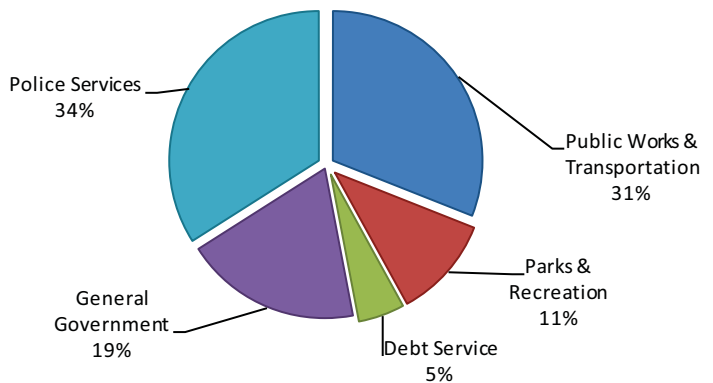
Citizens of Conyers,

I am pleased to present to you the fiscal year 2011-2012 budget for the City of Conyers. This budget is the product of input from the Mayor, City Council, the community, and each department within the City of Conyers. The tough economic times that our country continues to face has made this budget a challenge to prepare; yet, we pride ourselves in continuing to maintain our financial stability while at the same time maintaining the level of service that our residents are used to have. The fiscal year 2011-2012 provides for quality services to residents and businesses, while holding down expenditures and keeping the City of Conyers fiscally sound. The preparation of this year's budget encountered some difficulties due to the reduced revenues resulting from lower property assessment values. Nevertheless, there are no furloughs or layoffs included in the proposed budget.

**Expenditures by Fund
FY 2011-2012**



**Expenditures by Function
FY 2011-2012**



The proposed fiscal year 2011-2012 total combined expenditure budget is \$18,685,690. This includes \$13,181,523 for General Fund expenditures, \$1,697,511 for Special Revenue funds such as: Emergency-911 Fund, Hotel-Motel Fund, and for Confiscated Assets Fund. Stormwater, Sanitation, and Municipal Golf Funds, are enterprise funds and are not formally adopted. General Fund is the primary fund with 65% of the budget, Special Revenue Funds at 10%, Enterprise Funds at 18%. The graph shows that Police Services is the most expensive department to operate at 34% of total budget, followed by Public Works & Transportation at 31%, General Government at 19%, Parks & Recreation at 11%, and Debt Service at 5%.

Budget Message

Mayor and Council Goals and Priorities

At the City Council's annual planning retreat in January 2011, the Council expressed their desire to focus on the following priorities for fiscal year 2012:

Public Safety

The Conyers Police Department is committed to providing public safety resources for the citizens of Conyers and the thousands that commute to and through our community on a daily basis. In keeping with this mission, the Mayor and Council and the Conyers Police Department endeavor to make the following priorities:

1. Crime prevention in all areas of the city, but especially in the commercial core as well as high-risk neighborhoods.
2. Address and remain proactive in identifying factors contributing to crime in Conyers today including the rising number of foreclosures, the economy, and the increasing influence of urban crime in Conyers and other outlying suburbs east of Atlanta.
3. Engage the community to become involved in the fight against crime by participation in the Citizens Police Academy, Business Crime Watch and the start-up of the Youth Against Violence program.
4. Incorporate technology when fiscally responsible and feasible to assist with police presence throughout the community by exploring options such as license plate recognition and a city-wide camera district.
5. Enact and update ordinances including a special events ordinance, curfew for minors and a loitering and prowling ordinance to allow for better enforcement.

Cherokee Run Golf Club

Since assuming operations of Cherokee Run Golf Club in September 2010, there is much to accomplish in ways of improvement of the grounds and facilities at Cherokee Run.

In fiscal year 2012, Cherokee Run will focus on improvements in two major areas: food and beverage (F&B) and golf. Priorities for the F&B division include establishing a price list for rental items, and a price schedule and price structure for rentals of the Palmer Banquet Room at Cherokee Run. Staff is also tasked with creating a variety of menus for special events at the facility, enacting the Fore Reservations program and training new serving staff on its use.

In addition to setting up administrative procedures at Cherokee Run such as creating monthly sales reports and creating policies for financial controls, the golf division will continue with remediation of the course. Remediation priorities include landscaping, erosion control and aerification of the course. It is also a priority to increase the number of rounds played on the course as well as build the membership base.

It is the goal of the City Council and staff of the city of Conyers to make each golfer, diner or special event attendee's experience at Cherokee Run Golf Club memorable and one they'll want to

Budget Message

experience again and again. It is the intent of the staff of the city of Conyers to make Cherokee Run Golf Club a notable, must-play course in Georgia and throughout the southeast.

Zoning and Land-Use Planning

The Department of Planning and Inspections is dedicated to constantly evaluating zoning and land-use planning throughout the city of Conyers. In the best interest of future development and ongoing redevelopment within the city limits, the Department of Planning and Inspections has recommended study and potential action in the coming year of creating a new zoning district, the Mixed-Use District (MxD), to better accommodate the city's potential for beautification, new development, connectivity and economic development.

Another priority identified by Planning and Inspections, which is supported by the City Council, is updating the sign ordinance to improve the aesthetics and appearance of commercial corridors in the city by discouraging, as well as reducing, sign clutter. Likewise, the creation of an ordinance specific to the commercial district of Old Town Conyers regarding street furniture, tables, chairs and sidewalk signage is also a project aimed at improving the aesthetics of the historic downtown area.

Finally, the continued evaluation of the Opportunity Zone and associated job tax credits remains a priority in that the Opportunity Zone will provide incentive for new businesses to open within the zone and serve as stimulus for the local economy.

Fiscal Responsibility – In a tough economy, the City of Conyers considers fiscal responsibility to its constituency a priority. City officials had the option to rollback the millage rate due to negative growth in the city's tax digest to 10.03 mills from the current 9.41 rate. After much debate the mayor and council decided to set the millage at 9.90 mills. Personnel costs are the largest portion of the city's budget at 59% compared to all other expenses. With the challenging conditions surfacing nationwide with furloughs and layoffs, we at the city of Conyers are fortunate to not have to take those measures with our employees. Instead we opt to freeze or not fill positions that are already vacant.

General Fund

General Fund monies are used to pay for core City services such as public safety, general government, parks and recreation, street maintenance, and planning and inspections. The revenues to pay for these services are comprised primarily of tax dollars, such as property taxes, alcohol beverage taxes, franchise taxes, motor vehicle taxes, occupational taxes, insurance premium taxes, and other taxes, but also include fees from license and permits, police fines, horse park revenues, and also from a variety of other sources.

Special Revenue Funds

Emergency 911 Fund

The City's E-911 accounts for revenues that are received specifically for 911 expenditures. These revenues are generated through the imposition of a fee on each individual's phone bill. The General Fund subsidizes any remaining expenditures that are not covered by the fees.

Budget Message

Hotel-Motel Fund

The Hotel Motel Fund is a special revenue fund created for the purpose of promoting tourism in the City of Conyers. Revenues for the fund are raised from an 8% hotel/motel tax placed on hotels/motels conducting business within city limits. The tax is expected to raise \$754,238 in FY 2011-2012. As detailed in O.C.G.A., section 48-13-51 (a) (3.8) fifty percent (50%) of the revenues or four (4) cents on the dollar must be dedicated for the purpose of promoting tourism through a convention and visitors bureau authority. Sixteen and two thirds (16.66%) will be dedicated to the construction and/or maintenance of the Big Haynes Creek Nature Center located at the Georgia International Horse Park grounds, and the remaining thirty three and one third (33.33%) is not restricted and it may be used as the City sees fit. The City has always used its unrestricted funds to support tourism.

Confiscated Assets Fund

The Confiscated Assets Fund represents a share of the net proceeds in forfeiture cases mostly at the federal level. The City of Conyers has an assigned agent to the Drug Enforcement Administration (DEA) which in turn results in the shared revenues. The share percentage is based on the agency's overall participation in and contribution to the investigation. These funds must be used for law enforcement purposes and must increase and not supplement the appropriated operating budget. Any interest earned on these funds must also be used for law enforcement purposes.

Enterprise Funds

Enterprise Funds account for specific services that are funded directly through user fees. The City's Enterprise Funds are Stormwater, Municipal Golf, and Sanitation Operations. Typically these funds are intended to be fully self supporting and are not subsidized by the General Fund. The Fiscal Year 2011-2012 proposed budget for all Enterprise Funds is \$1,555,725.

BUDGET HIGHLIGHTS

REVENUES for the City consist of property taxes, other taxes, and other revenues such as horse park revenues, hotel/motel, permits, charges for services, fines, and probation fees.

Property Taxes – The Mayor and City Council were notified by the tax assessor's office that due to negative growth in the city's tax digest they had the option to increase the millage rate up to 10.03 but after much debate the millage rate was set at 9.90 mills for 2011. The projected revenue generated by property taxes is \$5,476,059.

Other Taxes – Franchise, alcohol, occupation, insurance, motor vehicle, and other miscellaneous taxes are projected at \$3,501,441.

Hotel/Motel – Hotel/Motel revenues are projected to be approximately \$754,238.

Building Permits and other Permits– Building permits and others such as servers, and taxi permits, are projected to generate \$210,500.

Georgia International Horse Park (GIHP) – GIHP revenues are projected at \$992,400.

Budget Message

Fines and Probation – Fines and probation fees are expected to generate \$1,130,000.

EXPENDITURES for the City include Salaries and Benefits, Operating, and Capital consisting of Recurring Capital and One-Time Capital.

Salaries and Benefits – The approved budget reflects 2 additional positions for fiscal year 2011-2012. Fourteen of these positions are with the Cherokee Run Golf Course, three are police officers, and the final three positions are in Communications. Public Works will have two less positions and Administration will have one less position.

Operating – The City's approved a budget for fiscal year 2011-2012 of \$20,096,511 which is an increase of \$845,444 or 4.4% over fiscal year 2010-2011. Approximately half of the increase is attributed to the public safety due to additional positions. The remaining increase is due to a 5% pay increase to employees. The city has decided to leave positions vacant whenever the position is not critical such as public safety. This decision has helped the city avoid furloughing or layoff of current employees. Since personnel benefits account for the largest percentage of the budget it is logical that it is the first place to start.

Capital – The capital budget for fiscal year 2011-2012 reflects another area where cost-cutting measures have taken place. Whenever possible, capital was pushed back another year or more. The following is a list of the capital items approved for fiscal year 2011-2012 and the projections for the next 5 years. These capital items are primarily equipment that are on a replacement schedule. Capital projects are budgeted on a multi-year plan such as projects financed by the Special Purpose Local Option Sales Tax (SPLOST). Due to the tough economic times, the proceeds from sales taxes have been reduced and therefore projects have to be adjusted and prioritized.

DEPARTMENTAL HIGHLIGHTS

Mayor and Council

The projected expenditures for fiscal year 2011-2012 are \$225,845 a decrease of \$68,256 (23.2%) compared to the previous year's revised budget of \$294,101.

City Manager

The projected expenditures for fiscal year 2010-2011 for the Department of the City Manager are \$460,637, a decrease of \$36,075 (7%) over the previous year's revised budget of \$496,712.

Administration

The projected expenditures for fiscal year 2010-2011 for the Department of Administration are \$767,348, which reflects an decrease of \$26,544 (3.3%) from last year's revised budget of \$793,892.

Technology

The projected expenditures for fiscal year 2011-2012 for the Department of Technology are \$809,232 which is a decrease of \$255,021 (24%) from last year's revised budget of \$1,064,253.

Budget Message

Police Services

The projected expenditures for the Department of Police Services for fiscal year 2011-2012 are \$5,102,064 an increase of \$377,843 (8%) over the previous fiscal year's revised budget of \$4,724,221. Police Services includes the police department, court services, probation services, and Conyers Security Alert.

Planning and Inspections

The Department of Planning and Inspections budget for FY 2011-2012 of \$656,701 reflects an increase of \$4,217 (0.6%) over last fiscal year's revised budget of \$652,484.

Public Works and Transportation

This department is responsible for the operations and maintenance of streets, landscaping, vehicle maintenance, and building maintenance, which are funded by the general fund. Sanitation, Stormwater, and transportation, are accounted for in the enterprise and capital projects funds respectively. Transportation expenses are related to the SPLOST revenues and are budgeted under capital projects. The following are the projected expenditures as it relates to each division of the Public Works and Transportation Department operating budget.

Infrastructure	-	\$ 663,772
Landscaping	-	244,015
Vehicle Maintenance	-	505,314
Building Maintenance	-	281,000
Sanitation	-	1,583,065
Stormwater	-	480,936

The Georgia International Horse Park

The Georgia International Horse Park approved budget for fiscal year 2011-2012 is \$1,776,087, an increase of \$92,541 (5.5%) over last fiscal year revised budget of \$1,683,546.

Non-Departmental

The approved budget for fiscal year 2011-2012 for Non-Departmental is \$1,689,508, which includes funding primarily for general debt service, liability insurance, workers compensation insurance, and operating transfers out among other miscellaneous expenses.

Communications

The approved budget for the Communications Department for fiscal year 2011-2012 is \$1,071,633, an increase of \$155,774 (17%) over last fiscal year revised budget of \$915,859.

Tourism and Public Relations

The approved budget for the Hotel-Motel fund is \$673,612, which includes funding of \$54,850 for the Main Street Program, \$60,000 for economic development and \$30,000 for special events.

The Conyers Convention and Visitors Bureau (CVB) continues its partnerships with co-ops Treasures Along I-20 and Historic Heartland as well as the Georgia Department of Economic Development to keep Conyers hotels, attractions and travel amenities top-of-mind for visitors to the community. The Conyers CVB continues to meet regularly with stakeholders such as hoteliers

Budget Message

and the Chamber of Commerce as well as implement new initiatives such as geocaching to promote tourism as a viable economic development component of the local economy.

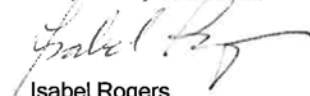
The Big Haynes Creek Nature Center is steadily growing since its opening in 2007 that coincided with the first annual Big Haynes Creek Wildlife Festival. One percent (1%) of the Hotel-Motel tax is dedicated to the development and construction of the nature center along Big Haynes Creek.

CONCLUSION

Adopting and monitoring the budget to ensure financial stability is one of the major functions of the City of Conyers. The budget process affords the City of Conyers the opportunity to balance the needs of the community against available resources. The budget does not constitute a mandate to spend; only the authority to do so. This document is the result of recommendations from City departments, public opinion, and the Mayor and Council. A conscientious effort has been made to evaluate all budget requests and set priorities covering those proposals which could be judiciously undertaken with available funding.

The test of government is the ability to ensure its long term operating functions without periodic disruptive impacts upon those we serve. The demands placed on this budget are certainly as great if not greater than those we have faced in the past. However, the approved 2011-2012 budget has been designed to provide for long-term financial stability, while continuing to offer the highest standards of service possible to the citizens of Conyers. This budget is evidence of our efforts to be a fiscally responsible, receptive, and proactive government. Our ever-present goal is long-term financial stability. We appreciate your support in helping compile the important details contained within this document.

Respectfully submitted,



Isabel Rogers
Chief Financial Officer

The City-in-Brief



GENERAL INFORMATION

The City of Conyers is located 24 miles east of Atlanta along the Interstate 20 corridor. It is the seat of government in Rockdale County, which is one of the 28 counties that make up the Atlanta Metro Area. Conyers received its charter in 1854 and presently has a land area of 11.81 square miles. Conyers has a population of 15,195 according to the 2010 census.

THE BIRTH OF CONYERS

The Creek and Cherokee Indians populated the land first known as Rockdale County. In 1816, state authorities officially opened the area to white settlers. John Holcomb, one of the first settlers and a blacksmith by trade, owned a log cabin where the old courthouse stands. Mr. Holcomb opposed the railroad building through his land and sold his property to Dr. William D. Conyers for \$700. Dr. Conyers, a Covington banker, in turn, deeded the land to the Georgia Railroad. In honor of his generosity, they named the little watering station "Conyers Station". The first trains began passing through in 1845, and in 1860, the railroad officially listed Conyers as a stop along the 171 mile Augusta-Atlanta route.

GOVERNMENT

The City of Conyers was founded February 16, 1854. It operates under a Council-Manager form of government. This form of government most closely resembles the private sector with the Manager serving as the Chief Executive Officer, the Mayor as the Chairman of the Board, and the Council as the Board of Directors.

Under the Council-Manager form of government, citizens elect their representatives - the Mayor and City Council who determine the policy of the City. The City Manager is appointed by the City Council on the basis of executive and administrative qualifications. The City Manager is responsible for administering the Council's policies, advising the Council, and conducting day-to-day operations. In keeping with these responsibilities, the City Manager is responsible for hiring the Directors who run each department.

Teamwork between the Council and Manager is a key element of the Council-Manager form of government. The pooling of political and administrative skills is essential to resolving the many complex problems which face Conyers today.

Furthermore, the Council-Manager form of government seeks to enhance the effectiveness of local policy-making and municipal operations by bringing together skilled lawmakers, community representatives, and experts in municipal administration and management.



TOURISM

The creation of the Georgia International Horse Park in the mid 90s made tourism a reality for the community. Operated by the City of Conyers, the Horse Park has grown its events in number and revenues. In 2007, the City of Conyers completed a \$2.5 million new exhibition center and a 100 stalls barn, the first expansion since the Park's debut in

The City-in-Brief

1995. The Georgia International Horse Park continues to be the leading tourism attraction in Rockdale County.

173 acres at the Georgia International Horse Park has been designated as a nature preserve devoted to the preservation and study of native plants and wildlife. In 2011, Big Haynes Creek Nature Center will add both audio and touch interactive stations along the five miles of unspoiled woodland trails to enhance the visitors' experience.

The Conyers Convention & Visitors Bureau actively participates in programs for the Georgia International Horse Park and the downtown area. They work closely with hotels and restaurants to drive tourism in Conyers.



The Monastery of the Holy Spirit has stood on the south end of the county for more than sixty five years. It was founded by twenty-one monks who came from Gethsemani Abbey near Louisville, Kentucky. The monastery, built by the monks, was started in 1944 and took over twenty-five years to complete. In May, 2011, the Trappist monks dedicated a \$6.5 million Monastic Heritage Center featuring an innovative public space that encompasses a Visitors Center complex, Bonsai Garden center, a café, and the Abbey Store featuring many products produced by the Order such as bonsai plants, stained glass, and Monks Fudge.

Panola Mountain State Park, also located on the south side of the county, is a 617-acre park that was dedicated in 1974 as the first Conservation Park established in Georgia. A portion of the park is actually a mountain – a 100-acre granite monadnock compared many times to Stone Mountain; but, unlike its northern neighbor, Panola Mountain still shelters rare plants and animals of the Piedmont region. Panola Mountain State Park, located on the south end of Rockdale County, hosts a multitude of free and low-cost activities year-round including an archery range, guided hikes, fishing clinics, tree climbing, and interpretive programs.



Randy Poynter Lake is a 650-acre reservoir that provides Conyers and Rockdale County with much more than just a future water supply. The Georgia Department of Natural Resources has stocked the lake with many species of fish for sport fishing. Designs have been completed for activities such as fishing, canoeing, boating, picnicking, hiking and the Black Shoals Park that includes a Veterans' Memorial Park. By the year 2050, Randy Poynter Lake is projected to provide a minimum water yield of 32 million gallons per day, more

than enough to meet the growing needs of Conyers and Rockdale County.

Olde Town Conyers, a Main Street City, is always a popular tourist stop. Visitors enjoy the charm and history of this quaint former railroad town while exploring the many interesting shops, boutiques, and restaurants. The Conyers Depot, that now houses the Conyers Welcome Center, the Lewis Vaughn Botanical Gardens, and the many activities and events held at the Pavilion, attracts old and young alike. Olde Town Conyers and the

The City-in-Brief

Nancy Guinn Memorial Library are now the starting point for the Olde Town PATH Trail. The 1.7 mile trail stretches from the library to the Rockdale Career Academy providing residents and visitors a new recreational, multi-purpose trail for walking, jogging, cycling, rollerblading, and more. The trail opened in May 2011 and will eventually connect to Johnson Park, the Monastery of the Holy Spirit and the South River Trail.



Conyers hosts many special events throughout the year. Residents celebrate spring with the annual St. Patrick's Day Parade and the Conyers Cherry Blossom Festival. During the summer, activities are centered on the Pavilion for the Olde Town Summer Series. Fall brings the Olde Town Fall Festival in October and, in late November, Hometown Holiday leads into a month-long celebration.

FREQUENTLY ASKED QUESTIONS:

This section provides general information about the City of Conyers and it is geared to help the citizens easily find the best way to get services from the City.

Who is my sanitation provider?

The City of Conyers provides garbage services inside the city limits. Rockdale County does not provide a curbside service, however, they do have a transfer station and accept items for a fee; Rockdale County can be reached at: (770) 785-6883. If you are outside the city limits, check your phone book for a listing of independent sanitation providers.

How do I determine if I am in the city or the county?

Call City Hall at (770) 483-4411 or Planning and Inspection Services at (770) 929-4280.

What is the cost of a traffic ticket?

Contact Court Services at (770) 929-4208 or go to the City's website at www.conyersga.com to pay your citation online.

Where are you located?

The City of Conyers government complex is located at 1184 Scott Street. See directions at the end of these questions or directions to our offices are also available at the City's website at www.conyersga.com or call 770-483-4411.

How much do copies of reports cost?

Copies of police reports are \$3. There is no charge for police reports that are accessed online. Go to the City's website at www.conyersga.com and go to the e-government section to access this information.

What information do you need when applying for an alcoholic beverage server's permit?

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You will need your driver's license, two passport type photographs and \$20 which may be paid by cash, money order, bank certified check or credit card (Visa, MasterCard, and American Express) to the City of Conyers Police Department. We do not accept personal checks.

How is the stormwater fee calculated?

The property or land area is first identified as to use. The rates are fixed for all use types with the exception of residential which is further broken down into different rates for multi-family, low/medium density and high density. Visit our website for stormwater fee rates, or call the Department of Environmental Services - (770) 929-3044.

How do I pay the stormwater fee?

You probably already have. There is a line item 'Stormwater Fee' on your property tax statement. If you are a city resident, then you are helping to resolve the situation.

What is the stormwater fee money used for?

All of the stormwater fee revenue goes towards the administration and implementation of the Stormwater Management Plan (SWMP) adopted by the City of Conyers. Examples of this are: city storm sewer infrastructure repair costs; water direction & re-direction improvements along main roads and subdivisions; upgrading and modernization projects; restoration of already impaired or polluted waterways; and others.

How do I find out more about the city's residential curbside recycling program?

Our curbside recycling program is so easy! Visit our recycling page on www.conyersga.com for information on pick-up schedules and items accepted and not acceptable for recycling.

How do I obtain a garage sale permit?

Permits may be obtained at the front desk at City Hall. Every person conducting a garage sale within the city limits of Conyers must obtain a garage sale permit and the permit must be posted during the sale. The permit is good for two consecutive days only. Residents are allowed only four sales per twelve (12) month period.

How do I learn more about obtaining an outdoor burn permit?

Call 1-877-652-2876 toll-free or visit the [Rockdale County Fire Department](http://www.rockdalecountyga.gov) webpage. You may also visit the [Georgia Forestry Commission's](http://www.georgiaforestry.com) website for more information on outdoor burn bans and burn permits.

How do I obtain a Conyers calendar of events?

Call the Conyers Welcome Center at (770) 602-2606 or go to the website <http://visit.conyersga.com> to access the online calendar of events.

What is there to see and do in Conyers?

Go to the website <http://visit.conyersga.com> to view our city's attractions or access a [calendar of events](#).

The City-in-Brief

I'm new to the community; how can I get better acquainted with Conyers and Rockdale County?

Visit the Conyers Welcome Center at 901 Railroad Street for a newcomer packet.

How do I obtain a Georgia International Horse Park (GIHP) calendar of events?

Go to www.georgiahorsepark.com to visit the GIHP website or call (770) 860-4190.

Is there horseback riding available at the GIHP?

We do not offer horseback riding at the Park, but you are allowed to bring your horses and utilize the trails that are within the Park.

Am I allowed to walk on the grounds of the GIHP?

The GIHP is open to the public and we would love for you to come out and walk the grounds.

Where is the City of Conyers Municipal Court located?

We are located in the City of Conyers Municipal complex at 1178 Scott Street. The Public Safety building is next to the car dealership at 1194 Scott Street. The Municipal Court is located on the second floor of the Public Safety building.

How much does my ticket cost?

Call the City of Conyers Municipal Court at (770) 929-4208 to determine the cost of your citation or [pay your ticket online](#) at www.conyersga.com.

What forms of payment do you accept?

We accept cash, money orders, bank certified checks and credit cards (Visa, MasterCard, or American Express). We do not accept personal checks.

I am thinking of starting or moving my business to Conyers. Who can I contact regarding economic development, site locations, etc.?

Contact the Conyers-Rockdale Economic Development Council at (678) 509-0133 or the Georgia Department of Economic Development: www.georgia.org.

Where can I get information about the community make-up of Conyers/Rockdale County?

You can obtain community demographics and other important resource information from the Atlanta Regional Commission: www.atlantaregional.com, or from the Georgia Resource Center: www.georgiapower.com/grc.

Where can I get data on commercial development activity in Conyers or Metro Atlanta?

Some private sector data providers are: www.dorey.com and www.databankatlanta.com.

Directions to City Hall Complex:

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Directions from Interstate 20 East - Take Interstate 20 East to Exit 82. Exit the Interstate at Exit 82. Take a left. Go across the Interstate bridge. The first intersection you come to will be Dogwood Drive. Take a right on Dogwood Drive. Follow the access road until you come to John Miles Chevrolet. We are directly behind John Miles Chevrolet in a one story brick building off Scott Street which is directly next to the Chevrolet dealership.

Directions from Interstate 20 West - Take Interstate 20 West to Exit 82. Exit the Interstate at Exit 82. Take a right. The first intersection you come to will be Dogwood Drive. Take a left on Dogwood Drive. Follow the access road until you come to John Miles Chevrolet. We are directly behind John Miles Chevrolet in a one-story brick building off Scott Street which is directly next to the Chevrolet dealership.

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CITY PARKS

Park	Description
Bonner Park Rowland Road	Bonner Park features a pavilion with picnic tables and grill, children's playground, basketball courts, tennis courts, on-site parking and a wooded creek that's perfect for nature walks.
Eastview Park Eastview Road	Eastview Playground offers children's play equipment including swings, monkey bars, a grill, picnic table, a basketball court, and wide open green space for games of frisbee or picnics with the family.
Pleasant Circle Park	Pleasant Circle Park features a basketball court, swings, a merry-go-round, a modular play system, a grill and picnic table.
South Hicks Circle	South Hicks Circle, off Northside Drive South Hicks Circle features swings, a basketball court, playground equipment with monkey bars, a picnic table and grill.
Veal Street Park	Veal Street Park offers a basketball court, swings, a merry-go-round, a wooded creek for nature walks, a picnic table, grill and open green space for picnics. Veal Street Park is also adjacent to the new Veal Street Community Center located at 1160 Veal Street, a rentable facility that is available for birthday parties, meetings, showers and more! Call the Conyers Welcome Center at 770-602-2606 for rental rates and availability.
Lewis-Vaughn Botanical Garden Commercial Street Olde Town Conyers	The Lewis-Vaughn Botanical Garden is located adjacent to the Pavilion in Olde Town Conyers. This unique park features a wide variety of native and indigenous plants, a fountain and stream with goldfish and pond bloomers. The stream is fed by the original Conyers water tower. Restroom facilities and an open-air pavilion round out the amenities at this location.
Center Point Park Center and Green Streets Olde Town Conyers	Center Point Park, located at the corner of Center and Green Streets, is home of the 1905 Rogers steam locomotive known as "The Dinky." The Dinky is one of only three locomotives of its kind in the world. It was once used to transport cotton from the Depot in Conyers to the mills in neighboring Milstead. It is now permanently parked on the side rails across from the Depot in Center Point Park.
Georgia International Horse Park	Conyers is home to one of the premier horse and event facilities in the southeast, the Georgia International Horse Park. Since opening its gates in September of 1995, the Park has already served as the equestrian venue for the largest sporting event in the world: The 1996 Centennial Olympic Games. Our Park was the setting for all equestrian events, as well as the first ever mountain bike competition and the final two events of the modern pentathlon of the 1996 Centennial Olympic Games.
Cherokee Run Golf Course	Cherokee Run was opened in 1995 with a design completed by Arnold Palmer and Ed Seay. It features an 18-hole championship 72 par course with natural granite outcroppings and zoysia fairways. Cherokee Run also features a restaurant/banquet and special event facility. The city assumed operations in the fall of 2010, and it is now quickly rising to prominence as a signature course of Rockdale County. Cherokee Run Golf Club is located within the Georgia International Horse Park at 1595 Centennial Olympic Parkway.

The City-in-Brief

Pavilion

The Olde Town Pavilion, located at 949 North Main Street, is an 80 X 80 square ft. outdoor covered facility available for individuals, groups and corporate functions. Situated in the heart of the Olde Town Conyers business district, the Pavilion is the perfect location for receptions, reunions, weddings, business outings and cultural events. It is adjacent to the beautiful Lewis Vaughn Botanical Garden and offers restroom facilities. In the winter months, the Olde Town Pavilion is transformed into a winter wonderland when it is converted into an ice skating rink! For additional information on reserving the Pavilion, please call the Conyers Welcome Center at (770) 602-2606.

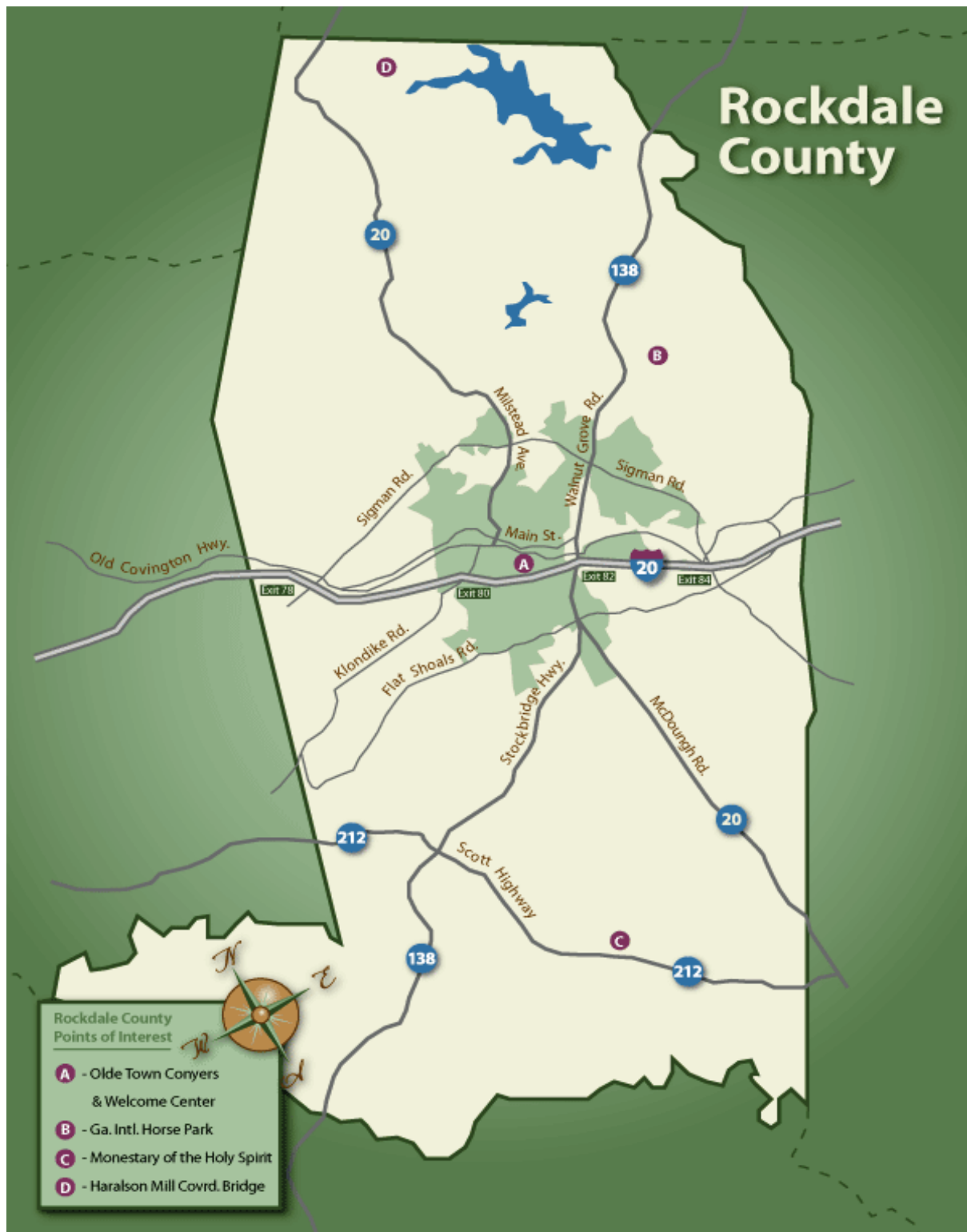
Veal Street Community Center

The Veal Street Community Center, opened in June 2007, is located at 1160 Veal Street. The Center is 2,300 square feet and can accommodate up to 70 guests. The Community Center has a small kitchen with a refrigerator, microwave and sink as well as two handicap-accessible restrooms. Chairs and tables are available with rental. For rates and availability, call the Conyers Welcome Center at 770-602-2606.

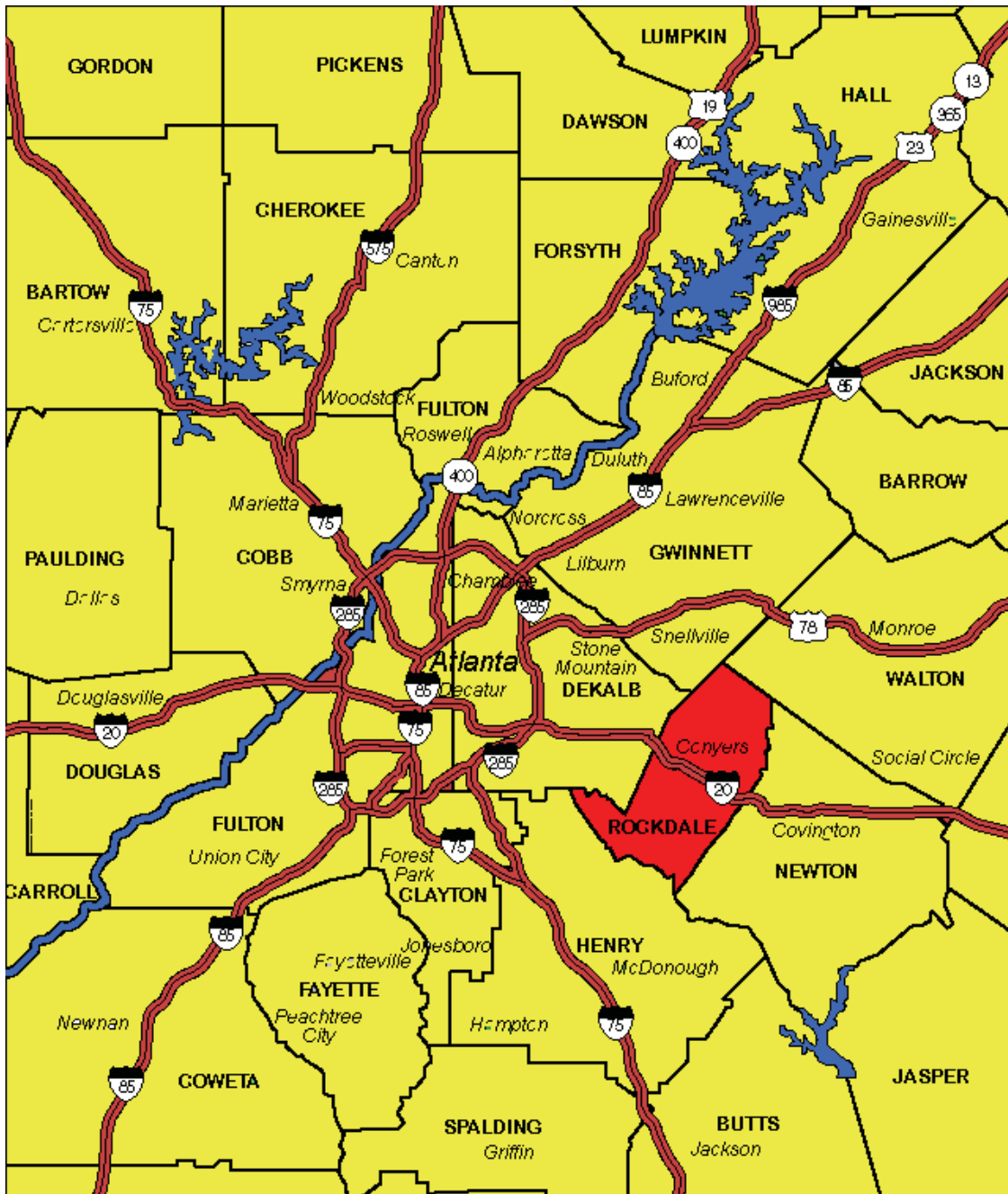
The City-in-Brief



The City-in-Brief



The City-in-Brief

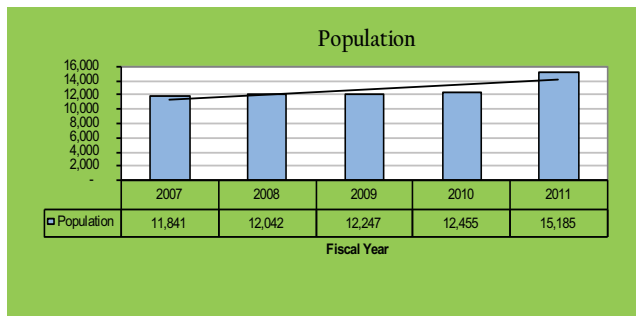


The City in Numbers

MISCELLANEOUS

Date of Incorporation	1854
Form - City Council/City Manager	
Number of Employees	207
Area in Square Miles	11.81
Miles of City Streets	84.54
Number of Street Lights	1,414

POPULATION (2010 Census) 15,195



* 2007-2010 Estimate

SEX AND AGE

Total population	15,195	100.0%
Male	6,880	45.3%
Female	8,315	54.7%
Under 5 years	1,483	9.76%
5 to 9 years	1,207	7.94%
10 to 14 years	1,077	7.09%
15 to 19 years	1,146	7.54%
20 to 24 years	1,185	7.80%
25 to 34 years	2,580	16.98%
35 to 44 years	2,246	14.78%
45 to 54 years	1,666	10.96%
55 to 64 years	1,114	7.33%
65 to 74 years	667	4.39%
75 to 84 years	538	3.54%
85 years and over	336	2.21%
Median age (years)	30.7	

RACE

One race	14,845	97.7%
White	4,539	29.9%
Black/African American	8,598	56.6%
American Indian & Alaska Native	46	0.3%
Asian	213	1.4%
Native Hawaiian & Other Pacific Islander	17	0.1%
Some other race	1,432	9.4%
Two or more races	350	2.3%

HISPANIC OR LATINO AND RACE

Total population	15,195	100.0%
Hispanic or Latino (of any race)	2,475	16.3%
Mexican	1,975	13.0%
Puerto Rican	124	0.8%
Cuban	35	0.2%
Other Hispanic or Latino	92	0.9%
Not Hispanic or Latino	12,720	83.7%
White alone	840	5.5%

HOUSING OCCUPANCY

Total housing units	6,615	100.0%
Occupied housing units	5,661	85.6%
Vacant housing units	954	14.4%
For seasonal, recreational, or occasional use	17	0.3%
Homeowner vacancy rate		6.1%
Rental vacancy rate		14.9%

The City in Numbers

HOUSING TENURE

Occupied housing units	5,661	100.0%
Owner-occupied housing units	1,936	34.2%
Renter-occupied housing units	3,725	65.8%
Average household size of owner-occupied unit	2.65	
Average household size of renter-occupied unit	2.62	

VALUE

Specified owner occupied units	1,306	100.0%
Median (Dollars)	\$177,800	
MEDIAN RENT	\$713	

MAJOR EMPLOYERS

Rockdale County Public Schools	2,275
Acuity Lighting Group	820
Rockdale Medical Center	800
Pratt Industries	650
Hill-Phoenix	650
Solo Cup Company	650
AT&T	600
Golden State Foods	600
Wal-Mart Stores	400
Bio-Lab	325

UNEMPLOYMENT RATE

Rockdale County March 2011 = 11.3%

HOUSEHOLDS BY TYPE

Total Households	5,661	100.0%
Family households (families)	3,642	64.3%
With own children under 18 years	2,069	36.5%
Married couple family	1,652	29.2%
With own children under 18 years	848	15.0%
Female householder, no husband present	1,608	28.4%
With own children under 18 years	1,031	18.2%
Non Family Households	2,019	35.7%
Householder living alone	1,720	30.4%
Householder 65 years and over	513	9.1%
Households with individuals under 18 years	2,367	41.8%
Households with individuals 65 years and over	1,042	18.4%

OCCUPATION

Employed civilian population 16 years and over	5,113	100.0%
Management, professional & related occupations	1,211	23.7%
Service occupations	746	14.6%
Sales & office occupations	1,402	27.4%
Farming, fishing, & forestry occupations	4	0.1%
Construction, extraction, & maintenance occupations	789	15.4%
Production, transportation, material moving occupations	961	18.8%

The City in Numbers

INDUSTRY

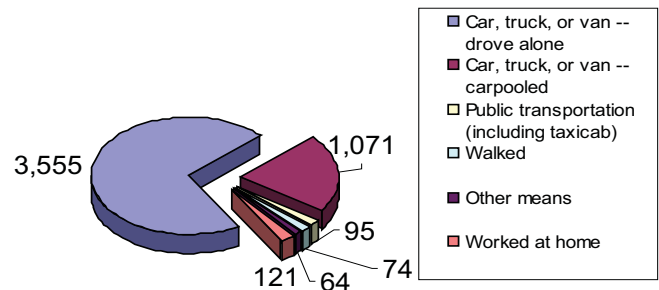
Employed civilian population 16 years and over	5,113	100.0%
Agriculture, forestry, fishing and hunting, and mining	4	0.1%
Construction	693	13.6%
Manufacturing	843	16.5%
Wholesale trade	277	5.4%
Retail trade	645	12.6%
Transportation and warehousing, and utilities	292	5.7%
Information	163	3.2%
Finance, insurance, real estate, & rental and leasing	300	5.9%
Professional, scientific, management, administrative, and waste management services	272	5.3%
Educational, health & social services	713	13.9%
Arts, entertainment, recreation, accommodation and food services	483	9.4%
Other services (except public administration)	247	4.8%
Public administration	181	3.5%

HOUSEHOLD INCOME IN 2009

Households	26,929	100.0%
Less than \$15,000	1,737	6.5%
\$15,000 to \$24,999	2,021	7.5%
\$25,000 to \$34,999	2,124	7.9%
\$35,000 to \$49,999	3,711	13.8%
\$50,000 to \$74,999	5,298	19.7%
\$75,000 to \$99,999	4,566	17%
\$100,000 to \$149,999	4,700	17.5%
\$150,000 or more	164	4.0%
Median Household Income	\$68,167	

COMMUTING TO WORK

Workers 16 years and over	4,980	100.0%
Drove alone	3,555	71.4%
Carpooled	1,071	21.5%
Public transportation (including taxicab)	95	1.9%
Walked	74	1.5%
Other means	64	1.3%
Worked at home	121	2.4%
Mean travel time to work (minutes)	26.8	



EDUCATIONAL ATTAINMENT

Population 25 years and over	6,862	100.0%
Less than 9th grade	634	0.1%
9th to 12th grade, no diploma	1,216	13.6%
High school graduate (includes equivalency)	2,172	16.5%
Some college, no degree	1,475	5.4%
Associate degree	202	12.6%
Bachelor's degree	857	5.7%
Graduate or professional degree	306	3.2%
Percent high school graduate or higher	73.0%	
Percent bachelor's degree or higher	16.9%	

The City in Numbers

ROCKDALE COUNTY SCHOOL ENROLLMENT

Elementary school	7,334	46.6%
Middle school	3,625	23%
High school	4,768	30.3%

MARITAL STATUS

Population 15 years and over	8,654	100.0%
Never married	2,564	29.6%
Now married, except separated	3,888	44.9%
Separated	387	4.5%
Total Widowed	619	7.2%
Female	498	5.8%
Total Divorced	1,196	13.8%
Female	668	7.7%

GRANDPARENT AS CAREGIVERS

Grandparent living in household with one or more own grandchildren under 18 years	415	100.0%
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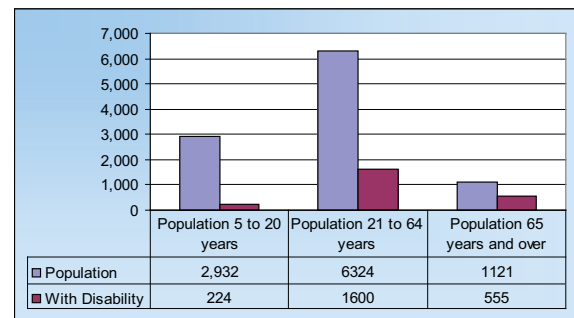
Grandparent responsible for grandchildren	182	43.9%
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VETERAN STATUS

Civilian population 18 years and over	8,193	100.0%
Civilian veterans	979	11.9%

DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION

Population 5 to 20 years	2,932	100.0%
With disability	224	7.6%
Population 21 to 64	6,324	100.0%
With disability	1,600	25.3%
Percent employed	54.0%	
No disability	4,724	74.7%
Percent employed	75.1%	
Population 65 years and over	1,121	100.0%
With disability	555	49.5%



LANGUAGE SPOKEN AT HOME

Population 5 years and over	10,468	100.0%
English only	8,978	85.8%
Language other than English	1,490	14.2%
Speak English less than "very well"	979	9.4%
Spanish	1,108	10.6%
Speak English less than "very well"	787	7.5%
Other Indo-European languages	196	1.9%
Speak English less than "very well"	51	0.5%
Asian and Pacific Island languages	186	1.8%
Speak English less than "very well"	141	1.3%

The City in Numbers

BUSINESS ACTIVITY

Building Permits Issued	94
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PUBLIC SAFETY

Number of Stations	1
Number of Police Personnel	58
Physical Arrests	2,150
Citations Issued	8,200
Accidents	1,500

PUBLIC HEALTH

Hospitals	1
Beds	107
Employees	575
Doctors	202
Dentists	30

RECREATION

Parks/Golf Courses	9
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ATTRACTIONS

Georgia International Horse Park
 Monastery of the Holy Spirit
 Panola Mountain State Park
 Haralson Mill Covered Bridge
 Randy Poynter Lake/ Black Shoals Park
 Olde Town Conyers

2011 Adopted Millage Rate 9.90

BANKS

Number of Banks	11
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NEWSPAPERS

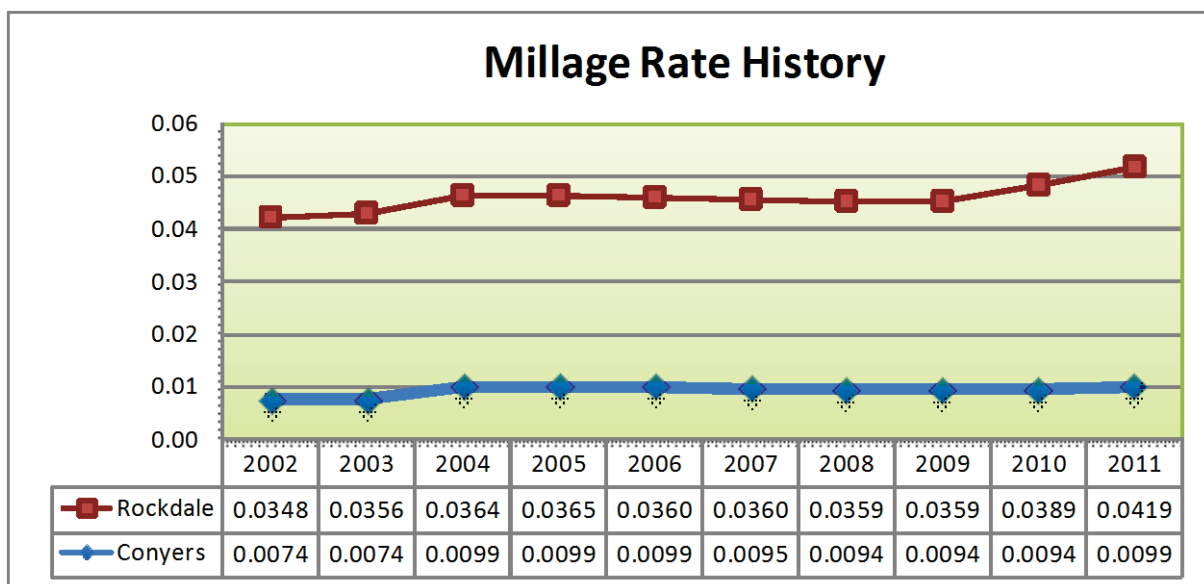
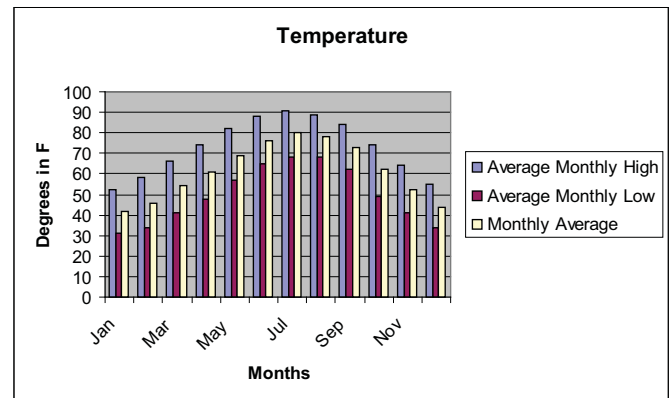
Daily- Rockdale Citizen
 Weekly- The Rockdale Neighbor

RELIGION

Denominations	23
Churches	90+

CLIMATE

Average Temperature	62 degrees
Annual Rainfall	49 inches



The City in Numbers

THE VALUE OF CITY SERVICES

Based on the median market home value of \$134,215, each household will pay \$333.49 for the year, or \$27.79 a month to support these services. This is based on a 40% assessment value and a \$20,000 City homestead exemption.

- | | |
|---|---|
| ✓ 24-hour police protection | ✓ Citizen information & assistance |
| ✓ 24-hour 9-1-1 services | ✓ Comprehensive land use planning |
| ✓ Park facilities | ✓ On-line payment services |
| ✓ Recreational programming for all ages | ✓ Trash collection |
| ✓ Building inspection and permit services | ✓ Stormwater construction and maintenance |
| ✓ Maintenance of City Streets & lights | |
| ✓ Code enforcement services | |

How to Use This Budget

WHAT IS A BUDGET?

A budget is a financial plan for a city. It includes both estimates of resources available, including revenues and fund balances, and appropriations that are the authority to spend money for specific purposes. The budget is prepared by the Chief Financial Officer and adopted by the City Council after extensive input from the various departments as well as the public.

The document begins with a transmittal letter from the Chief Financial Officer. This letter summarizes the contents of the budget and provides an explanation of the rationale used by the Chief Financial Officer during the budget development process. The Chief Financial Officer also outlines the administration's work program for the upcoming year.

The following information is provided in the sections of this document:

- An explanation of the financial budgetary structure and policies of the City.
- Detailed financial data and summaries.
- A financial trend analysis.
- Detailed explanations of major capital expenditures (the capital budget), including operating cost impacts.
- The departmental budgets, which are subdivided into programs to account for the costs associated with specific activities or to account for the use of funds received from specific revenue sources.
- An appendix, which includes salary information, and a glossary to assist the reader in understanding this document.

The budget document is prepared to provide information about the City, both financial information and operational/policy information from a variety of perspectives and degree of detail. The reader should first review the Table of Contents and the Glossary and then read the Transmittal letter. The Summary and Analysis Sections, all but number 5 above, should then be reviewed. Finally, the specific department and program budgets provide the detailed information as to what purposes the City's resources will be utilized during the fiscal year. When reading this document, it is useful to remember that it has been developed based on both organizational structure and financial structure. The organizational structure is reflected in the departmental budgets, which are subdivided into program budgets. The financial structure is reflected in the reporting of expenditures and revenues by fund. A fund is a self-balancing set of accounts designed to track specific revenues and the uses of those revenues. Each fund is independent of all other funds, and money cannot be transferred from one fund to another without the approval of the City Council.

How to Use This Budget

QUESTIONS & ANSWERS

Q: What is the purpose of the City Budget?

A: The budget is an annual financial plan for the City of Conyers. It specifies the level of municipal services to be provided in the coming year and the resources, including personnel positions, capital expenditures and operating expenses needed to provide these services. It reflects the policies and priorities set by the Mayor and City Council.

Q: How and when is the budget prepared?

A: Each December, City departments submit their plans and needs for the coming year to the Chief Financial Officer. The Chief Financial Officer then takes all the requests and takes them to the Mayor and Council retreat that usually takes place the latter part of January of each year. After the Mayor and Council retreat, the Chief Financial Officer takes the requests of the Council and begins to consolidate them into the proposed budget. Nearly six weeks later, the Chief Financial Officer has a retreat with all of the department heads in order to work the Council's vision into the budget along with the departments' requests. Priorities are then organized in the order that the Council wishes. The Chief Financial Officer then submits her recommended budget to the City Council in May. The City Council reviews the budget, holds two (2) public hearings to obtain citizen input and then adopts the final budget along with an ordinance establishing the property tax rate required to fund the budget.

Q: What is a fiscal year?

A: A fiscal year is a 12-month operating cycle that comprises a budget and financial reporting period. The City's fiscal year begins on July 1 and ends on June 30.

Q: From where does the City obtain its' revenues?

A: From local, state, and federal taxes, and licenses, in addition to payments for municipal services, such as solid waste, stormwater, and splost revenues.

Q: How is the revenue obtained by the City used?

A: It is used to pay for salaries, operating supplies, other operating costs such as utilities and insurance, and capital purchases such as buildings, vehicles, and equipment as specified in the City budget.

Q: What is a millage rate?

A: When the City adopts its annual budget, it determines the tax rate that must be applied on property in order to generate the necessary revenue in addition to all other sources that are available. The adopted tax rate for the City of Conyers for the 2011 tax year is 9.9 mills, or \$9.90 per \$1,000 of taxable value. The Rockdale County Tax Assessor establishes the taxable value of all property in the City. The City has no control over the taxable value of property; it only has control over the tax rate that is levied.

How to Use This Budget

Q: What is homestead exemption?

A: City of Conyers residents are eligible for a \$20,000 homestead exemption for the 2011 tax year. After property is appraised by the County Tax Assessor, \$20,000 is subtracted from the assessed value leaving what is known as the taxable value. The taxable value is that amount upon which the property tax rate is applied. The assessed value is 40% of the appraised value. Homeowners are only eligible for the exemption if the home is their primary residence. Vacation and rental properties are not eligible for the homestead exemption.

Q: What is a mill of tax?

A: One mill is equal to \$1 for each \$1,000 of assessed property value. Property taxes on a \$100,000 home to which the \$20,000 homestead exemption is applied would be, with a millage rate of 9.90 mills, \$198.00.

Q: What is a fund?

A: A fund is a separate accounting entity within the City that receives revenues from a specific source and expends them on a specific activity or activities. The City is comprised of nine (9) separate funds, all of which perform distinct activities.

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

A: There is no difference. They are different names for the same tax.

Q: What is an operating budget?

A: An operating budget is an annual financial plan for recurring expenditures, such as salaries, utilities, and supplies.

Q: What is a capital improvement budget?

A: A capital improvement budget is both a short and long-range plan for the construction of physical assets, such as buildings, streets, sewers, as well as vehicles and equipment.

Q: What is an enterprise fund?

A: An enterprise fund earns its own revenues by charging customers for the services that it provides. It receives no tax funds.

Q: What is a budget appropriation?

A: A budget appropriation is a specific amount of money that has been approved by the City Council for use in a particular manner.

Q: What is a budget amendment?

A: A budget amendment is an ordinance adopted by the City Council which alters the adopted budget by appropriating additional monies to a particular department, decreasing appropriations to a particular department, or transferring funds from one department to another.

How to Use This Budget

Q: Who establishes the rules by which the City of Conyers adopts its annual budget and property taxes?

A: The property tax rate and budget adoption processes, are governed by both the City Charter and State Statutes.

Q: Who is the Chief Administrative Officer of the City of Conyers?

A: The City manager is the Chief Administrative Officer of the City of Conyers. This individual is hired by and reports directly to the City Council. All other employees report to the City Manager.

Q: What are franchise fees, and why does The City of Conyers levy them?

A: The franchise fee is a charge levied by the City on a utility to operate within the City and to use the City rights-of-way and other properties for locating pipes, wires, etc.

How to Use This Budget

BUDGET PRESENTATION NOTES

1. Fiscal Year 2010 data (prior year)

All data contained herein for FY 2010 has been revised to reflect budget amendments adopted by the City Council.

2. Funds contained within the budget

This budget includes all operating funds of the City. All City contributions to non-budgeted funds, such as pension funds and debt service funds, are budgeted within the appropriate operating fund.

3. Budget submitted to City Council

The budget submitted to the City Council for approval includes a draft of this program budget document plus an expenditure line item budget by fund for each department. Expenditures are tracked by line item by program in each department during the fiscal year.

4. City Council approval of capital expenditures

All capital expenditures included herein that exceed \$25,000 must be competitively bid and said bid must be awarded by the City Council.

5. Personnel position classifications

During the fiscal year, the Human Resources Department audits personnel positions to determine if they are classified correctly. Any positions reclassified as a result of this process since the previous year's budget was adopted are reported in this budget in accordance with their new classifications.

6. Lapse of appropriations

All appropriations unspent at year-end lapse unless funds are encumbered as the result of the issuance of a purchase order. Such purchase orders remain valid until either cancelled or final payment is made.

7. Available fund balance

The available fund balance reported for each fund is composed of the funds available for appropriation as contained in the most recently audited financial statement (year ending FY 2010) adjusted to reflect any budget amendments adopted during FY 2011, plus an estimate as to actual expenditures and revenues for the current year as compared to the amounts budgeted.

Budget Calendar

DECEMBER 2010

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
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JANUARY 2011

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FEBRUARY 2011

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MARCH 2011

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APRIL 2011

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MAY 2011

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29	30	31				

December

- 2 Finance returns existing C.I.P. requests back to department directors for verification or additional information as necessary.

January

- 4 Department Directors review previous C.I.P. forms and make revisions as necessary.
Chief Financial Officer meets with Department Directors to review modified C.I.P. requests for fiscal years 2012-2016 and provide Directors with necessary forms for C.I.P. requests for 2016.
- 19 Department Directors submit C.I.P. requests for fiscal year 2016.
- 21 Mayor and Council retreat

February

- 1 Finance enters departmental C.I.P. requests on computer and print for inclusion in annual budget.
- 3 Finance provides Directors with personal service worksheets reflecting current staffing levels.
- 15 Department Directors Submit requests for additional positions and/or upgrades to existing positions.
- 22 Chief Financial Officer reviews personal service requests with Department Directors.
- 24 Staff Retreat

April

- 27 Finance calculates personal services for fiscal year 2011-2012, enter on computer, and print for inclusion in annual budget.

May

- 4 Operating budget request packages prepared by finance and presented to Department Directors.
- 12 Chief Financial Officer completes revenue projections for all funds.
- 16 Finance completes final draft of several sections of the budget including: financial policies, city-in-brief, how to use this budget, capital improvement plan and financial summary.
- 17 Budget requests submitted to Finance by Department Directors.
- 18 Review of budget requests by Chief Financial Officer.
- 20 Finance completes final draft of departmental budgets.
- 23 Finance completes several sections of the budget including: financial summary, personnel summary and financial trend analysis.

- 24 Chief Financial Officer completes the budget message.
- 25 Chief Financial Officer presents proposed budget to Conyers City Council.
- 27 Chief Financial Officer revises budget in accordance with City Council recommendations.

June

- 1 Mayor and Council Public conduct the first reading of the budget ordinance at City Council Meeting.
- 15 Public Hearing for fiscal year 2011-2012 budget.
- 22 Fiscal Year 2011-2012 budget scheduled to be adopted.

July

- 29 Budget document sent to printer by Finance.

August/September

Finance submits budget document to GFOA.

JUNE 2011

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JULY 2011

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AUGUST 2011

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SEPTEMBER 2011

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OCTOBER 2011

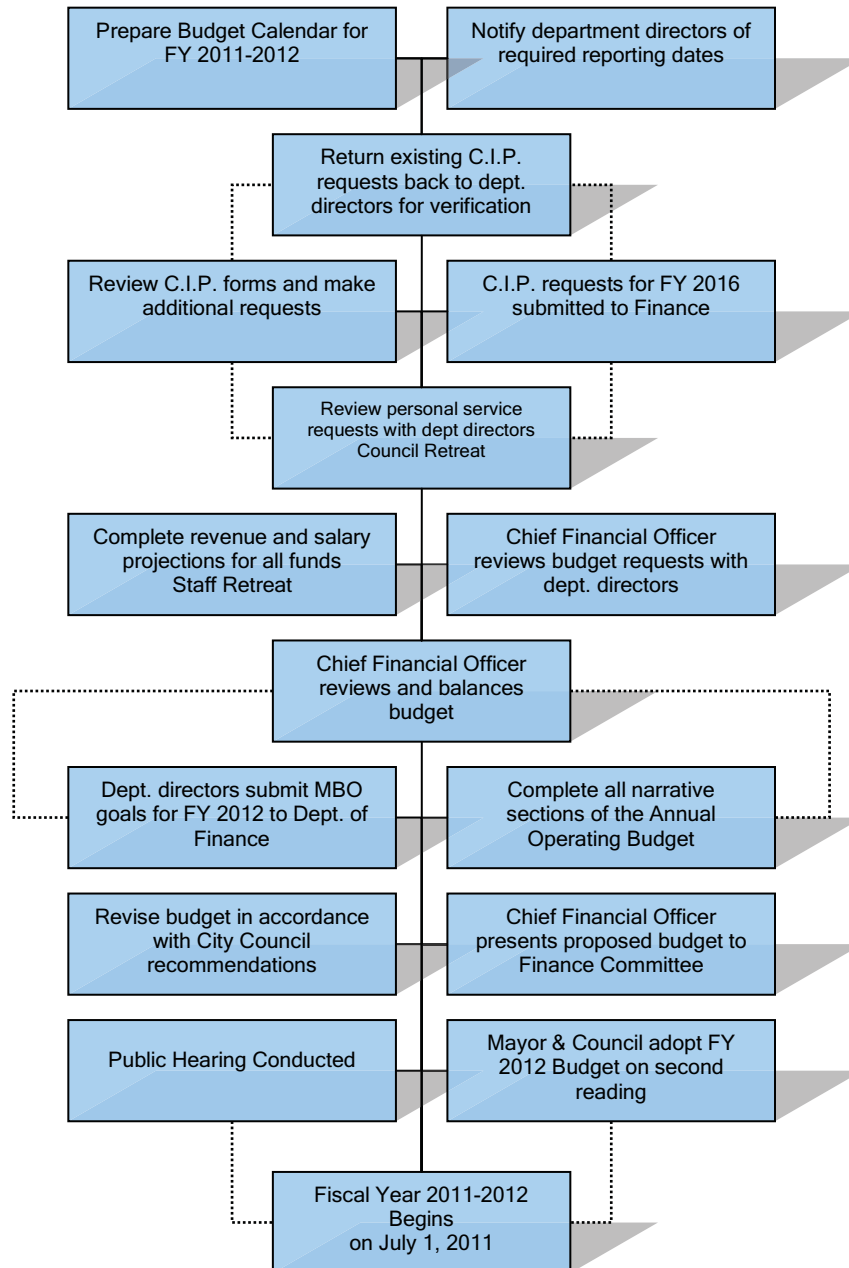
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NOVEMBER 2011

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Budget Process & Financial Policies

Fiscal Year 2011-2012 City of Conyers Budget Process



Budget Process & Financial Policies

BUDGET PREPARATION PROCESS

Needs Assessment Phase

The Chief Financial Officer is responsible for the preparation of the annual budget for the City. The Chief Financial Officer projects the revenues for the next fiscal year. These projections are based on data from the previous year, current and residential activity, and national, state, and county economic conditions.

Departments must assess their current financial conditions and what future needs they will have in the coming fiscal year. Capital Improvement Plans are re-evaluated and adjusted first.

Policy/Strategy Development Phase

The Mayor, City Council, City Manager, Chief Operating Officer, and the Chief Financial Officer utilize a retreat that takes place in late January to develop areas of focus for the new fiscal year. They review financial policies, economic trends, current financial conditions, and the current state of the City. From this information they come up with areas of focus for the new fiscal year. The executive staff puts together a work plan to address the areas of focus and other goals that will accomplish the mission of the City. The work plan becomes the framework for formulating plans for the upcoming budget.

Budget Development Phase

At the departmental level, Capital Improvement Plans are re-evaluated and adjusted; then personnel needs are evaluated. The departments then focus on their operating budgets. The Chief Financial Officer and City Manager work closely with department directors to ensure informed requests are made throughout the process.

Review/Modification Phase

Administration budget hearings are held with each department director. Changes are made as needed and then, the budget is reviewed and balanced.

Adoption Phase

The final budget proposal package is prepared. The City Charter requires that the budget proposal be submitted to the Mayor and City Council in the form of a draft ordinance of appropriations at least six weeks prior to the start of the fiscal year. Below is the process as it occurred for Fiscal Year 2012:

- Tuesday, May 31, 2011
 - -advertisement runs in Rockdale Citizen (prominently displayed advertisement or news article, and not placed in the legal notice section)
- Wednesday, June 1, 2011
 - -proposed budget documents are available for public inspection in city clerk's office
 - -proposed budget is submitted to City Council at regular meeting
- Wednesday, June 15, 2011
 - -Public Hearing on proposed budget at a regular meeting of the City Council
- Wednesday, June 22, 2011
 - -Adopt proposed budget via Ordinance at a called meeting of the City Council

Budget Process & Financial Policies

Implementation Phase

City staff is responsible for budgetary control throughout the fiscal year. Revenues and expenditures are monitored.

Capital Budget

The capital budget and operating budgets are developed simultaneously because they are interconnected.

	December	January	February	April	May	June	July/August
Finance Department	Return existing C.I.P. requests to department directors for verification /additional information (12/2)		Enter departmental C.I.P. requests on computer and print for inclusion in annual budget (2/1) Provide Department Directors with personnel service worksheets reflecting current staffing levels(2/3)	Calculate personnel services for fiscal year 2011-2012, for inclusion in annual budget (4/27)	Operating budget request packages prepared and presented to Department Directors (5/4) Complete financial policies, city in brief, how to use this budget, and capital improvement plan sections of budget (5/16) Complete revenue projections for all funds (5/12) Complete financial & personnel summaries and financial trends section of budget (5/23)		Budget Sent to Printer (7/29) Submission of budget document to GFOA
Department Directors		Review previous C.I.P. forms, make any revisions as necessary (1/4) Submit (C.I.P.) requests for fiscal year 2016 (1/19)	Submit requests for additional positions and/or upgrades to existing positions (2/15)		Budget requests submitted to Finance (5/17) Review of budget requests with department directors (5/18)		
City Manager & Finance		Meet with Department Directors to review modified C.I.P. requests and provide necessary forms for C.I.P. requests for 2016 (1/4)	Review personnel service requests with Department Directors (2/22)		Complete final draft of departmental budgets (5/20) Revise budget in accordance with City Council recommendations (5/27)		
Mayor & Council		Mayor and Council Retreat to present their vision for the future of the City.				First reading of budget ordinance (6/1) Public Hearing for budget (6/15)	

Budget Process & Financial Policies

City Manager			City Manager has a staff retreat with all of the department heads to discuss the council's vision and take appropriate action in order to include projects in the budget.		Complete "budget message" section of the budget (5/24) Presentation of proposed budget to Conyers City Council (5/25)		
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BUDGET AMENDMENTS

From time to time, it becomes necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed. One type of change (budget adjustment) does not affect the "bottom line" total for a department. The Chief Financial Officer may authorize these adjustments, mainly transfers from one line-item to another within a department's operating budget.

The second type of change is a budget amendment which alters the total appropriation for a department or fund.

Circumstances requiring an amendment include, but are not limited to:

- the acceptance of additional grant money which might become available;
- the appropriation of additional funding if expenditures are projected to exceed budgeted amounts; or
- the re-appropriation of monies from one department to another when deemed necessary. Budget amendments, as opposed to adjustments, require Council approval in the form of an ordinance.

KEY ACTORS

While all employees are a part of the budget process at some point, there are several people who play more intricate roles in this process.

Chief Financial Officer: The Chief Financial Officer is primarily responsible for the budget document. The Chief Financial Officer also completes revenue projections for all funds. The Chief Financial Officer must coordinate both the capital improvement plan and personnel request process. The Chief Financial Officer must prepare and present the operating budget request packets to department directors. Then the budget document must be completed and presented to the City Council. If revisions are required, they must be completed. The budget is then sent to the printer and submitted to the GFOA for the distinguished budget award.

Department Directors: Department Directors have to review previous capital improvement plan forms and make necessary changes. Then they must submit capital improvement requests for the next

Budget Process & Financial Policies

5 years. Department Directors must then submit requests for additional personnel. Finally, the department budget request is submitted to the Department of Administration.

City Manager: The City Manager conducts a staff retreat to go over the budget line item by line item accordingly.

Mayor & City Council: The Mayor and City Council must conduct a public hearing and the first reading of the budget ordinance.

Budget Analyst: The Budget Analyst is primarily responsible for putting the actual budget document together. The Budget Analyst is involved in all departmental budget meetings and completes most of the data entry changes needed on all aspects of the budget document for the upcoming year. The Budget Analyst works closely with the Chief Financial Officer and all other Department Directors to make certain the budget document properly reflects the correct information for the new fiscal year.

Budget Process & Financial Policies

GENERAL BUDGET AND FINANCIAL POLICIES

These policies govern the way the City operates its operating budget. They are in place to ensure that the City of Conyers will be able to realize its ultimate goal of ensuring the City's long-term financial ability to deliver quality services.

ANNUAL BUDGET ADOPTION REQUIREMENTS

An annual budget and an appropriations ordinance shall be adopted by the city council prior to the first day of the fiscal year. However, if for good and sufficient reasons the budget cannot be adopted by the first day of the fiscal year, the budget shall be adopted no later than 45 days subsequent to the beginning of the fiscal year. If the budget and the appropriations ordinance are not adopted prior to the beginning of the fiscal year, a resolution authorizing the continuation of necessary and essential expenditures to operate the city shall be adopted prior to the beginning of the fiscal year. The proposed budget and appropriations ordinance shall be prepared by the city manager and transmitted to members of the city council for its review a minimum of six (6) weeks before the required date of adoption. The budget as adopted shall be a balanced budget with anticipated revenues (including appropriated unencumbered surplus) equal to or greater than appropriated expenditures. All funds within the budget shall also be balanced.

BALANCED BUDGET REQUIREMENTS

The City Charter requires an annual balanced budget. The adopted budget shall be a balanced budget with anticipated revenues (including appropriated unencumbered surplus) equal to or greater than appropriated expenditures. All funds within the budget shall also be balanced.

CURRENT BUDGET POLICIES

For the current budget, departments were asked to limit their spending increases to a maximum of 5 percent. Revenue projections were very conservative due to the slow economy.

OPERATING POLICES

- 1) The City will pay for all current expenditures with current revenues and fund balance.
- 2) The City will avoid budgetary procedures that balance expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.
- 3) The City will maintain a liquidity ratio of 100 percent.
- 4) Where possible, the City will integrate performance measurement, service level, and productivity indicators within the budget.
- 5) Fund Balance Policy

The City of Conyers considers that it is prudent to establish a policy for its fund balances. The purpose of the fund balance policy is threefold: to enable realistic long-term planning, to assist with effective development of annual budgets, and to promote clear communications with the general public, staff, and administration. The elements of the policy are created by the City Council for its own purposes and may, therefore, be revised by the Council as needed in the future.

Budget Process & Financial Policies

The GASB issued Statement No. 54, Fund Balance and Governmental Fund Type Definitions, to address issues related to how fund balance was being reported.

Generally, fund balance represents the differences between the current assets and current liabilities. Governmental funds will now report fund balance classifications that comprise a hierarchy based primarily on the extent to which the City is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Fund balances are classified as follows:

Nonspendable-Fund balances are reported as nonspendable when amounts cannot be spent because they are either (a) not in spendable form (i.e. items that are not expected to be converted to cash) or (b) legally or contractually required to be maintained intact.

Restricted- Fund balances are reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors or laws or regulations of other governments.

Committed- Fund balances are reported as committed when they can be used only for specific purposes pursuant to constraints imposed by formal action of the City Council through the adoption of a resolution. The City Council also may modify or rescind the commitment.

Assigned- Fund balances are reported as assigned when amounts are constrained by the City's intent to be used for specific purposes, but are neither restricted nor committed. Through resolution, the City Council has authorized the City's Chief Finance Officer to assign fund balances.

Unassigned- Fund balances are reported as unassigned as the residual amount when the balances do not meet any of the above criterion. The City reports positive unassigned fund balance only in the general fund. Negative unassigned fund balance may be reported in all funds.

Flow Assumptions- When both restricted and unrestricted amounts are available for use for expenditures incurred, it is the City's policy to use restricted amounts first and then unrestricted amounts as they are needed. For unrestricted amounts of fund balance, it is the City's policy to use fund balance in the following order: committed; assigned; then unassigned.

- 1) The City Council is authorized to commit fund balance.
- 2) The Chief Financial Officer is authorized to assign fund balance.
- 3) When both restricted and unrestricted amounts are available for use for expenditures incurred, it is the City's policy to use restricted amounts first and then unrestricted amounts as they are needed. For unrestricted amounts of fund balance, it is the City's policy to use fund balance in the following order: committed; assigned; then unassigned.

REVENUE POLICIES

- 1) The City will aggressively seek state and federal funds that are available for capital projects. The City will not rely heavily on these funds, nor will it utilize funds for general operations.
- 2) The City will give high priority to one-time revenues.
- 3) Property tax collection will continue to be in the high 90s.
- 4) Revenues from user charges will continue to cover 100 percent of the costs of providing services.

Budget Process & Financial Policies

- 5) A Proportionate-Change Method of forecasting will continue to be used. This method calls for projecting each individual source of revenue by analyzing previous years' collection to obtain an average annual rate of change in order to project the next year's revenues.
- 6) The City will monitor its revenue collections on a monthly basis through reports, which compare actual receipts to monthly allotments. In the event a department is not realizing their projection, the Chief Financial Officer will contact the department to inquire as to the extenuating circumstances that may have affected revenues. If the problem is of a serious nature, the Chief Financial Officer will work with the department in resolving the problem. The Chief Financial Officer makes the determination as to whether the City Manager and City Council need to be involved.

EXPENDITURE POLICIES

- 1) An operational control of departmental budgets is maintained by preliminary check of funds availability on a line-item basis.
- 2) The City of Conyers' purchasing system assures budget availability prior to the issuance of purchase orders. Budgetary expenditure printouts are available on the financial system anytime that a department director needs to review.
- 3) Encumbrances are established on the basis of the issuance of purchase orders. In the event of insufficient funds within the account, purchase orders are not issued until an interdepartmental budget transfer is approved, or until additional funds are made available by the City Council.

It is the responsibility of each department to control expenditures, and expend funds only for items that have been budgeted. The Budget Ordinance stipulates that expenditures shall not exceed the appropriation authorized by the budget. The Chief Financial Officer has the authority to transfer sums from one budget line item to another within the same department, without the necessity of the adoption of a new budget ordinance. However, no increase in the overall budget for any one department shall be made without the approval of the City Council and amendment to the budget.

ACCOUNTING POLICIES

Receivables and Payables

During the course of operations, transactions occur between individual funds for goods provided or services rendered. The receivables and payables which result from these transactions are classified as "due from other funds" or "due to other funds" on the balance sheet.

All trade and property tax receivables are shown net of an allowance for uncollectibles. Trade accounts receivable in excess of 120 days comprise the trade accounts receivable allowance for uncollectibles. The property tax receivable allowance is equal to 48 percent of outstanding property taxes at June 30, 2011.

Property taxes are levied based on a calendar year (January 1 through December 31). The property tax assessment is formally levied on September 1, based on property values as of the previous January 1. Tax bills are mailed in September. The billings are considered due upon receipt and become past due 60 days after they are mailed. Thereafter, penalties and interest may be assessed by the City. Property tax liens are generally filed by December 31 of each year.

Budget Process & Financial Policies

Advances between funds, as reported in the fund financial statements, are offset by a fund balance reserve account in the applicable governmental fund to indicate that they are not available for appropriation and are not expendable available financial resources.

DEBT POLICIES

Because of its conservative basis of accounting for tax revenues, the City of Conyers is not required to borrow money for operations. The City has no long-term General Obligation Bond Debt.

- 1) Long-term debt will be confined to capital improvements that cannot be financed from current revenues.
- 2) The payback period of the debt will not exceed the expected useful life of the project.
- 3) Where possible, the City will use special assessment, revenue or self-supporting bonds instead of general obligation bonds.
- 4) If the City does issue general obligation bonds, then the general obligation debt will not exceed ten percent (10%) of the assessed valuation of taxable property.
- 5) Long-term debt will not be used for operations.
- 6) The City will maintain good communications with bond rating agencies about its financial condition, and will follow a policy of full disclosure on every financial report and bond prospectus.

CAPITAL POLICIES

- 1) The budget will provide for adequate maintenance and repair of capital assets and for their orderly replacement.
- 2) The City aggressively seeks state and federal funds that are available for capital projects.

Capital Improvement vs. Capital Outlay: The City of Conyers' capital budget includes equipment, land and construction projects costing \$5,000 or more. The budget for a capital item remains in effect until completion of the item and does not expire automatically at the end of the fiscal year. Capital Outlay defines other machinery and equipment items costing less than \$5,000 which is provided for within departmental operating budgets.

Each department is required to develop and annually update a comprehensive Capital Improvement Plan. The plan provides a five-year expenditure analysis of a department's need for improvements to land, buildings and for the purchase of major machinery and equipment. This allows the City to plan ahead for expenditures that will have a major budgetary impact.

FUND ACCOUNTING

The accounts of the City are organized and operated on the basis of funds and account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements.

Major Funds:

Major funds represent the significant activities of the City and basically include any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of

Budget Process & Financial Policies

the revenues and expenditures of the appropriated budget. The breakdown of the City's fund structure is as follows:

The City has the following major governmental funds:

– General Fund:

The *General Fund* is the primary operating fund of the City. It accounts for all financial resources of the general government, except those that are required to be accounted for in another fund. It is considered a Governmental Fund.

– SPLOST capital projects fund:

The SPLOST capital projects fund accounts for capital projects financed by a one percent sales and use tax.

Governmental Funds are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources, and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The modified accrual basis is followed in the General Fund.

Additionally, the City has the following non-major Special Revenue Funds:

– Emergency Telephone System Fund:

The *Emergency Telephone System Fund* is one of the City's Special Revenue Funds which is one of the governmental funds. Revenues received by the City are paid directly from wired and wireless telecommunication providers, with expenditures occurring to maintain and run the system within the City. The modified accrual basis is followed in the Emergency Telephone System Fund.

– Confiscated Assets Fund: The confiscated assets fund accounts for funds received from the enforcement of drug laws and shared revenues resulting from the confiscation of property from drug offender's arrests.

– Hotel/Motel Fund:

The *Hotel/Motel Fund* is a Special Revenue Fund for the purpose of promoting tourism. Revenues for the fund are raised from an 8% hotel/motel tax placed on hotels/motels conducting business within the City limits. Expenditures are strictly directed to the promotion of tourism.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

The City has the following major Proprietary Funds:

- Cherokee Run Fund:

The Cherokee Run Fund accounts for all operations related to the municipal golf course. The course is an Arnold Palmer design that opened in 1995. The city took over the operations of the golf facility and it accounts for all revenues and expenses in a separate enterprise fund.

– Sanitation Fund:

The *Sanitation Fund* is used to account for the collection and disposal of solid waste services of the City.

Budget Process & Financial Policies

– Stormwater Management Enterprise Fund:

The *Stormwater Management Fund* is used to account for the Stormwater Management Program which ensures the welfare of the community by addressing problems with stormwater runoff throughout the City. This fund is a direct implementation of the National Pollution Elimination System Phase II compliance program.

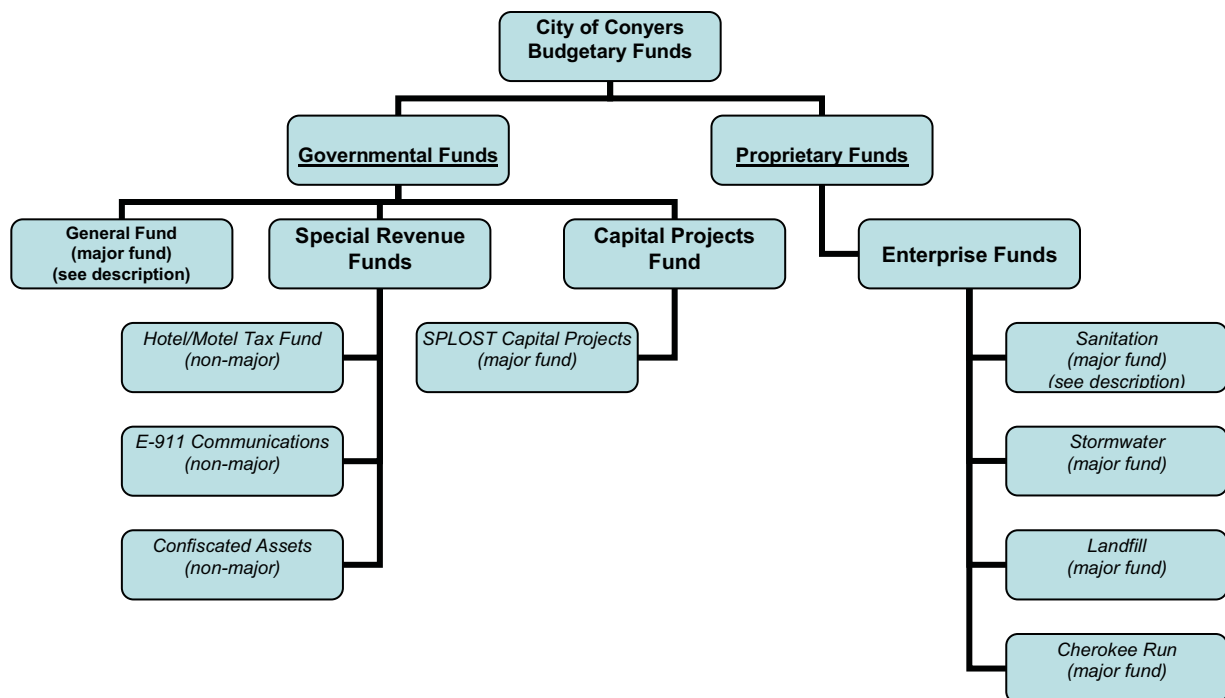
– Landfill Enterprise Fund:

The *Landfill Enterprise Fund* is used to account for post closure care costs and debt related to the solid waste landfill, which was closed in 1993.

Proprietary Funds are used to account for operations that are financed and operated in a manner similar to private business enterprise - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriated for capital maintenance, public policy, management control, accountability or another purpose. The measurement focus is on the flow of economic resources. The Sanitation, Stormwater Management and Landfill Enterprise Funds are considered Proprietary Funds and budgeted for using the full accrual basis for accounting.

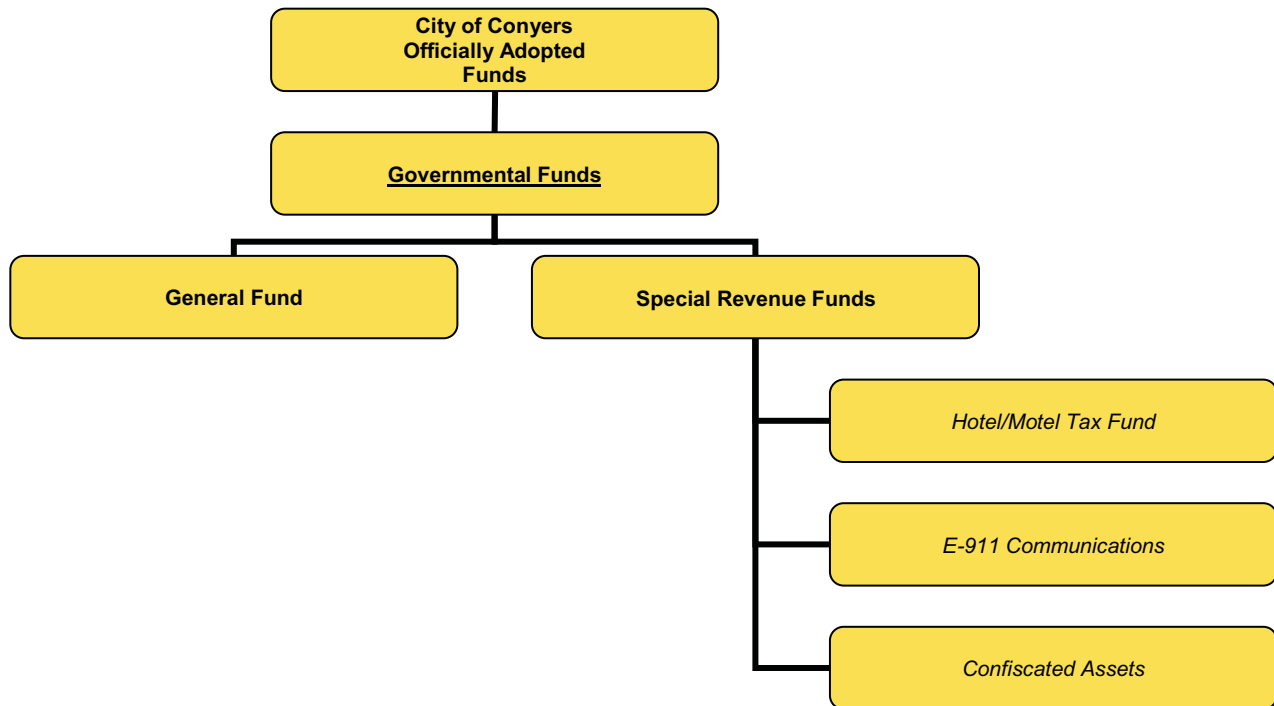
An independent accounting firm performs an annual audit of the financial statements of the City and does publicly issue an opinion thereon.

City of Conyers All Funds



Budget Process & Financial Policies

NOTE: ALTHOUGH THE CITY OF CONYERS HAS A NUMBER OF FUNDS AS SHOWN IN THE “ALL FUNDS STRUCTURE DIAGRAM ABOVE, THE CITY IS ONLY REQUIRED TO OFFICIALLY ADOPT THE GENERAL FUND AND SPECIAL REVENUE FUNDS. OTHER FUNDS ARE INCLUDED FOR INFORMATION PURPOSES ONLY.



BUDGETARY BASIS

The modified accrual basis is followed in all governmental funds. Under this method, revenues are recognized when they become measurable and available as net current assets. Expenditures are generally recognized when the obligation is incurred, with the exception of principal and interest on general long-term debt which is recognized when due. Annual appropriated budgets are adopted for all funds at the department level. The SPLOST capital projects fund is adopted on the project length basis. Budgets for the enterprise funds are for management control purposes and are not required to be reported. Budgets are adopted on a non-GAAP basis. All appropriations that have not been encumbered at the end of the fiscal year will lapse. Expenditures may not legally exceed budgeted appropriations at the department level.

Encumbrances represent commitments related to unfulfilled contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of the applicable appropriation, is utilized in the governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balance and are carried forward to the forthcoming year. They do not constitute expenditures or liabilities until the related goods or services are received during the subsequent year.

Budget Process & Financial Policies

The following process is used by the City in establishing the budgetary data reflected in the financial statements.

Each year, by January 31st for capital budgets and March 31st for operating budgets, all departments of the City submit requests for appropriations to the Chief Financial Officer and Finance so that a budget may be prepared. The budget is prepared by department for each fund, and includes information on the past year, current year estimates and requested appropriations for the next fiscal year.

Before May 31st, the proposed budget is presented to the City Council for review. The City Council holds public hearings and may add to, subtract from, or change appropriations. The budget is then approved by an affirmative vote of a majority of the City Council at the first regular meeting following the public hearing, and by June 17th of each year. As expenditures may not legally exceed budgeted appropriations at the department total level, the Chief Financial Officer and Finance are authorized to revise appropriations within each department, but may not change total appropriations for a department. Revenues, which have been considered measurable, available, and accrued are: property, motor vehicle and intangible taxes, garbage fees, accrued interest on investments, and intergovernmental revenue.

Licenses and permits, charges for services (other than garbage fees), fines and forfeitures, and miscellaneous revenues are recorded as revenues when received because they are not generally measurable until actually received.

All Proprietary Funds are budgeted for using the accrual basis of accounting, whereby revenues are recognized when incurred. Proprietary funds distinguish *operating* revenues and expenses from *non-operating* items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the City's enterprise funds are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

GAAP BASIS vs. BUDGET BASIS

The major differences between the budget basis used by the City and GAAP are that encumbrances are recognized as expenditures (budget) as opposed to reservations of fund balance (GAAP). Encumbrances represent commitments related to unfulfilled contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of resources are recorded to reserve that portion of the applicable appropriation, is utilized in the governmental funds. Encumbrances outstanding at year end are reported as reservations of fund balance and are carried forward to the forthcoming year. They do not constitute expenditures or liabilities until the related goods or services are received during the subsequent year. A reconciliation of budgetary and GAAP fund balances is provided each year in the comprehensive annual financial report (CAFR).

INVESTMENT POLICIES

Disbursement, collection and deposit of all funds will be appropriately scheduled to ensure the timely payment of expenditures and investment of funds. It is the policy of the City of Conyers to

Budget Process & Financial Policies

invest public funds in a manner which will provide the highest investment return, with the maximum security, while meeting the daily cash flow demands of the City; and conforming to all state and local statutes governing the investment of public funds. The City's cash and cash equivalents includes cash on hand, amounts in demand deposits, and investments with original maturities of three months or less from the date of acquisition. State of Georgia statutes authorize the City to invest in obligations of the U. S. Treasury or agencies, obligations of state and local governments, bankers' acceptances, repurchase agreements, local government investment pool sponsored by the State of Georgia and certificates of deposit in federally insured financial institutions.

WORKING CAPITAL RESERVE

The City of Conyers has established the policy of maintaining a minimum 120-day working capital reserve in the City's General Fund.

TAX MILLAGE RATE

As a part of the normal budget process, the governing authority adopts a millage rate to provide property tax revenue to the General Fund. The adopted millage rate for tax year 2011 is 9.41 mills which reflects no change from the previous year.



Statement of Our Philosophy

The Citizens of Conyers created the City for the purposes of enhanced services and a better quality of life. Therefore, the employees of the City of Conyers have a duty and a responsibility to provide our citizens with:

- Customer service delivered with respect, courtesy and dignity.
- Affordable, quality and innovative services.
- Zero tolerance for any activity which threatens their health, safety and welfare.
- Fiscal responsibility with accountability.
- An environment that fosters civic pride.

Statement of Our Mission

The City of Conyers serves the needs of our customers in the following areas:

- Tourism Development
- Public Safety, Health and Welfare
- Diverse Recreational and Entertainment Opportunities
- Integrated Technology for Affordable Service Delivery
- Economic Revitalization

To fulfill our mission, the City of Conyers will build a team that demonstrates a commitment to our customers each and every day!

Strategic Goals & Objectives

<i>GOALS</i>	<i>OBJECTIVES</i>	<i>PERFORMANCE</i>
Ensure a safe community	<ul style="list-style-type: none"> • Mobile Data Project • Conyers Security Alert • Community Service Program • Beautification • Smoke Free Environment • Greater Policy Visibility 	<ul style="list-style-type: none"> • Enforcement • Special Events Ordinance • Junk vehicle ordinance • Adopting Smoke Ordinance
Ensure the City's long-term financial ability to deliver quality services	<ul style="list-style-type: none"> • Debt Service Policy • Internal Audits • Yield greater dividends 	<ul style="list-style-type: none"> • Update fixed assets • Manage Cash Flows • Investment Policy
Utilize new technology to increase service level and decrease cost	<ul style="list-style-type: none"> • Mobile Data Project • Digital Imaging • 24/7 Helpdesk Availability 	<ul style="list-style-type: none"> • Pay for services on line • Constant update of website • Customer Survey available on line
Attract and retain a business, visitors & citizens	<ul style="list-style-type: none"> • Beautification • Economic Development • Main Street Program • Downtown Development Authority 	<ul style="list-style-type: none"> • Conyers Convention & Visitors Bureau • Business Incentives • Homestead Exemption
Enhance community and neighborhoods	<ul style="list-style-type: none"> • Stormwater Projects • Economic Development • Vacant Building Rehabilitation • Downtown Development Standards 	<ul style="list-style-type: none"> • Community Development Plan • Comprehensive Land Use Plan • Code Enforcement • Beautification • Historical Preservation
Provide diverse recreational and entertainment opportunities	<ul style="list-style-type: none"> • Additional and more Diverse Special Events at the Georgia International Horse Park • Events at the Old Town Pavilion • Build a Nature Center 	<ul style="list-style-type: none"> • New Festivals and other events • Implement Departmental Performance Indicators
Maintain high level of customer service	<ul style="list-style-type: none"> • Customer Service Standards • Citizens Survey • 24 hour customer service by the use of Helpdesk 	<ul style="list-style-type: none"> • Employee Survey • Implement Departmental Performance Indicators

Strategic Goals & Objectives

Budget Highlights, Priorities and Issues

Olde Town/Main Street/DDA

In the nearly five years that the program has been in existence, the Conyers Main Street Program continues to breathe life into Olde Town Conyers by continuing to hold popular events and assist businesses with financing options. Events such as the St. Patrick's Day Parade, the return of the Taste of Conyers, Fall Festival and Christmas events continue to bring thousands to Olde Town. As the economy slowly continues to improve, it is our hope that investors will reevaluate Olde Town and find it the perfect fit for their retail businesses and restaurants to create a more vibrant downtown. The Conyers Downtown Development Authority was successful in the past year to sell Langford-Elliott Hall to local attorney Dan Chapman for office space for his law firm. The DDA was also able to work with the Georgia Department of Community Affairs and Georgia Cities Foundation to secure low interest loan financing for Olde Town's Thai headquarters, Thai Palace. The DDA has most recently signed a lease agreement allowing Borage Grill on Commercial Street to expand into property owned by the Downtown Development Authority. This expansion will allow an already successful business to continue flourishing and show others that a business in Olde Town can mean success.

Georgia International Horse Park

The Georgia International Horse Park continues to play an integral role in the generation of tourism dollars and economic impact in our community.

This past fall, Bob Bell, promoter of the Atlanta Spring, Summer and Fall Classic Horse Shows that have made their home at the GIHP since the park's inception, spoke to the Conyers Rotary Club about how horse shows really do mean big business for Conyers. According to the American Horse Council, you can apply this formula to calculate economic impact for a horse show:

The number of horses x an average of 2.5 people per horse x \$300/day for daily expenses (hotel, rental car, meals, shopping, etc.) x the number of show days = economic impact for a two week show. For a show like one of Bob's with 550 horses participating, that impact is over \$4 million--quite a substantial figure and one that goes a long way to impacting sales tax figures in this second smallest county in Georgia.

This past summer the mayor, council and I approved the expansion of the Horse Park's RV lot. Twenty-eight spaces were added with the possibility of 42 temporary spaces. This brought the total number of spaces to 142, doubling the number of RV spaces for those staying on-site at the GIHP for events.

The addition of Wi-Fi to the Horse Park and Olde Town Conyers has been a welcome amenity for those visiting both attractions. The city and the GIHP partnered with Net Planners using Aruba Wireless technology to place wireless antennas throughout the park and Olde Town Conyers. The Wi-Fi network also aids our law enforcement in communicating wirelessly while in their vehicles. It is our hope that this Wi-Fi network will expand to cover other commercial districts in the city over time.

Technology was also at the heart of other improvements online for the city, GIHP and Conyers Convention and Visitors Bureau this year. All three entities debuted new websites featuring payment options for city services, up-to-date event calendars and more.

Strategic Goals & Objectives

The city also continues to work with other recreational groups interested in furthering the park's mission as a premiere, multi-use facility. The North Georgia Live Steamers continue to work on laying track for their miniature outdoor railroad club, the Conyers-Hightower Trail Railroad on Horse Park property. Weather permitting, the club hopes to have trains running and rides available to the public in late spring.

Horse Park staff also continues to work with the Conyers Covington Cycling Club (C4) on attracting more mountain biking events to showcase the park's Olympic legacy mountain biking trails.

Monastery of the Holy Spirit

Another local attraction in Rockdale County is generating quite a bit of interest with their expansion set to open this spring: The Monastery of the Holy Spirit. The Monastery broke ground on their new 17,000 square foot, \$6.2 million Monastic Heritage Center last spring. The Monastery community hopes to accommodate the more than 70,000 visitors that annually visit their grounds with a new bonsai garden, Abbey Gift Store, Monastic Center, café and more. The tourism partnership the Conyers CVB enjoys with the Monastery is another example of working together across jurisdictions to promote a common goal: realizing economic development through tourism initiatives.

Film industry

Thanks to terrific incentives put in place by our state legislature, Conyers has reaped the benefits of the film industry shooting several projects in our area. Olde Town Conyers was the backdrop for a Turner and Chevrolet-sponsored webisode last spring. The Horse Park has served as a set for scenes from "The Vampire Diaries" and the MTV film "Teen Wolf." Available warehouse space was also utilized for the shooting of the 2011 film "Fast Five" starring Dwayne Johnson, Paul Walker and Vin Diesel. The film industry brings people to our area that use services like overnight accommodations, long-term housing, restaurants and retail and more. We look forward to continuing to partner with the Conyers-Rockdale Economic Development Council and hope the state will continue to offer these incentives in order to keep rolling out the red carpet in Conyers.

Cherokee Run Golf Club

After a lengthy, two-year legal battle, the city assumed operations of Cherokee Run this past September. The deplorable condition of the course, the unsanitary condition of the kitchen and poor customer service golfers experienced with the prior lease holder left much to be desired and the city was happy to finally be given the chance to make Cherokee Run shine. Since September, all city departments have been integral in working diligently to bring the course and grounds back up to the Arnold Palmer standard originally intended for the course when it opened in 1995. The city has made a commitment in investing in Cherokee Run by renovating the clubhouse, clubhouse kitchen, bunkers and greens. While we're still not quite to the level of excellence we're striving for, the course is open for business and we continue to make improvements every day.

Under the direction of new general manager and golf pro Tommy Moon, our goal is to make Cherokee Run a course that is profitable for the city and provides a significant economic development and recreational component to not only Conyers, but east metro Atlanta and our region.

Strategic Goals & Objectives

Public Safety

Under the direction of Chief of Police Gene Wilson, the Conyers Police Department is engaging in programs and initiatives to strengthen our department's resolution to protect the citizens and visitors to the Conyers area. The police department is pursuing reaccreditation through the Georgia Association of Chiefs of Police State of Georgia Law Enforcement Certification process. Simultaneously, the department is applying for national accreditation through the Commission on Accreditation for Law Enforcement Agencies, or CALEA, process. By the end of 2011, it is anticipated that all documents will be submitted to the appropriate boards for the review process with the expectation that we will be certified on a state and national level in 2012.

There has been a resurgence in the interest shown in how officers do their jobs and how the PD operates, so the Conyers Explorers Post 2222 has flourished this past year. Young people ages 14-20 are allowed the opportunity to explore many aspects of community policing through the Conyers Explorers Program. This group has attended several competitions in Georgia and in Michigan and won awards in a number of categories. Likewise, the Conyers Citizens Police Academy successfully relaunched this past fall with 19 class members who solved a mock murder crime scene, participated in various scenarios with demonstration firearms and ran laser devices on heavily trafficked roadways. The class will return due to popular demand this spring to better educate those interested in a behind-the-scenes look at the CPD.

The Conyers Police partnered with our GIS Department, Larimore Associates and the Omega Group in becoming part of crimemapping.com which has increased transparency among those visiting the website as to where crimes are taking place in Conyers. A citizen can select crime types by date ranges, generate reports and receive e-mail updates in the form of crime alerts. CrimeMapping.com is part of the "comparison statistics," or CompStat, policing model that aides in the effectiveness of police operations. It automatically retrieves information from police records management systems every 24 hours and uses GIS technology to locate each event before posting it. Crimemapping.com along with the CPD's new user-friendly website are helping the public become more aware and informed of the job our police department performs on a daily basis.

A new aspect of our zero tolerance for crime policy is the revised no loitering or prowling ordinance that was passed by the council in July. Another ordinance was adopted at the same time prohibiting prowling and loitering around parked vehicles. The revisions to these ordinances give our officers greater leeway in exercising their duty to serve and protect our citizens.

Economic Development

On the community development front, this past year the city amended the Livable Centers Initiative, or LCI, Overlay District that was originally made part of the Comprehensive Land Use Plan in 2008. The revised LCI Overlay District offers clarity and increases readability and understanding of its major tenets which are: (1) to encourage a complementary mixture of residential, employment, retail, civic, institutional and recreational uses within walking distance of each other, (2) to ensure compatibility of proposed land uses with adjacent and surrounding uses, (3) to establish expectations for appearance and quality of building and (4) to encourage the design of streets to accommodate multiple users with an increased focus on pedestrians and cyclists.

Strategic Goals & Objectives

Another planning tool the city is using is an Urban Redevelopment Plan that serves as a blueprint for redeveloping areas with blighted conditions and declining investment from the public and private sectors. The city's Central Conyers Activity Center bordered by I-20, West Avenue, Oakland Avenue and Olde Town Conyers is a prime example of an area in which the Urban Redevelopment Plan will hopefully improve housing quality and choice and expand economic development initiatives.

The youth of our community and the activities and events they are attracted to in their spare time are of great concern especially when it comes to their safety, the safety of others and the consideration of surrounding property owners. To that end, the city amended the zoning ordinance in 2010 to strengthen zoning regulations and criteria to create a special use permit for properties related to nightclubs, teen clubs and similar establishments.

In another zoning amendment this past year, the city strengthened its design requirements for buildings to encourage the use of building materials that are not only durable, but aesthetically pleasing and add value to new and rehabilitated buildings.

Inasmuch as we are updating ordinances on the policy-making side, the city is also increasing its efforts on the enforcement side by utilizing code enforcement software. This software enables our inspectors to more effectively track and measure their code enforcement efforts with the assistance of the Conyers Police Department.

Finally, an unsung hero of the city's planning efforts is our dedicated GIS department. This past year GIS was particularly busy mapping everything from all street signs and red lights in the city limits to updating our 9-1-1 software with GIS data. This data will prove to be extremely valuable for future planning and evaluation purposes.

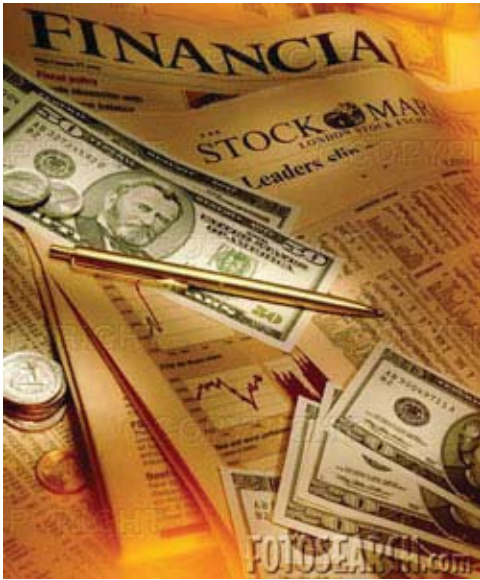
This gives you just a very brief overview of what has transpired in the finance and community development areas.

Nature Center

Phase III of the Big Haynes Creek Nature Center began in 2010 and will be completed in the coming months. The newest phase of the nature center features a new boardwalk, canoe dock and viewfinder in the northern portion of the wetlands. The addition of four tent pads, grills, fire pits and a council ring will allow approved groups and scout troops to utilize and enjoy the unspoiled woodland area alongside Big Haynes Creek. The nature center will soon be more user-friendly and educational to groups and individuals visiting the area with the installation of discovery stations depicting the nature center eco-system and the plants and animals that call it home. Conservation stations will serve as a means to educate the public on the importance of protecting wetlands and threatened eco-systems and new audio interactive stations will allow visitors to identify sounds throughout the wetlands. Touch stations will allow visitors to feel their way through the nature center by identifying tracks of the animals living in the area.

Financial Trend Analysis

FINANCIAL TREND ANALYSIS



The current state of the economy has many municipal officials questioning how financially sound their municipalities are. It is often difficult for local officials to get a complete picture of their financial situation.

Several factors make it difficult for municipal officials in smaller units of government to perform a thorough analysis of municipal financial condition.

- There are few standards against which municipal finances can be measured with confidence.
- It is not easy to compare one city to another, because of the differences that exist in city population, services provided, and legal requirements.
- It is difficult to measure factors external to the city government itself political, economic, and social forces, which have a strong influence on financial well-being.
- The problems that create fiscal difficulties seldom emerge overnight; rather, they develop slowly, thus making potential

difficulties less obvious.

- The information needed to assess problems is seldom readily available in a usable format.

Financial trend analysis is an applied, practical approach for monitoring the financial condition of a city through the use of financial indicators. To use this system, a city first constructs indicators over the previous five-year period and observes how they change. This would permit an assessment of the current financial condition. Each subsequent year, the city then updates each indicator to provide a continued assessment. The purpose of the trend monitoring system is to assist the city:

- To gain a better understanding of the city's financial condition.
- To identify emerging problems before they reach serious proportions.
- To prepare a straightforward picture of the city's financial strengths and weaknesses for presentation to the legislative body, community, credit firms, and other groups.
- Introduce long-range considerations into the annual budgeting process.
- Provide a starting point for elected officials in establishing financial policies.

The advantages of this approach are:

- It presents a way to quantify a significant amount of information regarding financial condition.
- It combines financial and non-financial data into the same analysis.
- It places the events of a single year in a long-term perspective and permits a city to follow changes over time.
- It incorporates benchmarks normally used by credit rating agencies.
- It relies on data that already exists in a city's records or is otherwise reasonably available.
- It provides the framework for assembling and analyzing information about the city on a regular basis.

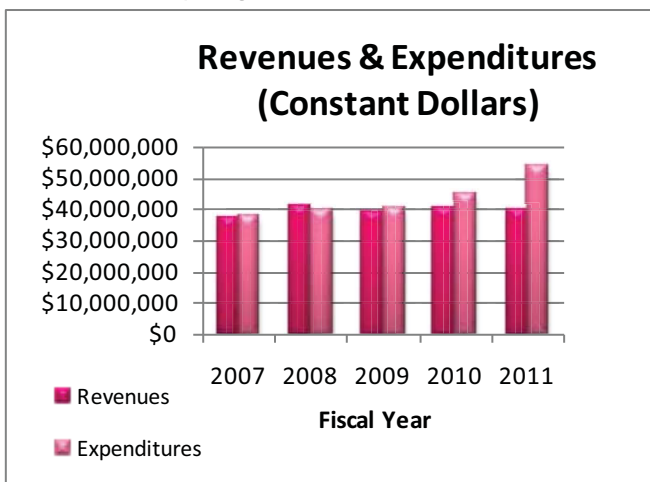
This approach relies heavily on the determination and analysis of selected key trends. The identification of one adverse trend, however, does not automatically represent fiscal decline. Some trends, which on the surface may appear adverse, may, after careful analysis, prove harmless. Moreover, the techniques involved are intended to provide an overview of the financial condition of a municipality. The results obtained from using these techniques are a good beginning point for analysis, not a conclusion.

Financial Trend Analysis

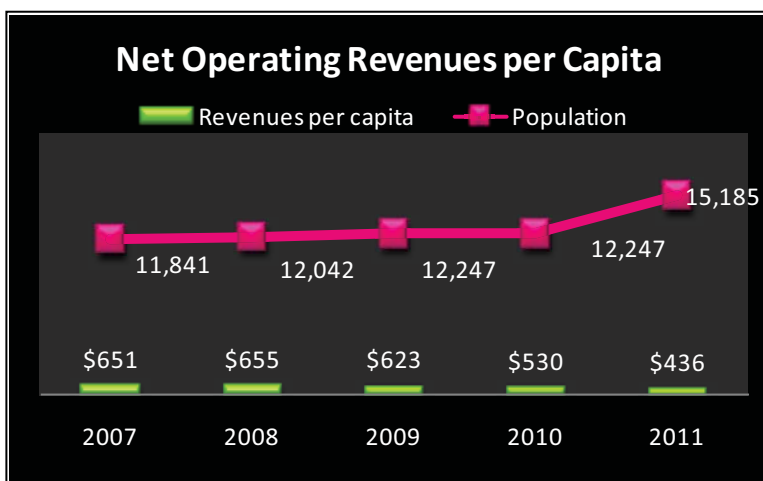
The system cannot explain specifically why a problem is occurring, nor does it provide a single number or index to measure financial health. What it does provide are flags for identifying problems, clues about their causes, and time to take anticipatory action.

REVENUES

Revenues determine the capacity of a city to provide services. Important issues to consider are growth, diversity, reliability, flexibility, and administration. Under ideal conditions, revenues would be growing at a rate equal to or greater than the combined effects of inflation and expenditure pressures. They would be sufficiently flexible (free from spending restrictions) to allow necessary adjustments to changing conditions. They would be balanced between elastic and inelastic with respect to economic base and inflation; that is, some would grow with the economic base and with inflation, and others would remain relatively constant. In this sense, elastic revenue is one that directly responds to changes in economic base and inflation. As economic base and inflation increase, elastic revenues would increase in approximately the same proportion. If the economic base was to shrink or inflation was to decline, revenues would also decline in proportion. They would be diversified by sources so as not to be overly dependent on residential, commercial, industrial land uses, or external funding sources, such as federal grants or discretionary state aid. User fees would be regularly reevaluated to cover the full costs of services. Analyzing a revenue structure will help to identify the following types of problems:



- Deterioration in revenue base.
- Internal procedures or legislative policies that may adversely affect revenue yields.
- Over dependence on obsolete or external sources.
- User fees that are not covering the cost of services.
- Changes in tax burden on various segments of the population.
- Lack of cost controls and poor revenue-estimating practices.
- Inefficiency in the collection and administration of revenues.



The City of Conyers has not experienced extreme changes in its revenues and expenditures. Revenues have remained somewhat constant in the last five years. The City is trying to keep its expenditures low while continuing providing services at the same high level that the citizens are accustomed to. Almost stable trend of expenditures in the last five years shows that the City is successful in its efforts to keep expenditures low.

Examining per capita revenues shows changes in revenues relative to changes in population size. As population increases, it

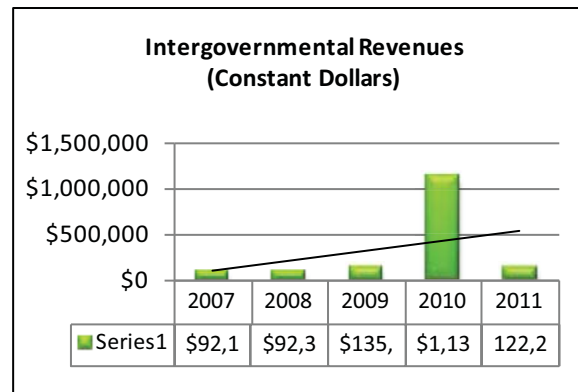
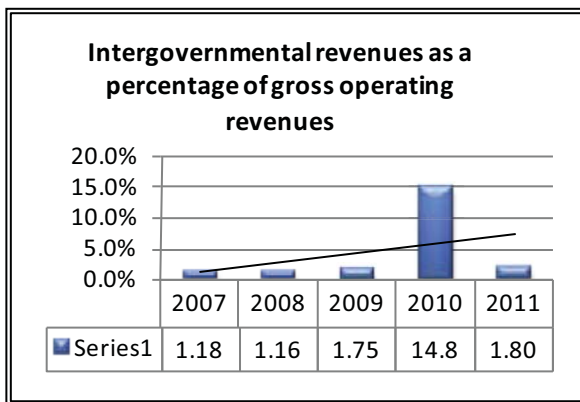
might be expected that revenues and the need for services would increase proportionately, and therefore,

Financial Trend Analysis

that the level of per capita revenues would remain constant in real terms. The state of the economy is reflected here where the revenues per capita are less, because population is increasing at a faster pace than revenues. There was an increase in revenues in 2007, but since then the impact on revenues has mirrored the state of the economy.

Revenue per capita measures net operating revenues in constant dollars against the City's population. Examining per capita revenues for the City, it indicates that the revenue structure, such as over dependence on inelastic revenues, is not a problem. The City will continue to maintain to increase revenues as the need arises by applying following measures:

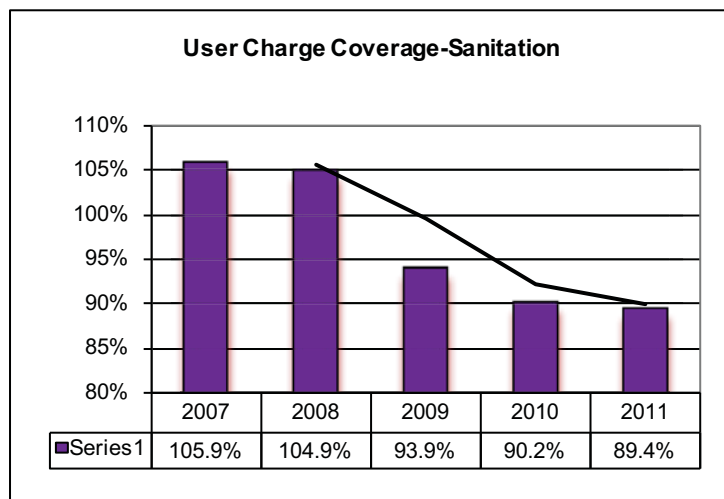
- Reviewing revenue collection procedures.
- Possibly increasing service charges, fines and penalties, license and permit fees when deemed necessary.
- Continue pursuing and securing new sources of revenue.
- Securing special-purpose or grants from public or private agencies.



Intergovernmental revenues (revenues received from another governmental entity) are important because an over dependence on such revenues can be harmful. The City of Conyers intergovernmental revenues consist primarily of grant funds. The higher percentage of increase in 2010 is due to grants that were a result of the American Recovery Act.

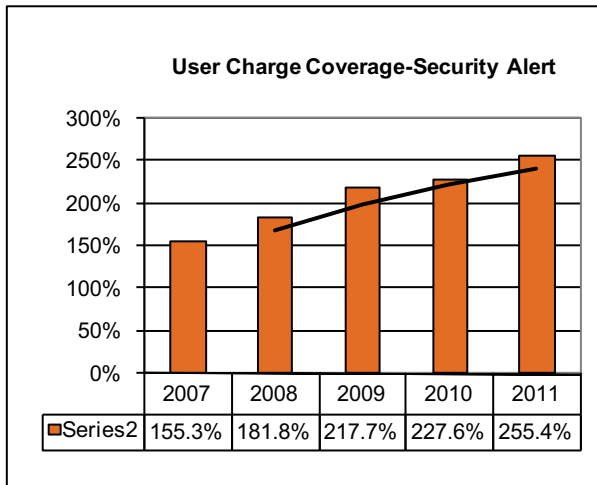
The ratio of intergovernmental funds as a percentage of gross revenues stands at 1.8% for fiscal year 2011. Since intergovernmental grants received by Conyers are generally one-time grants, they are not expected to affect the intergovernmental fund indicator beyond the year the grant is received. All potential grants are carefully examined for matching requirements.

Intergovernmental assistance is used to finance only those capital improvements that are consistent with the capital improvement plan and the City's priorities, and such operating and maintenance costs have been included in operating budget forecasts.



Financial Trend Analysis

The term user charge coverage refers to whether fees and charges cover the cost of providing service. Revenues from user charges as a percentage of total expenditures for related services did not cover its cost for fiscal year 2009, 2010, and 2011 respectively. Examples of user charges in Conyers: commercial sanitation, criminal background checks, and Conyers Security Alert.



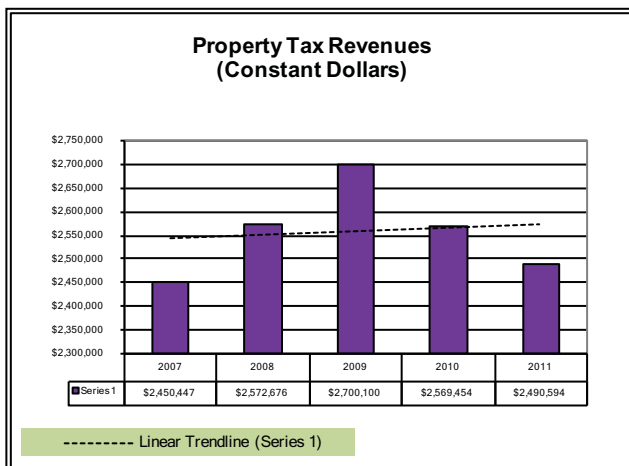
The commercial sanitation and Conyers Security Alert user charges form most of the user charge coverage. In order to get a better idea of each service, the user charge coverage analysis is conducted separately for those services.

The Sanitation Service Analysis indicated that sanitation revenues did not cover the cost of providing the service. Expenditures were increasing at a rate faster than revenues could support. This increase was a major concern for the City. After an extensive analysis of the user charge coverage for sanitation, rates were raised in order to avoid the general fund having to cover for sanitation expenditures.

Analysis of the Conyers Security Alert Service indicates that at this point revenues are enough to cover cost of the service. However, yearly rate structure assessment will be conducted to ensure current

structure.

Property tax revenues are considered separately from other revenues because the City of Conyers, like other local governments, relies heavily on them.



Albeit the property tax revenues increased gradually over the last five years the percentage of increase has dramatically decreased. The City of Conyers has adopted a homestead exemption since year 2006 of \$20,000 for all residences of Conyers that are occupied by the property homeowner. Each year, the Conyers City Council adopts a property tax rate for the ensuing fiscal year. The millage rate for FY 2012 is 9.9.

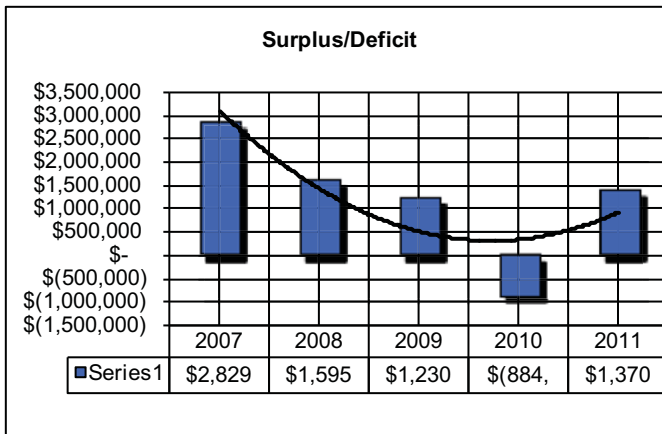
Revenue shortfalls or surpluses indicator examines the differences between revenue estimates and revenues actually received during the fiscal year.

In the graph below, revenue shortfalls are plotted above the line and revenue surpluses below the line. It is considered that staying near the line or slightly below it is a positive sign. Conyers has a revenue surplus of the last five years analyzed. More conservative revenue forecasting techniques have helped the City avoid future revenue shortfalls. The following graph depicts the actual numbers. The primary reason for the reduction of surplus in 2008 and 2009 is due to the city paying cash for two multipurpose buildings at the Georgia International Horse Park. The 2010 projection decrease is due to the reduction of property tax revenues due to lower assessments.

EXPENDITURES

Financial Trend Analysis

Expenditures are an approximate measure of a city's service output. Generally, the more a city spends in constant dollars, the more service it is providing.



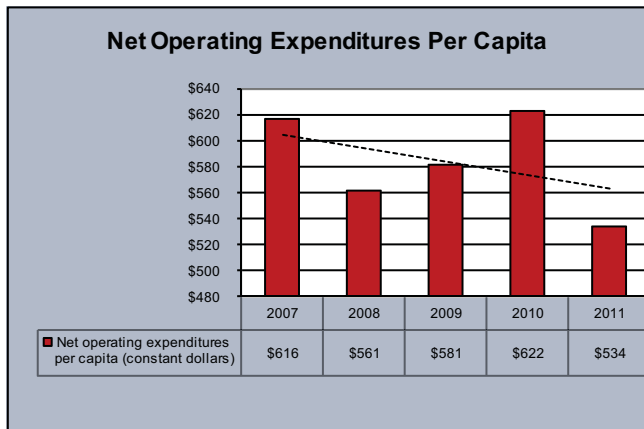
This reasoning does not take into account how effective the services are or how efficiently they are delivered. The first issue to consider is expenditure growth rate in order to determine whether a city is operating within its revenues.

Because most cities are required to have a balanced budget, it would seem unlikely that expenditure growth would exceed revenue growth.

Nevertheless, there are a number of subtle ways for a city to balance its annual budget but create a long-run imbalance in which expenditure outlays and commitments are growing faster than revenues.

Some of the more common ways are to use bond proceeds for operations, allocate small amounts from intergovernmental grants, borrow, or use reserves. Another way is to defer maintenance on streets, buildings, and other capital stock or defer funding of a future liability such as a pension plan.

A second issue to consider is the level of mandatory or "fixed costs". This is also referred to as expenditure



flexibility. It is a measure of how much freedom a city has to adjust its service levels to changing economic, political, and social conditions. A city with a growing percentage of mandatory costs will find itself proportionately less able to make adjustments. As the percentage of debt service, matching requirements, pension benefits, state and federal mandates, contractual agreements, and commitments to existing capital increases, the flexibility of spending decisions decreases.

Ideally, a city will have an expenditure growth rate that does not exceed its revenue growth rate and will have maximum spending flexibility to adjust to

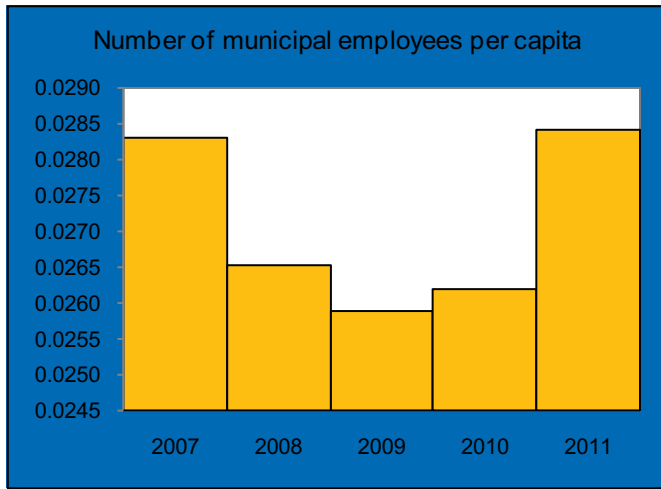
changing conditions.

Analyzing a city's expenditure profile will help identify the following types of problems:

- Excessive growth of overall expenditures as compared to revenue growth or growth in community wealth (personal and business income).
- An undesired increase in fixed costs.
- Ineffective budgetary controls.
- A decline in personnel productivity.
- Excessive growth in programs that create future expenditure liabilities.

Changes in per capita expenditures reflect expenditures relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay.

Financial Trend Analysis

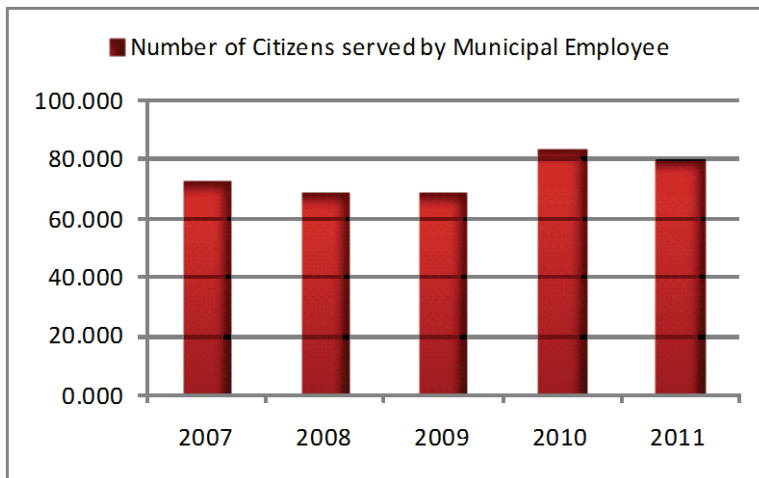


Net operating expenditures per capita indicator considers Conyers' net operating expenditures in constant dollars relative to changes in population. Several factors for the increase in per capital spending are reflected in the economy itself. Higher cost of gasoline and operation and maintenance costs for example, make it more expensive to provide the services. Where possible, performance measures and productivity indicators will be integrated into the budget to control spending.

in the number of employees per capita is a good way to measure changes in expenditures. Thirty five (35) new employees have been added to the workforce of the City of Conyers between fiscal years 2008 and 2012.

Personnel costs are a major portion of a local government's operating budget. Plotting changes

The following graph shows population of Conyers and the number of municipal employees. In 2008, the City of Conyers had 1 employee per every 68.8 citizens and in 2012 the City has 1 employee per every 72.3 citizens.



The increases in revenues and expenditures are due to a number of factors, including price inflation, community population growth, and increased quantity and quality of services provided to the citizens of Conyers.

OPERATING POSITION

A local government's operating position is its ability to (1) balance its budget on a current basis, (2) maintain reserves for emergencies, and (3) have sufficient liquidity to pay its bills on time. An analysis of operating position can help to identify the following situations:

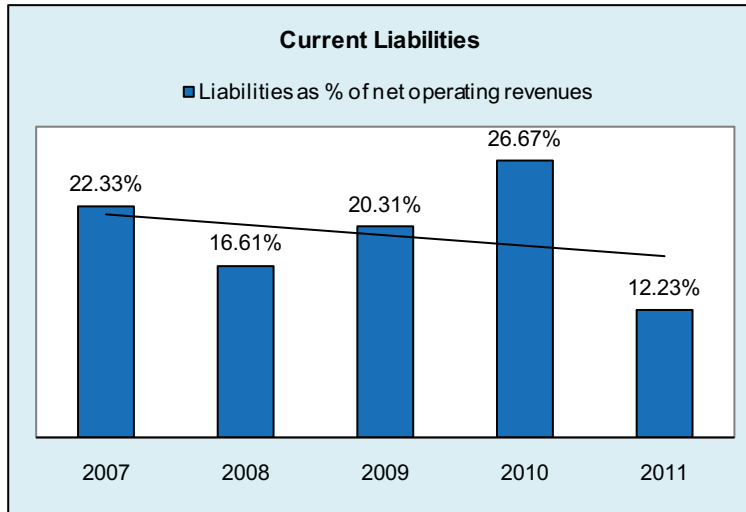
- A decline in reserves.
- A decline in liquidity.
- Ineffective revenue forecasting techniques.
- Ineffective budgetary controls.
- A pattern of continuing operating deficits.

To measure operating position, four indicators were examined: Operating Deficits, Enterprise Losses, Fund Balance, and Liquidity.

An operating deficit occurs when expenditures exceed revenues. Local governments often have fund reserves from budget surpluses of previous years. Therefore, an operating deficit of one year does not

Financial Trend Analysis

merit cause for alarm. However, if deficits are a recurring problem, it could indicate serious problems for the future of the city. Deficits occurring over more than one year are considered a negative factor by



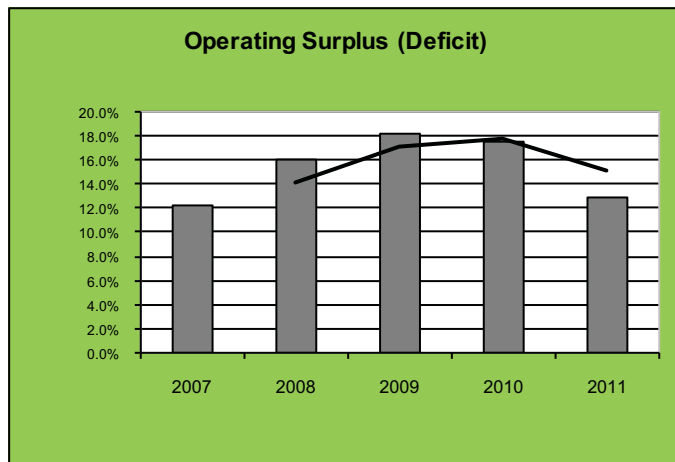
credit-rating firms, and could affect a city's ability to borrow funds.

In spite of the declining economy the City has been able to maintain a solid operating surplus. The decrease in surplus in fiscal year 2011 is due primarily to the acquisition of the municipal golf course.

A liquidity ratio less than one to one (a current account deficit) is considered a negative factor. A less than one-to-one ratio for more than three years is considered a decidedly negative factor.

When liquidity is diminished, the City loses the ability to expend resources in the most

efficient manner. Capital purchases are a good example of how the lack of liquidity leads to purchase inefficiencies. Let's say that the City needs to have a replacement schedule for police vehicles where it replaces 10 vehicles each year. Due to the low liquidity, the City can only replace 5 and move the other 5



back one or two years. That will cause an inefficiency because those 5 cars that were pushed back will incur higher maintenance costs while at the same time keeping the officer from doing his/her job in the most efficient way. The City may also lose the ability to buy in bulk and at lower prices.

DEBT INDICATORS

Debt is a useful way to pay for capital purchases and cover irregular revenues. Too much debt can have a negative effect on governments. In order to evaluate debt, four indicators were examined: Current Liabilities, Long-Term Debt,

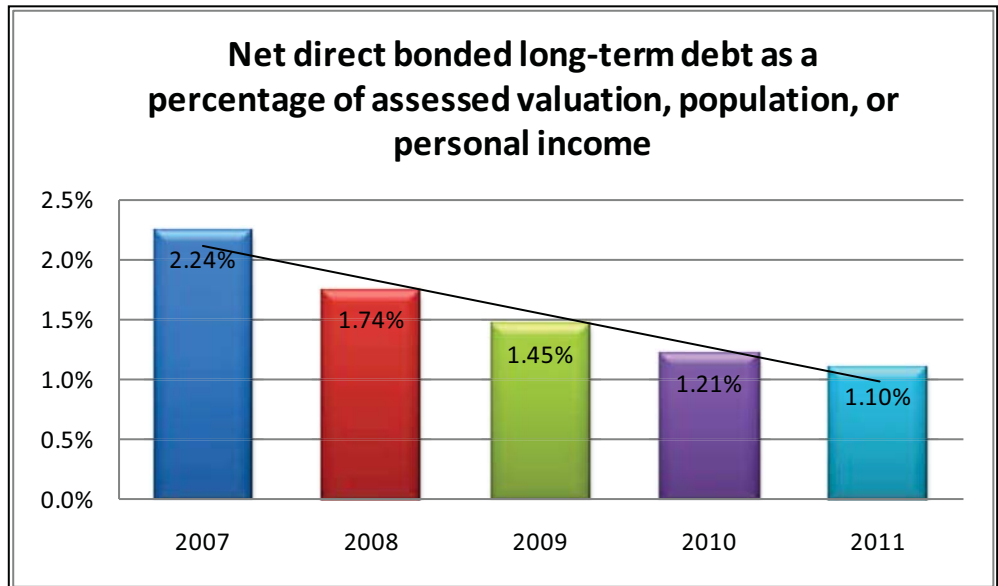
Debt Service, and Overlapping Debt. These measures can reveal:

- Inadequacies in cash management procedures and expenditure controls.
- Increasing reliance on debt.
- Decreasing expenditure flexibility.
- Use of short-term debt to finance current operations.
- Sudden large increases or decreases in future debt service.
- The amount of additional debt that the community can absorb.

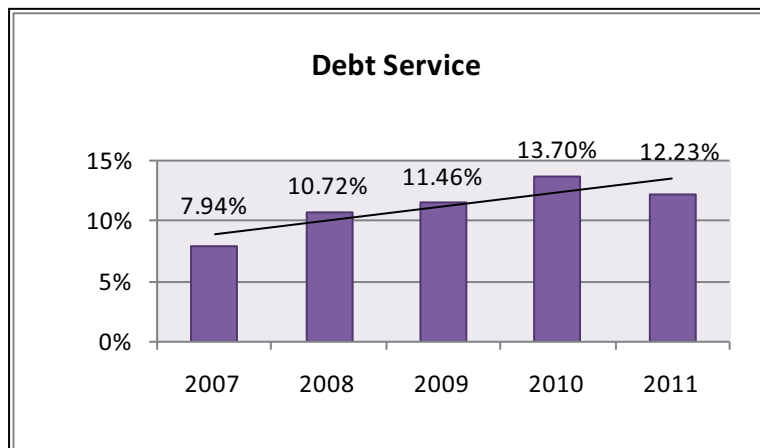
Financial Trend Analysis

In Conyers, current liabilities are all liabilities due within the fiscal year. Increasing current liabilities as a percentage of net operating revenue is a warning sign for local government. A two-year trend of increasing short-term debt outstanding at the end of the fiscal year is considered a negative factor.

Long-term debt refers to financial obligations incurred by a government for a specific purpose. In Conyers, long-term debt includes accumulated vested vacation pay, capitalized lease obligations, certificates of participation, and revenue bonds for the Commerce Center, and Stormwater.



The long-term debt ratio for the City of Conyers is decreasing indicating a positive trend. Long-term debt ratio has decreased from 2.24 percent in 2007 to 1.10 percent in 2011. Conyers will make a concerted effort to not enter into long-term debt obligations unless it is absolutely necessary.



Debt Service refers to the principal and interest a government must pay each year on its debt. The credit industry considers net direct debt exceeding 20 percent of operating revenues a potential problem. For the last 5 years, the City of Conyers has maintained its direct debt service well under the industry recommendation. For fiscal year 2012, the ratio is expected to remain below 13 percent.

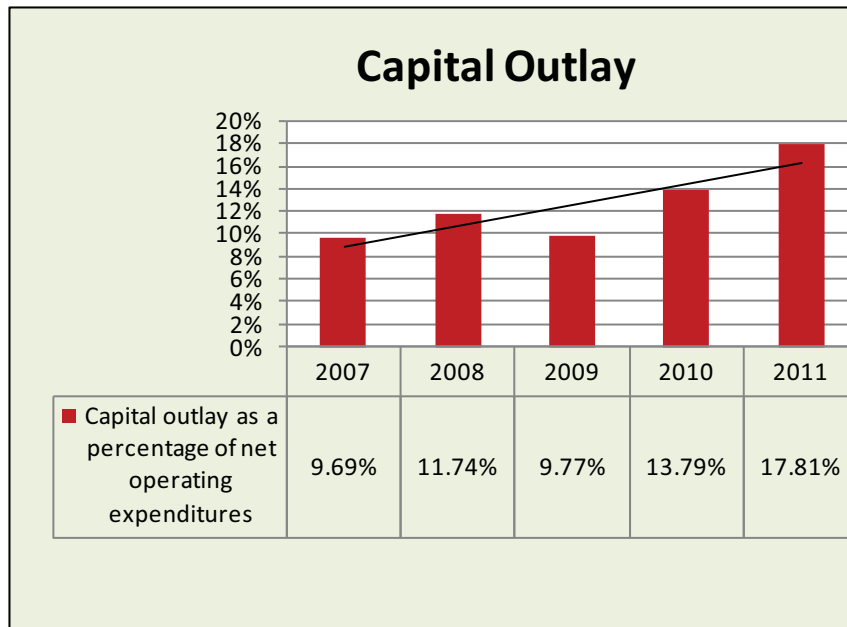
CAPITAL PLAN INDICATORS

Capital Outlays as defined by Conyers are expenses greater than \$5,000. This usually consists of equipment purchases. A declining trend over two or more years may imply that the government is not properly maintaining its equipment, potentially creating a much larger capital outlay in the future.

Financial Trend Analysis

The City of Conyers' capital outlay from operating funds as a percentage of net operating expenditures has decreased slightly over the past five years. Several major projects are expected to be started within the next five years due to the proceeds collected from SPLOST and Stormwater revenues. The trend is

expected to show an increase in the next few years.



COMMUNITY NEEDS AND RESOURCES

Community needs and resource indicators are economic and demographic factors that can help predict where a community is going. Population growth is both good and bad. Growth increases demand for services, thus increasing expenditures; however, it also increases revenues. Growth that results in quality development will more likely generate income above demands for services.

The population growth in the City of Conyers has steadily increased, albeit at a much slower pace than Rockdale County. However, the population growth in the County directly impacts the City of Conyers and the services it provides. Conyers is the only municipality within Rockdale County, that coupled with the fact that a majority of the businesses and industries are located within the corporate limits, means that the City must plan to provide services to a daytime population of over 80,000 while its' residential population is only about 15,185. While the businesses and industries mentioned earlier provide a strong tax base, they also make the City's tax revenues fluctuate more as they relocate or close due to the economy.

The median age of Conyers residents is 30.7 years old. The meaning of this is not clear-cut, but it is beneficial to have a majority of your population working and participating in the economy. According to the 2000 Census, 51.1 percent of residents 16 years and over are employed in management and professional or sales and office related occupations. At this time, results for these 2010 census figures are not available. The median household income for Rockdale County is \$68,167.

The assessed value, of real and personal property within the City of Conyers, is pursuant to state law, established by the County Tax Assessor. The assessed valuation is 40% of the actual value of the property. Property value is important because most cities depend on the property tax as a substantial portion of their income. If a city has a stable tax rate, the higher the aggregate property value, the higher the revenues generated. Cities experiencing population and economic growth are also likely to experience growth in property values in the short-term, the supply of housing is fixed and the increase in demand due to growth will force prices up. The reverse tends to be true for declining areas.

Revenue Assumptions

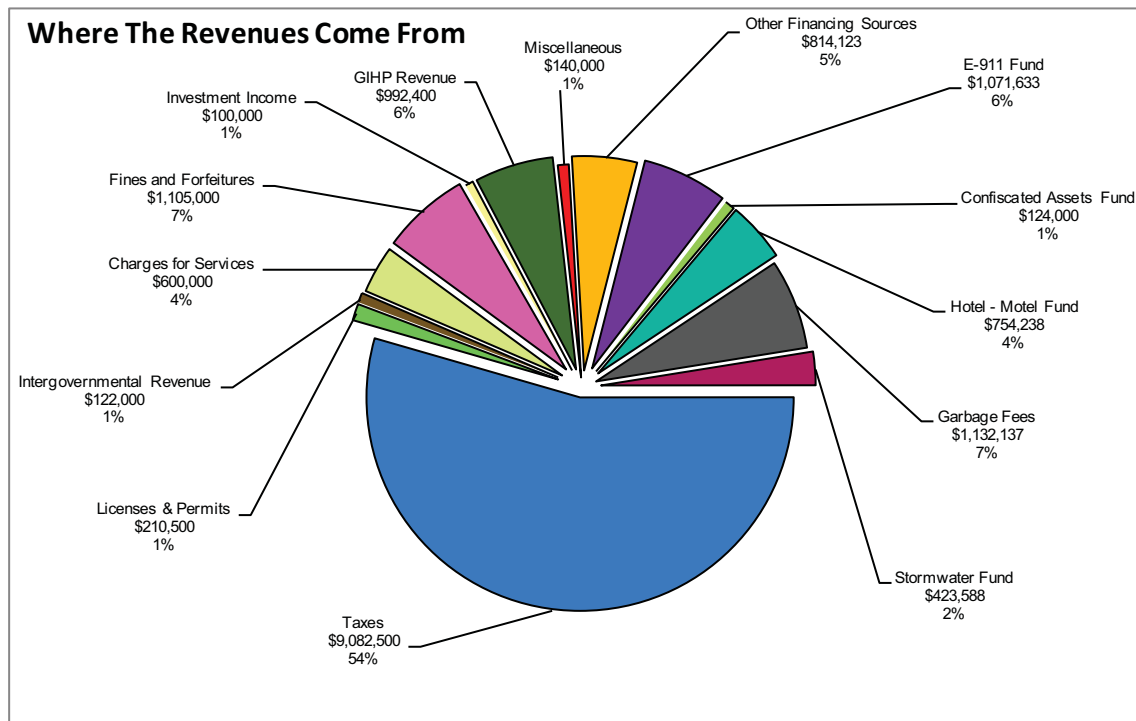
MAJOR REVENUE SOURCES

The proposed budget for fiscal year 2011-2012 reflects general fund revenues of \$13,181,523, an increase in projected revenues of \$528,472 from last year. In preparing revenue projections, which directly impact the estimated available fund balance, the following information was considered:

- Departmental projections of year-end expenditures.
- Prior year experience with regard to the unexpected budget remaining at year-end.
- Analysis of actual revenue and expenditure experience as of April 30.

The following is a discussion of the City's primary revenue sources and some of the underlying assumptions used in projecting fiscal year 2012 revenue

Revenues/Sources

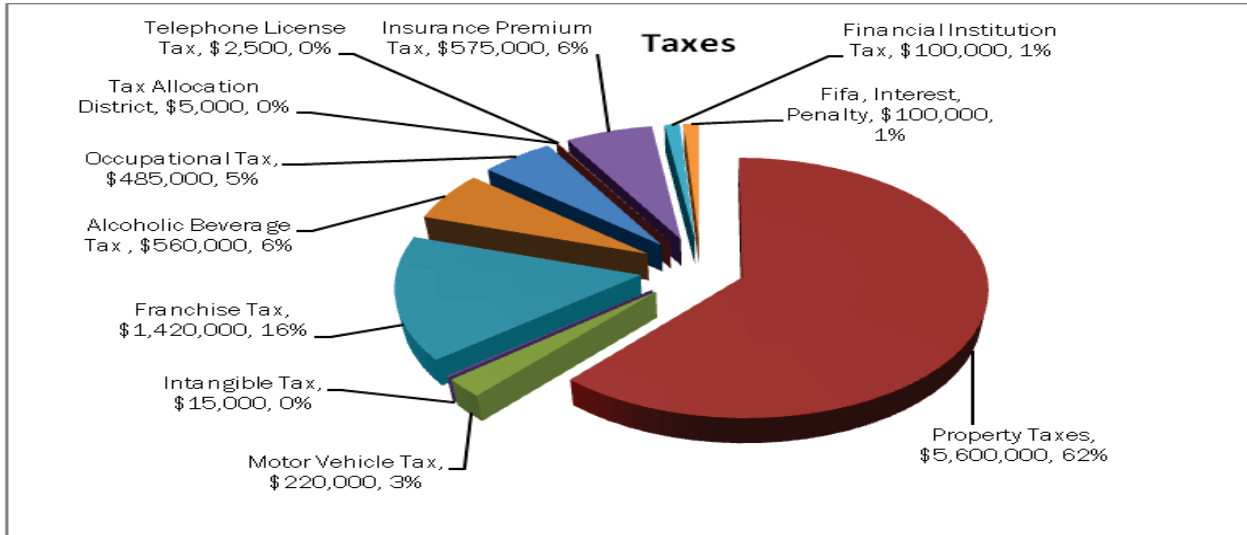


PRIMARY REVENUE SOURCES (ALL FUNDS)

TAXES

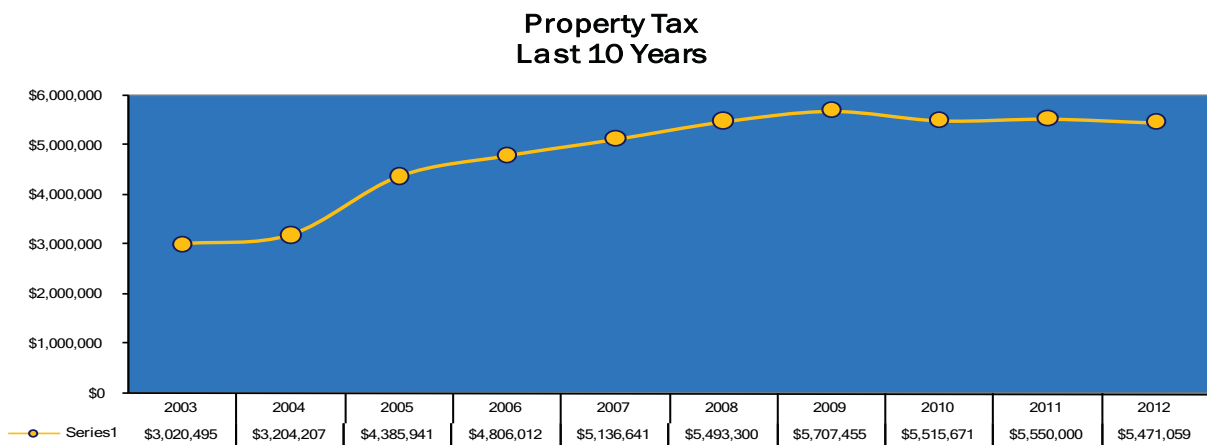
Property taxes make up about 62% of the tax revenues for the City of Conyers. The general fund has the following categories of taxes: Property Tax (Ad Valorem Tax), Insurance Premium Tax, Alcoholic Beverage Tax, Occupational Tax, Franchise Tax, and Other Taxes.

Revenue Assumptions



Ad Valorem Tax

This is revenue derived from a tax levy on real and personal property within the corporate limits of Conyers. Bills are mailed each fall, after the tax digest has been reviewed and approved by the Georgia Department of Revenue. The Tax Commissioner of Rockdale County is responsible for preparing the annual digest and submitting it to the state. The City of Conyers has adopted a homestead exemption for year 2012 of \$20,000 for all residences of Conyers that are occupied by the property homeowner. Each year, the Conyers City Council adopts a property tax rate for the ensuing fiscal year. Property taxes are 62% of the total tax revenue in the general fund. The following graph shows the property tax trend for the past ten years. The increase in fiscal year 2005 reflects a millage rate increase from 7.4 to 9.9. Prior to 2005, the millage rate had not been increased for the last 24 years. Fiscal year 2008 property tax rate was rolled back to 9.52 mills. Fiscal year 2009 property tax rate was rolled back again by .11 mills to 9.41 mills. The fiscal year 2012 property tax rate will be set at 9.9 mills.

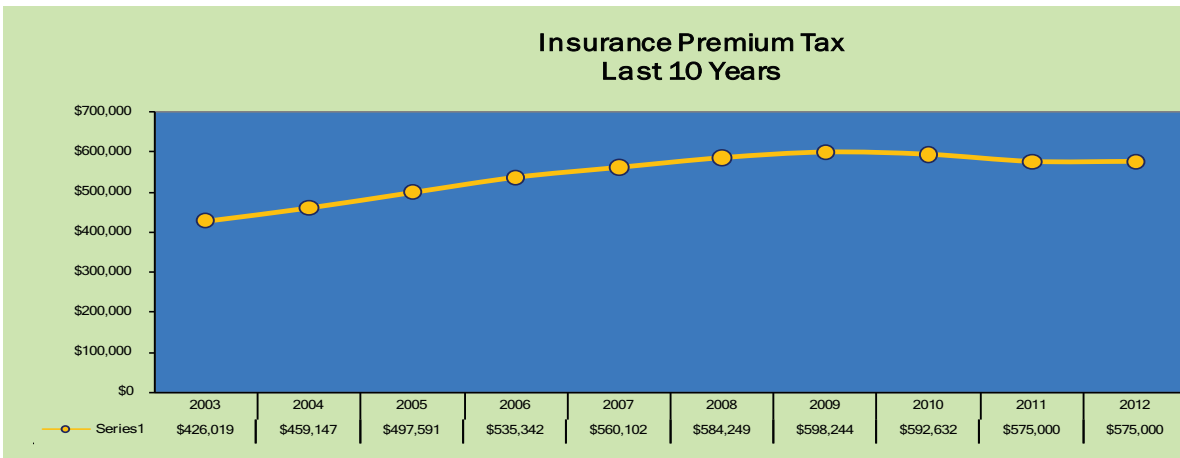


*FY 2012 budgeted

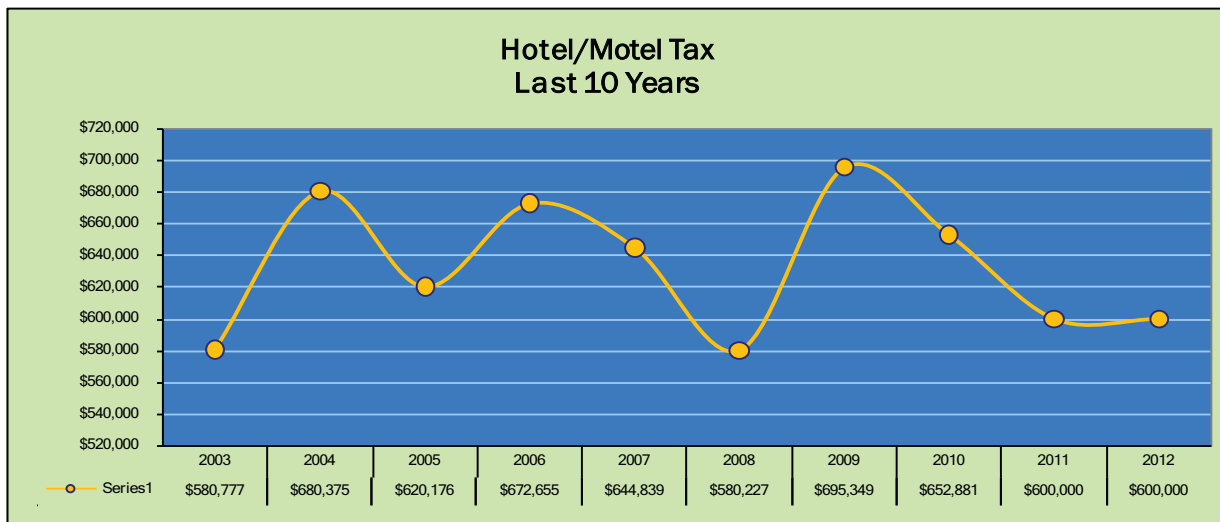
Revenue Assumptions

Insurance Premium Tax

The State of Georgia levies a tax on insurance premiums collected within the City limits. Revenue from this tax is then distributed back to the City each October. It has been gradually increasing over the last ten years. It is expected to remain the same in FY 2012, albeit at a lower rate due to the national economic downturn.



*FY 2012 budgeted



*FY 2012 budgeted

Hotel/Motel Tax

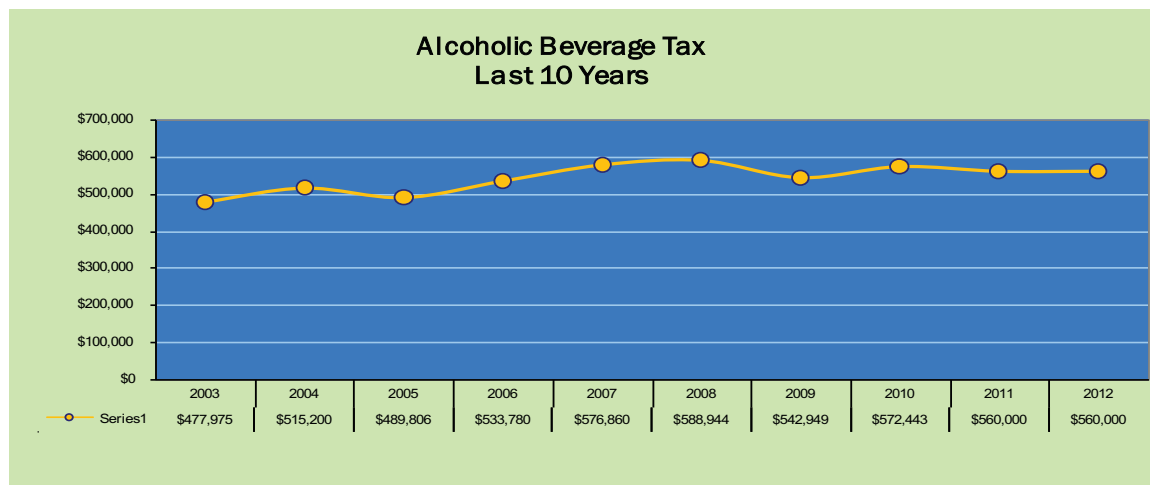
Georgia State Law allows municipalities to levy and collect an excise tax upon the furnishing for value to the public of any room or rooms, lodgings, or accommodations. The City implemented this tax in fiscal year 1992 at a rate of 3% as a way of raising additional revenue for the General Fund without increasing the tax burden of the residential community. In fiscal year 1994, the tax rate was raised to 5%. The additional 2% is to be utilized for promoting tourism in the

Revenue Assumptions

community. In 2001, the hotel motel tax increased from 5% to 6%, with the additional penny being dedicated to the construction of the Big Haynes Creek Nature Center. House Bill 302, which was approved by both houses of the Georgia State Legislature and which was signed by the Governor on May 14, 2008, provides for an amendment to O.C.G.A. §48-13-51(a), such that the City of Conyers increased from six percent (6%) to eight percent (8%) the rate of hotel and motel taxes that occupants of lodgings located within the corporate limits of the City of Conyers must pay. As detailed in O.C.G.A., section 48-13-51 (a) (3.8) fifty percent (50%) of the revenues or four (4) cents on the dollar must be dedicated for the purpose of promoting tourism through a convention and visitors bureau authority. Sixteen and two thirds (16.66%) will be dedicated to the construction and/or maintenance of the Big Haynes Creek Nature Center located at the Georgia International Horse Park grounds, and the remaining thirty three and one third (33.33%) is not restricted and it may be used as the City sees fit.

Alcoholic Beverage Tax

This is revenue derived from a tax levy on distributors. These distributors pay a set price for each liter of alcohol delivered within the corporate limits of Conyers. It has been gradually increasing over the last ten years. However, with the continued troubled economy and climbing unemployment rate, revenues from this tax are expected to decrease or remain constant until there is an upward trend in the economy.

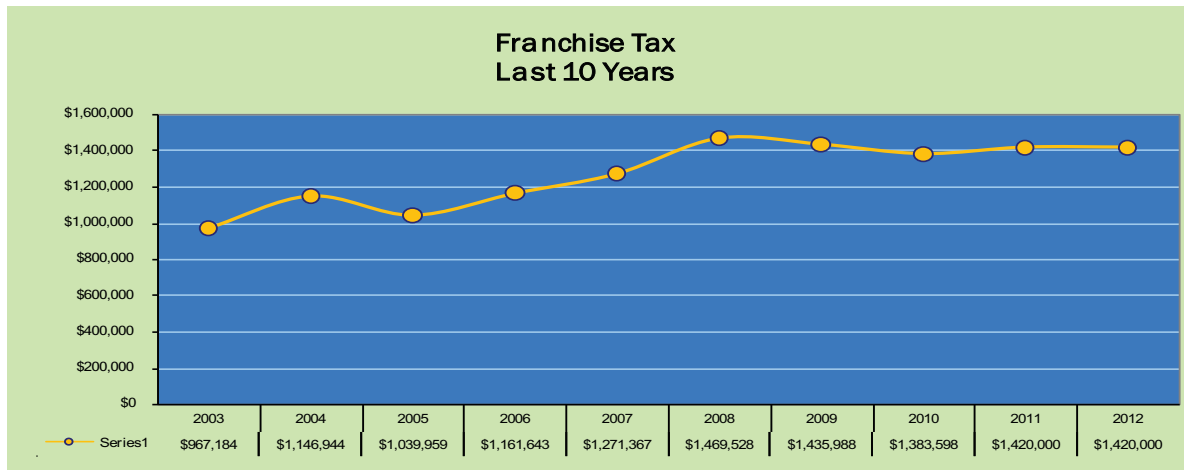


*FY 2012 budgeted

Franchise Tax

Public utilities operating within the City of Conyers must pay to the City a franchise fee in return for the right to do business within the City and for the right to use public rights-of-way for transmission lines, pipes, wires, etc. Franchise tax projections are \$1,420,000 for fiscal year 2012.

Revenue Assumptions



*FY 2012 budgeted

Occupational Tax

All business located within the City of Conyers must secure an occupational tax license. The fee for such license is based on the type of business in which the entity is engaged. Such licenses are due at the time the business begins operation and are renewed thereafter each January 1. Revenue from this tax is expected to remain consistently the same this fiscal year compared to last fiscal year.

Other Taxes

Other taxes include motor vehicle tax, intangible tax, telephone license tax, and financial institution tax. These are all expected to change at an immaterial rate.

Security Monitoring Fees

The security monitoring fee comes from Conyers Security Alert, a unique monitoring system offered by the police department. Revenues have steadily increased since its inception. The Mayor and City Council approved an increase in the fees for Conyers Security Alert residential customers in FY 2005 from \$13.00 to \$17.00 per month, the first increase in over 15 years. This increase in fees aides the City as we continue to experience rising fuel costs and a software upgrade to accommodate the growing needs of our customer base. The projected revenue for fiscal year 2012 is \$500,000.

FINES & FORFEITURES

Municipal Court Revenue

This revenue is generated from fines and forfeitures in the Conyers Municipal Court. State law and local ordinance govern these bond/ fine schedules. A new probation supervision fee was introduced in fiscal year 2004 with the creation of in-house probation. This service was previously contracted out. Overall municipal court revenue is expected to decrease in fiscal year 2011.

Revenue Assumptions

LICENSES & PERMITS

Building Permits

Building permits are required if the value of building improvements will exceed \$100. Building permits fees were raised during FY 2009 in order to maintain consistency with the national building permit fees. Due to the current troubled economy, construction has nearly come to a halt resulting in a continued steady decrease in the expected revenue derived from building permits in fiscal year 2012.

GEORGIA INTERNATIONAL HORSE PARK REVENUE

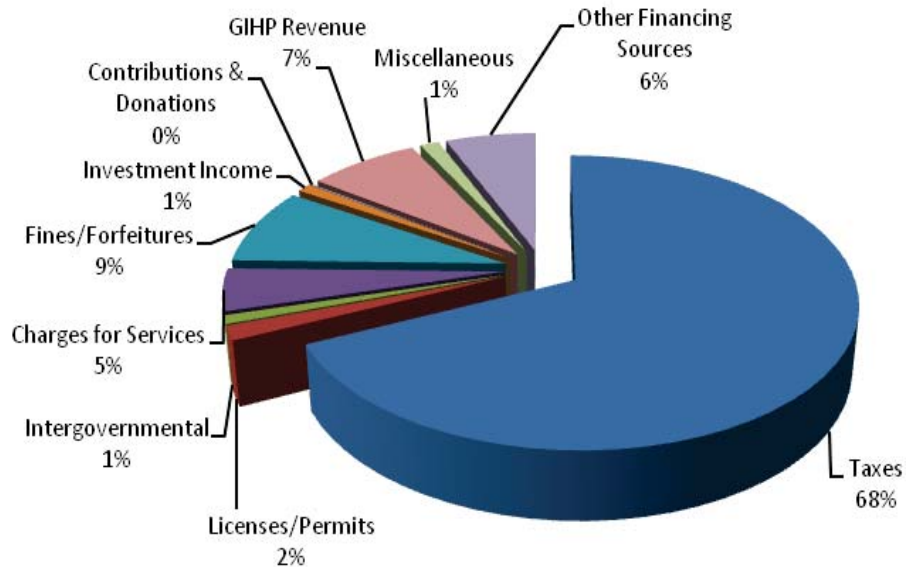
Since the 1996 Olympics, the Georgia International Horse Park has continued to host a variety of events. As the number of events each year grows, it is becoming a larger source of revenue for the City. In fiscal year 2007, the City built additional buildings at the GIHP in order to be able to have larger horse shows and diversify the events. One new event began in August 2007 called “Wild Life Festival.” Several other events have been already booked for the next several years.

SPLOST REVENUES

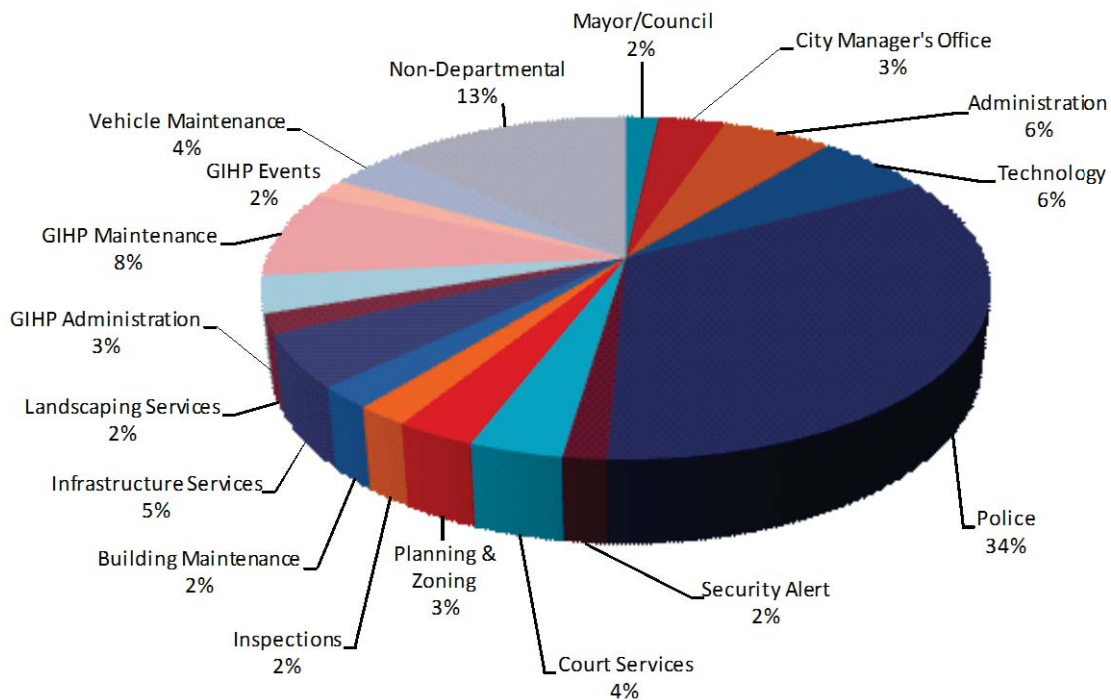
The SPLOST revenues are funds collected as a result of a one percent sales and use tax. The City of Conyers and Rockdale County entered into an agreement that contained a list of the projects to be funded, the estimated cost of each project, a procedure and schedule for distributing the City its share of the SPLOST, and record keeping and auditing procedures. Under this agreement, there is no limit on the type of capital projects funded. The original proceeds were a result of a bond referendum by the County where the City received \$4,200,000 to jump start projects. Additionally, the City receives its share monthly every year after the County deducts the necessary debt service payment for each year. The voters of Rockdale County and the City of Conyers voted to continue the SPLOST tax for another 6 years until 2017.

Financial Summary

General Fund Revenues

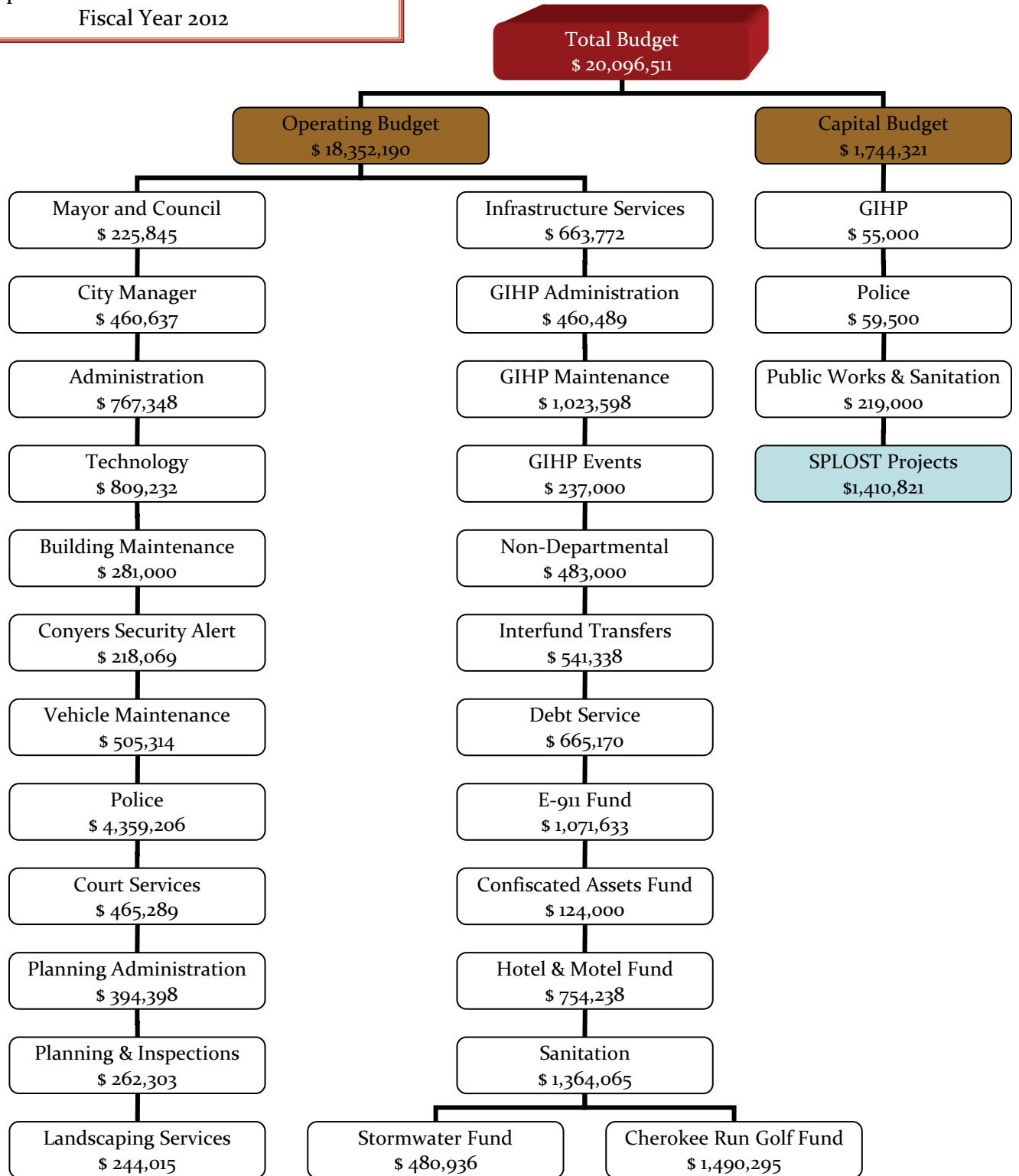


General Fund Expenditures



Financial Summary

City of Conyers
Components of the Total Financial Plan
Fiscal Year 2012



Financial Summary

All Funds Combined	Actual FY 09-10	Original FY 10-11	Revised FY 10-11	Budget FY 11-12
Beginning Balance	\$ 6,359,386	\$ 6,359,386	\$ 5,812,841	\$ 5,812,841
Revenues/Sources				
Taxes	\$ 9,681,700	\$ 9,260,000	\$ 9,792,838	\$ 9,731,738
Licenses/Permits	123,741	216,500	216,500	210,500
Intergovernmental	689,938	334,196	191,058	122,000
Charges for Services	2,232,916	2,175,725	2,180,725	2,180,725
Fines/Forfeitures	1,115,128	1,181,000	1,182,500	1,254,000
Investment Income	287,705	155,000	150,000	125,000
Contributions & Donations	18,321	11,000	16,000	15,000
GIHP Revenue	1,124,435	1,153,752	1,182,393	992,400
Miscellaneous	217,455	165,000	175,000	170,000
Emergency 911	800,541	903,859	903,859	1,071,633
Cherokee Run Golf Club	-	-	2,120,993	1,490,295
Other Financing Sources	436,365	200,000	561,598	814,123
Total	\$ 16,728,245	\$ 15,756,032	\$ 18,673,464	\$ 18,177,414
Expenditures/Uses				
Mayor/Council	\$ 349,260	\$ 219,101	\$ 294,101	\$ 225,845
City Manager's Office	501,456	496,712	496,712	460,637
Administration	762,209	779,342	793,892	767,348
Technology	918,447	621,097	1,064,253	809,232
Police	4,170,464	3,999,228	4,240,262	4,542,706
Security Alert	204,154	182,361	198,361	218,069
Court Services	443,079	472,753	409,598	465,289
Planning & Zoning	371,194	379,710	404,710	394,398
Inspections	236,845	252,274	247,774	262,303
Building Maintenance	418,657	281,000	360,030	281,000
Infrastructure Services	892,346	698,920	749,914	663,772
Landscaping Services	244,138	263,442	274,972	244,015
GIHP Administration	429,960	437,166	449,166	460,489
GIHP Facility Maintenance	1,193,280	1,091,880	1,005,380	1,078,598
GIHP Events	220,054	239,000	229,000	237,000
Vehicle Maintenance	477,006	470,079	506,379	505,314
Non-Departmental	2,204,664	1,534,145	1,640,262	1,689,508
Tourism & Public Relations	584,453	662,083	662,083	673,612
Big Haynes Creek Nature Center	62,109	92,200	92,200	80,626
Communications	855,675	903,859	915,859	1,071,633
Sanitation	1,364,470	1,223,510	1,444,138	1,583,065
Stormwater Construction-In-Progress	370,870	474,001	474,001	480,936
Cherokee Run Golf Club	-	-	2,120,993	1,490,295
Total	\$ 17,274,790	\$ 15,773,863	\$ 19,074,040	\$ 18,685,690
Ending Balance				
Invested in capital assets, net of related debt	\$ 1,035,720	\$ 1,048,511	\$ 1,035,720	\$ 1,035,720
Reserved/Restricted	3,426,112	3,370,100	3,426,112	3,426,112
Unreserved/Unrestricted	1,351,009	1,798,989	950,478	253,610
Total	\$ 5,812,841	\$ 6,217,600	\$ 5,412,310	\$ 4,715,442

Financial Summary

Financial Summary

Emergency Telephone System Fund				
	Actual FY 09-10	Original FY 10-11	Revised FY 10-11	Budget FY 11-12
Beginning Balance	\$ 107,447	\$ 107,447	\$ 52,313	\$ 52,313
Revenues/Sources				
911 Fees	\$ 353,130	\$ 390,000	\$ 390,000	\$ 390,000
Other Sources	447,411	513,859	513,859	681,633
Total	\$ 800,541	\$ 903,859	\$ 903,859	\$ 1,071,633
Expenditures/Uses				
Communications	\$ 855,675	\$ 903,859	\$ 915,859	\$ 1,071,633
Total	\$ 855,675	\$ 903,859	\$ 915,859	\$ 1,071,633
Ending Balance				
Reserved Fund Balance	\$ 52,313	\$ 107,447	\$ 40,313	\$ 52,313
Unreserved Fund Balance	-	-	-	-
Total	\$ 52,313	\$ 107,447	\$ 40,313	\$ 52,313
Hotel Motel Fund				
	Actual FY 09-10	Original FY 10-11	Projected FY 10-11	Budget FY 11-12
Beginning Balance	\$ 48,333	\$ 48,333	\$ 60,646	\$ 60,646
Revenues/Sources				
Taxes	\$ 652,881	\$ 600,000	\$ 600,000	\$ 600,000
Other Sources	\$ 5,994	\$ 154,238	154,238	\$ 154,238
Total	\$ 658,875	\$ 754,238	\$ 754,238	\$ 754,238
Expenditures/Uses				
Tourism & Public Relations	\$ 645,881	\$ 662,038	\$ 662,038	\$ 673,612
Big Haynes Creek Nature Center	\$ 681	\$ 92,200	\$ 92,200	\$ 80,626
Total	\$ 646,562	\$ 754,238	\$ 754,238	\$ 754,238
Ending Balance				
Reserved Fund Balance	\$ 60,646	\$ 48,333	\$ 60,646	\$ 60,646
Unreserved Fund Balance	-	-	-	-
Total	\$ 60,646	\$ 48,333	\$ 60,646	\$ 60,646

Financial Summary

Stormwater Management Fund				
	Actual FY 09-10	Original FY 10-11	Revised FY 10-11	Budget FY 11-12
Beginning Balance	\$ 633,548	\$ 633,548	\$ 751,237	\$ 751,237
Revenues/Sources				
Charges for Services	\$ 454,959	\$ 418,588	\$ 418,588	\$ 418,588
Other Sources	33,600	5,000	5,000	5,000
Total	\$ 488,559	\$ 423,588	\$ 423,588	\$ 423,588
Expenditures/Uses				
Stormwater Management	\$ 370,870	\$ 474,001	\$ 474,001	\$ 480,936
Total	\$ 370,870	\$ 474,001	\$ 474,001	\$ 480,936
Ending Balance				
Invested in capital assets, net of related debt	\$ 634,508	\$ 544,789	\$ 634,508	\$ 634,508
Unrestricted	116,729	38,346	66,316	59,381
Total	\$ 751,237	\$ 583,135	\$ 700,824	\$ 693,889
Sanitation Fund				
	Actual FY 09-10	Original FY 10-11	Revised FY 10-11	Budget FY 11-12
Beginning Balance	\$ 133,674	\$ 133,674	\$ (23,894)	\$ (23,894)
Revenues/Sources				
Charges for Services	\$ 1,204,127	\$ 1,132,137	\$ 1,132,137	\$ 1,132,137
Other Sources	2,775	-	-	-
Total	\$ 1,206,902	\$ 1,132,137	\$ 1,132,137	\$ 1,132,137
Expenditures/Uses				
Sanitation	\$ 1,364,470	\$ 1,442,510	\$ 1,444,138	\$ 1,583,065
Total	\$ 1,364,470	\$ 1,442,510	\$ 1,444,138	\$ 1,583,065
Ending Balance				
Invested in capital assets, net of related debt	\$ 401,212	\$ 503,722	\$ 401,212	\$ 401,212
Unrestricted	(425,106)	(680,421)	(737,107)	(876,034)
Total	\$ (23,894)	\$ (176,699)	\$ (335,895)	\$ (474,822)
Cherokee Run Golf Course				
	Actual FY 09-10	Original FY 10-11	Revised FY 10-11	Budget FY 11-12
Beginning Balance	\$ -	\$ -	\$ -	\$ -
Revenues/Sources				
Golf Revenues	\$ -	\$ -	\$ 2,120,993	\$ 1,490,295
Total	\$ -	\$ -	\$ 2,120,993	\$ 1,490,295
Expenditures/Uses				
Golf Operations	\$ -	\$ -	\$ 2,120,993	\$ 1,490,295
Total	\$ -	\$ -	\$ 2,120,993	\$ 1,490,295
Ending Balance				
Invested in capital assets, net of related debt	\$ -			
Unrestricted	-			
Total	\$ -			

Financial Summary

Changes in Fund Balances							
ALL FUNDS							
Fiscal Year 2011 *							
Fund	Beginning Balance	Revenues	Expenditures	Contributed Capital	Ending Balance	% Change in Fund Balance	\$ Change in Fund Balance
General Fund	\$ 4,972,539	\$ 12,869,322	\$ 13,821,821	\$ -	\$ 4,020,040	-19.16%	\$ (952,499)
E-911 Fund	\$ 52,313	\$ 760,464	\$ 873,973	\$ -	\$ (61,196)	-216.98%	\$ (113,509)
Confiscated Assets Fund	\$ 185,902	\$ 103,447	\$ 191,793	\$ -	\$ 97,556	-47.52%	\$ (88,346)
Hotel-Motel Tax Fund	\$ 60,646	\$ 795,179	\$ 856,099	\$ -	\$ (274)	-100.45%	\$ (60,920)
Sanitation Fund	\$ (23,894)	\$ 1,217,170	\$ 1,361,312	\$ -	\$ (168,036)	603.26%	\$ (144,142)
Landfill Fund	\$ (22,275)	\$ 125,052	\$ 412,279	\$ -	\$ (309,502)	1289.46%	\$ (287,227)
Stormwater Fund	\$ 751,237	\$ 485,778	\$ 395,936	\$ -	\$ 841,079	11.96%	\$ 89,842
Cherokee Run Golf Fund	\$ -	\$ 725,925	\$ 1,534,773	\$ 3,544,113	\$ 2,735,265	0.00%	\$ 2,735,265
SPLOST Capital Projects Fund	\$ 4,318,591	\$ 1,471,810	\$ 4,412,925	\$ -	\$ 1,377,476	-68.10%	\$ (2,941,115)

* Unaudited numbers

The fund balance of the **General Fund** decreased by 19.16% or \$952,499. The primary reason for the decrease was due to the acquisition of Cherokee Run Golf Club. The course had not been maintained and therefore the city had to infuse some funds in order to bring it up to the Arnold Palmer course standards.

The fund balance of the **E-911 Fund** decreased by 216.98% or \$113,509. This fund is subsidized by the general fund, because 911 fees are not sufficient to cover all of the communication expenses.

The fund balance of the **Confiscated Assets Fund** decreased by 47.52% or \$88,346. This fund is a result of lower federal and local funds received from the enforcement of drug laws and shared revenues resulting from the confiscation of property from drug offender's arrests.

The fund balance of the **Hotel-Motel Tax Fund** decreased by 100.45% or \$60,920 as a result of the on-going construction of the Big Haynes Creek Nature Center.

The net assets of the **Sanitation Fund** decreased by 603.26% or \$144,142 due to higher than projected maintenance costs.

The net assets of the **Landfill Fund** decreased by 1289.46% or \$287,227. Because this fund does not have any user fees to support it the sanitation fund is responsible for 30% of the expenses incurred. The city of Conyers has an agreement with Rockdale County where the County is responsible for reimbursement of the other 70% of expenses resulting from post closure costs of monitoring the landfill.

Financial Summary

The net assets of the **Stormwater Fund** increased by 11.96% or \$89,842 due to fees that were collected during the fiscal year. Stormwater fees are billed with the property tax bills.

The net assets of the **Cherokee Run Golf Fund** ended the year at \$2,735,265. This is a new fund due to the acquisition of the golf course during the last fiscal year. The city took possession of the golf course due to a bankruptcy of the previous owners.

The fund balance of the **SPLOST Fund** decreased by 68.10% or \$ 2,941,115. The SPLOST was a 6-year sales taxes agreement from 2004 and this year the funds ended for this SPLOST. A new SPLOST will start in 2012.

Debt Service Summary

Debt service represents principal and interest payment on outstanding debt for all funds, (general, special revenue, and enterprise). The City of Conyers' debt is divided into three categories, lease purchases, certificates of participation, and revenue bonds. Revenue bonds consist of general fund and stormwater fund. The City of Conyers has no long-term general obligation bond debt, and therefore, does not have a current bond rating. The last general obligation bond was in 1997 and the City had a credit rating of AAA by the credit rating agency of Standard & Poor's Investors Service.

DEBT MANAGEMENT POLICIES

The primary objective in debt management is to keep the level of indebtedness within available resources. It is imperative to keep the debt within the legal debt limitations established by Georgia law, at a minimum cost to the taxpayer. The following objectives are employed by the City of Conyers in managing its debt:

Long-term debt will be confined to capital improvements that cannot be financed from current revenues.

The payback period of the debt will not exceed the expected useful life of the project.

Where possible, the City will use special assessment, revenue or self-supporting bonds instead of general obligation bonds.

If the City does issue general obligation bonds, then the general obligation debt will not exceed ten percent (10%) of the assessed valuation of taxable property.

Long-term debt will not be used for operations.

The City will maintain good communications with bond rating agencies about its financial condition, and will follow a policy of full disclosure on every financial report and bond prospectus.

LEGAL DEBT MARGIN

The City has a legal debt limitation not to exceed 10% of the total assessed valuation of the taxable property within the corporate limits of the City of Conyers. The following types of obligations are not considered in determining the debt limitation: certain revenue bonds, special assessment bonds, certificates of participation, and short-term notes. The City of Conyers currently has **no** long-term general obligation bond debt.

The following is a computation of the City's legal debt margin as of June 30, 2011:

Gross Assessed Value:	\$668,385,314
Debt Limit: (10% of assessed value)	\$ 66,838,531
Amount of debt applicable to debt limit	\$4,271,940
Total general obligation bonded debt	\$0
Legal Debt Margin:	\$62,566,591

GENERAL OBLIGATION (G.O.) BONDS

These are bonds, which are secured by the full faith and credit of the issuer. They are issued by local units of government and secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate. The City of Conyers currently has no long-term general obligation debt.

Debt Service Summary

REVENUE BONDS

CONYERS COMMERCE CENTER/QUIGG BRANCH BUSINESS PARK 2004 REVENUE BONDS

On April 30, 1997, the City of Conyers issued \$5,685,000 in revenue bonds to provide funds to finance, in whole or in part, the cost of acquiring, constructing and installing infrastructure improvements to an industrial park to be known as the Conyers Commerce Center/Quigg Branch Business Park; and to pay expenses necessary to accomplish the foregoing. The project is being developed with the assistance of the development Authority of Conyers, pursuant to an agreement dated October 16, 1995, made by the City of Conyers, the Development Authority, and Atlanta East (an investor in the development of the industrial park.) The bonds are payable, if necessary, from sales of property in the park and from an ad valorem tax of up to 3 mills.

The Development Authority of Conyers, Georgia (the "Authority"), a blended component unit of the City, issued \$4,345,000 of Series 2004 Conyers Commerce Center Revenue Refunding Bonds to provide resources to purchase U.S. Government securities. These securities were placed in an irrevocable trust for the purpose of generating resources for all future debt service payments of the Series 1997 Taxable Revenue Bonds. At year-end the aggregate principal amount of the refunded debt outstanding was \$1,160,000. For financial accounting and reporting purposes, all of the refunded bonds are considered retired, and along with the funds held in trust, are not included in the financial statements.

Current Year Impact:

Outstanding Principal:	\$1,875,000
Final Payment Date:	April 2015
Current Year Debt Service	
Principal:	\$435,000
Interest:	\$ 96,750

Budgeted: General Fund Non-Departmental

Debt Service Summary

Development Authority of Conyers, Georgia

Series 2004: Revenue Bonds

Conyers Commerce Center/ Quigg Branch Business Park Project

(Taxable)

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
5/13/2004					
10/1/2004			\$ 85,944.10	\$ 85,944.10	
4/1/2005	\$ 270,000.00	5.160%	\$ 112,101.00	\$ 382,101.00	\$ 468,045.10
10/1/2005			\$ 105,135.00	\$ 105,135.00	
4/1/2006	\$ 320,000.00	5.160%	\$ 105,135.00	\$ 425,135.00	\$ 530,270.00
10/1/2006			\$ 96,879.00	\$ 96,879.00	
4/1/2007	\$ 340,000.00	5.160%	\$ 96,879.00	\$ 436,879.00	\$ 533,758.00
10/1/2007			\$ 88,107.00	\$ 88,107.00	
4/1/2008	\$ 355,000.00	5.160%	\$ 88,107.00	\$ 443,107.00	\$ 531,214.00
10/1/2008			\$ 78,948.00	\$ 78,948.00	
4/1/2009	\$ 375,000.00	5.160%	\$ 78,948.00	\$ 453,948.00	\$ 532,896.00
10/1/2009			\$ 69,273.00	\$ 69,273.00	
4/1/2010	\$ 395,000.00	5.160%	\$ 69,273.00	\$ 464,273.00	\$ 533,546.00
10/1/2010			\$ 59,082.00	\$ 59,082.00	
4/1/2011	\$ 415,000.00	5.160%	\$ 59,082.00	\$ 474,082.00	\$ 533,164.00
10/1/2011			\$ 48,375.00	\$ 48,375.00	
4/1/2012	\$ 435,000.00	5.160%	\$ 48,375.00	\$ 483,375.00	\$ 531,750.00
10/1/2012			\$ 37,152.00	\$ 37,152.00	
4/1/2013	\$ 455,000.00	5.160%	\$ 37,152.00	\$ 492,152.00	\$ 529,304.00
10/1/2013			\$ 25,413.00	\$ 25,413.00	
4/1/2014	\$ 480,000.00	5.160%	\$ 25,413.00	\$ 505,413.00	\$ 530,826.00
10/1/2014			\$ 13,029.00	\$ 13,029.00	
4/1/2015	\$ 505,000.00	5.160%	\$ 13,029.00	\$ 518,029.00	\$ 531,058.00
	\$ 4,345,000.00		\$ 1,440,831.10	\$ 5,785,831.10	\$ 5,785,831.10

Debt Service Summary

STORMWATER REVENUE BONDS 2005

After a lengthy study and considerable public involvement, the City implemented the Stormwater Management Program user fee in September 2002. The fees are intended to cover the costs associated with the implementation and management of the Stormwater Management Plan. The primary objectives of the plan are to address regulatory, health and safety, and quality of life requirements and goals related to pollution and damage caused by stormwater runoff. In order to begin construction on the highest priority projects, in May of 2005, the City entered into an agreement with Rockdale County Water and Sewerage Authority as the conduit for the issuance of the stormwater revenue bonds in the principal amount of \$1,750,000, in order to facilitate a more cost-effective financing for the City.

Current Fiscal Year Impact:

Outstanding Principal: \$1,200,000

Final Payment Date: April 2020

Current Year Debt Service

Principal: \$110,000

Interest: \$ 58,320

Budgeted: Stormwater Fund

Rockdale County Water & Sewer Authority

Revenue Bonds, Series 2005

Conyers Stormwater Utility Project

Period Ending	Principal	Coupon	Interest	Debt Service
4/1/2006	\$ 75,000.00	4.860%	\$ 75,363.75	\$ 150,363.75
4/1/2007	\$ 85,000.00	4.860%	\$ 81,405.00	\$ 166,405.00
4/1/2008	\$ 90,000.00	4.860%	\$ 77,274.00	\$ 167,274.00
4/1/2009	\$ 95,000.00	4.860%	\$ 72,900.00	\$ 167,900.00
4/1/2010	\$ 100,000.00	4.860%	\$ 68,283.00	\$ 168,283.00
4/1/2011	\$ 105,000.00	4.860%	\$ 63,423.00	\$ 168,423.00
4/1/2012	\$ 110,000.00	4.860%	\$ 58,320.00	\$ 168,320.00
4/1/2013	\$ 115,000.00	4.860%	\$ 52,974.00	\$ 167,974.00
4/1/2014	\$ 120,000.00	4.860%	\$ 47,385.00	\$ 167,385.00
4/1/2015	\$ 125,000.00	4.860%	\$ 41,553.00	\$ 166,553.00
4/1/2016	\$ 130,000.00	4.860%	\$ 35,478.00	\$ 165,478.00
4/1/2017	\$ 140,000.00	4.860%	\$ 29,160.00	\$ 169,160.00
4/1/2018	\$ 145,000.00	4.860%	\$ 22,356.00	\$ 167,356.00
4/1/2019	\$ 155,000.00	4.860%	\$ 15,309.00	\$ 170,309.00
4/1/2020	\$ 160,000.00	4.860%	\$ 7,776.00	\$ 167,776.00
	\$ 1,750,000.00		\$ 748,959.75	\$ 2,498,959.75

Debt Service Summary

DUE TO ROCKDALE COUNTY

SPLOST – Special Purpose Local Option Sales Tax

In August 2004, the City entered into an intergovernmental agreement with Rockdale County (the “County”) to provide resources to finance roads, streets and bridges, a vehicle maintenance facility, building repairs and renovations, vehicles, and green space. The County issued \$44,300,000 of 2005 Special Purpose Local Option Sales Tax General Obligation Bonds. The bond issue is a general obligation debt of the County and has been recorded on the County’s books. Pursuant to the County’s agreement with the City, the County advanced the City \$4,200,000 of the bond proceeds. The City has agreed to repay the County’s advance and proportional portion of interest and issuance costs. The advance is expected to be repaid from the City’s portion of the proceeds from the 1% SPLOST levy started April 2005 and continuing for six years. Interest on the advance is payable at various rates from 2.2 to 4.0%. If the SPLOST proceeds are not sufficient to cover the advance repayment and related interest payment, the City will cover the amounts from the General Fund.

CERTIFICATES OF PARTICIPATION

In 1991, the City entered into an agreement with the Georgia Municipal Association (“GMA”) whereby the City sold certificates of participation totaling \$1,000,000 in a lease agreement between the City and GMA for improvements of the City’s public safety building located within the City of Conyers government complex on Scott Street, Conyers, Georgia and leased by the City. Interest on these certificates is paid semi-annually by the general fund, at rates ranging from 5.2% and 7.2%. The agreement expires December 31, 2011, subject to the City’s right to terminate this agreement as of each December 31.

Certificates of Participation are not computed as a part of the City’s legal debt margin due to the fact that this form of financing is like a lease-purchase requiring the City Council to authorize an annual appropriation for payment of debt service. If the Council fails to make the annual appropriation, the building reverts back to the holder of the lease - in this case, the Georgia Municipal Association. The following is a summary of outstanding debt obligations for the General Fund with regard to Certificates of Participation financing:

CERTIFICATES OF PARTICIPATION, SERIES 1991
(FUNDED RENOVATION/EXPANSION OF POLICE HEADQUARTERS)

Current Fiscal Year Impact:

Outstanding Principal: \$90,000

Final Payment Date: January 2012

Current Year Debt Service

Principal: \$90,000

Interest:: \$ 6,480

Budgeted: General Fund Non-Departmental

Debt Service Summary

Georgia Municipal Association Essential
Facilities Certificates of Participation
Series 1991 (City of Conyers)

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
7/1/1992			\$ 39,634.58	\$ 39,634.58	
1/1/1993	\$ 20,000.00	5.200%	\$ 33,972.50	\$ 53,972.50	\$ 93,607.08
7/1/1993			\$ 33,452.50	\$ 33,452.50	
1/1/1994	\$ 30,000.00	5.400%	\$ 33,452.50	\$ 63,452.50	\$ 96,905.00
7/1/1994			\$ 32,642.50	\$ 32,642.50	
1/1/1995	\$ 30,000.00	5.700%	\$ 32,642.50	\$ 62,642.50	\$ 95,285.00
7/1/1995			\$ 31,787.50	\$ 31,787.50	
1/1/1996	\$ 30,000.00	5.900%	\$ 31,787.50	\$ 61,787.50	\$ 93,575.00
7/1/1996			\$ 30,902.50	\$ 30,902.50	
1/1/1997	\$ 35,000.00	6.050%	\$ 30,902.50	\$ 65,902.50	\$ 96,805.00
7/1/1997			\$ 29,843.75	\$ 29,843.75	
1/1/1998	\$ 35,000.00	6.200%	\$ 29,843.75	\$ 64,843.75	\$ 94,687.50
7/1/1998			\$ 28,758.75	\$ 28,758.75	
1/1/1999	\$ 35,000.00	6.350%	\$ 28,758.75	\$ 63,758.75	\$ 92,517.50
7/1/1999			\$ 27,647.50	\$ 27,647.50	
1/1/2000	\$ 40,000.00	6.450%	\$ 27,647.50	\$ 67,647.50	\$ 95,295.00
7/1/2000			\$ 26,357.50	\$ 26,357.50	
1/1/2001	\$ 40,000.00	6.600%	\$ 26,357.50	\$ 66,357.50	\$ 92,715.00
7/1/2001			\$ 25,037.50	\$ 25,037.50	
1/1/2002	\$ 45,000.00	6.700%	\$ 25,037.50	\$ 70,037.50	\$ 95,075.00
7/1/2002			\$ 23,530.00	\$ 23,530.00	
1/1/2003	\$ 50,000.00	6.800%	\$ 23,530.00	\$ 73,530.00	\$ 97,060.00
7/1/2003			\$ 21,830.00	\$ 21,830.00	
1/1/2004	\$ 50,000.00	6.900%	\$ 21,830.00	\$ 71,830.00	\$ 93,660.00
7/1/2004			\$ 20,105.00	\$ 20,105.00	
1/1/2005	\$ 55,000.00	7.000%	\$ 20,105.00	\$ 75,105.00	\$ 95,210.00
7/1/2005			\$ 18,180.00	\$ 18,180.00	
1/1/2006	\$ 60,000.00	7.200%	\$ 18,180.00	\$ 78,180.00	\$ 96,360.00
7/1/2006			\$ 16,020.00	\$ 16,020.00	
1/1/2007	\$ 60,000.00	7.200%	\$ 16,020.00	\$ 76,020.00	\$ 92,040.00
7/1/2007			\$ 13,860.00	\$ 13,860.00	
1/1/2008	\$ 65,000.00	7.200%	\$ 13,860.00	\$ 78,860.00	\$ 92,720.00
7/1/2008			\$ 11,520.00	\$ 11,520.00	
1/1/2009	\$ 70,000.00	7.200%	\$ 11,520.00	\$ 81,520.00	\$ 93,040.00
7/1/2009			\$ 9,000.00	\$ 9,000.00	
1/1/2010	\$ 75,000.00	7.200%	\$ 9,000.00	\$ 84,000.00	\$ 93,000.00
7/1/2010			\$ 6,300.00	\$ 6,300.00	
1/1/2011	\$ 85,000.00	7.200%	\$ 6,300.00	\$ 91,300.00	\$ 97,600.00
7/1/2011			\$ 3,240.00	\$ 3,240.00	
1/1/2012	\$ 90,000.00	7.200%	\$ 3,240.00	\$ 93,240.00	\$ 96,480.00
	\$ 1,000,000.00		\$ 893,637.08	\$ 1,893,637.08	\$ 1,893,637.08

Debt Service Summary

LEASE PURCHASES (VEHICLE/EQUIPMENT PURCHASES)

In June 1998, the City entered into a lease pool agreement with the Georgia Municipal Association. The funding of the lease pool was provided by the issuance of \$150,126,000 Certificates of Participation by GMA. GMA passed the net proceeds through to the participating municipalities with the City's participation totaling \$3,555,000. The lease pool agreement with GMA provides that the City owns their portion of the assets invested by the pool and is responsible for the payment of their portion of the principal and interest of the Certificates of Participation. The principal of \$3,555,000 is due in a lump sum payment on June 1, 2028. Interest is payable at a rate of 3.5% each year. The City draws from the investment to lease equipment from GMA. The lease pool agreement requires the City to make lease payments back into its investment account to fund the principal and interest requirements of the 1998 Georgia Municipal Association Certificates of Participation.

Current Fiscal Year Impact:

Outstanding Principal: 1,345,898

Final Payment Date: November 30, 2013

Current Year Debt Service

Principal: \$ 505,205

Interest: \$ 17,682

Budgeted: General Fund

Debt Service Summary

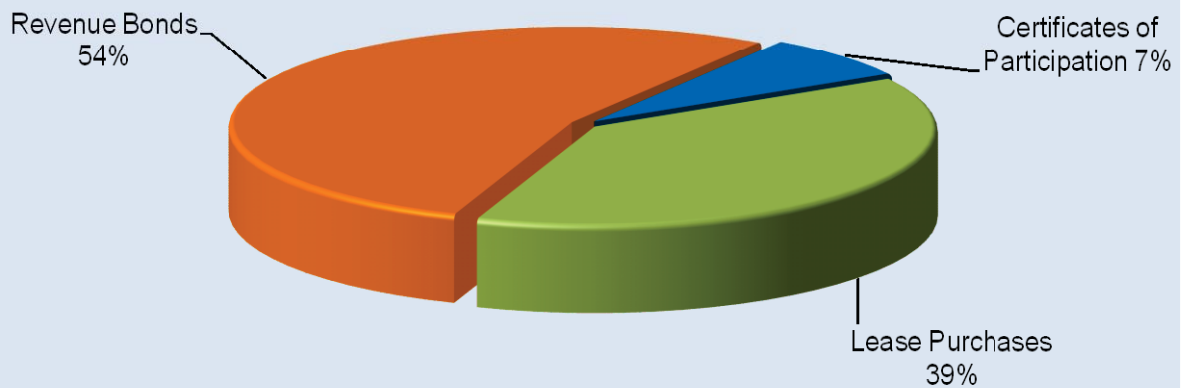
Lease #	Original Lease	Description	Original Date	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Leases Balance	Final Payment
108-64	89,520	(1) Knuckleboom Loader (Public Works)	03/01/07	17,904	-	-	-	-	17,904	11/30/2011
108-65	42,360	(3) 2007 Ford F-150 Pick-up Trucks	06/01/07	8,472	-	-	-	-	8,472	11/30/2011
108-66	65,442	Microkey Software & Hardware Upgrades	06/22/07	13,088	-	-	-	-	13,088	11/30/2011
108-67	48,375	(1) Leeboy Asphalt Paver (Public Works)	06/22/07	9,675	-	-	-	-	9,675	11/30/2011
108-68	30,446	Garbage Carts & Dumpsters	06/22/07	6,089	-	-	-	-	6,089	11/30/2011
108-69	62,586	(1) 2007 John Deer Backhoe Loader	02/11/08	12,517	12,517	-	-	-	25,034	11/30/2012
108-70	23,202	(486) 95 Gallon Residential Garbage Carts	02/11/08	4,640	4,640	-	-	-	9,281	11/30/2012
108-72	19,813	(1) 2008 Ford E-350 Van for Police	02/11/08	3,963	3,963	-	-	-	7,925	11/30/2012
108-73	52,344	GIS Equipment and Software	07/03/08	10,469	10,469	-	-	-	20,938	11/30/2012
108-74	21,649	(1) 2008 Stone Wolfpac Asphalt Roller	07/03/08	4,330	4,330	-	-	-	8,660	11/30/2012
108-75	184,153	2008 Front Loading Sanitation Truck	07/29/08	36,831	36,831	-	-	-	73,661	11/30/2012
108-76	19,131	(2) 2008 KAW 61" Lawn Tractors	07/29/08	3,826	3,826	-	-	-	7,653	11/30/2012
108-77	9,921	(2) John Deere Lawn Mowers	02/04/09	1,984	1,984	1,984	-	-	5,953	11/30/2013
108-78	16,020	42" Vidar Scanner for GIS	02/04/09	3,204	3,204	3,204	-	-	9,612	11/30/2013
108-79	268,348	I-20 LED Landmark Sign	02/09/09	53,670	53,670	53,670	-	-	161,009	11/30/2013
108-80	80,422	Hardware - Server Virtualization Storage Ironport	05/05/09	16,084	16,084	16,084	-	-	48,253	11/30/2013
108-81	39,351	(1) ASV Skid Steer Loader w/Attachment	05/05/09	7,870	7,870	7,870	-	-	23,611	11/30/2013
108-82	148,693	(7) 2009 Crown Victoria Police Cars	02/12/10	49,564	49,564	-	-	-	99,129	11/30/2012
108-83	42,984	(2) 2009 Crown Victoria Police Cars	04/08/10	14,328	14,328	-	-	-	28,656	11/30/2012
108-84	25,500	(1) 2010 Chevrolet Tahoe Police	04/08/10	5,100	5,100	5,100	5,100	-	20,400	11/30/2014
108-85	21,895	(1) Dodge Charger SE	06/10/10	7,298	7,298	-	-	-	14,597	11/30/2012
108-86	84,151	(4) 2011 Ford F-250 Super Duty Trucks	06/10/10	16,830	16,830	16,830	16,830	-	67,321	11/30/2014
108-87	69,397	Core Switches for Computer Network	08/23/10	13,879	13,879	13,879	13,879	-	55,518	11/30/2014
108-88	122,598	VMWare/SAN Upgrade	09/27/10	24,520	24,520	24,520	24,520	-	98,078	11/30/2014
108-89	112,678	Refurbished 1994 GMC Refuse Truck	09/28/10	22,536	22,536	22,536	22,536	-	90,142	11/30/2014
108-90	77,430	(3) 2011 Chevy Tahoes (Police)	11/17/10	25,810	25,810	25,810	-	-	77,430	11/30/2013
108-91	124,314	(4) 2011 Chevy Tahoes & (1) Crown Vic (Police)	05/01/11	41,438	41,438	41,438	-	-	124,314	11/30/2013
108-92	14,105	Garbage Dumpsters	05/01/11	2,821	2,821	2,821	2,821	2,821	14,105	11/30/2015
108-93	199,390	(7) 2011 & (1) 2010 Crown Vics & (1) F150 (Police)	06/01/11	66,463	66,463	66,463	-	-	199,390	11/30/2013
		PRINCIPAL ONLY		\$ 505,205	\$ 449,976	\$ 302,210	\$ 85,686	\$ 2,821	1,345,898	

Debt Service Summary

Projected Debt Service Expenditures by Type

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Revenue Bonds	\$ 700,070	\$ 697,278	\$ 698,211	\$ 697,611	\$ 165,478
Certificates of Participation	\$ 96,480		\$ -	\$ -	\$ -
Lease Purchases	\$ 505,205	\$ 449,976	\$ 302,210	\$ 85,686	\$ 2,821
Total Debt Service by FY	\$ 1,301,755	\$ 1,147,254	\$ 1,000,421	\$ 783,297	\$ 168,299

Debt Service Expenditures by Type FY 2012



Note: Revenue bonds figures include both Conyers Commerce Center Bonds and Stormwater Bonds debt service for all years.

Debt Service Summary

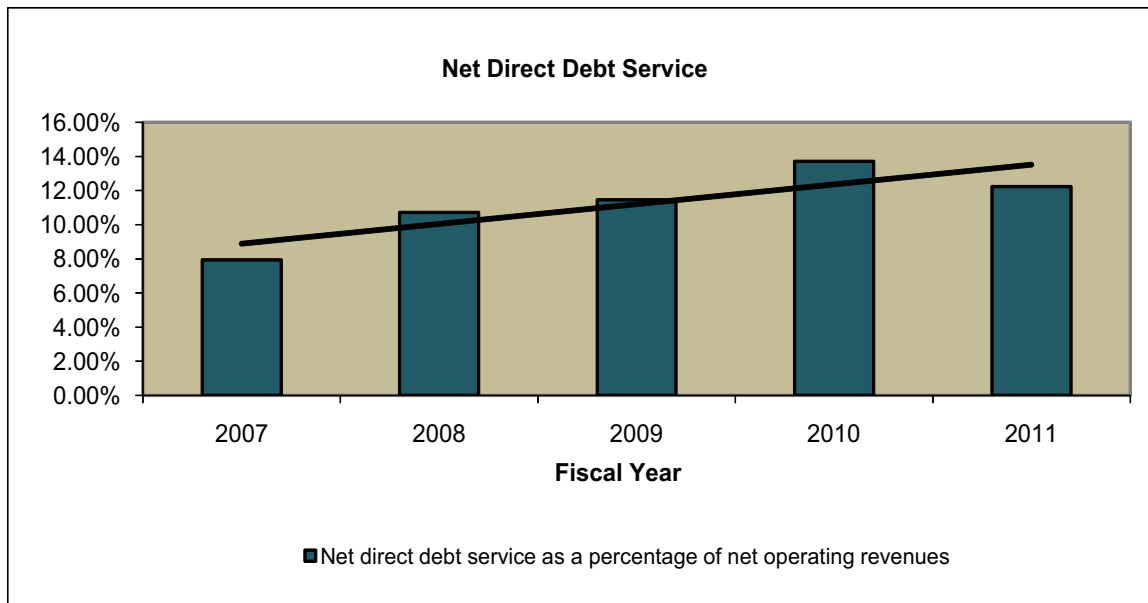
DEBT SERVICE

Debt service refers to the principal and interest a government must pay each year on its debt. The credit industry considers net direct debt exceeding 20 percent of operating revenues a potential problem. The City of Conyers debt ratio has not exceeded 20 percent in the last five years. Debt service ratios do not indicate a warning trend for the City. The City has been successful in maintaining its goal of being under 15% of net operating revenues since fiscal year 2005. For fiscal year 2011, the debt service ratio is expected to remain under the 15% goal.

DEBT SERVICE

Line	Description	Fiscal Year				
		2007	2008	2009	2010	2011
1	Net direct debt service	\$1,273,194	\$1,831,985	\$1,869,264	\$1,941,080	\$1,828,528
2	Net operating revenues	\$16,043,306	\$17,081,637	\$16,310,151	\$14,164,661	\$14,948,993
3	Net direct debt service as a percentage of net operating revenues	7.94%	10.72%	11.46%	13.70%	12.23%

*** Fiscal Year 2011 Unaudited numbers



Personnel Summary

DEDICATED SERVICE

The City of Conyers' number one priority is to provide the most effective and efficient services to its citizens. These services are delivered daily through 207 budgeted full-time and part-time employees. These employees who comprise the City of Conyers' work force are dedicated to providing the highest quality of services possible to each and every citizen in our community. The FY 2011-2012 personal services budget funds the salary and fringe benefits package offered to all 194 full-time and 16 part-time personnel positions. The personal services budget also reflects the funds appropriated to implement a human resource system with its primary goal to establish an environment which affords each employee the opportunity to be the most productive he or she can be. This goal is met through human resources planning, recruitment and selection, orientation and induction training and development, employee services, benefits administration, performance appraisal, wage and salary administration, employee health and safety programs, vehicle safety programs, communication, and pension plan administration.

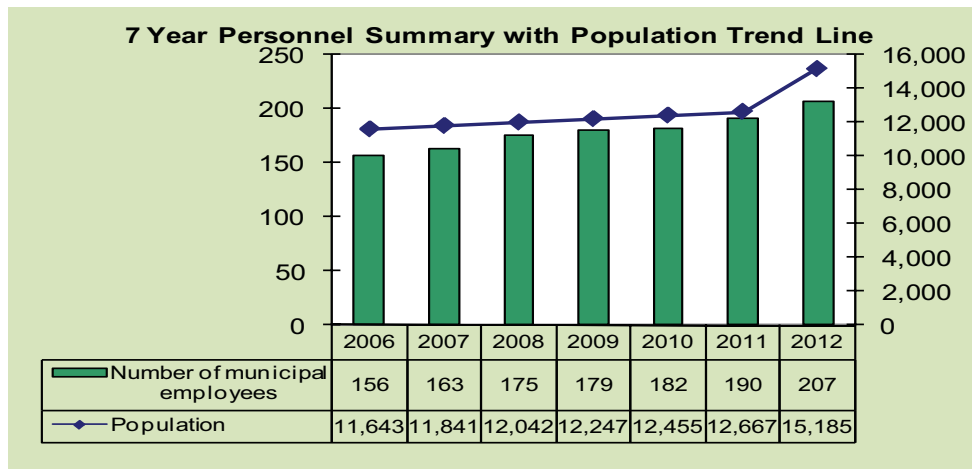
Adopted Budgeted Positions for last 7 years							
<i>Department</i>	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY2012
Mayor & City Council	6	6	6	6	6	6	6
City Manager	2	3	3	3	3	3	3
Administration	8	8	9	9	9	10	9
Technology	0	0	2	2	2	3	3
Police Services	54	53	58	60	60	66	69
Court Services	8	8	8	10	10	10	10
Conyers Security Alert	3	3	3	3	2	2	2
Planning & Inspections	6	7	9	9	9	9	9
Public Works & Transportation	28	31	32	35	35	34	32
Georgia International Horse Park	17	20	21	21	21	21	21
Tourism & Public Relations	8	8	7	7	7	7	7
Communications	13	14	14	15	15	15	18
Environmental Services	3	2	3	3	3	4	4
Cherokee Run Golf Course	0	0	0	0	0	0	14
Total Employees	156	163	175	183	182	190	207

* All full time and part time employees are included in the above table.

Personnel Summary

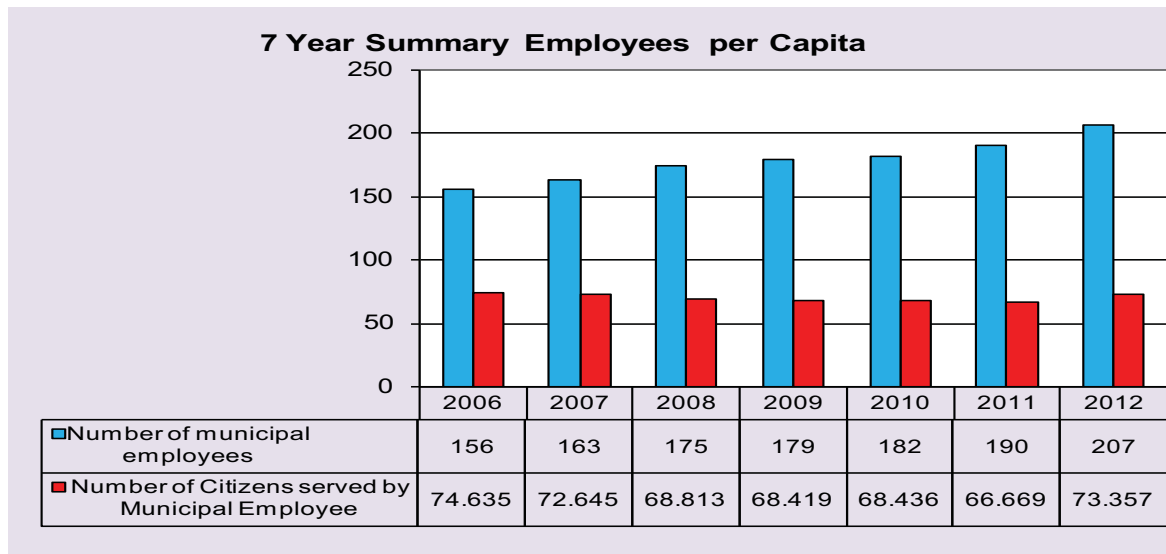
WORKFORCE AND POPULATION

As the population in Conyers continues to increase, the City of Conyers must employ more people to maintain consistent service levels. The graph below depicts the number of positions over the last five years along with the population over the last five years. As shown, the number of employees has risen with the population.



EMPLOYEES PER CAPITA

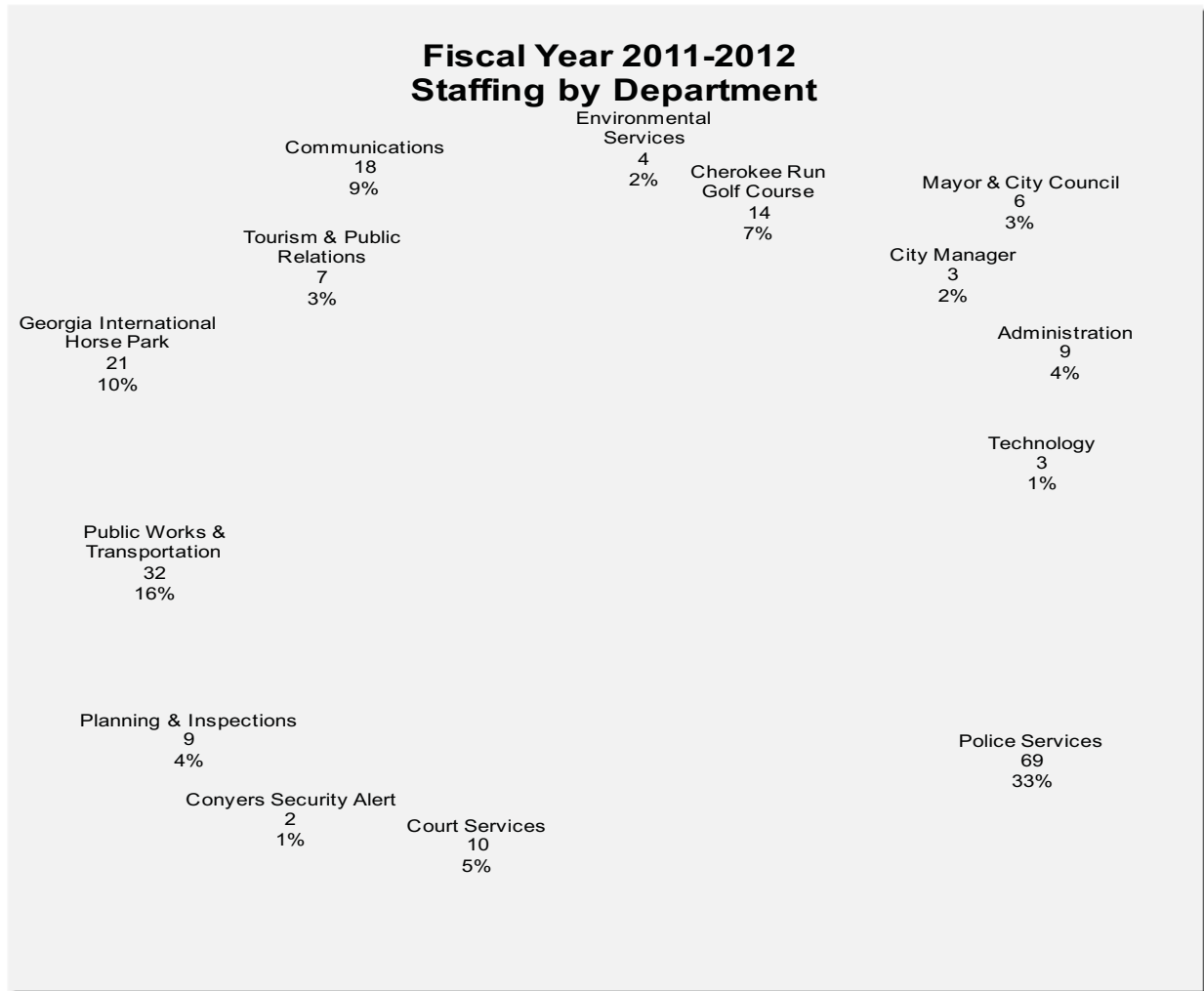
This graph depicts the ratio of City employees to the number of citizens. This ratio shows a decreasing trend over the last five years. However, currently there is a slight increase due to the personnel positions created by the responsibility of operating the Cherokee Run golf course. For FY 2011-2012 there is an anticipated city employee for every 73.4 city residents.



Personnel Summary

HIGHLIGHTS

Over half the employees of the City provide a direct service to the citizens of Conyers. As shown in the pie chart below, public safety makes up 33% of the total City of Conyers' workforce. Public Works & Transportation makes up the next largest portion of the City of Conyers' workforce.



Significant Changes

There are seventeen (17) additional positions budgeted for fiscal year 2011-2012. Fourteen (14) of these positions are with Cherokee Run, three (3) are in Public Safety, and three (3) are in Communications. Public Works will have (2) less positions and Administration will have (1) less position in fiscal year 2011-2012.

Personnel Summary

EMPLOYEE BENEFITS

The employee benefit package for Conyers includes:

- ✓ Salaries (including annual, holiday, sick, & bereavement leave)
- ✓ Direct Deposit to all Banking Institutions
- ✓ Major Medical Health Insurance
- ✓ Life and AD&D Insurance
- ✓ Mail Service Prescription Program
- ✓ Dental Insurance
- ✓ Vision Insurance
- ✓ Social Security
- ✓ Retirement and Pension Plan
- ✓ Early Retirement Plan
- ✓ Employee Assistance Referral Program
- ✓ Section 125 - Premium Conversion Plan
- ✓ Workers Compensation
- ✓ Supplemental Life Insurance
- ✓ Employee Developmental Programs
- ✓ Credit Union
- ✓ Employee Fellowship Functions
- ✓ Employee Perfect Attendance Program
- ✓ Prescription Card
- ✓ Employee Health & Disability Insurance
- ✓ 457 Deferred Compensation Plan
- ✓ 401(a) Plan
- ✓ Educational Incentive Program
- ✓ Wellness Program
- ✓ Voluntary Pre-Paid Legal Services
- ✓ Short-term Disability Plan

The main role of the personnel function is to create an environment in which a contented, healthy, skilled and committed City of Conyers work force can operate with the prospect of increased rewards through increased efficiency.

SALARIES

City of Conyers' salaries conform to all State and Federal Guidelines. The salary package includes pay for holidays, annual leave, sick leave, bereavement leave, and quality increases. As customary, salary accounts include regular salaries, overtime salaries, and part-time salaries.

MAJOR MEDICAL HEALTH INSURANCE

The City of Conyers provides a comprehensive major health and hospitalization group plan, to all full-time employees. Coverage begins the 1st day of the next month following 30 days of employment. The City of Conyers pays the total insurance premium for all employees that were employed as of June 30, 2007 and 50% of dependent coverage. For employees beginning employment with the City on or after July

Personnel Summary

1, 2007, the City will pay 75% of their health insurance and 50% of their dependent coverage.

LIFE INSURANCE AD&D

The City of Conyers provides, to all full time employees, life insurance and accidental death and dismemberment insurance of one times the employee's annual salary, rounded to the next highest \$1,000. The City of Conyers pays the cost of this life insurance benefit at a rate of \$0.26 per \$1,000 of salary.

DENTAL INSURANCE

The City of Conyers pays 100% of the employee's dental insurance premium. The employee pays for dependent coverage. Coverage begins the first day of the next month following 30 days of employment.

VISION INSURANCE

The City of Conyers pays 100% of the employee's vision insurance premium. The employee pays for dependent coverage. Coverage begins the first day of the next month following 30 days of employment.

SOCIAL SECURITY

All employees are enrolled in the Social Security Act and Medicare Program. The City of Conyers contributes the employer's share of 6.20% of earnings up to a maximum of \$106,800 for social security and 1.45% of earnings.

RETIREMENT & PENSION PLAN

A defined benefit retirement and pension plan is provided through the Georgia Municipal Association (GMA) to all full-time employees through employer contributions on behalf of each employee into a retirement and pension fund. The plan offers early, normal, and disability retirement options, as well as survivor benefits. Health insurance is also provided to employees who retire from the City.

CREDIT UNION

Employees are provided with the opportunity to join the local credit union if they so desire.

EMPLOYEE ASSISTANCE REFERRAL PROGRAM

The City of Conyers provides an employee assistance referral program to all City employees and their families at no cost to the employee.

457(b) DEFERRED COMPENSATION PLAN

The City of Conyers provides two deferred compensation plans for its employees to supplement the pension plan. The City does not contribute to these plans, however, a matching 401(a) plan is provided. (See below)

Personnel Summary

401(a) PLAN

The City provides a 401(a) plan to provide an employer matching contribution of up to 2% of salary for employees contributing to the 457(b) plan. The City matches \$.33 cents on the dollar up to 2% of the employee's salary. In order for an employee to get the maximum benefit, the employee needs to contribute 6% or more of gross salary wages.

SECTION 125- PREMIUM CONVERSION PLAN

The City of Conyers provides a Section 125-Premium Conversion Plan to defer premiums for dependent health insurance and dental insurance premiums before taxes.

WELLNESS PROGRAM

To assist in support of a healthy lifestyle for City employees, the city reimburses employees \$15.00 per month to those employees who attend a gym of their choice at least eight (8) times a month.

EDUCATIONAL INCENTIVE PROGRAM

The City of Conyers provides an Educational Incentive Program for employees seeking to improve their knowledge, skills, and/or formal education. The cost of tuition up to two (2) courses per academic term to an approved institution is reimbursed to eligible employees. Total reimbursement is limited to the maximum allowed by Internal Revenue Service Code per employee per calendar year. The City also offers reimbursement for books and fees not to exceed \$300.00 per qualifying term. In addition, incentive bonuses are also given to employees who earn the following: GED - \$200; Associate degree - \$200; Baccalaureate or Post Graduate degree - \$500.

SHORT TERM DISABILITY

The City of Conyers provides a short-term disability policy for all employees. The benefit begins on the 15th day of disability up to a maximum of thirteen (13) weeks. The City pays 100% of the disability premiums.

Mayor & City Council

DEPARTMENT DESCRIPTION

The Mayor and City Council are responsible for overseeing the City. Their duties include, but are not limited to:

- Adopting all annual appropriations for the City and any supplements or amendments.
- Adopting ordinances providing for all governmental reorganizations including the establishment, alteration, or abolishment of any and all non-elective offices, positions, departments, and agencies of the city.
- Adopting ordinances establishing any and all personnel policies.
- Establishing, by resolution, committees of its members for legislative, investigative, and study purposes.
- Appointing the City Manager.
- Vision planning.
- Hold public meetings.

Mayor & City Council

KEY PERFORMANCE MEASURES

Mayor & Council	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Pre-Audit
Number of Council Meetings	21	26	20
Public Presentations to Citizens	18	12	17
Number of Contracts Awarded	8	26	29
Number of Ordinances Adopted	13	11	37
Number of Resolutions Adopted	12	14	12

Additional Performance Indicators*	
Citizen rating of satisfaction with the representation of the city officials	4.09/5
Percentage of citizens satisfied with the representation of the city officials	75%

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2011-2012 are \$225,845, a decrease of \$68,256 (23%) under the previous year's revised budget of \$294,101. During fiscal years 2010 and 2011, the City was involved in a legal battle with Cherokee Run Golf Course originating from defaults to the lease agreement. The legal fees from that case were unusual and not expected to be repeated in FY 2012.

PERSONNEL POSITIONS

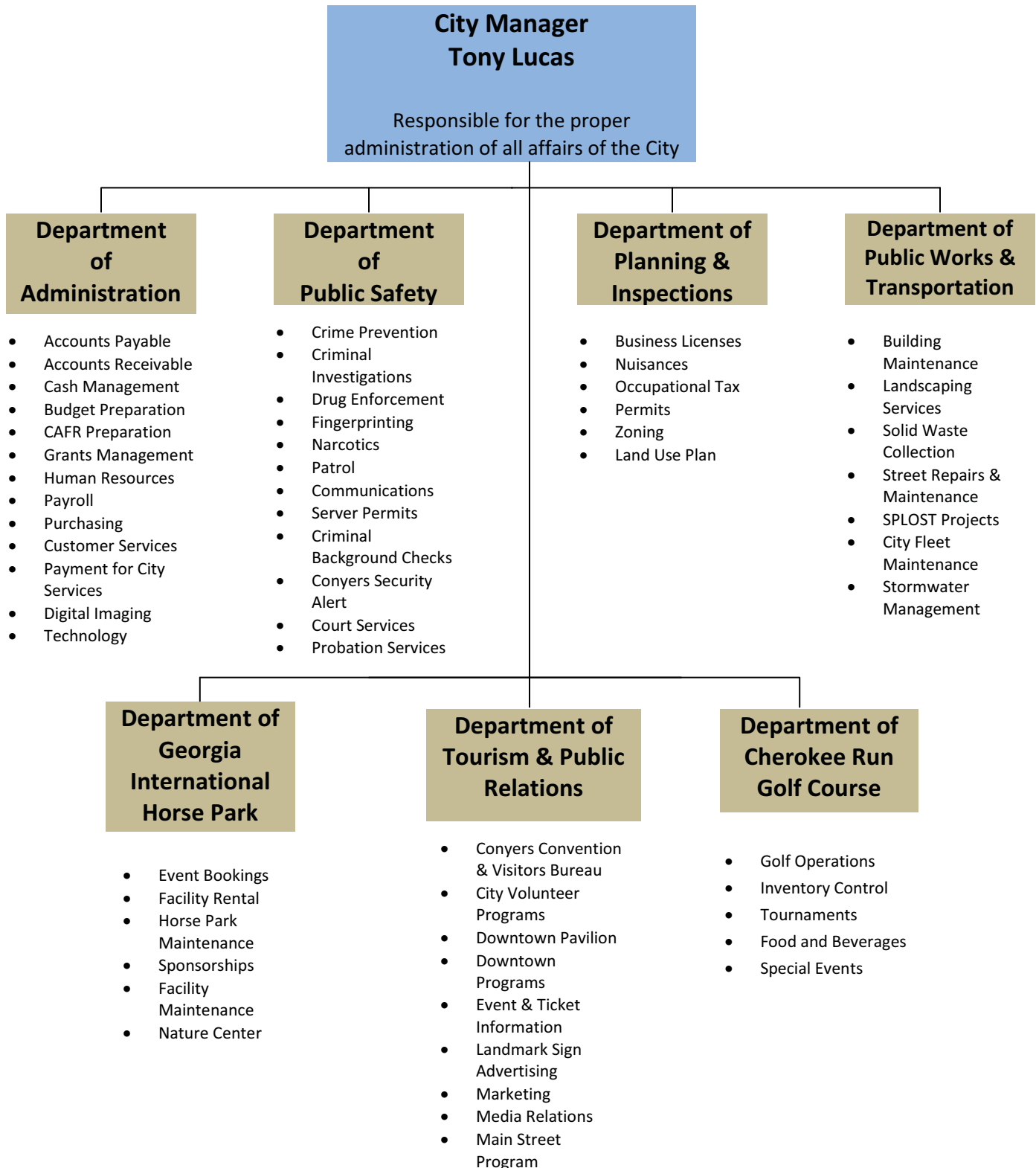
Mayor & Council Positions	Salary Grade	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions	FY 2011-12 Budgeted Positions
Mayor City Council	UC	1	1	1
	UC	5	5	5
	Total	6	6	6

Mayor & City Council

<i>10-1100-010 Mayor & Council</i>		FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 6,600	\$ 6,600	0.0%
1110-0	Other Salaries & Wages	9,250	9,250	0.0%
2100-0	Group Health Insurance	31,000	32,550	5.0%
2110-0	Group Life Insurance	372	372	0.0%
2120-0	Group Dental Insurance	3,214	3,375	5.0%
2130-0	Vision Insurance	665	698	5.0%
2200-0	FICA Expense	2,500	2,500	0.0%
	Total Personal Benefits	\$ 53,601	\$ 55,345	3.3%
52	Purchased/Contracted Services			
1100-0	Election Expenses	\$ 1,000	\$ 10,000	100.0%
1200-0	Legal Counsel	180,000	100,000	-44.4%
1210-0	Audit	33,950	35,000	3.1%
3700-0	Training and Travel	25,000	25,000	0.0%
	Total Purchased/Contracted Services	\$ 239,950	\$ 170,000	-29.2%
53	Supplies			
1100-0	Office Supplies	\$ 550	\$ 500	-9.09%
	Total Supplies	\$ 550	\$ 500	-9.09%
	Total Mayor & Council	\$ 294,101	\$ 225,845	-23.2%

Department of City Manager

Functional Organizational Chart Department of City Manager



Department of City Manager

DEPARTMENT DESCRIPTION

The City Manager shall:

- be the chief administrator of the city;
- be responsible to the Council for the proper administration of all affairs of the City;
- appoint and, when necessary for the good of the City, suspend or remove all officers and employees of the City except as otherwise provided by state law, this charter, or personnel ordinances of the city;
- be authorized to delegate the appointment and removal powers in above to each department;
- nominate for appointment any officers, agents, or employees of the City required to be appointed by the Council and no appointment hereunder shall be made without the endorsement of the City Manager;
- prepare and submit to the council, at the end of each fiscal year, a report on the administrative and financial activities of the City for the preceding year;
- make any other reports on the operation of any aspect of the City as the council may request by motion;
- perform any other duties and exercise any other powers as directed by ordinance consistent with this charter and State law; and
- appoint and remove all department heads with the consent of the Council adopted by motion and may personally serve as department head of any and all departments.

KEY OBJECTIVES

- Customer Service Standards.
- Citizen Surveys.
- Employee Surveys.
- Performance Indicators.
- Economic Development.

Department of City Manager

BUDGET HIGHLIGHTS

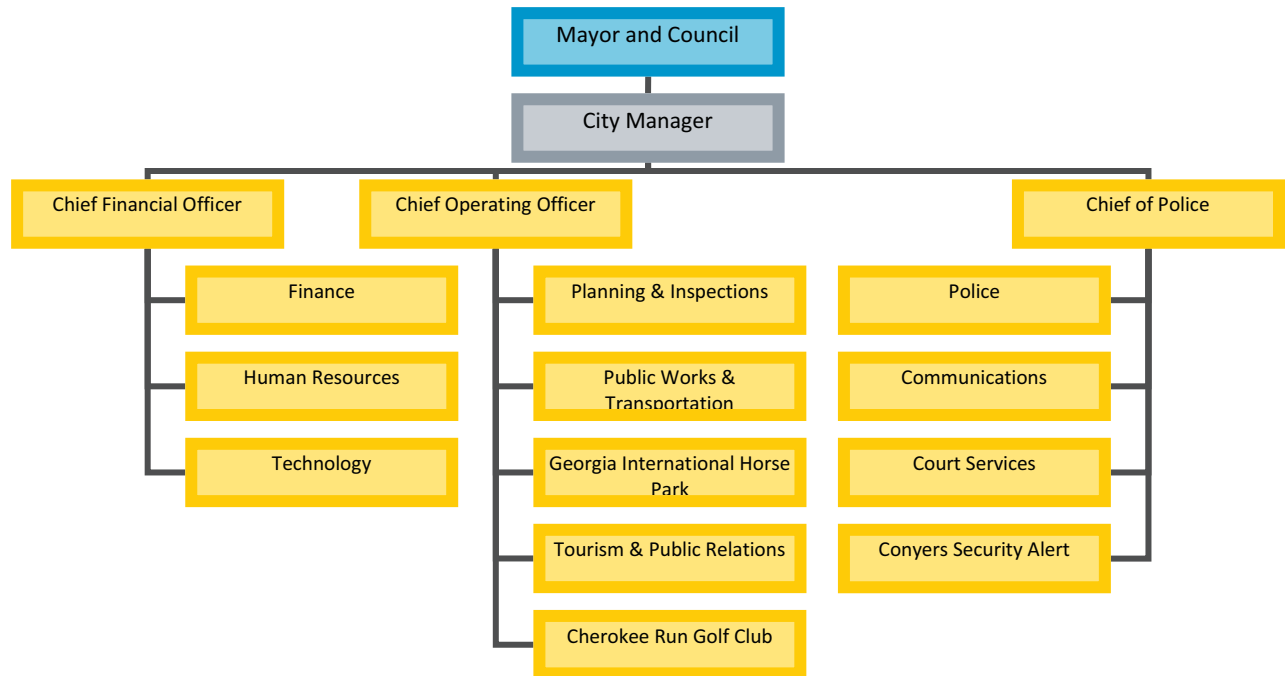
The projected expenditures for fiscal year 2011-12 are \$460,637, a decrease of \$36,705 (7.3%) over the previous year's revised budget of \$496,712. Projections for City Manager's department are based on a decrease in the amount of purchased/contracted services.

PERSONNEL POSITIONS

City Manager's Office Positions	Salary Grade	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions	FY 2011-12 Budgeted Positions
City Manager	UC	1	1	1
Chief Operating Officer	UC	1	1	1
City Clerk	110	1	1	1
Total		3	3	3

City of Conyers Organizational Chart

Department of City Manager

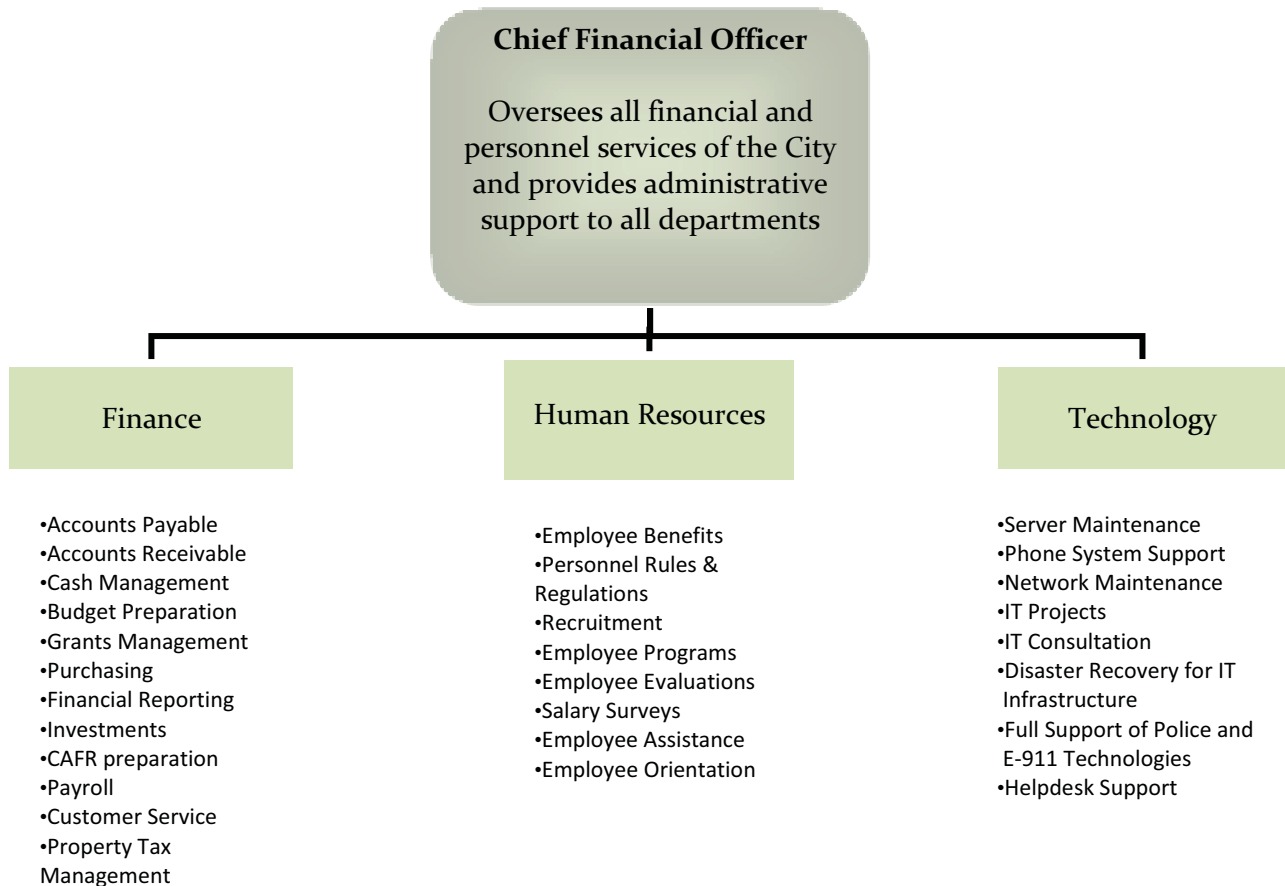


Department of City Manager

<i>10-1150-015 City Manager</i>		FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 241,009	\$ 250,951	4.1%
1110-0	Other Salaries & Wages	42,648	47,542	11.5%
2100-0	Group Health Insurance	30,623	30,623	0.0%
2110-0	Group Life Insurance	781	873	11.8%
2120-0	Group Dental Insurance	1,031	1,031	0.0%
2130-0	Group Vision Insurance	213	213	0.0%
2140-0	Short-Term Disability Insurance	442	464	5.0%
2200-0	FICA Expense	21,700	22,835	5.2%
2400-0	Municipal Retirement	20,365	21,205	4.1%
	Total Personal Benefits	\$ 358,812	\$ 375,737	4.7%
52	Purchased/Contracted Services			
1100-0	Contract Labor - Lobbyist	\$ 100,000	\$ 50,000	-50.0%
1200-0	Equipment Rental	150	150	0.0%
2400-0	Publishing & Printing	5,000	3,000	-40.0%
2500-0	Postage	500	500	0.0%
3100-0	Dues, Fees, & Memberships	4,000	3,000	-25.0%
3700-0	Training & Travel Expenses	25,000	25,000	0.0%
	Total Purchased/Contract Services	\$ 134,650	\$ 81,650	-39.4%
53	Supplies			
1100-0	Office Supplies	\$ 3,000	\$ 3,000	0.0%
1300-0	Periodicals & Publications	250	250	0.0%
	Total Supplies	\$ 3,250	\$ 3,250	0.0%
	Total City Manager	\$ 496,712	\$ 460,637	-7.3%

Department of Administration

Functional Organizational Chart Department of Administration



DEPARTMENT DESCRIPTION

The Administration Department manages the day-to-day financial functions of the City such as budgeting, investments, revenue collection, cash management, debt administration and financial reporting. The Administration Department also oversees the activities of the Human Resources and Payroll divisions. The department provides timely, practical, and appropriate financial information and analysis to City management in order to promote informed decisions regarding the efficient and effective use of the City's financial resources. All financial transactions are recorded and reported in accordance with generally accepted accounting principles, Governmental Accounting Standards Board (GASB) pronouncements and all applicable state and federally mandated standards. The Department of Administration provides administrative support to the departments of the City in the recruitment, selection, development, and retention of their human resources through the development and administration of an equitable personnel

Department of Administration

system. The Department is also responsible for the administration and compliance of the City's Personnel Rules and Regulations, general policies and all State and Federal laws.

Additionally, the Department of Administration is also responsible for administering and monitoring the employee fringe benefit plan. Fringe benefits include health insurance, dental insurance, short-term disability insurance, retirement, life insurance, workers compensation and unemployment insurance. Additional programs coordinated and administered by the Department include employee recognition programs, employee assistance, employee self-actualization programs and in-house training for employees.

The City of Conyers Administration Department is responsible for all financial services required by the entire City government. The responsibilities of the department specifically include measuring and reporting on financial position, financial stability, financial liquidity, financial growth, projecting and managing revenues, projecting and monitoring expenditures, and planning for the short and long term financial needs of the City. Additionally, the Department is responsible for managing the City debt and providing accurate/relevant financial/operational information to the various departments. The Department of Administration is also responsible for the preparation and monitoring of the annual operating budget.

The City has a paperless program with the digital imaging system. The Department of Administration has the responsibility of overseeing its implementation citywide. So far, the Department of Administration and the Police Department have completely implemented the system and the respective departments are now on a paperless basis. Other departments are scheduled to be trained in the near future by the Department of Administration staff.

KEY OBJECTIVES

- Make wise and solid investments that will allow the City to maintain a solid fund balance.
- Continue to meet the criteria to submit the Operating Budget and the CAFR documents to obtain the GFOA Awards of Excellence.
- Continue to provide support to other departments on the digital imaging process.
- Continue performing citywide internal audits.
- Maintain a high level of customer service.
- To maintain daily, monthly and annual financial reports.
- To provide accurate revenue and expenditure forecasts on a timely basis.
- To identify and pursue new and alternative sources of revenue.
- To promote and encourage pursuit of annual GFOA certificates.

Department of Administration

Department of Administration

FUTURE OUTLOOK – FISCAL YEAR 2011-2012

- Prepare financial reports and updates for all departments to present at the Mayor and Council retreat.
- Obtain GFOA Awards of Excellence.
- Complete Annual Operating Budget for FY 2012-2013.
- Complete Comprehensive Annual Financial Report (CAFR) for FY ending June 30, 2011.
- Coordinate property tax sales – if necessary.
- Coordinate and hold several events/programs for the employees.
- Launch olde town wireless network project.

ACCOMPLISHMENTS – FISCAL YEAR 2010-2011

Finance Division

- ❖ Received the Government Finance Officers Association (GFOA) Distinguished Budget Award for FY 2009-2010. This is the 19th consecutive award the City has received for its budget document.
- ❖ Received Certificate of Achievement Award for Excellence in Financial Reporting for the fiscal year ended June 30, 2010. This marks the 18th time the City has received this special recognition.
- ❖ Performed a residential sanitation and stormwater audit resulting in the discovery of several properties, primarily in the “new developments,” that should have been charged these fees.
- ❖ Secured financing of the GIHP maintenance building, office furniture, golf carts, utility vehicles and mowers utilizing the GMA’s Direct Lease Program on \$236,000 at a fixed rate of 3.21% over 5 years.
- ❖ Conducted an internal controls review of cash receipting and reporting in Planning & Inspection Services and DDA/Main Street.
- ❖ Coordinated two council retreats.
- ❖ The audit for fiscal year ending June 30, 2010 was completed without any

Department of Administration

findings.

- ❖ Prepared financial reports required by federal, state, and county agencies.

Human Resources Division

- ❖ Coordinated and implemented several employee programs.
- ❖ Revised and updated the Personnel Rules & Regulations effective 7/1/10.
- ❖ Revised the City's Education Policy.
- ❖ Implemented a Social Media Policy & Procedures and a Sustainability Policy.
- ❖ Completed updates and revisions to the Family Medical Leave Policy to add the changes for the military.
- ❖ Completed the Family Medical Leave Policy with all the other new revisions and forms that are required by the new law.
- ❖ Prepared and implemented an Equal Employment Opportunity (EEO) for the Police Department as a requirement in the request of the COPS Hiring Recovery Grant.

Technology Division

- ❖ Virtualization of all 15-city servers into one redundant system.
- ❖ Designed new city-wide helpdesk ticketing system.
- ❖ Assisted Police Department with \$230,000 technology grant.
- ❖ Helped with rebuild and rewiring of the new 911 center.
- ❖ Applied for a federal grant for broadband wireless service.
- ❖ Replaced a variety of old computers and laptops throughout the city.
- ❖ Researched options for wireless network provision to be included in revitalization of Olde Town Conyers.
- ❖ Improved audio system in City Council Chambers, which also serves at the City's courtroom.
- ❖ Implemented new firewall for city network.

Department of Administration

- ❖ Redesigned, implemented, and deployed online Police Department report retrieval system for media and citizens.
- ❖ Closed out an estimated 2,500 helpdesk tickets successfully.

KEY PERFORMANCE MEASURES

Department of Administration	FY 2009-2010 Actual	FY 2010-2011 Actual	FY 2011-2012 Pre-Audit
Number of consecutive years Conyers has earned the GFOA Certificate of Achievement for Excellence in Financial Reporting	17	18	19
Number of consecutive years Conyers has earned the GFOA Distinguished Budget Presentation Award	18	19	20
Tax bills generated	5,494	5,698	5,849
Number of liens processed	418	337	207
Number of employee programs conducted	14	14	12
Worker compensation claims	16	16	20
Liability and auto accident claims	31	31	42
Employee turnover rate	13%	13%	10%

BUDGET HIGHLIGHTS

The Department of Administration budget for fiscal year 2011-2012 is \$767,348, which reflects a decrease of \$26,544 (3.3%) over last fiscal year revised budget of \$793,892. The Technology department budget for 2012 is \$809,232, which is a decrease of \$255,021 (24%) from last fiscal year. The budget includes funding for a CPA under contract labor. It also includes funds to recognize employees for various achievements and for citywide employee programs. The main reason for the net decrease is because of less computer equipment purchases and repairs.

- City workstation replacement. It includes funding for 8 criminal investigation laptop replacements and 12 workstation replacements citywide.

Department of Administration

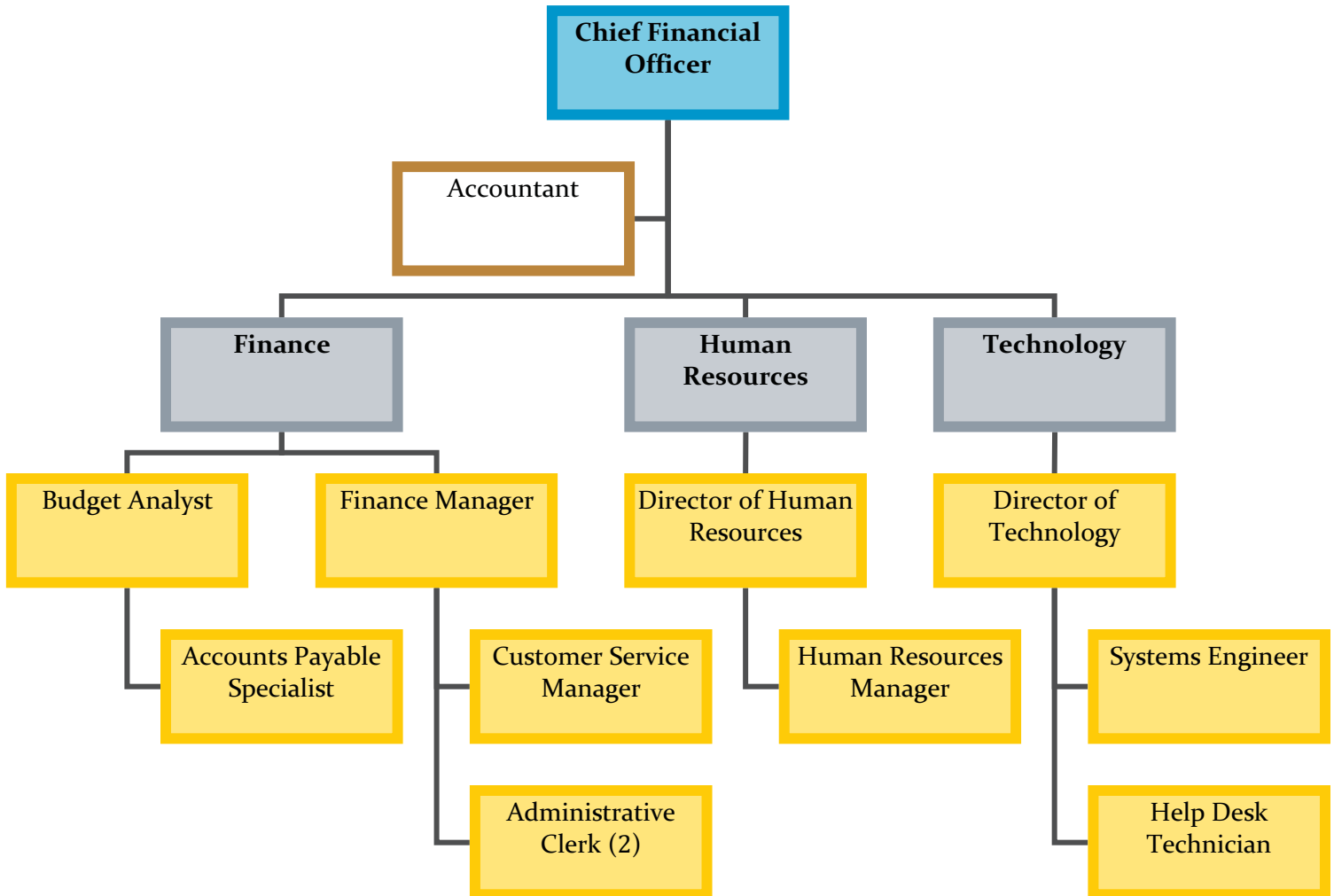
- GTA/Microsoft citywide site licenses.
- Support and maintenance of the city's badge access system.
- Lease payments for all city copiers.

PERSONNEL POSITIONS

Administration Positions	Salary Grade	FY 2009–10 Budgeted Positions	FY 2010–11 Budgeted Positions	FY 2011–12 Budgeted Positions
Chief Financial Officer	UC	1	1	1
Director of Human Resources	UC	1	1	1
Director of IT	UC	1	1	1
Systems Engineer	117	1	1	1
Finance Manager	117	1	1	1
Help Desk Technician	115	0	1	1
Budget Analyst	115	1	1	1
Human Resources Manager	114	1	1	1
Accounts Payable Specialist	110	1	1	1
Customer Service Manager	110	1	1	1
Administrative Clerk - Finance	106	2	3	2
Total		11	13	12

Department of Administration

Organizational Chart Department of Administration



Department of Administration

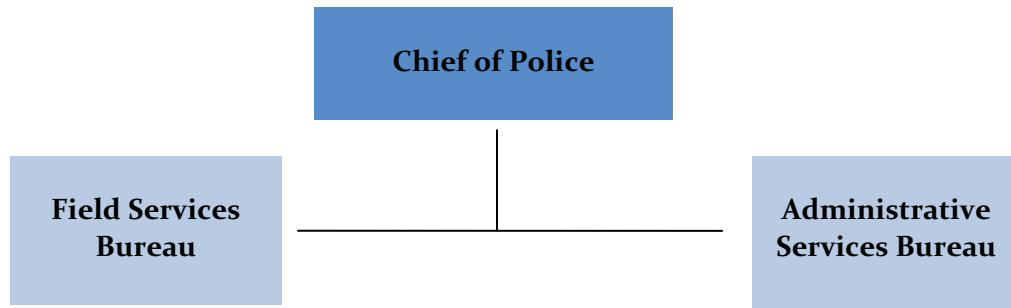
<i>10-1200-020</i>	<i>Administration</i>	FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 459,162	\$ 455,683	-1%
1110-0	Other Salaries & Wages	51,181	44,901	-12%
2100-0	Group Health Insurance	56,517	52,325	-7%
2110-0	Group Life Insurance	1,527	1,586	4%
2120-0	Group Dental Insurance	3,437	3,093	-10%
2130-0	Group Vision Insurance	710	639	-10%
2140-0	Short-Term Disability Insurance	1,471	1,393	-5%
2200-0	FICA Expense	39,194	38,295	-2%
2400-0	Municipal Retirement	39,813	38,505	-3%
	Total Personal Benefits	\$ 653,012	\$ 636,420	-3%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 50,000	\$ 45,000	-10%
1250-0	Legal Counsel	8,000	10,000	25%
2100-0	Drug Testing Contracts	1,300	-	-100%
2400-0	Publishing & Printing	17,250	16,000	-7%
2500-0	Postage	6,500	6,500	0%
3100-0	Dues, Fees & Memberships	6,105	4,655	-24%
3700-0	Training and Travel	7,500	7,500	0%
4500-0	Employee Recognition	35,000	33,000	-6%
	Total Purchased/Contracted Services	\$ 131,655	\$ 122,655	-7%
53	Supplies			
1100-0	Office Supplies	\$ 6,000	\$ 6,048	1%
1300-0	Periodicals/Publications	3,225	2,225	-31%
	Total Supplies	\$ 9,225	\$ 8,273	-10%
	Total Administration	\$ 793,892	\$ 767,348	-3%

Department of Administration

<i>10-1300-030 Technology</i>		FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 165,001	\$ 167,330	1.4%
1110-0	Other Salaries & Wages	18,880	14,155	-25.0%
2100-0	Group Health Insurance	18,521	19,873	7.3%
2110-0	Group Life Insurance	535	582	8.8%
2120-0	Group Dental Insurance	1,031	1,031	0.0%
2130-0	Group Vision Insurance	213	213	0.0%
2140-0	Short-Term Disability Insurance	442	464	5.0%
2200-0	FICA Expense	14,067	13,884	-1.3%
2400-0	Municipal Retirement	13,943	13,717	-1.6%
	Total Personal Benefits	\$ 232,633	\$ 231,249	-0.6%
52	Purchased/Contracted Services			
1210-0	Maintenance/Repairs Office Equipment	114,720	96,514	-15.9%
1220-0	Maintenance/Repairs Computer Equipment	52,016	14,106	-72.9%
1221-0	Software & Licensing	227,129	214,123	-5.7%
1222-0	Computer Equipment	251,940	112,240	-55.4%
2200-0	Telephone	178,164	135,000	-24.2%
3100-0	Dues, Fees, & Memberships	-	500	100.0%
3700-0	Training and Travel	5,000	4,000	-20.0%
	Total Purchased/Contracted Services	\$ 828,969	\$ 576,483	-30.5%
53	Supplies			
1100-0	Office Supplies	\$ 2,151	\$ 1,000	-53.5%
1300-0	Periodicals & Publications	500	500	0.0%
	Total Supplies	\$ 2,651	\$ 1,500	-43.4%
	Total Technology	\$ 1,064,253	\$ 809,232	-24.0%

Department of Police Services

Functional Organizational Chart Department of Police Services



- Handles primary police response to calls for services.
- Responsible for all police patrols in city limits.
- Enforces laws & Ordinances of the City of Conyers.
- Investigates criminal activity and arrests those responsible.
- Analyzes and responds to crime trends.
- Handles security of special events.
- Gathers evidence of crimes.
- Responsible for K-9 operations.
- Provides full time school resource officer to high school.
- Oversees officers assigned to federal task forces.
- Handles all Police Communications and 911 System.
- Handles all duties and functions of the Conyers Municipal Court & Probation.
- Oversees Conyers Security Alert program.
- Responsible for state certification and national accreditation.
- Handles all departmental records.
- Implements community outreach program.
- Responsible for all departmental training and quartermaster duties.
- Oversees all property & evidence.

DEPARTMENT DESCRIPTION

It is the responsibility of the City of Conyers Police Department to protect the residents and businesses which are in the incorporated area of Rockdale County. The department is also responsible for the administration of justice and alarm services throughout the city.

The police department is divided into two bureaus. They are the Field Services Bureau and the Administrative Services Bureau. Each bureau houses different functions of the department which are essential for police operations.

The Field Services Bureau, which is the main enforcement arm of the department, is comprised of the Patrol Division, the Criminal Investigations Division, the Special Operations Division, the Marshal Unit and Crime Intelligence.

The Patrol Division is responsible for patrolling the city limits, enforcing laws, handling citizen complaints, and investigating offenses which are both criminal and traffic in nature. The Patrol Division is the primary police response for all calls for service.

Department of Police Services

The Criminal Investigations Division is responsible for investigating criminal activity and apprehending those responsible for crimes. Initial and follow-up investigations are done by this arm of the police department. This division contains several detectives responsible for directly investigating cases and a crime scene unit. The crime scene unit is responsible for gathering all evidence, photographing crime scenes, fingerprinting subjects and establishing a chain of custody for evidence to be presented in court.

This division is additionally responsible for two officers who are assigned to federal task forces. The police department has an officer assigned to the United States Drug Enforcement Administration State and Local Task Force and a second officer assigned to the Immigration and Customs Enforcement Task Force. These task forces pair local police officers with federal agents to conduct special investigations on a federal level in cooperation with local authorities.

The division is also responsible for officers assigned to the Rockdale County Narcotics and Vice Unit. This combined unit of the Conyers Police Department and the Rockdale County Sheriff's Office targets drug and vice crimes countywide in a joint effort to more effectively combat these types of offenses in our community.

The Special Operations Division is responsible for conducting specialized traffic enforcement on the city's roadways, concentrated enforcement actions, handling special events throughout the community and for police K-9 operations. The police department uses a police dog for various functions. The dog is used to obtain evidence on narcotic suspects and in solving other types of crimes. The dog is also used as part of the department's drug interdiction efforts. Drug interdiction focuses on stopping the flow of drugs on Interstate 20 which runs through the City of Conyers. This dog is certified in both narcotics detection and patrol techniques.

The Special Operations Division also houses the Conyers Police Department Reserve Unit. The unit is a volunteer force of approximately 10 men and women. Many of the 10 members are certified police officers. The members give their time freely to the police department in addition to their regular full time jobs in other professions. These dedicated individuals help the department patrol during their off days, work parades, work special events and conduct crime prevention programs. The department would be hard pressed to provide its high level of service without the help of these special volunteers.

The Marshal Unit is responsible for enforcing the ordinances of the City of Conyers. The Unit specifically targets such issues as junk vehicles, liquor violations, abandoned automobiles and other various city ordinance violations. The Unit is also responsible for ensuring that all restaurants are in compliance with alcoholic beverage server permits for all employees. Additionally, the section handles compliance and enforcement of the city taxi ordinance. It also issues permits for parades, marches and demonstrations. It is responsible for conducting business crime watch programs with businesses within the City of Conyers. This program teaches business owners about safety for their establishments and employees as well as instructs on business crime prevention measures.

Department of Police Services

The police department also provides a full-time school resource officer to Rockdale County High School. The school resource officer attends and participates in school functions. He acts as an instructor for specialized short term programs such as basic understanding of the laws, the role of the police officer and the police mission. The officer also provides assistance with problems of law enforcement and crime prevention to students, parents and faculty. The officer also takes law enforcement action at the school as

required. These are just some of the many daily functions the school resource officer performs at the high school.

Additionally, a civilian is assigned to crime intelligence gathering, statistical analysis and crime information dissemination. This position is responsible for the implementation and operation of the department's COMPSTAT (COMPUter STATistics) program. COMPSTAT is a program where statistical data on crimes is compiled into a map format. The maps are disseminated to department managers so that police resources can be better deployed to combat and prevent crimes. This system has proven invaluable to the department's efforts to control crime in the City of Conyers.

The Administrative Services Bureau is the arm of the police department that is responsible for all functions which support and augment regular police operations. It consists of the Communications Division, the Court Services Division, Conyers Security Alert, Certification/Accreditation, Records, Training/Quartermaster and Community Outreach.

The Communications Division is responsible for monitoring radio traffic with officers, dispatching calls for service, monitoring the radio frequencies of other city departments, manning the 911-Enhanced system and answering all incoming telephone calls for service which are both emergency and non-emergency in nature. The Conyers Police Department Communications Center is a nationally certified Underwriter's Laboratory monitoring station and is responsible for monitoring all accounts of the City of Conyers owned alarm system company, Conyers Security Alert, for alarm activity. The Conyers Police Department has the only police communications center in the United States which has obtained Underwriter's Laboratory certification. The division is also responsible for the criminal background check program which is provided to businesses for employee criminal history checks.

The Administrative Services Bureau is also responsible for overseeing and implementing the Conyers Security Alert program. This program is the only police operated alarm system in the State of Georgia. It provides burglar, fire and medical alarm systems to residences as well as businesses. This department is responsible for customer service, installation and alarm maintenance. The Conyers Security Alert system is monitored directly by the Conyers Police Department Communications Division 24 hours a day and 365 days a year.

Department of Police Services

The City of Conyers Municipal Court Division is responsible for the administration of justice. The Municipal Court Division is divided into three sections. They are the Municipal Court, Probation Services and Community Service.

The Municipal Court is responsible for handling all misdemeanor traffic cases and city ordinance violations initiated by the Conyers Police Department. This section is responsible for data entry, collection and maintenance of all Georgia Uniform Traffic Citations issued by the police department. It also collects all fine monies from citations, coordinates Conyers Municipal Court sessions with the Municipal Court Judge, coordinates prisoner hearings/releases with the Rockdale County Jail, and generates reports on fine collections for the state each month.

The Probation Unit is responsible for monitoring compliance with court-ordered conditions of probation. This unit is responsible for the collection of fine monies from citations, supervision of probationers to ensure that all court-ordered programs are completed successfully and administration of the community service program. In addition, the Probation Unit serves as the compliance monitor for the pre-trial

diversion program and acts as a liaison between the department directors within the city and probationers to maximize the benefits received by the city through the community service program.

The Administrative Services Bureau also handles all police records. The Records Unit handles all reports generated by the Conyers Police Department and helps the public by providing copies of incident, accident and arrest reports. It is additionally responsible for vehicle impound releases, alcoholic beverage server permits, taxi permits, peddlers' permits, press releases and general information.

The bureau is also responsible for state police certification through the Georgia Association of Chiefs of Police and national police accreditation through the Commission on Accreditation for Law Enforcement Agencies. The certification and accreditation processes are rigorous reviews of all law enforcement policies and procedures used by a police department. Applicants must meet or exceed numerous standards in order to become a state certified and nationally accredited law enforcement agency. State certification and national accreditation are goals the department is currently pursuing.

The training/quartermaster is responsible for police officer training and quartermaster duties. Training is regularly scheduled for all officers both at the regional training center and "in-house" at the police department. Officers of the Conyers Police Department are highly trained and attain numerous hours of specialized training each year. Several department officers are certified instructors under the Georgia Peace Officer Standards and Training Council and provide training to other department officers as well as at the regional police academy. All officers exceed the minimum training standards required by the State of Georgia each year. The quartermaster duties entail the responsibility of tracking and issuing all police equipment and uniforms to officers.

Department of Police Services

The Community Outreach Unit is responsible for crime prevention programs, community policing and the citizen police academy. The goal of community outreach is to partner with the community in order to solve crime problems, to create a better understanding of police operations among our citizens and to educate citizens so they are knowledgeable about how to prevent crimes. Numerous crime prevention programs such as personal safety, home security, and neighborhood watch are provided to the businesses and citizens of the Conyers community by this unit.

The Administrative Services Bureau is also responsible for property and evidence received by the police department. The organization, inventory and administration of the property room is handled by this bureau. This includes all property received by the police department including evidence and seized items which are forfeited to the agency by the courts.

Additionally, the police department has an officer assigned to professional standards who reports directly to the Chief of Police. This arm of the police department is responsible for hiring, internal investigations, handling complaints on officers and quality assurance. This part of the department works to ensure that the highest quality officers are hired and that current officers maintain the highest level of professional standards possible.

The City of Conyers Police Department takes great pride in protecting and serving its community. It is the goal of Chief Gene Wilson to ensure that this department is among the best in the State of Georgia and that it will continue to serve its community with pride, honor and integrity.

KEY OBJECTIVES

- Enforce the laws of the State of Georgia and the ordinances of the City of Conyers
- Investigate criminal activity in the City of Conyers
- Patrol the streets of the City of Conyers to enhance the safety and well being of the citizens that work, live and visit the community
- Investigate traffic accidents within the City of Conyers
- Provide the citizens with community programs designed to promote crime prevention
- Decrease the flow of narcotics in the State of Georgia by interdiction on Interstate 20 within the corporate limits of Conyers
- Provide 911 emergency service to all citizens of the City of Conyers

Department of Police Services

Department of Police Services

FUTURE OUTLOOK – FISCAL YEAR 2011-2012

- The Conyers Police Department will seek and obtain national law enforcement accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- The Conyers Police Department will seek and obtain state law enforcement certification through the Georgia Association of Chiefs of Police (GACP) state law enforcement certification program.
- There will be a minimum of two Citizen Police Academies conducted during the year. In conjunction with the establishment of a community relations/crime prevention officer, a Citizens' on Patrol (COPs) program will be developed and implemented using alumni of the Citizen Police Academy. The police department will also implement Junior Citizen Police Academy program.
- The Conyers Police Department Explorer Unit will network with the Rockdale Career Academy (RCA) criminal justice and public safety program to establish a resource for possible new police recruits in the future.
- The Communications Division will develop and implement a program which will provide for on-call certified dispatchers so that the police department will have a pool of certified dispatchers to use due to manpower shortages or needs.
- The police department will implement a training program to support professional development and the concept of problem solving policing.
- Through crime analysis and enforcement, the Conyers Police Department will realize a reduction in Part I Crimes in calendar year 2011 compared to calendar year 2010.
- The Communications Division will implement a plan to bring the amount of time it takes to answer a 911 phone call into compliance with current National Emergency Number Association (NENA) standards.

ACCOMPLISHMENTS – FISCAL YEAR 2010-2011

- In 2010, the City of Conyers unfortunately experienced four murders. However, in each of these murders, the police department Criminal Investigations Division was able to arrest suspects and charge them with the murders. This included the high profile arrests of Jasmiyah and Tasmiyah Whitehead for the January 2010 murder of their mother Jarmeca, the arrest of four suspects in the murder of a Gamestop patron in November 2010 and the arrest of suspects in a murder at a house party in November 2010.

Department of Police Services

- The Conyers Police Department Criminal Investigations Division was able to make 16 arrests in connection with these various robberies which occurred during 2010. The robberies cleared by arrest included robberies that occurred at Wendy's, Hard Luck Café, Waffle House, BB&T bank, Wachovia bank and Chevron.
- The Communications Division passed its annual Underwriter's Laboratory (UL) audit in November 2010. This audit is conducted to ensure compliance with UL alarm monitoring standards which allows the Conyers Police Department Communications Center to remain the only police agency in the United States that is a UL certified central alarm monitoring station.
- The Marshal Unit / Administrative Unit researched and wrote a Loitering and Prowling City ordinance and a Loitering and Prowling Parked Vehicles City ordinance. Both these ordinances were adopted by the Conyers City Council and are currently in place.
- The Marshal Unit and the Crime Analysis Unit worked together to write a Special Events ordinance which is designed to resolve issues facing our growing need to regulate events and gatherings. This ordinance is currently under review and has not yet gone before the Conyers City Council. The ordinance will give the City greater ability to regulate and control gatherings.
- The Conyers Security Alert policies and procedures used by the police department Communications Division were completely revised to coincide with the signals received from the new receivers in the 911 Center. The new manual ensures that the dispatch operators take the appropriate action on all received signals.

Department of Police Services

- The Conyers Police Department Criminal Investigations Division was able to make five arrest in connection with various burglaries that occurred in the area of Milcrest Walk, Green Valley Drive and a burglary at Melvin's Ford Parts from November 2009 through March 2010.
- The Communication's training program has been redesigned to a more aggressive and accelerated program. The aggressive approach will push new operators to take more self-initiative with their training and will get them on a console sooner than previous output from the program.
- A suspect was arrested by the Criminal Investigations Division who had broken into five cars in the City of Conyers and multiple vehicles in DeKalb County. The incidents occurred from April through June at various shopping complexes and L.A. Fitness.
- An evidence custodian position was created to oversee departmental evidence. Since this position was implemented in April, unneeded evidence has been purged from the police department evidence room which freed up a third of the space. Until this position was implemented, evidence was not being purged.
- A bar coding system for evidence was implemented for the police department evidence room. All evidence is now logged and tracked with a computerized bar coding system. This bar coding system allows for all evidence to be tracked, cataloged and maintained automatically. It creates a strong system of accountability which the department has not had before.
- Two suspects were arrested by the Criminal Investigations Division for the theft of copper from four separate addresses in City of Conyers residential locations which occurred in May 2010. Three more suspects were arrested in the theft of air conditioning units from various areas in the City. The suspects had been stealing air conditioners from May to August 2010 in locations such as the Business Center Park and Millstream Hollow.
- The Marshal Unit Task Force was created in conjunction with the Department of Planning and Inspection Services. The police department marshal and a code enforcement officer have been teamed together in order to make code enforcement more efficient. Thus far, this partnership has been a tremendous asset to the city in enforcing ordinances and code violations.
- The Communications Division was audited by the Georgia Crime Information Center (GCIC) in May 2010. This audit is a comprehensive review of the operations of the Communications Division as it regards to usage, entries and policies. The Communications Division passed the audit with no major issues reported.
- In July 2010, the Conyers Police Department went live on Crimemapping.com. This website allows the public to access a map of crime in the City of Conyers and set up email alerts which send notifications of criminal activity to citizens. This website allows our citizens unprecedented access to City of Conyers crime data.

Department of Police Services

- The new rank of Police Officer II was instituted which will allow for officers to have some lateral movement and a five percent pay raise once the criteria are met. This was implemented in order to give line officers a goal to achieve and to help in employee retention.
- An entry level pay matrix was created which will give higher pay to applicants who meet certain criteria such as prior experience, college education, bilingual, law enforcement certification, etc. This was implemented in order to attract high quality applicants to the police department.
- A department wide equipment inspection was done of all equipment issued to officers. Over \$30,000 was expended to replace equipment deemed to be defective or to purchase new needed equipment to outfit officers.
- The Communications Division was audited by the Georgia Crime Information Center (GCIC) in May 2010. This audit is a comprehensive review of the operations of the Communications Division as it regards to usage, entries and policies. The Communications Division passed the audit with no major issues reported.

KEY PERFORMANCE MEASURES

	FY 2008-2009	FY 2009-2010	FY 2010-2011
Department of Public Safety	Actual	Actual	Pre-Audit
Number of Full Time Sworn Officers	55	58	62
Number of Citations Issued	6,600	10,612	8,155
Number of Incidents Reported	3,127	3,256	3,268
Number of Accidents Reported	1,546	1,618	1,544
Number of Arrests	1,966	2,104	2,071
Number of DUI Arrests	143	168	154
Number of Possession/Consumption by Minor	48	50	53
Number of Adult Arrests per Full Time Sworn Officer	33	36	33
Number of Juvenile Arrests per Full Time Sworn Officer	3	4	4
Number of Cases Assigned to CID	1,002	919	929
Percentage of Cases Cleared by CID	29%	29%	33%
Number of Violent Crimes	76	71	84
Number of Crime Prevention Programs	74	75	60

Department of Police Services

Number of Service Calls	102,749	97,294	100,161
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Average Response for Emergency Calls	5 minutes, 48 seconds	6 minutes, 11 seconds	5 minutes, 15 seconds
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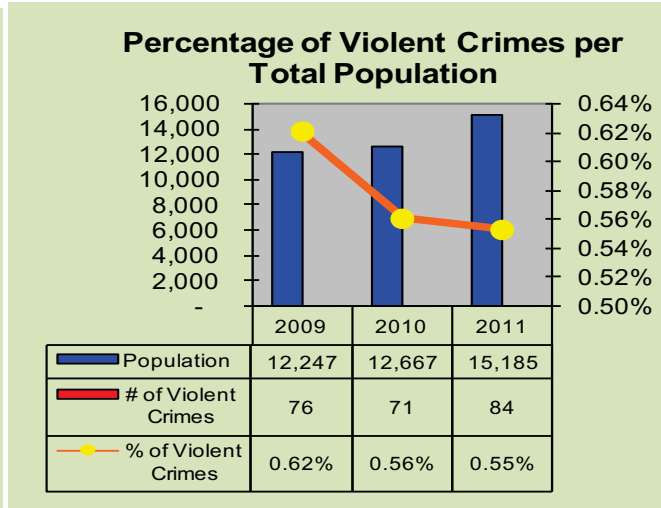
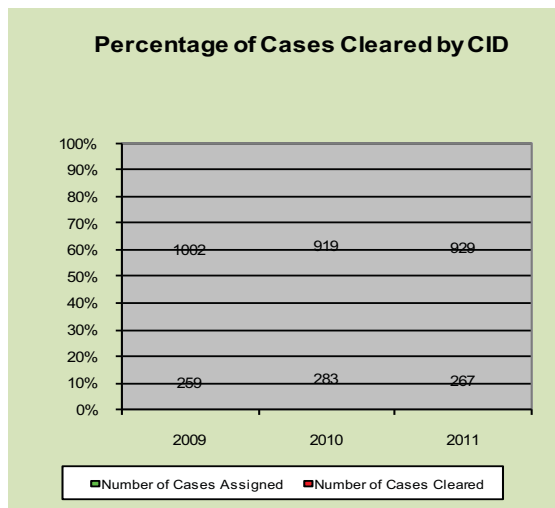
Additional Performance Indicators*

Percentage of citizens who are satisfied with the City of Conyers police services	90%
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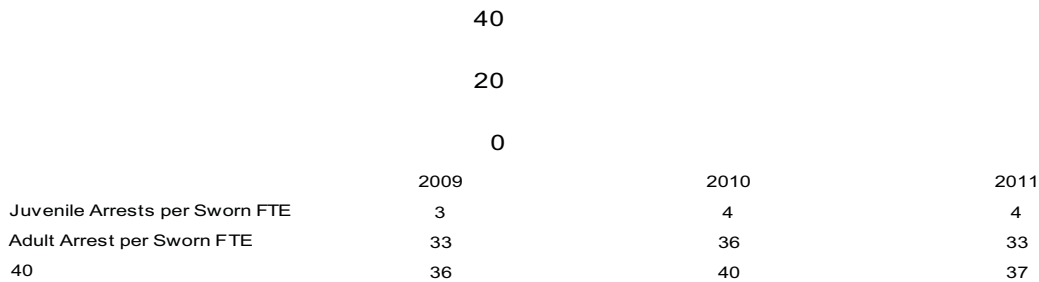
Percentage of citizens who rated Police courtesy as good to excellent	82%
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Percentage of citizens who believe DARE program is effective to prevent drug use among students	86%
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Citizen rating of police services to fight drugs in Conyers	4.46/5
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Total Arrests per Sworn FTE



BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2011-2012 for the Police are \$4,418,706, which reflects an increase of \$302,444 or 2.4% over the prior fiscal year's revised budget. The following are some of the major highlights for the police department's budget for fiscal year 2012:

- The increase is primarily a result capital outlays for this fiscal year.

Department of Police Services

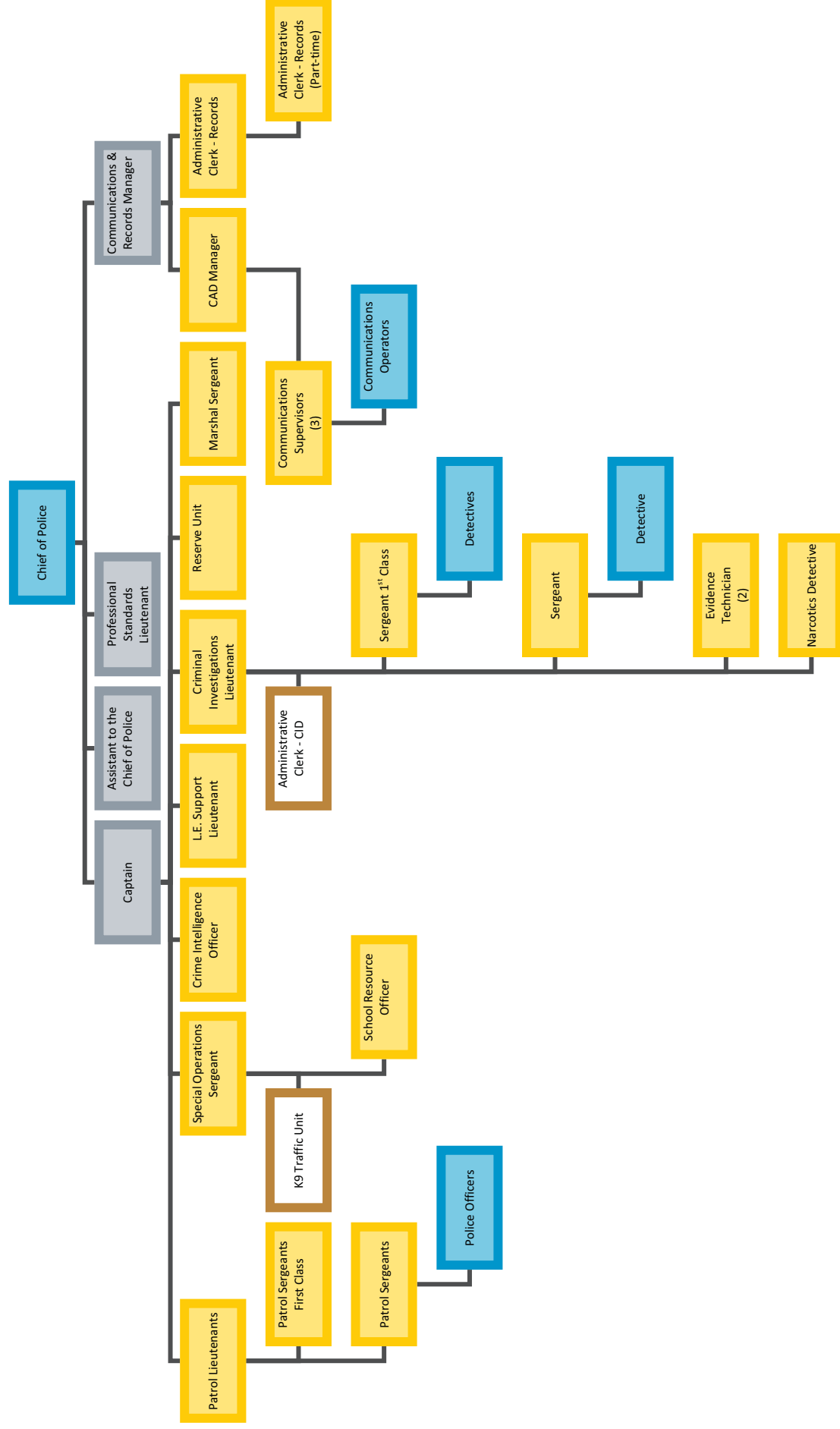
- Three new positions were also added to the police department for FY 2011-2012.
- Increases in medical drugs for prisoners.
- Supplies for the canine units.

PERSONNEL POSITIONS

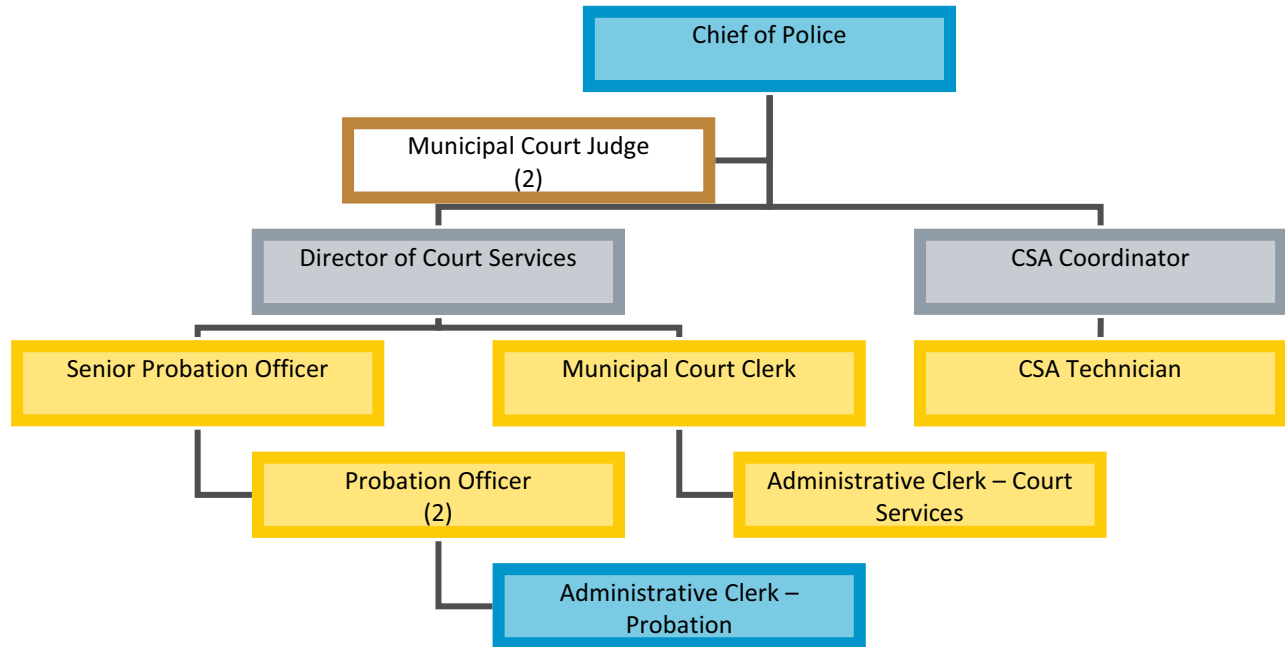
Public Safety	Salary Grade	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions	FY 2011-12 Budgeted Positions
Chief of Police	UC	1	1	1
Director of Court Services	UC	1	1	1
Major	120	1	0	2
Captain	119	0	1	0
Lieutenant	117	7	6	4
CSA Coordinator	117	1	1	1
Assistant to the Chief of Police	112	1	1	1
Sergeant 1 st Class	115	2	0	0
Sergeant	115	8	10	10
Senior Marshal Sergeant	114	1	1	1
Crime Analyst	114	1	1	1
Senior CSA Technician	114	1	0	0
Detective	113	5	6	10
Narcotics Detective	113	1	1	1
K-9 Police Officer	113	2	2	2
Police Officer	112	25	30	29
Evidence Technician	112	1	1	1
Senior Probation Officer	112	1	1	1
CSA Technician	112	0	1	0
Probation Officer	110	2	2	2
Municipal Court Clerk	110	1	1	1
Evidence Custodian	109	0	1	1
Administrative Clerk - Records	107	1	1	1
Administrative Clerk – Records (Part-time)	107	1	1	1
Administrative Clerk - CID	107	1	1	1
Administrative Clerk - Probation	106	2	2	2
Administrative Clerk – Court Svcs	106	1	1	1
School Patrol	Fee	1	1	1
Communications Manager	117	1	1	1
Communications Supervisor	109	2	3	3
CAD Manager	109	1	1	1
Communications Operator	107	11	10	13
Municipal Court Judge	Fee	2	2	2
Total		87	93	97

Department of Police Services

Organizational Chart Department of Public Safety



Department of Police Services



Department of Police Services

<i>10-3100-210 Police</i>		FY:2010-2011 Revised Budget	FY: 2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 2,815,504	\$ 3,005,629	6.8%
1110-0	Other Salaries & Wages	75,069	100,000	33.2%
1120-0	Overtime Salaries & Wages	225,000	155,000	-31.1%
2100-0	Group Health Insurance	328,250	300,000	-8.6%
2110-0	Group Life Insurance	9,200	10,446	13.5%
2120-0	Group Dental Insurance	20,277	22,339	10.2%
2130-0	Group Vision Insurance	4,191	4,618	10.2%
2140-0	Short-Term Disability Insurance	9,431	10,526	11.6%
2200-0	FICA Expense	229,391	252,599	10.1%
2400-0	Municipal Retirement	228,856	241,285	5.4%
	Total Personal Benefits	\$ 3,945,169	\$ 4,102,442	4.0%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repair- Equipment	\$ 17,411	\$ 13,459	-22.7%
2100-0	Drug Testing Contracts	4,300	8,978	108.8%
2110-0	Pre-Employment Test	6,000	10,000	66.7%
2300-0	Advertising	1,000	3,100	210.0%
2400-0	Printing & Publishing	4,500	4,450	-1.1%
2500-0	Postage	1,100	1,100	0.0%
3100-0	Dues, Fees & Memberships	3,830	12,139	216.9%
3700-0	Training & Travel	25,540	40,000	56.6%
4200-0	PE-PI Expenses	500	500	0.0%
4300-0	Forensic Fees	15,650	13,000	-16.9%
	Total Purchased/Contracted Services	\$ 79,831	\$ 106,726	33.7%
53	Supplies			
1100-0	Office Supplies	\$ 13,447	\$ 15,197	13.0%
1150-0	Investigators Supplies	9,187	11,746	27.9%
1300-0	Arms & Ammunition	11,295	31,531	179.2%
1320-0	Periodicals/Publications	3,584	4,304	20.1%
1325-0	Prisoner Medical Drugs	4,500	15,000	233.3%
1335-0	Canine Supplies	260	6,560	2423.1%
1400-0	Uniforms	20,185	20,000	-0.9%
1401-0	Bulletproof Vests	16,999	10,000	-41.2%
2100-0	Photo Lab	200	200	0.0%
3100-0	Reward & Recognition Program	1,250	1,000	-20.0%
3110-0	Crime Prevention	1,050	6,000	471.4%
	Total Supplies	\$ 81,957	\$ 121,538	48.3%
54	Capital Outlay			
5005-0	Operating Capital	\$ 9,305	\$ 60,000	544.8%
9060-0	Capital Outlay	\$ -	\$ 28,000	100.0%
	Total Capital Outlay	\$ 9,305	\$ 88,000	845.7%
	Total Police	\$ 4,116,262	\$ 4,418,706	7.3%

Department of Police Services

<i>11-3200-212 Communications</i>		FY: 2010-2011 Revised Budget	FY: 2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 467,278	\$ 566,232	21.2%
1110-0	Other Salaries & Wages	12,194	23,231	90.5%
1120-0	Overtime Salaries & Wages	30,000	40,000	33.3%
2100-0	Group Health Insurance	56,391	96,809	71.7%
2110-0	Group Life Insurance	1,644	1,970	19.8%
2120-0	Group Dental Insurance	4,468	5,843	30.8%
2130-0	Group Vision Insurance	924	1,208	30.7%
2140-0	Short-Term Disability Insurance	2,210	2,786	26.1%
2200-0	FICA Expense	34,800	48,154	38.4%
2400-0	Municipal Retirement	42,865	47,847	11.6%
	Total Personal Benefits	\$ 652,774	\$ 834,080	27.8%
52	Purchased/Contracted Services			
1250-0	Maintenance/Repairs - Communications	\$ 153,378	\$ 100,491	-34.5%
2100-0	Drug Testing Contracts	500	885	77.0%
2110-0	Pre-Employment Test	4,025	4,025	0.0%
2200-0	Telephone	85,223	84,852	-0.4%
2300-0	Advertising	200	200	0.0%
3100-0	Dues, Fees & Memberships	282	382	35.5%
3700-0	Training & Travel	3,750	6,530	74.1%
	Purchased/Contracted Services	\$ 247,358	\$ 197,365	-20.2%
53	Supplies			
1100-0	Office Supplies	\$ 2,500	\$ 3,000	20.0%
1400-0	Uniforms	1,000	1,000	0.0%
	Total Supplies	\$ 3,500	\$ 4,000	14.3%
54	Capital Outlays			
5005-0	Operating Capital	\$ 4,622	\$ 30,688	564.0%
9060-0	Capital Outlays	7,605	5,500	-27.7%
	Total Capital Outlays	\$ 12,227	\$ 36,188	196.0%
	Total Communications	\$ 915,859	\$ 1,071,633	17.0%

Department of Police Services

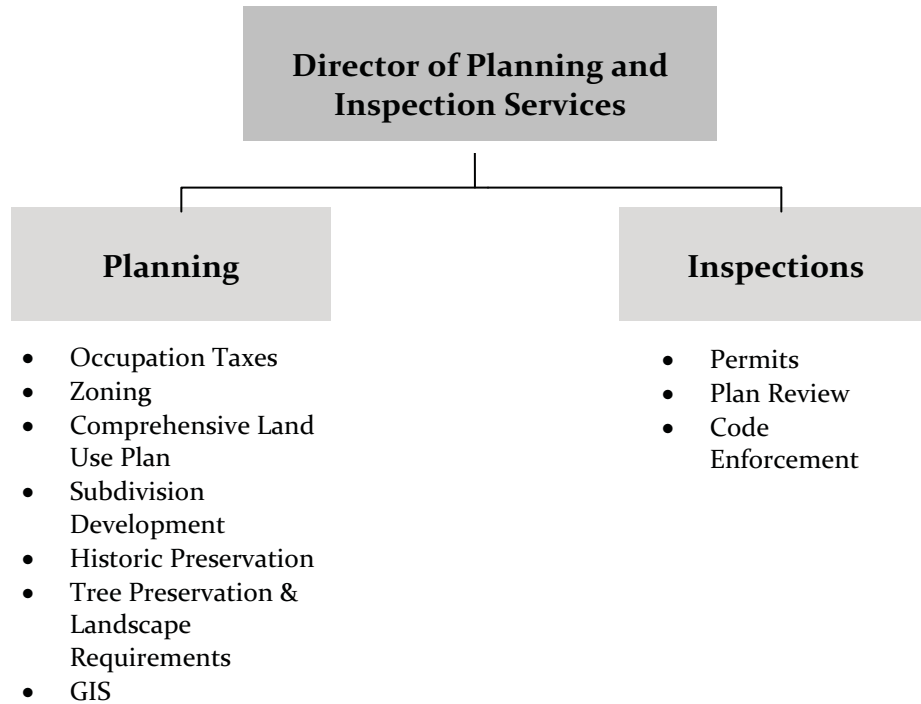
<i>10-1500-050</i>	<i>Conyers Security Alert</i>	FY:2010-2011 Revised Budget	FY: 2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 90,553	\$ 94,796	4.7%
1110-0	Other Salaries & Wages	270	3,237	1098.9%
1120-0	Overtime Salaries & Wages	500	1,000	100.0%
2100-0	Group Health Insurance	16,033	15,681	-2.2%
2110-0	Group Life Insurance	293	330	12.6%
2120-0	Group Dental Insurance	687	687	0.0%
2130-0	Group Vision Insurance	142	142	0.0%
2140-0	Short-Term Disability Insurance	295	310	5.1%
2200-0	FICA Expense	6,986	7,576	8.4%
2400-0	Municipal Retirement	7,652	8,010	4.7%
	Total Personal Benefits	\$ 123,411	\$ 131,769	6.8%
52	Purchased/Contracted Services			
1200-0	Equipment Rental	\$ 500	\$ 500	0.0%
2400-0	Publishing & Printing	1,800	1,500	-16.7%
2500-0	Postage	5,000	2,500	-50.0%
2500-0	Training & Travel Expenses	1,500	1,000	-33.3%
	Total Purchased/Contracted Services	\$ 8,800	\$ 5,500	-37.5%
53	Supplies			
1100-0	Office Supplies	\$ 150	\$ 300	100.0%
1250-0	Operating Supplies	2,500	2,500	0.0%
1400-0	Uniforms	500	500	0.0%
2800-0	Inventory-Parts	62,000	50,000	-19.4%
4500-0	Small Tools	1,000	1,500	50.0%
	Total Supplies	\$ 66,150	\$ 54,800	-17.2%
	Capital Outlays			
	Capital Outlay	\$ -	\$ 26,000	100.0%
	Total Capital Outlays	\$ -	\$ 26,000	100.0%
	Total Conyers Security Alert	\$ 198,361	\$ 218,069	9.9%

Department of Police Services

<i>10-3300-215</i>	<i>Court Services</i>	FY:2010-2011 Revised Budget	FY: 2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 269,800	\$ 305,078	13.1%
1110-0	Other Salaries & Wages	6,244	5,338	-14.5%
1120-0	Overtime Salaries & Wages	3,000	3,000	0.0%
2100-0	Group Health Insurance	28,741	40,292	40.2%
2110-0	Group Life Insurance	1,046	1,062	1.5%
2120-0	Group Dental Insurance	2,749	2,406	-12.5%
2130-0	Group Vision Insurance	568	497	-12.5%
2140-0	Short-Term Disability Insurance	1,179	2,786	136.3%
2200-0	FICA Expense	20,119	23,976	19.2%
2400-0	Municipal Retirement	17,277	25,779	49.2%
	Total Personal Benefits	\$ 350,723	\$ 410,214	17.0%
52	Purchased/Contracted Services			
1200-0	Legal Counsel	\$ 38,000	\$ 30,000	-21.1%
2100-0	Drug Testing Contracts	100	100	0.0%
2300-0	Advertising	200	200	0.0%
2400-0	Publishing & Printing	5,500	5,000	-9.1%
2500-0	Postage	1,500	2,000	33.3%
3100-0	Dues, Fees, & Memberships	545	185	-66.1%
3700-0	Training & Travel Expenses	2,750	5,850	112.7%
	Total Purchases/Contract Services	\$ 48,595	\$ 43,335	-10.8%
53	Supplies			
1100-0	Office Supplies	\$ 4,000	\$ 5,450	36.3%
1250-0	Operating Supplies	4,920	5,155	4.8%
1300-0	Periodicals & Publications	850	475	-44.1%
1400-0	Uniforms	510	660	29.4%
	Total Supplies	\$ 10,280	\$ 11,740	14.2%
	Total Court Services	\$ 409,598	\$ 465,289	13.6%

Department of Planning and Inspection Services

Functional Organizational Chart Department of Planning and Inspection Services



DEPARTMENT DESCRIPTION

The Planning and Inspection Services Department provides a valuable service to protect our residents' safety and health through the enforcement of City codes to ensure all residents and businesses within the City limits meet all safety requirements.

The Planning and Inspection Services Department is responsible for permits, building inspections, business and occupation registration, zoning enforcement, subdivision development, and historic preservation. Some of the things customers can handle through the Department of Planning and Inspection Services include:

- Permits for residential, commercial, and industrial construction.
- Liquor licenses for on-premise or off-premise locations in accordance with the City's Alcoholic Beverage Ordinance.
- Field inspections for new and existing structures.
- Review of plans with contractors working to establish new businesses.
- Review of City codes with contractors and interested citizens.
- GIS – Automated mapping system including zoning, land use, street names, street addresses, rights-of-way, fire hydrants, streams, waterways, floodplains, wetlands locations, etc.

Department of Planning and Inspection Services

- Comprehensive Land Use Plan (Future and Existing Land Uses).

A development guide outlining procedures, fees and appeal processes for the City of Conyers can be ordered by calling (770) 929-4280. This guide is a useful resource for developers, builders, architects, engineers, land surveyors, and City residents.

KEY OBJECTIVES

- Building permits.
- Alcoholic beverage licensing.
- Inspections.
- Code enforcement.
- Business licenses.
- Comprehensive Land Use Plan.
- Historic Preservation.
- Tree Preservation & Landscape Requirements.

Department of Planning and Inspection Services

FUTURE OUTLOOK – FISCAL YEAR 2011-2012

- Amend Zoning District of the Central Conyers LCI.
- Complete Inventory of stormwater structures through GIS.
- Update database of all city street right-of-ways through GIS.
- Amend High Density Residential Ordinance.
- Amend Tree Preservation and Landscape Ordinance.
- Amend Olde Town Overlay District Ordinance.
- Upgrade and implement building permit software.
- Develop Apartment Renter's Ordinance to establish guidelines for registration and licensing.

ACCOMPLISHMENTS – FISCAL YEAR 2010-2011

Inspections and Code Enforcement Division

- ❖ Began scanning of Subdivision files.
- ❖ Coordinated to start up Marshall Unit task force with Conyers Police Department.
- ❖ Brought all gas station/convenience stores into compliance with sign ordinance by educating owners of regulations. (Removing all signage from light poles, bollards, etc.)
- ❖ Completed scanning project of all City property files (including large format construction plans).
- ❖ Inspected Cherokee Run building and cart path and recommended repairs. Also helped with addition on kitchen and met with Health Department to complete food service application.
- ❖ Had laptops installed on all Code Enforcement trucks.
- ❖ Implemented new Code Enforcement software to better track violations.
- ❖ Helped gather addresses and information for Opportunity Zone grant.
- ❖ Mapped all the Cherokee Run Golf Course with GPS unit (bunkers, greens, fairways, markers, sprinklers, electric, control boxes, and tree boxes).

Department of Planning and Inspection Services

- ❖ Updated the streetlights with new data.
- ❖ Mapped Arboretum at GIHP.
- ❖ Mapped the monuments and some parking in Olde Town.
- ❖ Continue to map street signs in the city limits.
- ❖ Updated red lights in or near the city.
- ❖ Mapped the gas stations within the city.
- ❖ Started mapping trails in GIHP.
- ❖ Updated map of abandoned houses.
- ❖ Mapped new Flat Shoals and Parker Road intersection.
- ❖ Mapped new Milstead Ave and Northside Road intersection.

Planning Division

- ❖ Drafted the Nightclub Ordinance to provide enhance land use standards in order to protect the health, morals and safety of the city.
- ❖ Amended the Aesthetics Ordinance (now the Design Requirements Ordinance) to enhance the architectural and urban design requirements for new construction and rehabilitation in commercial and industrial zoning districts to enhance the visual appeal and economic competitiveness of the city.
- ❖ Collaborated with the G.I.S. Division in creating and maintaining a spreadsheet database to monitor special use permits to ensure compliance with the zoning code and additional codes adopted by the city.
- ❖ Completed proposed amendments and revisions to the Mixed-use Village Overlay District (MxVOD) to:
 - Improve readability and ease of interpretation.
 - Ensure permitted principal uses of land and structures support a pedestrian friendly and rich urban fabric.
 - Create compatibility and consistency in the architecture and urban design requirements for both tiers, as well as with those in other zoning districts.
- ❖ Completed and submitted an application to the Department of Community Affairs petitioning to designate Olde Town and Central Conyers as an Opportunity Zone to stimulate economic activity and to support revitalization efforts in the city's

Department of Planning and Inspection Services

historic district. After reviewing the application, the Department of Community Affairs designated Olde Town and Central Conyers as an Opportunity Zone.

- ❖ Completed proposed amendments to the Mixed-use Development (MxD) District to establish a regulatory framework to guide new construction and renovations in Central Conyers. The proposed amendments to the MxD District will emphasize:
 - A well balanced and an inter-related mixture of land uses.
 - Attractive and accessible open space areas.
 - Architecture and urban design requirements that will promote new, as well as renovated building structures celebrating the architectural heritage and building traditions of Olde Town.
 - Improved street and sidewalk connectivity.
- ❖ Amended the Livable Centers Initiative (L.C.I) Overlay District to strengthen architectural and urban design in anticipation of redevelopment and transportation improvement projects in the future that will:
 - Establish a strong architectural identity.
 - Create consistency, architecturally and visually, between buildings.
 - Promote pedestrian friendly new construction and renovations.
 - Promote the design of automobile, bicycle, and pedestrian friendly streets.

GIS Division

- ❖ Completed two-foot contour data of mapping citywide.
- ❖ Mapped all the Cherokee Run Golf Course with GPS unit (bunkers, greens, fairways, markers, sprinklers, electric, control boxes, and tree boxes).
- ❖ Updated the streetlights with new data.
- ❖ Assisted Environmental Services with the completion of the stormwater mapping and end of the year report.
- ❖ Assisted with interviewing Crime Analyst position with the Police Department.
- ❖ Assisted the Police Department with Crimeview geocoding process.
- ❖ Assisted with the installation of GIS data in the Police cars.
- ❖ Created maps for technology grants.
- ❖ Mapped the Arboretum at GIHP.
- ❖ Updated 911 software from version 9.3 to 9.3.1.

Department of Planning and Inspection Services

- ❖ Mapped the monuments and some parking in Olde Town.
- ❖ Created maps for the GIHP for planning the Cherry Blossom and Big Haynes Wildlife Festival events.
- ❖ Mapped street signs in the city limits.
- ❖ Updated GIS data to include red lights in or near city limits.
- ❖ Developing a License and Exchange Agreement for Geographic Digital Data.
- ❖ Updated layers as needed (roads, point address, zoning, future land use, etc.).
- ❖ Added speed limits to roads layer to GIS data.
- ❖ Mapped entrance gates, parking, restrooms, and building names for GIHP.
- ❖ Mapped gas stations within the city.
- ❖ Acquired school zones for Rockdale County Board of Education.
- ❖ Added milepost markers from GDOT within Rockdale County to GIS data.
- ❖ Set up database to maintain special use permits.
- ❖ Prepared maps for Urban Redevelopment Plan adopted by the City Council.
- ❖ Prepared maps for Opportunity Zone Application.
- ❖ Mapped trails in GIHP.
- ❖ Prepared maps for Olde Town and GIHP Wi-Fi coverage.
- ❖ Updated and added abandoned houses to GIS data.

KEY PERFORMANCE MEASURES

Department of Planning and Inspection Services	FY 2008-2009	FY 2009-2010	FY 2010-2011
Planning & Inspection Services	Actual	Actual	Pre-Audit
Number of Building Permits Issued	126	108	116
New Occupational Tax	318	260	262

Department of Planning and Inspection Services

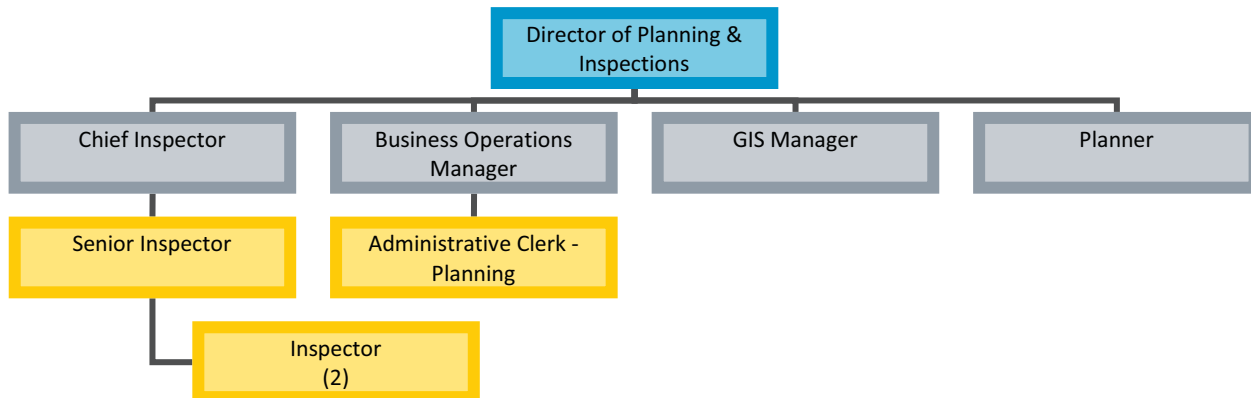
BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2011-2012 are \$656,701, a slight increase of \$4,217(0.6%) over the previous year's revised budget of \$652,484. The minimal increase is due primarily to personnel salaries and benefits.

PERSONNEL POSITIONS

Planning & Inspection Services Positions	Salary Grade	FY 2009–10 Budgeted Positions	FY 2010–11 Budgeted Positions	FY 2011–12 Budgeted Positions
Director of Planning & Inspection Services	UC	1	1	1
GIS Manager	117	1	1	1
Planner	116	1	1	1
Chief Inspector	116	1	1	1
Senior Inspector	114	1	1	0
Business Operations Manager	112	1	1	1
Inspector	112	2	2	3
Administrative Clerk – Planning	107	1	1	1
Total		9	9	9

**Organizational Chart
Department of Planning & Inspections**



Department of Planning and Inspection Services

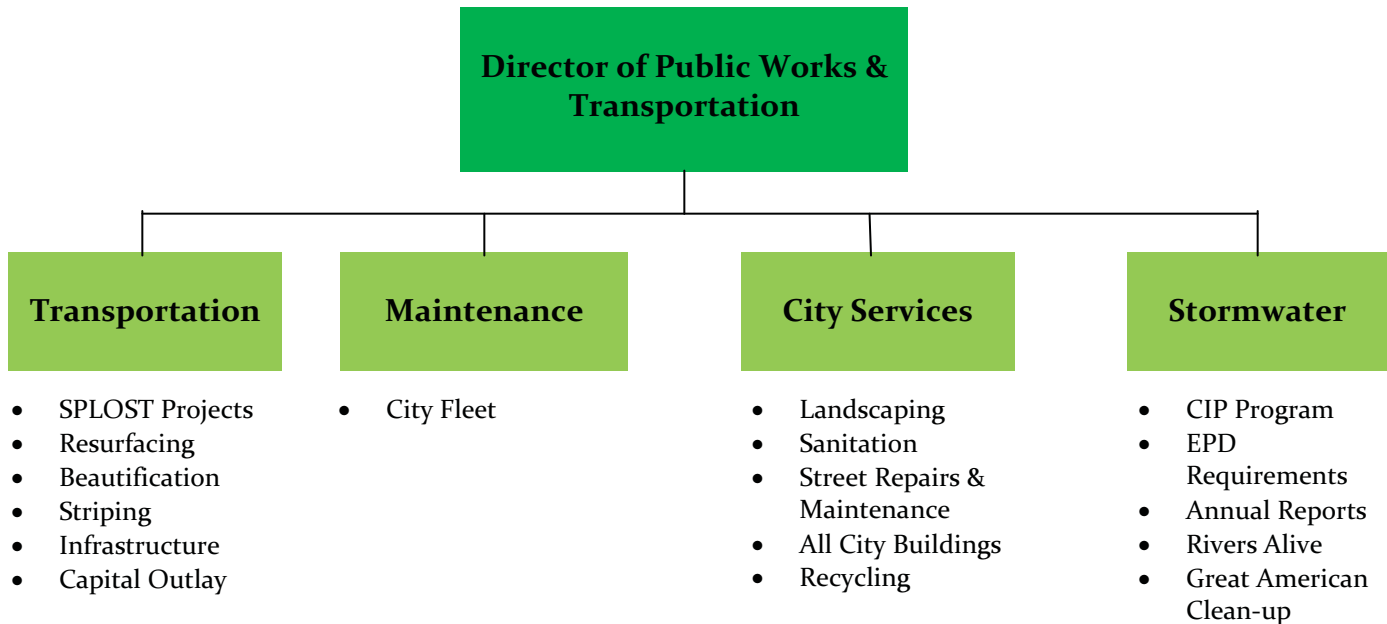
<i>10-4100-310</i>	<i>Planning & Zoning</i>	FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 267,934	\$ 280,147	4.6%
1110-0	Other Salaries & Wages	23,113	21,523	-6.9%
2100-0	Group Health Insurance	31,656	31,906	0.8%
2110-0	Group Life Insurance	868	975	12.3%
2120-0	Group Dental Insurance	1,718	1,718	0.0%
2130-0	Group Vision Insurance	355	355	0.0%
2140-0	Short-Term Disability Insurance	737	774	5.0%
2200-0	FICA Expense	21,439	23,078	7.6%
2400-0	Municipal Retirement	22,640	23,672	4.6%
	Total Personal Benefits	\$ 370,460	\$ 384,148	3.7%
52	Purchased/Contracted Services			
1100-2	Contract Labor	\$ 25,000	\$ -	-100.0%
3100-0	Dues, Fees, & Memberships	400	400	0.0%
3700-0	Training & Travel	3,500	4,500	28.6%
	Total Purchased/Contracted Services	\$ 28,900	\$ 4,900	-83.0%
53	Supplies			
1100-0	Office Supplies	\$ 5,000	\$ 5,000	0.0%
1300-0	Periodicals/Publications	350	350	0.0%
	Total Supplies	\$ 5,350	\$ 5,350	0.0%
	Total Planning & Zoning	\$ 404,710	\$ 394,398	-2.5%

Department of Planning and Inspection Services

<i>10-4200-315</i>	<i>Inspections</i>	FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 181,988	\$ 188,761	3.7%
1110-0	Other Salaries & Wages	2,815	5,665	101.2%
2100-0	Group Health Insurance	20,418	20,418	0.0%
2110-0	Group Life Insurance	590	657	11.4%
2120-0	Group Dental Insurance	1,375	1,375	0.0%
2130-0	Group Vision Insurance	284	284	0.0%
2140-0	Short-Term Disability Insurance	589	619	5.1%
2200-0	FICA Expense	14,137	14,874	5.2%
2400-0	Municipal Retirement	15,378	15,950	3.7%
	Total Personal Benefits	\$ 237,574	\$ 248,603	4.6%
52	Purchased/Contracted Services			
1100-0	Engineering Services	\$ 2,500	\$ 5,000	100.0%
1300-0	Dues, Fees & Memberships	600	600	0.0%
1400-0	Advertising	750	750	0.0%
2400-0	Publishing/Printing	750	750	0.0%
2500-0	Postage	2,500	2,500	0.0%
3700-0	Training & Travel	2,000	3,000	50.0%
	Total Purchased/Contracted Services	\$ 9,100	\$ 12,600	38.5%
53	Supplies			
1300-0	Periodicals & Publications	\$ 600	\$ 600	0.0%
1400-0	Uniforms	\$ 500	\$ 500	0.0%
	Total Supplies	\$ 1,100	\$ 1,100	0.0%
	Total Planning & Inspections	\$ 247,774	\$ 262,303	5.9%

Department of Public Works & Transportation

Functional Organizational Chart Department of Public Works and Transportation



DEPARTMENT DESCRIPTION

The City of Conyers' Department of Public Works and Transportation provides a wide range of services that enhance the quality of life for the citizens of Conyers.

The Department of Public Works and Transportation is responsible for sanitation, streets, city parks, cemeteries, building maintenance, stormwater management and SPLOST projects. In addition, the department is responsible for the maintenance and repair of all vehicles and heavy equipment in the City fleet.

The City of Conyers residents take pride in the appearance of our community and so do we! Whether you live or work in Conyers, you can count on us to provide excellent sanitation services to the homes and businesses in our area. The streets and sidewalks are maintained cemeteries and parks as well. With eight parks in the city of Conyers, we strive to provide a safe, fun environment for the families in our community to relax and enjoy quality time together.

The City of Conyers offers residents living within the city limits curbside garbage pick-up. The service includes twice weekly pick up of garbage and gardening refuse for the low fee of \$20/month. Residents are provided with one 100-gallon garbage receptacle at no additional cost. For those residents who are unable to place their carts at the curbside and who live alone, special pick up options are available at no additional cost with a doctor's note.

The City of Conyers offers a special leaf vacuum service from October through February each year. Residents simply rake their leaves to the curb, and the leaf vacuum sweeps them away. Large limbs cut into 4' to 6' sections are also picked up at curbside once each week for Conyers

Department of Public Works & Transportation

residents' convenience. Do you have an old appliance or piece of furniture you need to get rid of? Simply place it curbside and our sanitation crew will remove it at no charge.

Maintenance of our city streets is an important role of the Department of Public Works and Transportation. Repairing potholes, sidewalk repair, repairing and replacing damaged street signs, resurfacing city streets and preventive maintenance are just a few of the responsibilities assigned to the street crews. Not only do they keep the streets in excellent shape, but they also landscape and maintain street rights of way. Drainage within the city is also maintained by Street Department crews.

The City of Conyers maintains three city cemeteries located within the city limits. All three of these cemeteries feature historic grave markers and are the perfect place for residents and visitors to research genealogies.

- Eastview Cemetery located on Eastview Road
- Pine Log Cemetery on Pine Log Road
- South Main Street Cemetery located on Main Street

Additionally the Department of Public Works and Transportation maintains all city parks with the exception of the Georgia International Horse Park (GIHP) which is separated into its own department.

KEY OBJECTIVES

- Enhanced sanitation services.
- Road/Traffic signal maintenance.
- Landscaping.
- Vehicle maintenance.
- Landfill operations.
- Building maintenance.
- SPLOST management.
- Stormwater management.
- Transportation projects.
- Recycling.

Department of Public Works & Transportation

Department of Public Works & Transportation

FUTURE OUTLOOK – FISCAL YEAR 2011-2012

- Complete Right of Way for Sigman at Sarasota Parkway/East Park Drive.
- Complete Engineering for Railroad Street improvements.
- Construct drainage improvements for Jimi Lane.
- Continue drainage improvements for Main Street beginning at Irwin Bridge Road and ending at Pleasant Circle.
- Receive approval of the North Georgia Watershed District audit for stormwater.
- Complete sign and striping project that is funded by federal dollars.
- Begin construction on East View Road beginning at Milstead Road and ending at Sigman Road.
- Create a list of roads to be resurfaced with new SPLOST funds in the amount of \$2,000,000.00.
- Continue enhancements to Cherokee Run Golf Course.
- Evaluate the feasibility of privatization of select Sanitation Services.

ACCOMPLISHMENTS – FISCAL YEAR 2010-2011

- ❖ 2010 Annual stormwater report was submitted and approved by EPD.
- ❖ Northside Drive and Milstead Road construction was completed.
- ❖ Completed construction on Sigman and East View Road Intersection Improvements.
- ❖ Participated in the Great American Cleanup, Rivers Alive, electronics, cell phone and phone book recycling events.
- ❖ Completed the Olde town parking enhancements.
- ❖ Completed Olde Town Conyers Trail Phase C.
- ❖ Completed Bald Rock Church Memorial.
- ❖ Completed remodel of Cherokee Run Golf club house and other tasks as required.
- ❖ Received final contracts for sign and striping funding.

Department of Public Works & Transportation

❖ Completed following stormwater projects:

1. Needmore Street pipe replacement
2. Highland Circle catch basin replacement
3. North Street curb and drainage improvements
4. Cleaning and enhancement of Centennial Parkway box culvert
5. Rockbridge Road drainage improvements

❖ Resurfaced Sigman Road from SR 138 to Gees Mill Road.

❖ Completed engineering for intersection improvements on Sigman road at Sarasota Parkway/East Park Drive.

KEY PERFORMANCE MEASURES

Department of Public Works and Transportation	FY 2008-09	FY 2009-10	FY 2010-11
Vehicle Maintenance	Actual	Actual	Pre-Audit
Total Number of Full Time Equivalent Employees	4	4	4
Number of Work Orders	1,637	1,701	1,674
Average Cost per Maintenance Request	69	148	120
Average Time Spent per Work Order	3 hours	2hrs. 45 min.	5 hours

Department of Public Works and Transportation	FY 2008-09	FY 2009-10	FY 2010-11
Infrastructure	Actual	Actual	Pre-Audit
Total Number of Full Time Equivalent Employees	11	11	11
Feet of New Sidewalk	7,209	3,412	8,574
Street Signs Repaired & Replaced	134	164	246
Percentage of Potholes Repaired Within Two Days of Request	95%	100%	95%
Potholes Repaired / Tons Asphalt Used	356	174	283
Drainage Repaired	65	19	22
Traffic Lights Repaired	84	92	108

Department of Public Works & Transportation

Department of Public Works and Transportation	FY 2008-09	FY 2009-10	FY 2010-11
Sanitation	Actual	Actual	Pre-Audit
Number of Full Time Equivalents	12	14	14
Tons of Residential & Commercial Refuse Collected	5,889	6,730	6,426
Number of Residential Customers Served	3,400	3,400	3,565
Refuse Collection Cost per Household per Month	20.85	20.00	20.00
Tipping Fees per Ton Taken to the Landfill	21.65	25.50	25.50
Miles of Roads Cleaned	100	73	100
Recycled Tons	548	3858	3397

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2011-2012 are \$3,758,102, a decrease of \$51,332 (1.3%) over the previous year's revised budget of \$3,809,434. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- Vehicle Maintenance
 - The minimal decrease of \$1,065 (.21%) from the previous year is primarily the result of a decrease in auto parts and increased fuel expenditures.
- Landscaping
 - There is a decrease in landscaping services of \$30,957 (11%) primarily due to no costs from the Tree Bank this year.
- Infrastructure
 - There is a decrease of \$86,142 (11.5%) from last fiscal year primarily because of a reduction in electrical use.
- Building Maintenance
 - There is a decrease of \$79,030 (22%) from last fiscal year because of a reduction of electrical costs and decrease in required building maintenance.
- SPLOST
 - SPLOST projects are detailed in the capital section of this budget.

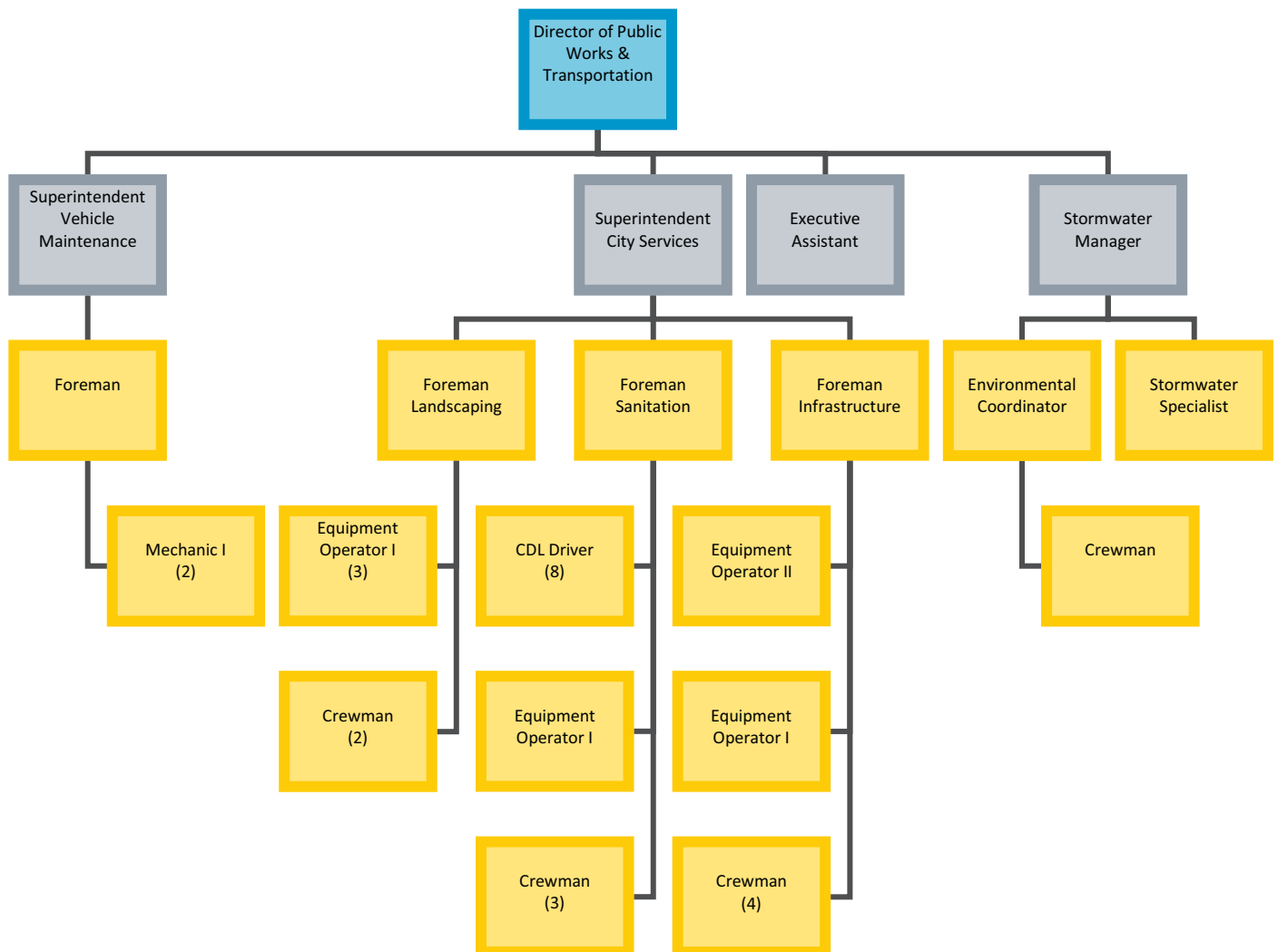
Department of Public Works & Transportation

PERSONNEL POSITIONS

Public Works and Transportation Positions	Salary Grade	FY 2009–10 Budgeted Positions	FY 2010–11 Budgeted Positions	FY 2011–12 Budgeted Positions
Director of Public Works and Transportation	UC	1	1	1
Stormwater Manager	118	1	1	1
Superintendent	116	2	2	2
Stormwater Coordinator	115	1	1	1
Vehicle Maintenance Foreman	111	0	1	1
Landscaping Foreman	111	1	1	1
Sanitation Foreman	111	1	1	1
Infrastructure Foreman	111	1	1	1
Mechanic II	110	1	0	0
Executive Assistant	110	0	1	1
Stormwater Specialist	109	0	1	1
Mechanic I	108	2	2	2
Equipment Operator II	107	2	1	1
CDL Driver	107	9	9	8
Administrative Clerk – Public Works	107	1	0	0
Equipment Operator I	105	6	5	5
Landscaping Crewman	103	2	2	1
Sanitation Crewman	103	2	3	4
Stormwater Crewman	103	0	1	1
Infrastructure Crewman	103	5	4	3
Total		38	37	36

Department of Public Works & Transportation

Organizational Chart Department of Public Works & Transportation



Department of Public Works & Transportation

<i>10-1400-040</i>	<i>Building Maintenance</i>	FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
52	Purchased/Contracted Services			
1150-0	Building Maintenance	\$ 95,030	\$ 50,000	-47.4%
1200-0	Pest Control Services	6,000	6,000	0.0%
1210-0	Janitorial Services	38,000	35,000	-7.9%
	Total Purchased/Contracted Services	\$ 139,030	\$ 91,000	-34.5%
53	Supplies			
1100-0	Natural Gas	\$ 25,000	\$ 25,000	0.0%
1200-0	Water Consumption	70,000	70,000	0.0%
1205-0	Janitorial Supplies	6,000	5,000	-16.7%
1300-0	Electricity	120,000	90,000	-25.0%
	Total Supplies	\$ 221,000	\$ 190,000	-14.0%
	Total Building Maintenance	\$ 360,030	\$ 281,000	-22.0%

Department of Public Works & Transportation

<i>10-1600-060</i>	<i>Vehicle Maintenance</i>	FY:2010-2011 Revised Budget	FY: 2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 165,445	\$ 168,678	2.0%
1110-0	Other Salaries & Wages	5,629	5,629	0.0%
1120-0	Overtime Salaries & Wages	3,500	500	-85.7%
2100-0	Group Health Insurance	24,066	24,066	0.0%
2110-0	Group Life Insurance	536	587	9.5%
2120-0	Group Dental Insurance	1,375	1,375	0.0%
2130-0	Group Vision Insurance	284	284	0.0%
2140-0	Short-Term Disability Insurance	589	619	5.1%
2200-0	FICA Expense	13,125	13,373	1.9%
2400-0	Municipal Retirement	13,980	14,253	2.0%
	Total Personal Benefits	\$ 228,529	\$ 229,364	0.4%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repairs- Equipment	\$ 5,000	\$ 5,000	0.0%
3700-0	Training & Travel Expenses	450	450	0.0%
	Total Purchased/Contracted Services	\$ 5,450	\$ 5,450	0.0%
53	Supplies			
1250-0	Operating Supplies	\$ 4,000	\$ 5,000	25.0%
1400-0	Uniforms	4,800	5,000	4.2%
4500-0	Small Tools	8,800	10,000	13.6%
	Total Supplies	\$ 17,600	\$ 20,000	13.6%
55	Interfund Transfers			
1100-0	Auto Parts	\$ 96,700	\$ 72,000	-25.5%
1200-0	Tires	23,100	20,000	-13.4%
1300-0	Oil & Fluids	10,000	8,500	-15.0%
1400-0	Fuel	125,000	150,000	20.0%
	Total Interfund Transfers	\$ 254,800	\$ 250,500	-1.7%
	Total Vehicle Maintenance	\$ 506,379	\$ 505,314	-0.2%

Department of Public Works & Transportation

<i>10-4300-320</i>	<i>Landscaping Services</i>	FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 150,543	\$ 149,930	-0.4%
1110-0	Other Salaries & Wages	2,843	2,733	-3.9%
1120-0	Overtime Salaries & Wages	7,000	1,000	-85.7%
2100-0	Group Health Insurance	16,259	28,259	73.8%
2110-0	Group Life Insurance	549	522	-4.9%
2120-0	Group Dental Insurance	1,718	1,718	0.0%
2130-0	Group Vision Insurance	355	355	0.0%
2140-0	Short-Term Disability Insurance	884	774	-12.4%
2200-0	FICA Expense	13,264	11,755	-11.4%
2400-0	Municipal Retirement	14,327	12,669	-11.6%
	Total Personal Benefits	\$ 207,742	\$ 209,715	0.9%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 13,000	\$ 10,000	-23.1%
2100-0	Drug Testing Contracts	80	50	-37.5%
3700-0	Training & Travel	500	500	0.0%
4600-0	Tree Bank	30,000	-	-100.0%
	Total Purchased/Contracted Services	\$ 43,580	\$ 10,550	-75.8%
53	Supplies			
1250-0	Operating Supplies	\$ 3,000	\$ 3,000	0.0%
1350-0	Chemicals	1,500	1,500	0.0%
1375-0	Landscaping Supplies	8,000	8,000	0.0%
1380-0	Machinery Parts	750	750	0.0%
1400-0	Uniforms	5,400	5,500	1.9%
4500-0	Small Tools	5,000	5,000	0.0%
	Total Supplies	\$ 23,650	\$ 23,750	0.4%
	Total Landscaping Services	\$ 274,972	\$ 244,015	-11.3%

Department of Public Works & Transportation

<i>10-4500-340</i>	<i>Infrastructure</i>	FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 380,607	\$ 361,871	-4.9%
1110-0	Other Salaries & Wages	20,297	19,103	-5.9%
1120-0	Overtime Salaries & Wages	11,500	1,500	-87.0%
2100-0	Group Health Insurance	56,517	48,677	-13.9%
2110-0	Group Life Insurance	1,233	1,259	2.1%
2120-0	Group Dental Insurance	3,437	3,093	-10.0%
2130-0	Group Vision Insurance	710	639	-10.0%
2140-0	Short-Term Disability Insurance	1,474	1,393	-5.5%
2200-0	FICA Expense	30,784	29,259	-5.0%
2400-0	Municipal Retirement	32,161	30,578	-4.9%
	Total Personal Benefits	\$ 538,720	\$ 497,372	-7.7%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 17,500	\$ 15,000	-14.3%
1110-0	Maintenance Repairs - EQ	1,000	-	-100.0%
2100-0	Drug Testing Contracts	500	500	
3700-0	Training & Travel	-	2,500	100.0%
5350-0	Property Leases	1,500	1,500	0.0%
5550-0	Maintenance/Repairs Traffic Lights	5,178	5,000	-3.4%
5875-2	Electricity	10,000	10,000	0.0%
	Total Purchased/Contracted Services	\$ 35,678	\$ 34,500	-3.3%
53	Supplies			
1100-0	Office Supplies	\$ 500	\$ 500	0.0%
1300-0	Electricity	146,816	100,000	-31.9%
1355-0	Concrete	4,000	5,000	25.0%
1360-0	Stone & Gravel	2,500	2,500	0.0%
1375-0	Landscaping Supplies	500	500	0.0%
1390-0	Streets Signs	7,500	7,500	0.0%
1395-0	Street Maintenance Supplies	5,000	5,000	0.0%
1400-0	Uniforms	5,300	5,500	3.8%
4500-0	Small Tools	3,400	5,400	58.8%
	Total Supplies	\$ 175,516	\$ 131,900	-24.9%
	Total Infrastructure	\$ 749,914	\$ 663,772	-11.5%

Department of Public Works & Transportation

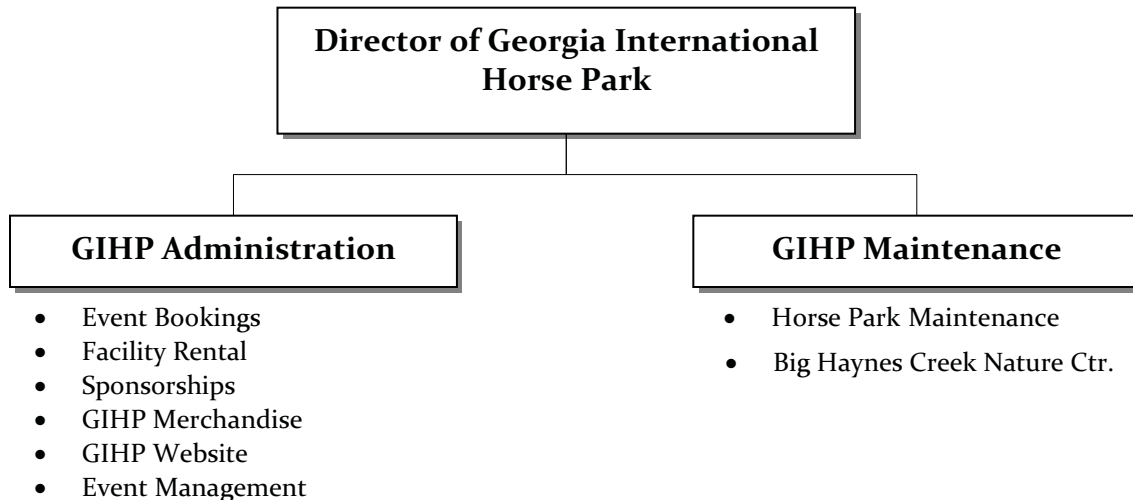
<i>14-4400-330 Sanitation Services</i>		FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 417,780	\$ 448,140	7.3%
1110-0	Other Salaries & Wages	14,052	15,274	8.7%
1120-0	Overtime Salaries & Wages	7,000	7,000	0.0%
2100-0	Group Health Insurance	64,903	64,358	-0.8%
2110-0	Group Life Insurance	1,354	1,560	15.2%
2120-0	Group Dental Insurance	4,124	3,780	-8.3%
2130-0	Group Vision Insurance	853	781	-8.4%
2140-0	Short-Term Disability Insurance	1,916	2,167	13.1%
2200-0	FICA Expense	33,571	35,987	7.2%
2400-0	Municipal Retirement	35,302	37,868	7.3%
	Total Personal Benefits	\$ 580,855	\$ 616,915	6.2%
52	Purchased/Contracted Services			
1120-0	Temporary Labor	\$ 50,000	\$ 50,000	0.0%
1150-0	Cart/Dumpster-Repair/Maint	1,000	1,000	0.0%
1200-0	Equipment Rental	8,800	8,800	0.0%
2100-0	Drug Testing Contracts	300	300	0.0%
2200-0	Telephone	1,800	1,800	0.0%
2500-0	Postage	3,500	3,500	0.0%
3700-0	Training & Travel	450	450	0.0%
5200-0	Worker's Compensation Insurance	15,000	15,000	0.0%
5300-0	Liability Insurance	125,000	125,000	0.0%
5500-0	Landfill Tipping Fees	180,000	180,000	0.0%
	Total Purchased/Contracted Services	\$ 385,850	\$ 385,850	0.0%
53	Supplies			
1100-0	Office Supplies	\$ 500	\$ 500	0.0%
1101-0	Auto Parts	30,000	30,000	0.0%
1201-0	Tires	18,628	17,000	-8.7%
1250-0	Operating Supplies	2,000	2,000	0.0%
1300-0	Oil & Fluids	750	3,000	300.0%
1400-0	Uniforms	5,555	7,800	40.4%
1401-0	Fuel	200,000	300,000	50.0%
4500-0	Small Tools	1,000	1,000	0.0%
	Total Supplies	\$ 258,433	\$ 361,300	39.8%
54	Capital Outlays			
9060-0	Capital Outlays	\$ 219,000	\$ 219,000	0.0%
	Total Capital Outlays	\$ 219,000	\$ 219,000	0.0%
	Total Sanitation	\$ 1,444,138	\$ 1,583,065	9.6%

Department of Public Works & Transportation

		FY:2010-2011		FY:2011-2012	
		Revised		Operating Budget	% Change
<i>18-4850-620</i>	<i>Stormwater Management</i>	Budget			
51	Personal Benefits				
1100-0	Regular Salaries & Wages	\$ 162,987	\$	168,023	3.1%
1110-0	Other Salaries & Wages	3,555		3,555	0.0%
2100-0	Group Health Insurance	16,771		16,771	0.0%
2110-0	Group Life Insurance	528		585	10.8%
2120-0	Group Dental Insurance	1,375		1,375	0.0%
2130-0	Group Vision Insurance	284		284	0.0%
2140-0	Short-Term Disability Insurance	589		619	5.1%
2200-0	FICA Expense	12,740		13,126	3.0%
2400-0	Municipal Retirement	13,772		14,198	3.1%
	Total Personal Benefits	\$ 212,601	\$	218,536	2.8%
52	Purchased/Contracted Services				
1100-0	Contract Labor	56,500		56,500	0.0%
1100-3	Stormwater Education Supplies	500		500	0.0%
1205-0	Legal Counsel	2,500		2,500	0.0%
1210-0	Audit	3,000		3,000	0.0%
2200-0	Telephone	500		500	0.0%
2300-0	Advertising	200		200	0.0%
2400-0	Publishing & Printing	500		500	0.0%
2500-0	Postage	250		250	0.0%
3100-0	Dues, Fees, & Memberships	750		750	0.0%
3700-0	Training & Travel	1,100		1,100	0.0%
5200-0	Workers Compensation Insurance	1,500		1,500	0.0%
5300-0	Liability Insurance	1,500		1,500	0.0%
	Purchased/Contracted Services	\$ 68,800	\$	68,800	0.0%
53	Supplies				
1100-0	Office Supplies	\$ 500	\$	500	0.0%
1250-0	Operating Supplies	1,500		1,500	0.0%
1300-0	Periodicals & Publications	100		100	0.0%
1355-0	Concrete	2,000		2,000	0.0%
1360-0	Stone & Gravel	1,500		1,500	0.0%
1365-0	Asphalt	10,000		10,000	0.0%
1375-0	Landscaping Supplies	1,000		1,000	0.0%
1390-0	Street Signs	500		500	0.0%
1400-0	Uniforms	900		1,900	111.1%
4500-0	Small Tools	1,500		1,500	0.0%
4600-0	Safety Supplies	200		200	0.0%
	Total Supplies	\$ 19,700	\$	20,700	5.1%
58	Debt Service				
1600-0	C.I.P. Lease Interest Expense	\$ 5,000	\$	5,000	0.0%
1610-0	2005 Stormwater Bonds	167,900		167,900	0.0%
	Total Debt Service	\$ 172,900	\$	172,900	0.0%
	Total Stormwater Management	\$ 474,001	\$	480,936	1.5%

Department of Georgia International Horse Park

Functional Organizational Chart Department of Georgia International Horse Park



DEPARTMENT DESCRIPTION

Since opening its gates in September 1995, the Georgia International Horse Park, a facility “Groomed for Greatness,” has served as a venue for some of the greatest sporting events in the country and the world including the 1996 Centennial Olympic Games. As host of the Olympic equestrian events, the first ever mountain bike competition and the final two events of the modern pentathlon, the Horse Park is truly a world-class venue.

In the 15 years since the Horse Park’s opening, Conyers has embraced a legacy of the Olympic Games – tourism. The Georgia International Horse Park, open year-round, hosts events throughout the year including fairs, festivals, concerts, road races, rodeos, corporate outings, and car shows. The proximity of amenities nearby such as Cherokee Run Golf Club and Hawthorn Suites and Golf Resort, as well as restaurants and shopping just off of I-20, makes the Horse Park an ideal location to host any event.

The future holds great things for the Horse Park. Due to the continued success of the many events held each year, the RV area has been expanded to better accommodate our guests. The Big Haynes Creek Nature Center has also been expanded. This area provides a natural habitat for those who love the outdoors. From both a “naturalist” as well as an educational stand point, the Nature Center is another one of the Park’s many assets.



Department of Georgia International Horse Park

KEY OBJECTIVES

- GIHP Policies.
- GIHP Revenue Maximization.
- GIHP Sponsorship.
- GIHP Customer Satisfaction.
- GIHP Computer System Functionality.
- GIHP Contracts
- GIHP Marketing.
- GIHP Facility Maintenance.

Department of Georgia International Horse Park

FUTURE OUTLOOK – FISCAL YEAR 2011-2012

- Continue to work with both promoters and/or corporations to bridge strong relations. During challenging economic times, we must be both mindful as well as creative to continue to hold their dates.
- Continue to attract new events to the GIHP through competitive marketing as well as excellent customer service. Through strong relations with our clientele, we strive to meet each of their needs.
- Continue to work with the Public Relations Department to stay up to date with our social media marketing. This includes Facebook and Flickr.
- Continue to enhance our own Cherry Blossom Festival through extended community involvement and creative sponsorship opportunities that benefit both the Park and our vendors.
- Continue to make the Fabulous Fourth Celebration and outstanding community event through the involvement of the local VFW, Veterans Affairs, and American Legion.
- Continue the growth of the Big Haynes Creek Wildlife Festival by additional educational programs that capture the interests of the community.
- Work attentively with the Facility Maintenance team to accomplish their extensive winter project list. This list addresses needs throughout the Park that prepares the facility for our upcoming extensive show season.
- Continue to maintain and update our facility comparison data. This allows the Park to remain competitive within the industry and to be cognizant of other facility offerings.
- Continue to maintain and update our Facility Contracts to ensure that we remain competitive within our industry and meet all necessary requirements with regard to the Park.
- Continue the “Going Green” effort within our facility to make the Park as eco friendly as possible.
- Continue to maximize our Exhibition Center as another viable tool for booking new events for the GIHP.
- Continue our relationships with large promoters such as Kicks 101.5, 104.7 The Fish, and Fiesta Georgia to showcase our facility for their events and to other potentially large outdoor event promoters.
- Work within our community to showcase the Park in an effort to continue to build the strong economic impact arm the facility is within the area.

Department of Georgia International Horse Park

- Continue to attend conferences, training seminars, etc. that allow our staff to broaden their skills, thus improving the bookings and operations of the Park.
- Continue to build relationships within the community by partnering with local business organizations as well as utilizing networking opportunities.
- Continue to improve profitability with Proof of the Pudding through enhanced communication, follow through, and event analysis. By working closely with out onsite personnel from Proof of the Pudding, the park strives to continue to provide outstanding food service to all of our guests.

ACCOMPLISHMENTS – FISCAL YEAR 2010-2011

- ❖ As the economy continued to be impacted by a slower trend, the Park recorded 189 total events, 60 of which were equine.
- ❖ The Park booked numerous events such as: Ditch the City, Dirty Spokes, Derby Day, the Community Fall Festival, Atlanta Cutlery Trade Show, Mixed Martial Arts Fights, and the Georgia MCM Festival.
- ❖ The GIHP Marquis was utilized to market and promote events within the Park. The marquis sign was continually updated with creative graphics to further utilize its capabilities.
- ❖ The GIHP installed Wi-Fi throughout the facility to better serve our guests.
- ❖ Hosted the Annual Fiesta Georgia Event for the second consecutive year. This event celebrated Hispanic history and attracted approximately 10,000 visitors to the Park.
- ❖ Restructuring within the GIHP Facility Maintenance Department allowed the Park to hire an Assistant Facility Manager.
- ❖ The North Georgia Live Steamers continue to make advances towards a permanent miniature railroad track within the Park.
- ❖ The Conyers Cherry Blossom Festival was awarded a Kaleidoscope Award for the Best Festival/Event in the Southeast with a budget under \$75,000 for the fourth consecutive year during the Southeast Festivals and Events Conference.
- ❖ The Conyers Cherry Blossom Festival and Big Haynes Creek Wildlife Festival were selected as Top 20 events during the months of March and August by the Southeast Tourism Society.
- ❖ GPS coordinates were determined for each booth medallion on the Grand Prix Stadium allowing for an accurate aerial map to be printed with labeled booth markers. This is instrumental when preparing the footprints for such events as the Conyers Cherry Blossom Festival.

Department of Georgia International Horse Park

- ❖ Landscaping improvements were made throughout the Park. Some of these improvements included new sod at Gate D and new fencing was placed along tent pads to identify additional RV parking.
- ❖ Electrical updates were made throughout the Park.
- ❖ Added hook-ups for new permanent RV spaces and electrical and water infrastructure to allow for temporary RV hook-ups.
- ❖ The GIHP received new computers along with a new server to better operate the Parks Event Management Software. The park also received a new printer, which allowed for scanning capabilities.
- ❖ The GIHP is now represented on the social media site, Facebook, and updated each week by a GIHP staff member.
- ❖ Sponsorships increased for our house promoted events.
- ❖ Two GIHP staff members were introduced to updating the Park's website. These staff members worked closely with the Public Relations and Tourism Department to collect up to date photographs for use on the site. Websites were also created for each of the Park's annual festivals.
- ❖ New activities were added to the 2010 Big Haynes Creek Festival to increase attendance. These activities included: Spruce Creek Mining Activity, Frisbee Dog Championship, Moe's Southwest Grill Beach Zone, Flint River Knife Club Demonstration, Hunting Simulator provided by Georgia DNR and Animal Olympics provided by Georgia Fish and Wildlife Federation.
- ❖ Continued to improve customer relations with all of our Promoters. This involves visiting with our guests during events to make sure that we meet all of their needs and that we also assist with any of their needs outside of our immediate community.
- ❖ Worked closely with our exclusive caterer, Proof of the Pudding, to continue to satisfy our customer base while continually expanding it.
- ❖ Banner post were installed over Ticket Gate One on the Grand Prix Plaza allowing for event banners and sponsorship banners to be placed at the entrance of events.
- ❖ New types of events were booked in the Exhibition Center such as the Gun Show and Mixed Martial Arts Fights. Due to this, the Park was approached by the Mixed Martial Arts group as a potential home for their events.
- ❖ The GIHP hosted several film productions and photo shoots for commercials.
- ❖ A Patriotic Brick activity was held during the Fabulous 4th Festival highlighting the

Department of Georgia International Horse Park

Walk of Heroes Veterans Memorial Park. Children decorated wooden bricks with patriotic artwork and words of encouragement for soldiers. The bricks were delivered to the 49th Brigade Georgia National Guard Combat team during a ceremony at Ft. McPherson in Atlanta, Georgia to the unit commanders. The Festival received press coverage in local and military media.

- ❖ The summer Georgia Quarter Horse Shows, Stars and Stripes and Big A, increased in attendance. In fact, the Stars and Stripes show set a record for the largest single day horse show in American Quarter Horse history.
- ❖ Worked with and assisted where possible the GIHP Facility Maintenance Department with the ongoing Winter Project List. This is an extensive list of operational needs throughout the entire facility.
- ❖ The GIHP hosted two events for B98.5 FM's B at the Movies events at a new location within the park, located on the grassy area of the Grand Prix plaza. This location provided easy access for guests as well as permanent restroom accommodations.
- ❖ The Conyers Cherry Blossom Festival had two new auxiliary events during 2010, The East Atlanta Egg Drop and Conyers Cherry Blossom Scrabble Tournament.
- ❖ The Big Haynes Creek Wildlife Festival added an auxiliary event, The Big Haynes Creek Wildlife Festival Pageant.
- ❖ The Georgia International Horse Park staff and the Public Relations and Tourism department collaborated to generate new avenues for market the Georgia International Horse Park.
- ❖ The GIHP was selected as "Best Recreational Facility" during the 2010 Reader's Choice Awards by the Rockdale/Newton Citizen.
- ❖ GIHP staff continues to market the Park through such organizations as ISIS, Southeast Festivals and Events Association, participation in Equine Day at the State Capital, educational programs through the Nancy Guinn Library and one member continues to serve as a Board Member of the Southeast Festivals and Events Association.
- ❖ Recycling bins were added in each office at the GIHP, as well as throughout the Park, to continue to promote the "Go Green", incentive.
- ❖ Worked closely with the City's Department of Court Services to utilize all available Community Service help. This also requires the Park to maintain accurate records of all hours booked and frequently communicate with various Probation Departments outside of the City.
- ❖ Worked closely with the City of Conyers Police Department to ensure that the Park had adequate coverage for our larger events as well as visible coverage during

Department of Georgia International Horse Park

normal business days for both safety and continuity.

- ❖ Assisted where needed with Cherokee Run to help in any possible way in the preparation of opening the new course.

KEY PERFORMANCE MEASURES

Department of Georgia International Horse Park (G.I.H.P.)	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Pre-Audit
Number of Equestrian Events Conducted at GIHP	66	60	56
Number of Fairs and Festivals Conducted at GIHP	27	36	33
Number of Concerts Conducted at GIHP	1	1	1
Number of Mountain Biking Events	6	5	3
Number of Other Events	80	85	83

BUDGET HIGHLIGHTS

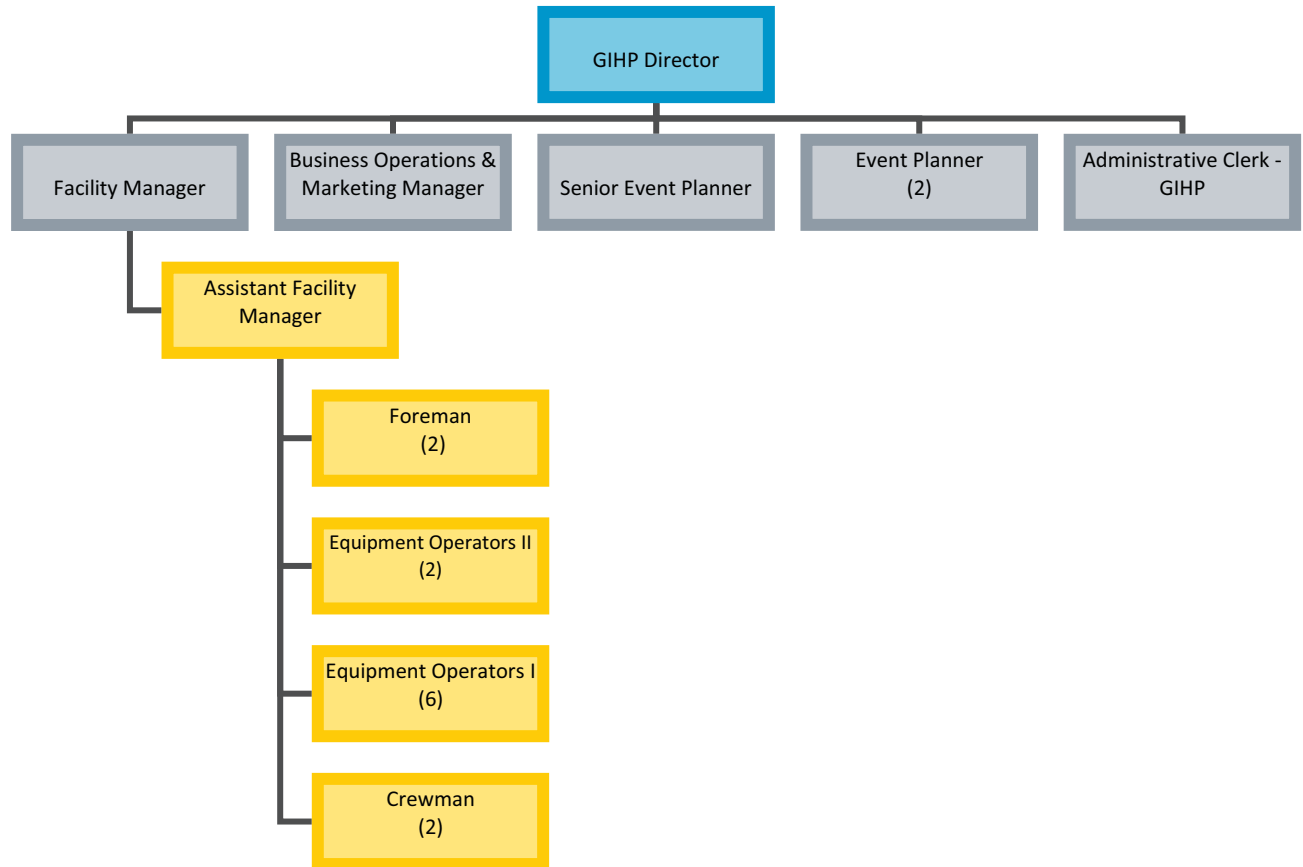
The projected expenditures for fiscal year 2011-2012 are \$1,856,713, an increase of \$80,967 (4.6%) over the previous year's revised budget of \$1,775,746. The increase is mostly due to capital outlays for this fiscal year.

PERSONNEL POSITIONS

Georgia International Horse Park	Salary Grade	FY 2008-09 Budgeted Positions	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions
Director of GIHP	UC	1	1	1
Facility Manager	116	1	1	1
Business & Marketing Manager	114	1	1	1
Senior Event Planner	113	0	0	1
Event Planner	112	3	3	2
Assistant Facility Manager	112	0	0	1
Foreman	111	2	2	2
Equipment Operator II	107	2	2	2
Administrative Clerk - GIHP	107	1	1	1
Equipment Operator I	105	5	5	5
Crewman	102	5	5	4
Total		21	21	21

Department of Georgia International Horse Park

Organizational Chart Georgia International Horse Park



Department of Georgia International Horse Park

<i>10-6100-410 GIHP Administration</i>		FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 296,814	\$ 304,289	2.5%
1110-0	Other Salaries & Wages	24,444	25,673	5.0%
2100-0	Group Health Insurance	41,099	39,747	-3.3%
2110-0	Group Life Insurance	884	1,059	19.8%
2120-0	Group Dental Insurance	2,062	2,062	0.0%
2130-0	Group Vision Insurance	426	426	0.0%
2140-0	Short-Term Disability Insurance	884	929	5.1%
2200-0	FICA Expense	24,347	25,242	3.7%
2400-0	Municipal Retirement	29,081	25,712	-11.6%
	Total Personal Benefits	\$ 420,041	\$ 425,139	1.2%
52	Purchased/Contracted Services			
2400-0	Publishing/Printing	\$ 3,000	\$ 6,100	103.3%
2500-0	Postage	3,500	4,000	14.3%
3100-0	Dues, Fees & Memberships	2,795	2,795	0.0%
3700-0	Training & Travel	10,000	12,865	28.7%
	Total Purchased/Contracted Services	\$ 19,295	\$ 25,760	33.5%
53	Supplies			
1100-0	Office Supplies	\$ 3,750	\$ 3,750	0.0%
1300-1	Periodicals/Publications	130	140	7.7%
1400-0	Uniforms	1,750	1,750	0.0%
1475-0	Promotional Supplies	4,200	3,950	-6.0%
	Total Supplies	\$ 9,830	\$ 9,590	-2.4%
	Total GIHP Administration	\$ 449,166	\$ 460,489	2.5%

Department of Georgia International Horse Park

<i>10-6200-420</i>	<i>GIHP Maintenance</i>	FY:2010-2011 Revised Budget	FY: 2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 410,229	\$ 447,284	9.0%
1110-0	Other Salaries & Wages	6,362	6,412	0.8%
1120-0	Overtime Salaries & Wages	5,000	5,000	0.0%
2100-0	Group Health Insurance	60,448	76,936	27.3%
2110-0	Group Life Insurance	1,452	1,557	7.2%
2120-0	Group Dental Insurance	4,468	4,812	7.7%
2130-0	Group Vision Insurance	924	995	7.7%
2140-0	Short-Term Disability Insurance	2,063	2,167	5.0%
2200-0	FICA Expense	30,159	35,090	16.4%
2400-0	Municipal Retirement	33,875	37,795	11.6%
	Total Personal Benefits	\$ 554,980	\$ 618,048	11.4%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 12,000	\$ 12,000	0.0%
1110-0	Maintenance/Repairs Equipment	39,000	28,500	-26.9%
1120-0	Temporary Labor	50,000	45,000	-10.0%
1150-0	Maintenance/Repairs Building	9,000	9,000	0.0%
2100-0	Drug Test Contracts	500		
3115-0	Irrigation Pump Station Repair	5,500	7,500	36.4%
	Total Purchased/Contracted Services	\$ 116,000	\$ 102,000	-12.1%
53	Supplies			
1250-0	Operating Supplies	\$ 21,600	\$ 21,800	0.9%
1300-0	Electricity	210,000	175,000	-16.7%
1345-0	Electric Supplies	16,500	5,000	-69.7%
1360-0	Stone/Gravel	17,000	17,000	0.0%
1375-0	Landscaping Supplies	39,900	39,900	0.0%
1390-0	Signage	1,500	1,500	0.0%
1400-0	Uniforms	12,900	14,350	11.2%
	Total Supplies	\$ 319,400	\$ 274,550	-14.0%
54	Capital Outlays			
5005-0	Operating Capital	\$ 15,000	\$ 29,000	93.3%
9060-0	Capital Outlay	-	55,000	100.0%
	Total Capital Outlay	\$ 15,000	\$ 84,000	460.0%
	Total GIHP Maintenance	\$ 1,005,380	\$ 1,078,598	7.3%

Department of Georgia International Horse Park

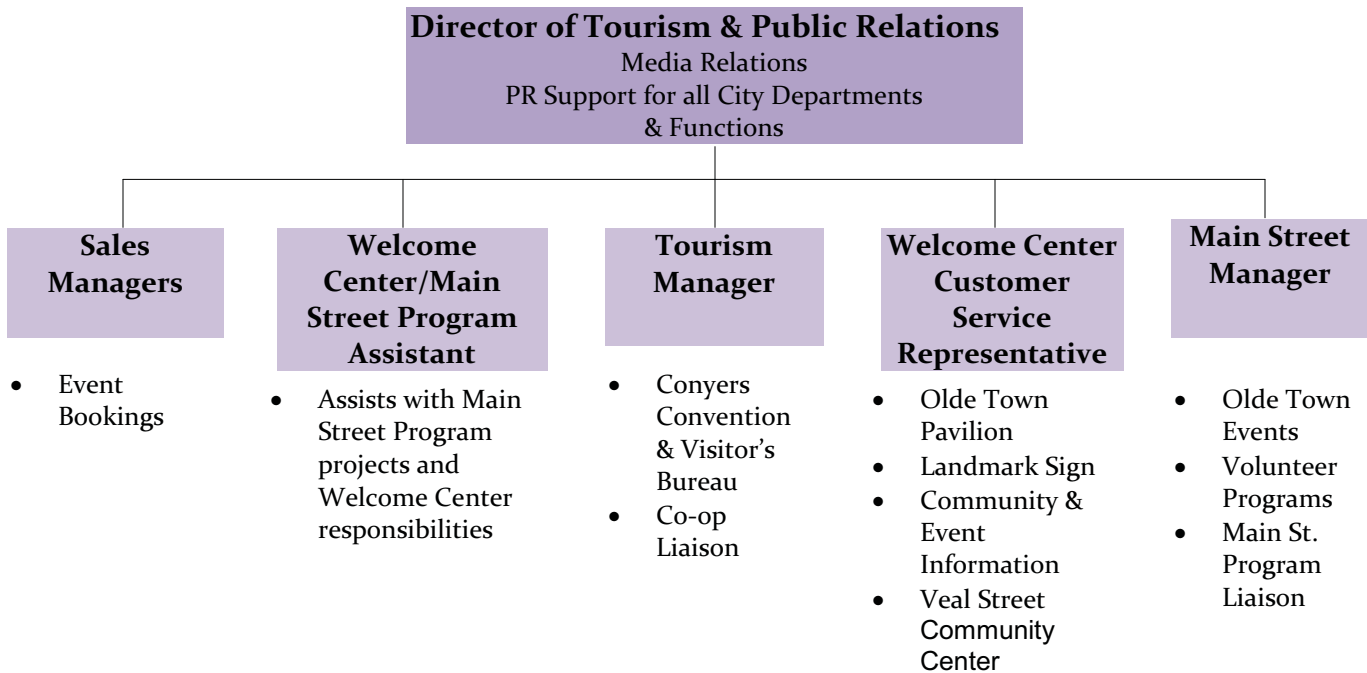
<i>10-6300-430</i>	<i>GIHP Events</i>	FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
52	Purchased/Contract Services			
7105-0	Stall Cleaning	100,000	100,000	0.0%
8402-0	Cherry Blossom Festival Expenses	70,000	78,000	11.4%
8404-0	Wildlife Festival	41,000	41,000	0.0%
	Total Purchased/Contract Services	\$ 211,000	\$ 219,000	3.8%
53	Supplies			
1200-0	Janitorial Supplies	\$ 18,000	\$ 18,000	0.0%
	Total Supplies	\$ 18,000	\$ 18,000	0.0%
	Total GIHP Events	\$ 229,000	\$ 237,000	3.5%

Department of Georgia International Horse Park

<i>13-6450-530 Big Haynes Creek Nature Center</i>		FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 22,879	\$ 21,440	-6.3%
1110-0	Other Salaries & Wages	110	110	0.0%
2100-0	Group Health Insurance	4,193	4,193	0.0%
2110-0	Group Life Insurance	74	75	1.4%
2120-0	Group Dental Insurance	344	344	0.0%
2130-0	Group Vision Insurance	71	71	0.0%
2140-0	Short-Term Disability Insurance	147	155	5.4%
2200-0	FICA Expense	1,759	1,649	-6.3%
2400-0	Municipal Retirement	1,933	1,812	-6.3%
	Total Personal Benefits	\$ 31,510	\$ 29,849	-5.3%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 1,500	\$ 2,000	33.3%
1110	Maintenance/Repairs Equipment	500	500	0.0%
1210-0	Janitorial Supplies	500	500	0.0%
2300-0	Advertising	4,500	4,500	0.0%
	Total Purchased/Contracted Services	\$ 7,000	\$ 7,500	7.1%
53	Supplies			
1250-0	Operating Supplies	\$ 350	\$ 350	0.0%
1375-0	Landscaping Supplies	1,500	1,500	0.0%
1390-0	Signage	500	500	0.0%
1400	Uniforms	840	970	15.5%
	Total Supplies	\$ 3,190	\$ 3,320	4.1%
54	Capital Outlay			
8100-0	Construction-in-Progress	\$ 50,500	\$ 39,957	-20.9%
	Total Capital Outlay	\$ 50,500	\$ 39,957	-20.9%
	Total Big Haynes Creek Nature Center	\$ 92,200	\$ 80,626	-12.6%

Department of Tourism and Public Relations

Functional Organizational Chart Department of Tourism and Public Relations



DEPARTMENT DESCRIPTION

The Department of Tourism and Public Relations is responsible for promoting tourism products in and around the City of Conyers including the Georgia International Horse Park, Olde Town Conyers, Monastery of the Holy Spirit and Panola Mountain State Park. The department is also responsible for disseminating all public information to the citizens of Conyers.

The responsibilities of the department include:

- Producing and coordinating all advertising for the City of Conyers and the Georgia International Horse Park.
- Implementing and managing tourism projects.
- Developing and implementing Olde Town programs for the Pavilion.
- Managing and promoting Olde Town Conyers at the Conyers Welcome Center located in the Depot.
- Managing the landmark sign on I-20.
- Organizing and implementing special events for the City.
- Serving as the contact point for public information.
- Managing all media relations and serving as City of Conyers spokesperson.
- Promoting Conyers as a Main Street City in the state's Main Street Program.

The mission of this department is to promote tourism as an economic development tool in the City of Conyers. The department works to create unique, special events that enhance the charm of Conyers, Georgia. The department also strives to provide quality, accessible public information through advertising, the Conyers Welcome Center, press releases, media relations, newsletters and publications.

Department of Tourism and Public Relations

KEY OBJECTIVES

- Meet Main Street Program standards.
- City of Conyers website updates.
- Events.
- Conyers Convention & Visitors Bureau.
- Providing accurate City-related information to citizens and the media.

Department of Tourism and Public Relations

FUTURE OUTLOOK – FISCAL YEAR 2011-2012

- Update, promote and maintain the new websites for the City of Conyers and the Georgia International Horse Park.
- Continue to enhance effective communication between the City and citizens through newsletters, e-newsletters, social media, the City's website, and events.
- Maintain the Conyers Convention & Visitors Bureau's presence in the city, county and around the state by promoting events, activities, and attractions that Conyers has to offer.
- Research and identify funding options for a comprehensive signage program for Olde Town Conyers.
- Continue working with the Conyers Downtown Development Authority, Main Street Program, Rockdale County, and investors to promote and revitalize Olde Town Conyers through Main Street Program initiatives.
- Work cooperatively with the film industry and the Conyers Rockdale Economic Development Council to continue bringing economic development opportunities through tourism and film to Conyers and Rockdale County.

ACCOMPLISHMENTS – FISCAL YEAR 2010-2011

- ❖ Created a City of Conyers Facebook page featuring nearly 800 fans to date.
- ❖ Produced an in-house Olde Town Conyers informational brochure to distribute at Conyers Welcome Center, local hotels, and Olde Town businesses.
- ❖ Conducted tours of Olde Town Conyers, GIHP, and Monastery.
- ❖ Improved Olde Town as a festival area by installing permanent vendor booth markings and worked with GIS to create new map of festival area.
- ❖ Welcome Center welcomed more than 8,500 visitors and received more than 5,800 phone calls.
- ❖ Assisted with advertising and coordinating for participants in ARC Livable Centers Initiative core group of stakeholders for series of meetings.
- ❖ Planned and held Volunteer Banquet in April 2010 at Carriage Room.
- ❖ Created in-house merchant and rentable facility (Olde Town Pavilion and Veal Street Community Center) brochure.
- ❖ Hosted familiarization tour and luncheon in Olde Town for Midwest travel writers May 2010.

Department of Tourism and Public Relations

- ❖ Provided letters, proclamations on Mayor's behalf and coordinated appearances for ribbon cuttings and special events.
- ❖ Hosted quarterly hoteliers meetings.
- ❖ Organized and held the first ever "GIHP Bands Together" brainstorming/marketing meeting with GIHP staff to plan for upcoming fiscal years in November 2010.
- ❖ Coordinated with filming of Turner Broadcasting Chevrolet webisode in Olde Town Conyers in April 2010 and worked with representatives for filming locally of "Fast Five," "Vampire Diaries," and "Teen Wolf".
- ❖ Organized and/or assisted with the following events:
 - State of the City
 - St. Patrick's Day Parade
 - Arbor Day
 - Cherry Blossom Festival
 - Volunteer Appreciation Banquet
 - Olde Town Summer Series
 - Big Haynes Creek Wildlife Festival
 - Hometown Holiday Parade
 - Olde Town Christmas Party Events
 - Main Street Sponsors "Thank You" Party
 - Painting of West Avenue Mural
 - Cub Scout Car Show
 - Olde Town Fine Arts Festival
 - Pave the Path 10K
 - Olde Town Fall Festival
 - Halloween Trick-or-Treating in Olde Town
- ❖ Launched new City of Conyers website, Conyers Police website and CVB website in March 2010 and responsible for keeping all website up-to-date.
- ❖ Issued press releases when appropriate and handled media requests, print & TV, including assisting CPD with distributing several press releases and serving as media contact throughout the year.
- ❖ Newsletters:
 - Quarterly *Legacy Link* GIHP e-newsletters 1
 - Quarterly *Destination Conyers* newsletters
 - Quarterly volunteer newsletters
 - Bi-monthly *Conyers Connections* newsletters and e-newsletters
 - 12 *City Sounds* employees newsletters
- ❖ Worked with local photographer Lee Depkin to obtain new photography of events/facilities at GIHP in 2010.

Department of Tourism and Public Relations

KEY PERFORMANCE MEASURES

	FY 2008-2009	FY 2009-2010	FY 2010-2011
Department of Public Relations & Tourism	Actual	Actual	Pre-Audit
Number of visitors to Conyers Welcome Center	8,550	8,522	8,883
Number of Events in Olde Town	90	116	118
Number of Volunteers	145	155	168

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2011-2012 are \$673,612, an increase of \$11,629 (1.7%) over the previous year's revised budget of \$662,083. Below is a list of the primary items included in the budget other than personnel and fringe benefits.

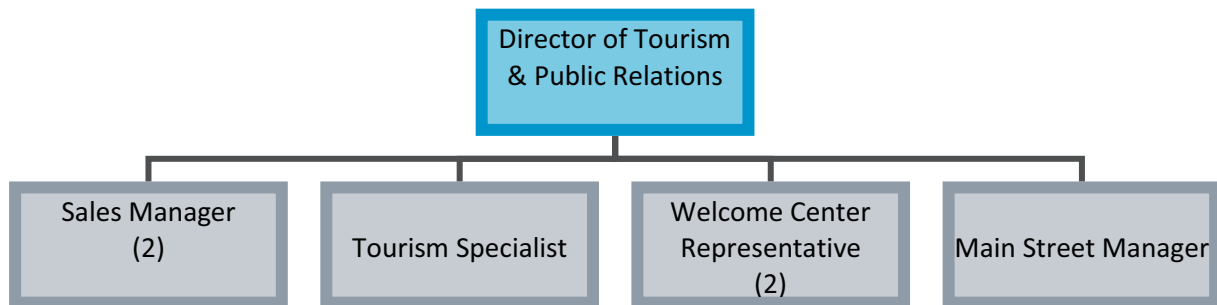
- Advertising for Horse Park (bridal guides, trade show and equestrian show programs), Conyers (events, holidays, generic Conyers promotional ads), co-op ads.
- State of the City costs (A/V, service fees, awards, photography, giveaways, invitations, programs, etc.)
- Quarterly newsletters are sent to every citizen of Conyers to keep citizens aware of projects, services, and other events that are going on in Conyers.
- GIHP Fabulous Fourth event (fireworks, entertainment, giveaways, etc.)
- Main Street Expenses which includes hometown holidays such as parades, etc.

PERSONNEL POSITIONS

	Salary Grade	FY 2009-10 Budgeted Positions	FY 2010-11 Budgeted Positions	FY 2011-12 Budgeted Positions
Public Relations & Tourism Positions				
Director of Public Relations & Tourism	UC	1	1	1
Sales Manager	114	2	2	2
Main Street Manager	114	1	1	1
Tourism Specialist	112	1	1	1
Welcome Center Representative	106	2	2	2
Total		7	7	7

Department of Tourism and Public Relations

Organizational Chart Department of Tourism and Public Relations



Department of Tourism and Public Relations

<i>13-6400-510</i>	<i>Tourism & Public Relations</i>	FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 322,918	\$ 320,878	-0.6%
1110-0	Other Salaries & Wages	20,003	20,320	1.6%
2100-0	Group Health Insurance	32,996	36,644	11.1%
2110-0	Group Life Insurance	1,046	1,117	6.8%
2120-0	Group Dental Insurance	2,406	2,406	0.0%
2130-0	Group Vision Insurance	497	497	0.0%
2140-0	Short-Term Disability Insurance	1,032	1,084	5.0%
2200-0	FICA Expense	26,233	26,102	-0.5%
2400-0	Municipal Retirement	27,287	27,114	-0.6%
	Total Personal Benefits	\$ 434,418	\$ 436,162	0.4%
52	Purchased/Contracted Services			
1100-0	Contract Labor	-	5,000	100.0%
1110-0	Maintenance/Repairs Equipment	8,000	5,000	-37.5%
2300-0	Advertising	30,000	30,000	0.0%
2400-0	Publishing/Printing	12,000	18,000	50.0%
2500-0	Postage	12,000	12,000	0.0%
3100-0	Dues, Fees & Memberships	10,545	10,170	-3.6%
3700-0	Training and Travel	3,745	3,300	-11.9%
	Purchased/Contracted Services	\$ 76,290	\$ 83,470	9.4%
53	Supplies			
1100-0	Office Supplies	\$ 2,000	\$ 2,000	0.0%
1300-0	Periodicals/Publications	130	130	0.0%
7525-0	Merchandise	500	500	0.0%
8051-0	Volunteer Recognition	6,500	6,500	0.0%
	Total Supplies	\$ 9,130	\$ 9,130	0.0%
57	Other Costs			
5950-0	Economic Development	\$ 60,000	\$ 60,000	0.0%
8510-0	Special Events	30,000	30,000	0.0%
8535-0	Main Street Program	52,245	54,850	5.0%
	Total Other Costs	\$ 142,245	\$ 144,850	1.8%
	Total Tourism & Public Relations	\$ 662,083	\$ 673,612	1.7%

Non-Departmental

DEPARTMENT DESCRIPTION

This cost center contains appropriations for those line items that are not specifically related to one department such as retiree's health, liability and workers compensation insurance and contributions to civic organizations. This cost center also covers debt service for the following:

- 1) GMA Current Leases. This line item contains funds for current lease obligations.
- 2) Certificates of Participation (C.O.P.S.). In December of 1991, the City of Conyers issued \$1,000,000 in Certificates of Participation for the purpose of expanding and renovating the Police Department facility. This line item reflects the annual debt service payments on the C.O.P.
- 3) In 1997, the City issued \$5,685,000 in revenue bonds to provide funds to finance in whole or in part, the cost of acquiring, constructing and installing infrastructure improvements to an industrial park to be known as the Conyers Commerce Center.

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BUDGET HIGHLIGHTS

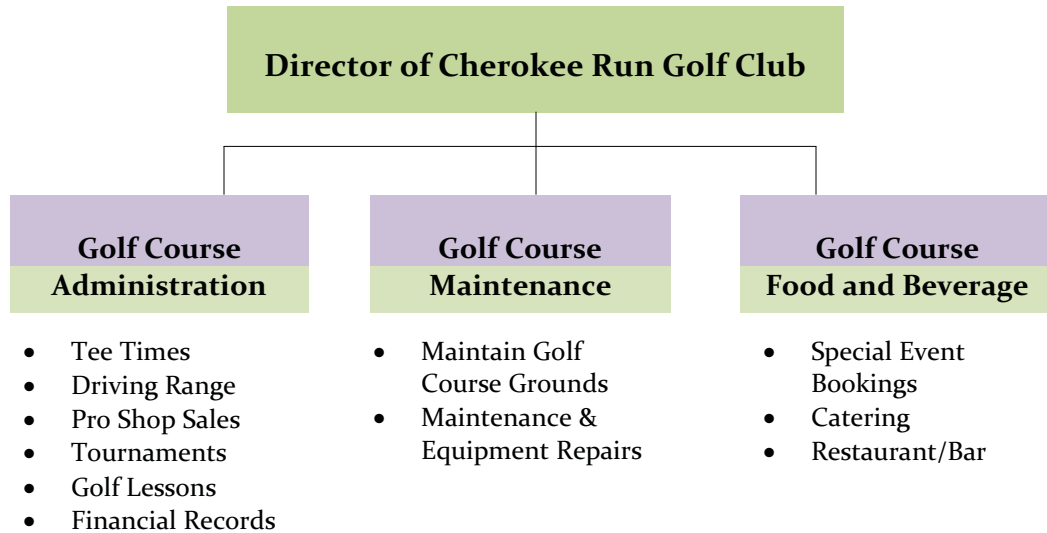
The projected expenditures for fiscal year 2011-2012 are \$1,689,508, an increase of \$49,246 (3%) over last year's revised budget of \$1,640,262. This department includes funding for retiree benefits, unemployment compensation, workers compensation, liability insurance, operating transfers, stormwater fees, economic development, and debt service.

Non-Departmental

<i>10-9100-900 Non-Departmental</i>		FY:2010-2011 Revised Budget	FY:2011-2012 Operating Budget	% Change
51	Personal Benefits			
4300-0	Retiree Health & Life Insurance	\$ 90,000	\$ 94,500	5.0%
4350-0	Unemployment Compensation	13,000	3,000	-76.9%
	Total Personal Benefits	\$ 103,000	\$ 97,500	-5.3%
52	Purchased/Contracted Services			
3100-0	Dues, Fees & Memberships	\$ 5,500	\$ 5,500	0.0%
5200-0	Workers Compensation Insurance	110,000	110,000	0.0%
5300-0	Liability Insurance	145,000	130,000	-10.3%
	Purchased/Contracted Services	\$ 260,500	\$ 245,500	-5.8%
55	Interfund Transfers			
9600-0	Operating Transfers Out	\$ 427,941	\$ 541,338	26.5%
	Total Interfund Transfers	\$ 427,941	\$ 541,338	26.5%
57	Other Costs			
1500-0	Fiscal Agent Charges	\$ 80,000	\$ 50,000	-37.5%
1600-0	Stormwater Fees	34,000	34,000	0.0%
5955-0	Historical Society	6,000	6,000	0.0%
5956-0	Arts Council	50,000	50,000	0.0%
	Total Other Costs	\$ 170,000	\$ 140,000	-17.6%
58	Debt Service			
1601-0	GMA Direct Leases	51,117	40,000	-21.7%
1625-0	Debt Service C.O.P.S.	94,540	93,420	-1.2%
1650-0	Debt Service CCC Bonds	533,164	531,750	-0.3%
	Total Debt Service	\$ 678,821	\$ 665,170	-2.0%
	Total Non-Departmental	\$ 1,640,262	\$ 1,689,508	3.0%

Department of Cherokee Run Golf Club

Functional Organizational Chart Department of Cherokee Run Golf Club



DEPARTMENT DESCRIPTION

Since opening in 1995, Cherokee Run Golf Club has been a destination for golfers from across the globe. Designed by the legendary golfer Arnold Palmer and Ed Seay of the Arnold Palmer Design Group, Cherokee Run Golf Club is an 18-hole championship 72 par course with a 143 slope, 7,016 yards and a 75.1 rating open to the public, year-round. Cherokee Run is conveniently located just miles from I-20 within the Georgia International Horse Park.



The City of Conyers assumed operations of Cherokee Run Golf Club in September, 2010 after the former leaseholder failed to pay the lease, taxes and properly maintain the property. Since then, the course, grounds and clubhouse have undergone substantial remediation. Cherokee Run Golf Club is once again building a reputation of excellence among golfers, diner and event attendees.

Cherokee Run Golf Club features a pro shop stocked with top-of-the-line logo merchandise as well as superior equipment like golf balls, golf bags and golf clubs. The Palmer Banquet Room provides space for banquets, wedding receptions and corporate meetings. The chef prepares a weekly Sunday brunch, daily lunch offerings and a variety of tantalizing menus suitable for any occasion.



Department of Cherokee Run Golf Club

KEY OBJECTIVES

- Provide an exceptional golf, clubhouse, and dining experience for all members and guests at affordable prices.
- Provide friendly customer service in a relaxing and enjoyable environment.
- Maintain the highest standards of excellence in environmentally conscious golf course conditions.

Department of Cherokee Run Golf Club

FUTURE OUTLOOK – FISCAL YEAR 2011-2012

- Improve the image of Cherokee Run Golf Club
- Improve the playability of the golf course through a sound maintenance program and removal of trees and underbrush,
- Through our “Play and Stay Premiere Partnership” agreement with the Golf Channel and Hawthorne Suites establish Cherokee Run Golf Club as a destination golf course.
- Increase memberships through incentive programs.
- Continue to market the Conyers Golf Association and the Conyers Golf Academy.
- Use our association with the Georgia State Golf Association and the PGA of America as a marketing tool to attract more golfers.
- Continue our involvement in the Play Golf America Campaign and the Get Golf Ready Promotion.
- Establish Cherokee Run clubhouse as the place to have meetings, weddings, receptions, and parties.
- To have Cherokee Run Golf Club as a profitable asset for the citizens of Conyers.

BUDGET HIGHLIGHTS

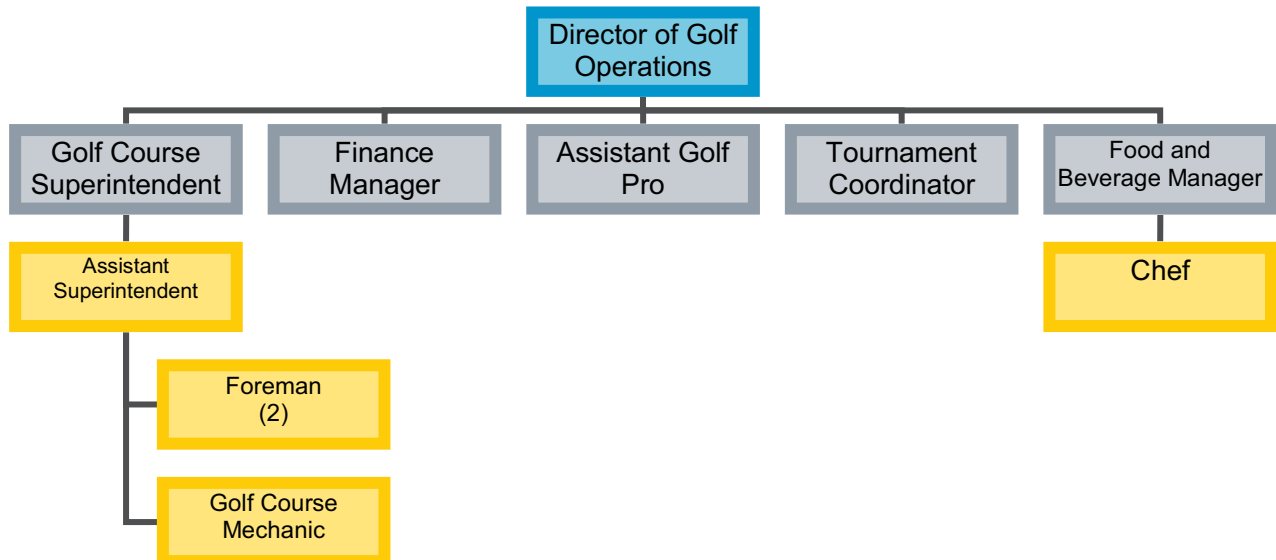
The projected expenditures for fiscal year 2011-2012 are \$1,490,295.

Department of Cherokee Run Golf Club

PERSONNEL POSITIONS

	Salary Grade	FY 2009–10 Budgeted Positions	FY 2010–11 Budgeted Positions	FY 2011–12 Budgeted Positions
Cherokee Run Golf Course				
Director of Golf Operations	UC	0	0	1
Finance Manager	112	0	0	1
Golf Course Superintendent	115	0	0	1
Food and Beverage Manager	115	0	0	1
Assistant Superintendent	110	0	0	1
Golf Course Foreman	107	0	0	2
Tournament Coordinator	106	0	0	1
Assistant Golf Pro	106	0	0	1
Chef	105	0	0	1
Golf Course Mechanic	105	0	0	1
Total		0	0	11

Organizational Chart Department of Tourism and Public Relations



Department of Cherokee Run Golf Club

17-1700-018 Cherokee Run Administration		FY: 2010-2011 Revised Budget	FY: 2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$	162,964	
1110-0	Other Salaries & Wages		9,265	
2100-0	Group Health Insurance		20,418	
2110-0	Group Life Insurance		567	
2120-0	Group Dental Insurance		1,375	
2130-0	Group Vision Insurance		284	
2140-0	Short-Term Disability Insurance		619	
2200-0	FICA Expense		13,175	
2400-0	Municipal Retirement		13,770	
	Total Personal Benefits	\$	222,437	
52	Purchased/Contracted Services			
1120-0	Temporary Labor	\$	45,000	
1125-0	Professional Consulting Services		10,000	
1150-0	Building Maintenance		20,000	
1155-0	Computer Services		3,500	
1200-0	Pest Control Services		1,500	
1205-0	Legal Counsel		5,000	
1222-0	Computer Equipment		5,000	
2100-0	Drug Testing Contracts		500	
2200-0	Telephone/Cable		10,000	
2300-0	Advertising		20,000	
2500-0	Postage		250	
3100-0	Dues, Fees, & Memberships		2,500	
3700-0	Training & Travel		1,850	
	Purchased/Contracted Services	\$	125,100	
53	Supplies			
1100-0	Office Supplies	\$	4,000	
1200-0	Water Consumption		3,000	
1205-0	Janitorial Supplies		4,000	
1250-0	Operating Equipment/supplies		4,000	
1300-0	Electricity		65,000	
1400-0	Uniforms		3,000	
1515-0	Pro-Shop Merchandise		40,000	
	Total Supplies	\$	123,000	
58	Debt Service			
1601-0	GMA Direct Leases	\$	105,000	
	Total Debt Service	\$	105,000	
	Total Cherokee Run Administration	\$	575,537	

Department of Cherokee Run Golf Club

17-1710-018 Cherokee Run Maintenance		FY: 2010-2011 Revised Budget	FY: 2011-2012 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$	162,010	
1110-0	Other Salaries & Wages		450	
2100-0	Group Health Insurance		24,066	
2110-0	Group Life Insurance		564	
2120-0	Group Dental Insurance		1,375	
2130-0	Group Vision Insurance		284	
2140-0	Short-Term Disability Insurance		929	
2200-0	FICA Expense		12,428	
2400-0	Municipal Retirement		13,690	
	Total Personal Benefits	\$	215,796	
52	Purchased/Contracted Services			
1120-0	Temporary Labor	\$	110,000	
1130-0	Irrigation Renovation/Repairs		30,000	
1135-0	Bunker Renovation/Repairs		15,000	
1150-0	Building Maintenance		10,000	
1155-0	Computer Services		500	
1160-0	Equipment Rental		1,000	
1222-0	Computer Equipment		2,000	
3100-0	Dues, Fees & Memberships		750	
3700-0	Training & Travel		750	
	Purchased/Contracted Services	\$	170,000	
53	Supplies			
1250-0	Operating Equipment/Supplies	\$	16,000	
1350-0	Chemicals/Fertilizer	\$	100,000	
1357-0	Sand, Top Dressing	\$	10,000	
1375-0	Landscaping Supplies	\$	10,000	
1380-0	Machinery Parts/Repairs	\$	50,000	
1400-0	Uniforms	\$	2,000	
4500-0	Small Tools		5,000	
	Total Supplies	\$	193,000	
55	Interfund Transfers			
1200-0	Tires	\$	5,000	
1300-0	Oil & Fluids	\$	2,000	
1400-0	Fuel		18,000	
	Total Capital Outlays	\$	25,000	
	Total Cherokee Run Maintenance	\$	603,796	

Department of Cherokee Run Golf Club

17-1720-018 Cherokee Run Food & Beverage		FY: 2010-2011 Revised Budget	FY: 2011-2012 Operating Budget % Change
51	Personal Benefits		
1100-0	Regular Salaries & Wages	\$	67,934
1110-0	Other Salaries & Wages		170
2100-0	Group Health Insurance		12,033
2110-0	Group Life Insurance		236
2120-0	Group Dental Insurance		687
2130-0	Group Vision Insurance		142
2140-0	Short-Term Disability Insurance		310
2200-0	FICA Expense		5,210
2400-0	Municipal Retirement		5,740
	Total Personal Benefits	\$	92,462
52	Purchased/Contracted Services		
1100-0	Maintenance & Repairs Equipment	\$	20,000
1120-0	Temporary Labor		45,000
1210-0	Janitorial Services		8,000
3700-0	Training & Travel		500
	Purchased/Contracted Services	\$	73,500
53	Supplies		
1103-0	Beer	\$	20,000
1104-0	Wine		4,000
1105-0	Liquor		16,000
1107-0	Food Expenses		60,000
1250-0	Bar/Kitchen supplies & Equipment		10,000
1280-0	Special Event Extra Items		25,000
1310-0	Propane		10,000
	Total Supplies	\$	145,000
	Total Cherokee Run Food & Beverage	\$	310,962

Capital Improvement Program

Fiscal Years 2012-2016



CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2012-2016

DEFINITION OF A CAPITAL IMPROVEMENT

The classification of items as capital expenses is based on two criteria - cost and frequency. Capital expenses have the following characteristics:

- *They are relatively expensive.*
- *They usually don't recur annually.*
- *They last a long time.*
- *They result in fixed assets.*

INTRODUCTION

Planning for capital maintenance and improvements is a matter of prudent financial management as well as a sound development practice. The following Capital Improvements Program (CIP) represents a framework for planning the maintenance and replacement of existing capital equipment and facilities and for planning major investments in acquiring and building new public facilities.

RELATIONSHIP

The operating budget and capital budget are closely linked. The operating budget must cover the cost of financing, maintaining, and operating new equipment facilities that are built. The operating budget, through debt service must pay interest expense and principal payments on all bonded debt.

Capital Improvement Program

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PROCESS

Before formulating a plan for new equipment facilities, the City must identify and inventory the present capital stock, determine facility condition and create a replacement and maintenance strategy. A CIP can then be formulated for capital acquisition and development.

The CIP links the community's comprehensive plan and fiscal plan to physical development. It provides a mechanism for estimating capital requirements, scheduling all projects over a fixed period with appropriate planning and implementation, budgeting high priority projects and developing a project revenue policy for proposed improvements, coordinating the activities of various departments in meeting project schedules and monitoring and evaluating the progress of capital projects.

In general, capital items should have a useful life of at least five years and an acquisition cost of \$5,000 or more. As a rule, all outlays financed by long-term debt should be included, as well as expenditures on other capital assets such as land, buildings, or major improvements and renovations.

Examples of capital projects include:

- New physical facilities which are relatively large and expensive;
- Large-scale rehabilitation, replacement, or expansion of existing facilities;
- Major pieces of equipment which are expensive and have a relatively long period of usefulness;
- Purchase of equipment for any public improvements when first erected or acquired;
- The cost of engineering or architectural studies and services related to a public improvement; and
- The acquisition of land for a community facility such as a park, street, or sewer line.

ESTABLISHING CIP PRIORITIES

The following criteria were considered in evaluating and prioritizing capital projects. Projects were grouped by type - i.e., rolling stock, equipment, construction, and land. The projects were then evaluated against both primary and secondary criteria and given points according to whether they fulfilled the criteria or not. Total primary and secondary criteria points score determined ultimate ranking.

PRIMARY CRITERIA

- The project prevents or eliminates a public hazard.
- The project eliminates existing capacity deficits.
- The project is required by City ordinance, other laws, or federal/state agencies.

Capital Improvement Program

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- The project is essential to maintain current service levels affecting public health, safety, and welfare.

SECONDARY CRITERIA

- The project is necessary to maintain current nonessential service levels.
- The project accommodates the public facility demands and vocational needs of new development or redevelopment based on projected growth patterns.
- The project is financially feasible - i.e., there is a funding source available and a verifiable cost estimate is provided.
- The project provides for special needs or enhances facilities/services.
- The project contributes to or furthers the objectives of the City Council and Administration - e.g., administrative policies, efficiency and effectiveness criteria, etc.

CAPITAL MAINTENANCE

An important way to ease the financial burden of capital investment decisions in a period of scarce resources is to establish a facility maintenance schedule. The purpose is to target both capital and operating budget financial resources to the maintenance of buildings, major pieces of equipment, roads, etc. Routine preventive maintenance, such as painting and patching, as well as rehabilitation, may reduce the need for future, more expensive replacement. Furthermore, it will limit the economic disruption, inconvenience and dangers to health and safety that result when a capital item breaks down or must be replaced unexpectedly.

The decision to invest operating funds in the maintenance of existing facilities must be based, in part, on the potential capital cost savings and the possible cost consequences

of deferring maintenance. The City must take into account future maintenance and repair requirements when designing or purchasing new capital items. Improved design and higher quality materials may significantly reduce future maintenance and repair costs.

When a community chooses between maintenance, repair, replacement or abandonment of an existing facility, it is essential to know the facility's current condition, the rate of its deterioration, and the cost and benefits to be obtained from various investment strategies. These considerations must then be compared with the need for a new capital facility.

BENEFITS OF A CAPITAL IMPROVEMENTS PROGRAM

The basic question, fundamental to the format and scope of the CIP, is why should such a study be undertaken in the first place? Probably the most important benefit that such a program, if properly prepared, will provide any municipality is that it will require all those who are involved with capital expenditures to plan beyond next year's budget and project future needs. If careful thought is given to such projections and they are realistic, a comprehensive municipal needs list for the time period of the program will be developed. Especially in larger municipalities where there can be a certain lack of communication from one department to another or even within a single department, no one person can possibly have an insight into all the capital projects which will be needed. The Capital Improvements Program thus serves as a mechanism of coordination.

Once these needs are related to the fiscal capacity of the local unit of government,

Capital Improvement Program

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their financial feasibility will be apparent (i.e., whether all of them can be financed with the anticipated future revenues, or whether reductions in either the capital or operating expenditures or both will have to occur before certain capital improvements can be undertaken). The other benefits of a systematic approach to programming capital projects include:

Focusing Attention on Community Goals, Needs and Capabilities

Capital projects can be brought into line with community objectives, anticipated growth and financial capabilities. Considered by itself, a new park may be a great idea and so may sewer improvements, street widening, and any number of other improvements. But, a project may look quite different when it is forced to compete directly with other projects for limited funds in the CIP process.

Achieving Optimum Use of the Taxpayer's Dollar

Advance programming of public works on an orderly basis will help avoid costly mistakes. The program will guide local officials in making sound annual budget decisions. In addition, a listing of future construction projects may encourage the selection of needed land well in advance of actual construction and thus permit acquisition at lower costs. Furthermore, the existence of a CIP may be looked upon favorably by investors in municipal bonds. This can save the community a considerable amount in interest costs, due to a favorable bond rating, if bond financing is used.

Guiding Future Community Growth and Development

Road network and sewer system locations and capacities shape the growth of the community. Local officials can use the CIP

effectively to provide leadership in guiding future residential and economic development.

Serving Wider Community Interest

The CIP, once accepted, keeps the public informed about future construction plans of the community and helps reduce the pressures on local officials to fund projects far down the priority list.

Encourage a More Efficient Governmental Administration

Coordination of capital improvements programming by the departments of a municipality can reduce scheduling problems, conflicting and overlapping projects, and overemphasis on any single municipal function.

Improving the Basis for Intergovernmental and Regional Cooperation

Capital improvements programming offers public officials of all governmental units an opportunity to plan the location, timing and financing of needed improvements in the interest of the community as a whole.

Maintaining a Sound and Stable Financial Program

Having to make frequent or large unplanned expenditures can endanger the financial well-being of any community. Sharp changes in the tax structure and bonded indebtedness may be avoided when the projects to be constructed are planned in advance and spaced over a number of years. When there is ample time for planning, the most economical means of financing each project can be selected in advance. Furthermore, a CIP can help the community avoid commitments and debts that would

Capital Improvement Program

Fiscal Years 2012-2016

limit the initiation of more important projects at a later date.

Repairing or Replacing Existing Facilities and Equipment

There has been considerable national attention given to the disrepair of the country's infrastructure. A CIP process requires local officials to focus attention on the existing condition of the streets, bridges, public buildings, equipment, and so on, before expanding the capital inventory.

Enhancing Opportunities for Participation in Federal or State Grant-in-Aid Programs

There are federal and state programs that a municipality may draw upon for planning, constructing and financing capital improvements. The preparation of a capital program improves the municipality's chance of obtaining such aid.

In summary, capital improvements programming is one of the most important tools available for guiding urban development. Providing public improvements when they are needed, adequately financed and in proper locations, should be the goal of every official. When city officials can point to the results of the Capital Improvements Program, improvements provided in an orderly, logical, financially prudent manner, they can do so knowing that the studies and discussions and meetings on the programming process were worthwhile in the long run politically sound in the present.

CIP COMMON MISTAKES TO BE AVOIDED

To limit the opportunity for things to go wrong now or in the future years of the CIP,

the following common mistakes are to be avoided:

- Placing a project into the "future" years of the CIP without adequate justification, leading to eventual funding of a possibly unneeded expense.
- Not reviewing the justification and project substance for projects that were in last year's CIP, when circumstances may have changed significantly, requiring modification or elimination of the project.
- Giving inadequate commitment and review to projects not included in the current fiscal year's appropriation.
- Failure to give adequate attention to the need for staff effort to plan and supervise proposed projects.
- Placing major projects not in the CIP directly into the upcoming operating budget.
- Letting projects drift in the CIP from year to year without funds even for study or design.
- Not providing the seed money needed for feasibility and planning activities in the years before permanent funding is arranged.
- Failing to analyze and plan for operating program requirements and costs associated with construction or utilization of new capital items.
- Not including all relevant costs - e.g., operational and personnel, so that the total cost of the project is known and anticipated.
- Basing choices on easily available federal dollars rather than on local priorities.

FISCAL POLICIES AND ANALYSIS

The capital budget is only as good as the plan for financing the proposed projects. The number of public improvements a

Capital Improvement Program

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municipality can finance generally depends on:

- 1) the level of recurring future operating expenditures;
- 2) the current level of debt (bonded indebtedness);
- 3) the legal limit of debt it may incur (bonded capacity); and
- 4) any potential sources of additional revenue available for capital improvement financing.

Financial analysis and planning are needed for intelligent capital improvement programming. The three elements that must be clearly understood are:

- 1) the relationship between the revenue program (based on the economic vitality of the community) and the operating budget (based on a program of public services), with the resulting cash funds available to pay in whole or in part for capital improvements or to meet the obligations of debt service;
- 2) the new debt structure of the community and its ability to incur new debt; and
- 3) policy statements dealing with revenues, operating expenditures, capital improvements, bonds, and the relations among and between them.

CAPITAL IMPROVEMENT PROGRAM POLICIES

- 1) A clear, explicit, and definite series of policy statements should be developed as guides in capital programming. The following represents the capital improvement budget policies of Conyers:
- 2) The City will make all capital improvements in accordance with an adopted Capital Improvements Program.

- 3) The City will develop a multi-year plan for capital improvements and update it annually.
- 4) The City will enact an annual capital budget based on the multi-year Capital Improvements Program. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.
- 5) The City will coordinate development of the capital improvements budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
- 6) The City will use intergovernmental assistance to finance those capital improvements that are consistent with the Capital Improvements Program and City priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
- 7) The City will maintain all its assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.
- 8) The City will project its equipment replacement and maintenance needs for the next several years, and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- 9) The City will identify the estimated costs and potential funding sources for each

Capital Improvement Program

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capital project proposal before it is submitted to the Council for approval.

- 10) The City will determine the least costly financing method for all new projects.

APPROACHES TO FINANCING CAPITAL IMPROVEMENTS

There are a number of ways to finance capital improvement projects. Some of the most common methods are as follows:

Pay-As-You-Go

Pay-as-you-go is a method of financing capital projects with current revenues paying cash instead of borrowing against future revenues. The amount available to spend is the difference between what is collected currently and what is required for operating expenses and prudent reserves.

Pay-as-you-go works well where capital needs are steady and modest and financial capability is adequate. The method may include appropriations in the budgets of two or more years to pay for projects that take that long to build without borrowing. The technique can also provide for a fund for future expenditures built up by annual increments, or by setting aside unanticipated windfall income, until the balance is large enough to undertake the capital improvement.

Pay-as-you-go has several advantages. First, it saves interest costs. Interest on long-term bonds can more or less equal the original capital cost, depending on interest rates and repayment schedules. Thus, one can pay "twice" for a capital improvement even though the annual bill over an extended period is disarmingly low.

Second, pay-as-you-go protects borrowing capacity for unforeseen major outlays that are beyond any current year's capability.

Third, when combined with regular, steady completion of capital improvements, and good documentation and publicity, pay-as-you-go fosters favorable bond ratings when long-term financing is undertaken.

Finally, the technique avoids the inconvenience and considerable costs associated with marketing of bond issues—advisors, counsel, printing, etc. Despite its favorable characteristics, pay-as-you-go is by no means a panacea. It has both a practical and theoretical disadvantage, with arguments running such as those that follow:

Where capital projects are rarely undertaken, pay-as-you-go places a heavy burden on the project year. It creates awkward, fluctuating expenditure cycles that do not occur with extended financing.

A long-life asset should be paid for by its users throughout its normal life rather than all at once by those who may not have the use of it for the full term. The higher cost due to interest, spread over a larger number of users/payers, actually lowers the cost to all.

If tax rates have to be increased to pay for a series of capital improvements in a short period of time, it would not be fair to people who leave after a brief residence.

When inflation is driving up construction costs, it may be cheaper to borrow and pay today's prices rather than wait and pay tomorrow's.

The pay-as-you-go approach places a premium on advance planning. The five-

Capital Improvement Program

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year Capital Improvements Program allows not only for scheduling physical improvements prudently, but also for scheduling the financing so as to take advantage of accumulated surpluses and windfall income that may become available.

Bond Issue

The use of bond issues for borrowing is the major alternative to pay-as-you-go. A brief discussion of the different types of bonds follows:

General Obligation Bonds are backed by the full faith and credit of the municipality. Payment on these bonds may come from the General Fund. The advantage of General Obligation Bonds is, that because the municipality's credit is pledged, a lower interest rate may be obtained. Generally, this kind of bond issue must be approved by a majority of voters in a special referendum.

Special Assessment Bonds are sometimes used to finance the construction of streets, sewer lines, storm drains, or other improvements that actually improve the value of the adjacent property. Special assessments are levied against the owners of the property and this income is pledged to the repayment of the bonds. Such bonds usually carry a higher rate of interest than General Obligation Bonds, but have the advantage of not being charged against the municipal debt limit.

Revenue Bonds are those to which the income from some specific enterprise is pledged. Such bonds might be used, for example, to finance the extension of municipal sewer lines to newly annexed areas of a city. Charges made to the recipients of the service are then committed to repayment of the borrowed money. Such bonds are not considered part of the

municipal debt and may usually be issued by the governing body without a public vote. Organizing bond issues for public sale is complicated. Bond advisors, consulting firms that are in the business of assisting municipalities plan and market long-term bond issues, may be used in preparing bond issues. Bond advisors are two kinds: Those who assist but do not buy or sell bonds, and those who both assist and also buy and sell bond issues. Fee structures, as well as the objectivity of the assistance, may be influenced by the differing relationships.

Short-term Notes

When local capital projects do not lend themselves to pay-as-you-go or bond financing, some cities turn to short-term notes issued by local banks or statewide banking establishments. Advantages of short-term notes include:

A substantial lump sum can be borrowed at the moment of need and repaid in installments over the next few years.

A prospective bond issue can be shortened in years and reduced in amount with consequent interest savings.

Interest on notes is generally less than interest on bonds and there are no marketing costs, such as bond counsel, printing or paying agents.

There are no appreciable disadvantages to this approach other than the interest cost of the temporary borrowing.

Reserve Funds

Reserve fund financing is a variation of the pay-as-you-go method. Under this procedure, funds are accumulated in advance for the construction of capital projects. The accumulation may result from

Capital Improvement Program

Fiscal Years 2012-2016

surplus or "earmarked" operational revenues that are set aside, depreciating accounts, or from the sale of capital assets.

Lease-Purchase

Local governments utilizing the lease-purchase method prepare specifications for a needed public works project and take steps to have it constructed by a private company or authority. The facility is then leased by the municipality at an annual or monthly rental. At the end of the lease period, the title to the facility can be conveyed to the municipality without any future payments. The rental over the years will have paid the total original cost plus interest. Vehicles and equipment may also be lease-purchase financed.

Authorities and Special Districts

Authorities and special districts are created in most cases to manage facilities that are supported by user charges. Toll roads and sewerage systems are examples of such facilities. Special districts with power to tax are also created for the purpose of issuing bonds and constructing facilities that may not be self-supporting. Authorities may offer a convenient method of financing inter-jurisdictional facilities.

Special Assessments

Public works that benefit certain properties more than others may be financed more equitably by special assessment. Local improvements often financed by this method include street paving and sanitary sewer systems.

Tax Increment Financing

Tax increment financing may be used to provide front-end funds in an area where large-scale redevelopment is feasible. A district around the proposed development is designated with a tax base equivalent to the

values of all the property within the area. The tax revenues paid to taxing units are computed on the initially established tax base during the redevelopment period, which is usually the expected life of the project. The area is then redeveloped with funds from the sale of tax increment bonds. These bonds are sold by the municipality or a specially created taxing district for acquisition, relocation, demolition, administration, and site improvements. Because of the higher value of the newly developed property in the district, more tax revenue is collected and the tax 'increment' above the initially established level goes into a fund to retire the bonds. After the development is completed and the bonds are retired, the tax revenues from the enhanced tax base are distributed normally.

Federal and State Aid

A major source of funding is federal assistance, and to a lesser degree, state financial assistance. This type of arrangement should be extensively explored for all applicable projects.

When contemplating the use of federal or state aid, it is important that local priorities still be maintained. A project should not be undertaken just because funds are available. Furthermore, since most aid programs require a local match of funds, too many lower priority projects could be undertaken without adequate planning so that the financial condition of the municipality could be seriously impaired. Finally, grant programs may place additional constraints on the operating budget.

Capital Facilities Inventory

The first step in establishing an accurate Capital Improvements Program is to prepare an inventory of the existing capital plant and equipment. Before a local government can

Capital Improvement Program

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begin to correct the deficiencies within existing facilities, it must identify its assets. It is important to determine what the City owns, when it was acquired, the maintenance and repair history, and the current condition.

This identification process will not only help determine if there has been a pattern of deferred maintenance, it will also help determine whether the existing capital plant has the capacity to meet future growth and demand. The completed analysis of existing facilities will provide documentation for decisions on specific capital improvement proposals.

Fund Definitions

The CIP uses a variety of sources to fund capital projects. These funding sources are defined as:

General Fund - The General Fund includes all governmental activities, including police, public works, and other general governmental functions that are not totally self-supporting through the levying of user charges.

Sources of funding include property tax, utility tax, franchise fee, and certain state shared revenues.

Enterprise Funds - Enterprise funds are self-supporting and derive their revenue from charges levied on the users of the service. The City of Conyers has a stormwater management utility and sanitation services that operate as enterprise funds.

Emergency Telephone System Fund - Revenues for this fund are derived from 911 fees imposed by local governments for the purpose of paying for emergency telephone service.

Capital Improvement Program

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DIVISION/FUND							
List of Equipment	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	Total	
GIHP							
Tables	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 15,000	
Drags	\$ 5,000	\$ 9,250	\$ -	\$ -	\$ -	\$ 14,250	
Facades	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000	
Tractors	\$ 40,000	\$ 44,000	\$ -	\$ -	\$ -	\$ 84,000	
Covered Warm Up Arena	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ 450,000	
Barricades	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	
Remodel Carriage Room	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000	
Chairs for Outdoor Events	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 20,000	
Skid Steer	\$ -	\$ -	\$ 55,000	\$ -	\$ -	\$ 55,000	
Fencing	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	
Total GIHP	\$ 55,000	\$ 163,250	\$ 555,000	\$ 5,000	\$ -	\$ 778,250	
Police							
Vehicles	\$ 215,220	\$ 286,960	\$ 251,090	\$ 215,220	\$ 215,220	\$ 1,183,710	
Security Alert Truck	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ 26,000	
Automatic Transfer Switch for 911 Center	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ 5,500	
License Plate Recognition System	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ 28,000	
Total Police	\$ 274,720	\$ 286,960	\$ 251,090	\$ 215,220	\$ 215,220	\$ 968,490	
Public Works & Transportation							
Portable Air Compressor	\$ -	\$ 13,000	\$ -	\$ -	\$ -	\$ 13,000	
Bucket Truck	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	
3/4 Ton Pickup Trucks	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	
Tandem Axle Dump Truck	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ 110,000	
Vehicles	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000	
Total Public Works & Transportation	\$ -	\$ 283,000	\$ 40,000	\$ -	\$ -	\$ 323,000	
GENERAL FUND	\$ 329,720	\$ 733,210	\$ 846,090	\$ 220,220	\$ 215,220	\$ 2,069,740	
Sanitation							
Dumpsters	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000	
Residential Refuse Truck	\$ -	\$ 175,000	\$ 175,000	\$ 180,000	\$ -	\$ 530,000	
Commercial Refuse Truck	\$ 195,000	\$ -	\$ -	\$ -	\$ -	\$ 195,000	
1 Ton Flat Bed Trucks	\$ -	\$ 140,000	\$ 76,000	\$ -	\$ -	\$ 216,000	
Residential Carts	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000	
22 ft. Trailer	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000	
Mowers	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
Leaf Vacuum	\$ -	\$ -	\$ 37,000	\$ -	\$ -	\$ 37,000	
Total Sanitation	\$ 219,000	\$ 345,000	\$ 318,000	\$ 210,000	\$ 30,000	\$ 1,122,000	
SANITATION FUND	\$ 219,000	\$ 345,000	\$ 318,000	\$ 210,000	\$ 30,000	\$ 1,122,000	
Total All Funds	\$ 548,720	\$ 1,078,210	\$ 1,164,090	\$ 430,220	\$ 245,220	\$ 3,191,740	

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program

Fiscal Years 2012-2016

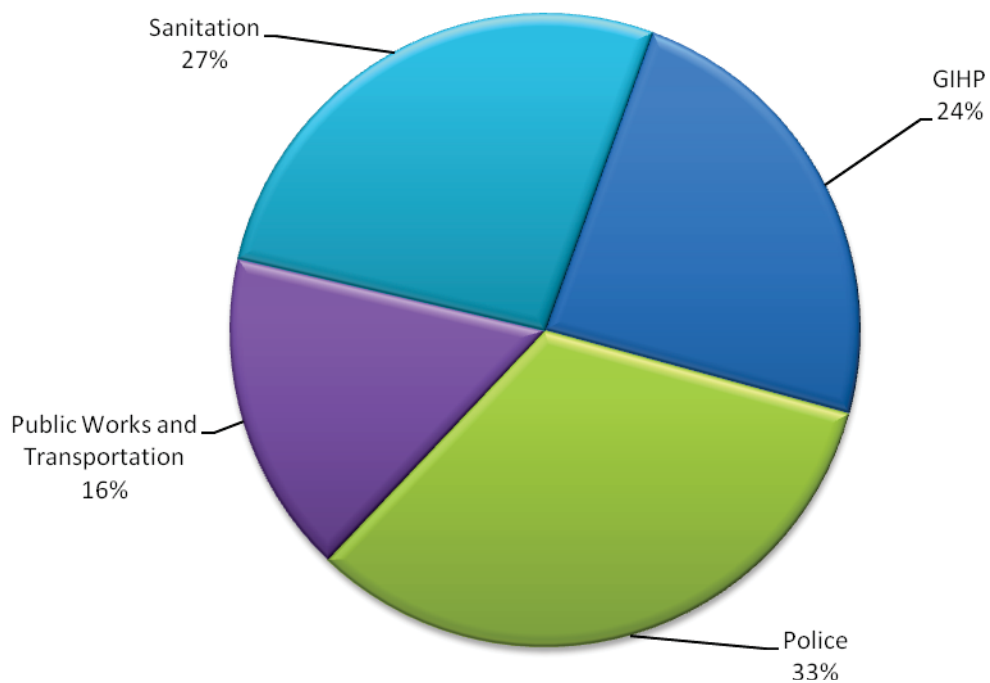
City of Conyers GMA Direct Lease Program

Lease #	Original Loan Amount	Description	Original Date	Interest Rate	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Direct Lease Balance	Final Payment
1	\$236,364.83	GIHP Maintenance/ Furniture/ Equipment	10/09/09	3.21%	51,116	51,116	51,116	12,779	0	166,128	8/15/14
2	\$279,879	Club Car Golf Carts/John Deere Gators	11/19/10	2.5%	96,724	96,724	24,181	0	0	217,629	9/9/13
3	\$272,724	Golf Course Turf Care Equipment	05/13/11	2.7%	58,236	58,236	58,236	58,236	43,677	276,620	3/13/16
		Total Principal & Interest			206,076	206,076	133,533	71,015	43,677	660,377	

Capital Improvement Program *Fiscal Years 2012-2016*

All Departments *Fiscal Years 2012-2016*

Capital Leases (ALL DEPARTMENTS)



Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Plan
Fiscal Years 2012-2016
Georgia International Horse Park
(GIHP)

Capital Improvement Program

Fiscal Years 2012-2016

City of Conyers

Capital Improvement Plan Fiscal Years 2012-2016

Summary of Debt Service Payments GIHP

Debt Service	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	Total
GIHP						
Tractors	\$ -	\$ 9,175	\$ 19,268	\$ 19,268	\$ 19,268	66,979
Facades	\$ -	\$ -	\$ -	\$ 9,175	\$ 9,175	18,350
Covered Warm Up Arena	\$ -	\$ -	\$ -	\$ 103,221	\$ 103,221	206,442
Barricades	\$ -	\$ -	\$ 3,441	\$ 3,441	\$ 3,441	10,323
Remodel Carriage Room	\$ -	\$ -	\$ 12,616	\$ 12,616	\$ 12,616	37,848
Skid Steer	\$ -	\$ -	\$ -	\$ 12,616	\$ 12,616	25,232
Fencing	\$ -	\$ -	\$ 6,881	\$ 6,881	\$ 6,881	20,643
Total GIHP	\$ -	\$ 9,175	\$ 42,206	\$ 167,218	\$ 167,218	385,817

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Plan
Fiscal Years 2012-2016
Police

Capital Improvement Program

Fiscal Years 2012-2016

City of Conyers

Capital Improvement Plan Fiscal Years 2012-2016

Summary of Debt Service Payments Police Department

Debt Service	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	Total
Police						
Security Alert Truck	\$ -	\$ 5,873	\$ 5,873	\$ 5,873	\$ 5,873	23,492
License Plate Recognition System	\$ -	\$ 6,325	\$ 6,325	\$ 6,325	\$ 6,325	25,300
Total Police	\$ -	\$ 12,198	\$ 12,198	\$ 12,198	\$ 12,198	48,792

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Plan
Fiscal Years 2012-2016
Public Works & Transportation

Capital Improvement Program

Fiscal Years 2012-2016

City of Conyers

Capital Improvement Plan Fiscal Years 2012-2016

Summary of Debt Service Payments Public Works & Transportation

Debt Service	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	Total
Public Works & Transportation						
Portable Air Compressor	\$ -	\$ -	\$ -	\$ 2,982	\$ 2,982	\$ 5,964
Bucket Truck	\$ -	\$ -	\$ 13,763	\$ 13,763	\$ 13,763	\$ 41,289
3/4 Ton Pickup Trucks	\$ -	\$ -	\$ 22,938	\$ 22,938	\$ 22,938	\$ 68,814
Tandem Axle Dump Truck	\$ -	\$ -	\$ 25,232	\$ 25,232	\$ 25,232	\$ 75,696
Vehicles	\$ -	\$ -	\$ -	\$ 9,175	\$ 9,175	\$ 18,350
Total Public Works & Transportation	\$ -	\$ -	\$ 61,933	\$ 74,090	\$ 74,090	\$ 210,113

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Plan
Fiscal Years 2012-2016
Sanitation

Capital Improvement Program

Fiscal Years 2012-2016

City of Conyers

Capital Improvement Plan Fiscal Years 2012-2016

Summary of Debt Service Payments Sanitation

Debt Service	FY 2011-2012		FY 2012-2013		FY 2013-2014		FY 2014-2015		FY 2015-2016		Total
Sanitation											
Dumpsters	\$	-	\$	-	\$	3,441	\$	6,881	\$	10,322	\$ 20,644
Residential Refuse Truck	\$	-	\$	-	\$	40,142	\$	80,283	\$	121,572	\$ 241,997
Commercial Refuse Truck	\$	-	\$	44,049	\$	44,049	\$	44,049	\$	44,049	\$ 176,195
1 Ton Flat Bed Trucks	\$	-	\$	-	\$	32,113	\$	49,546	\$	49,546	\$ 131,206
Residential Carts	\$	-	\$	-	\$	3,441	\$	6,881	\$	10,322	\$ 20,644
22 ft. Trailer	\$	-	\$	3,211	\$	3,211	\$	3,211	\$	3,211	\$ 12,845
Mowers	\$	-	\$	2,294	\$	2,294	\$	2,294	\$	2,294	\$ 9,175
Leaf Vacuum	\$	-	\$	-	\$	-	\$	8,358	\$	8,358	\$ 16,716
Total Sanitation	\$	-	\$	49,554	\$	128,690	\$	201,504	\$	249,674	\$ 629,422

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Plan
Fiscal Years 2012-2016
SPLOST Projects

Capital Improvement Program

Fiscal Years 2012-2016

CITY OF CONYERS, GEORGIA								
2004 SPECIAL PURPOSE SALES TAX CAPITAL PROJECTS FUND (SPLOST)								
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE								
		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Total to Date	
		YEAR TO DATE						
Fund balance - Beginning		\$ 5,392,218.47	\$ 5,823,280.32	\$ 5,963,293.96	\$ 5,570,071.51	\$ 4,534,703.69		
SPLOST Bond Issuance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,200,000.00	
Actual revenue collected from Rockdale County		\$ 1,504,844.00	\$ 1,417,980.00	\$ 782,840.00	\$ 596,660.53	\$ -	\$ 5,683,481.53	
Debt service held by Rockdale County		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Interest Revenue		\$ 300,209.60	\$ 280,387.89	\$ 290,685.25	\$ 304,725.13	\$ 43,143.85	\$ 1,533,389.41	
Sigman & Eastview Rd (DOT reimb.)		\$ -	\$ 19,548.00	\$ -	\$ 67,766.62	\$ 278,962.42	\$ 395,529.04	
College/Springwood Project (DOT reimb.)		\$ 95,639.07	\$ 23,905.51	\$ -	\$ -	\$ -	\$ 119,544.58	
Road Resurfacing (DOT reimb.)		\$ -	\$ 95,468.21	\$ -	\$ -	\$ -	\$ 95,468.21	
West Ave Beautification (DOT reimb.)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Revenues		\$ 1,900,692.67	\$ 1,837,289.61	\$ 1,073,525.25	\$ 969,152.28	\$ 322,106.27	\$ 12,027,412.77	
Projects	Estimated Cost							Balance
Maintenance Building	\$ 700,000.00	\$ 439,442.39	\$ -	\$ -	\$ -	\$ -	\$ 782,127.39	\$ (82,127.39)
Veal Street Community Center	\$ 120,000.00	\$ 150,729.21	\$ -	\$ -	\$ -	\$ -	\$ 150,729.21	\$ (30,729.21)
Bald Rock Church	\$ 325,000.00				\$ 11,000.00	\$ 508,384.05	\$ 520,414.32	\$ (195,414.32)
Green Space Purchase	\$ 500,000.00			\$ 42,078.29	\$ 63,281.08	\$ 918,243.96	\$ 1,023,603.33	\$ (523,603.33)
Capital Debt	\$ 1,500,000.00	\$ 389,487.80	\$ 278,294.00	\$ 3,400.27	\$ 99,125.65	\$ 664,547.72	\$ 1,434,855.44	\$ 65,144.56
Transportation Projects	Estimated Cost							
Sigman Road @ East View Road	\$ 665,000.00	\$ 33,287.40	\$ 70,521.87	\$ 74,949.95	\$ 51,614.18	\$ 432,637.00	\$ 718,330.40	\$ (53,330.40)
Parking Improvements (old town)	\$ 600,000.00			\$ 600.00	\$ 42,426.00	\$ 62,411.78	\$ 105,437.78	\$ 494,562.22
Green Street @ Scott Street	\$ 731,600.00	\$ 230.00	\$ 1,853.01	\$ 5,175.00	\$ 300.00	\$ 1,845.00	\$ 9,403.01	\$ 722,196.99
West Avenue Street Scape	\$ 1,800,000.00	\$ 90,788.65	\$ 61,926.95	\$ 954,207.41	\$ 57,081.78	\$ -	\$ 1,164,004.79	\$ 635,995.21
SR 138 @ East View Parkway	\$ 230,000.00	\$ 57.50					\$ 57.50	\$ 229,942.50
Road Resurfacing	\$ 1,007,000.00	\$ 96,584.53	\$ 674,586.30	\$ 57,504.52	\$ 720,177.17	\$ 543,104.61	\$ 2,214,613.17	\$ (1,207,613.17)
Main Street (Pine Log Road to Peek St.)	\$ 2,305,000.00	\$ 1,897.50	\$ -	\$ 488.75	\$ -	\$ -	\$ 2,386.25	\$ 2,302,613.75
Bank Street (Main Street to Pine Street)	\$ 255,000.00		\$ 119,237.73				\$ 123,500.46	\$ 131,499.54
Striping	\$ 100,000.00	\$ 4,427.50	\$ -	\$ -	\$ 22,898.85	\$ 47,140.85	\$ 77,785.38	\$ 22,214.62
Rockbridge Rd (Main Street to Sigman)	\$ 1,040,000.00		\$ 130,406.11				\$ 130,406.11	\$ 909,593.89
Old Covington Road @ Gees Mill Road	\$ 1,396,000.00		\$ 375.00	\$ 54,537.59	\$ 61,978.63	\$ 480.00	\$ 130,406.11	\$ 1,265,593.89
Sigman Road @ East Park Drive	\$ 840,000.00			\$ 6,076.43	\$ 96,071.02	\$ 14,321.95	\$ 116,469.40	\$ 723,530.60
Railroad Street (Center St. to West Ave)	\$ 998,200.00		\$ 230.00	\$ 34,339.64	\$ 49,923.51	\$ 25,611.28	\$ 110,104.43	\$ 888,095.57
Northside Dr at Milstead Ave/Resurface Main to SR20	\$ 850,500.00		\$ 106,050.72	\$ 70,371.70	\$ 713,837.02	\$ 45,836.71	\$ 936,096.15	\$ (85,596.15)
State Route 20 @ Millers Chapel Road	\$ 96,544.49			\$ 96,544.49	\$ -	\$ -	\$ 96,544.49	\$ -
College Ave. (Main Street to Milstead Ave)	\$ 740,000.00	\$ 233,515.70	\$ 253,667.00	\$ 14,000.00	\$ -	\$ -	\$ 504,338.70	\$ 235,661.30
Eastview Sidewalks & Resurfacing	\$ 850,000.00	\$ -	\$ -	\$ 52,473.66	\$ 14,805.21	\$ 99.00	\$ 67,377.87	\$ 782,622.13
West Avenue @ Green Street	\$ 785,000.00						\$ -	\$ 785,000.00
Consulting Fees		\$ 29,182.64	\$ 127.28					\$ (29,182.64)
Total Project Expenditures	\$ 18,434,844.49	\$ 1,469,630.82	\$ 1,697,275.97	\$ 1,466,747.70	\$ 2,004,520.10	\$ 3,264,663.91	\$ 10,418,991.69	\$ (2,419,413.92)
Fund balance - Ending		\$ 5,823,280.32	\$ 5,963,293.96	\$ 5,570,071.51	\$ 4,534,703.69	\$ 1,592,146.05		
Funds Available	\$ 1,410,821.11	at 6/30/11						
Note: The beginning and ending fund balances on this schedule do not agree to the trial balances or issued CAFRs.								
Note: The cash balance is different from the funds available due to transfers to General Fund.								
Cash Balance	660,972.90	at 7/31/11						
Cash Balance	160,972.90	at 8/22/11						

Capital Improvement Program

Fiscal Years 2012-2016

SPLOST Capital Projects

Fiscal Years 2012-2016

Project Title: Capital Debt

Funding Source: **Total Project Cost:** \$ 1,500,000.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
Capital Costs:	\$ 65,145.00	\$ 65,145.00				
Operating Impact:						

Project Description: Purchase of new trash trucks, police vehicles and equipment.

Project Title: Parking improvements in Olde Town

Funding Source: **Total Project Cost:** \$ 600,000.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
Capital Costs:	\$ 494,562.00	\$ 80,000.00	\$ 414,562.00			
Operating Impact:						

Project Description: Existing parking area is in need of repair and restriping. Repairs will include patching all deteriorated areas and resurfacing the entire parking area along with a new layout for parking spaces.

Project Title: Green Street @ Scott Street

Funding Source: **Total Project Cost:** \$ 731,600.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
Capital Costs:	\$ 722,197.00	\$ 8,155.00	\$ 72,742.00	\$ 30,000.00	\$ 100,000.00	\$ 511,300.00
Operating Impact:						

Project Description: This intersection is a 6-way stop with three on each side of the CSX Railroad. Traffic volumes are already heavy in this area on a daily basis and when Old Covington opens under SR Hwy. 138, traffic volumes will increase even more making this a very dangerous intersection for motorists. With the installation of traffic signals or round-a-bouts, this intersection will operate more efficiently and be much safer for motorists.

Project Title: Main Street (Pine Log Road to Peek Street)

Funding Source: **Total Project Cost:** \$ 2,305,000.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
Capital Costs:	\$ 2,302,614.00			\$ 50,000.00	\$ 150,000.00	\$ 2,102,614.00
Operating Impact:						

Project Description: Project will include new drainage, sidewalks, utility upgrades and street lighting to match the downtown area from Peek Street to Pine Log Road.

Capital Improvement Program

Fiscal Years 2012-2016

Project Title: Striping

Funding Source: **Total Project Cost:** \$ 100,000.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
Capital Costs:	\$ 22,215.00	\$ 22,215.00				
Operating Impact:						

Project Description: Re-stripe various streets and intersections where existing striping had faded and is difficult to see.

Project Title: Old Covington Road @ Gees Mill Road

Funding Source: **Total Project Cost:** \$ 1,396,000.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
Capital Costs:	\$ 1,265,594.00	\$ 85,642.00	\$ 100,000.00	\$ 500,000.00	\$ 500,000.00	\$ 79,952.00
Operating Impact:						

Project Description: This will be an intersection improvement with the addition of a traffic signal and turn lanes. This intersection will need re-alignment from all four approaches and the existing elevations will need to be lowered. This intersection is adjacent to the CSX Railroad and will require coordination with CSX Transportation.

Project Title: Sigman Road @ East Park Drive

Funding Source: **Total Project Cost:** \$ 840,000.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
Capital Costs:	\$ 723,531.00	\$ 45,000.00	\$ 339,265.00	\$ 339,266.00		
Operating Impact:						

Project Description: This project will be an intersection improvement with signalization and turn lanes on all four approaches.

Project Title: Railroad Street (Center Street to West Avenue)

Funding Source: **Total Project Cost:** \$ 998,200.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
Capital Costs:	\$ 888,096.00	\$ 283,019.00	\$ 605,077.00			
Operating Impact:						

Project Description: This project will widen the street to 22 feet for two 11 feet travel lanes. This city will request additional area on CSX right-of-way parking. A retaining wall will also be needed for the parking area to correct drainage problems and new sidewalks will be installed.

Capital Improvement Program

Fiscal Years 2012-2016

Project Title: West Avenue @ Green Street

Funding Source: **Total Project Cost:** \$ 785,000.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016
Capital Costs:	\$ 785,000.00	\$ -	\$ 140,000.00	\$ -	\$ 450,000.00	\$ 195,000.00
Operating Impact:						

Project Description: This project will require the retiming of the existing signal with the installation of an additional signal on the north side of the CSX railroad tracks. Also to include new drainage pipes and repaving of entire intersection.

Project Title: Eastview Sidewalks & Resurfacing

Funding Source: **Total Project Cost:** \$ 850,000.00

	Balance as July 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	2015-2016
Capital Costs:	\$ 782,622.00	\$ 700,000.00	\$ 82,622.00			
Operating Impact:						

Project Description: This project is to replace existing sidewalks and curbing from Milstead Avenue to Sigman Road. This will also include resurfacing of the existing street.

Operating impacts on the SPLOST projects are immaterial as the majority of the projects reflect transportation, and once the projects are complete it will not require any additional operations other than the typical road maintenance.

Capital Improvement Program
Fiscal Years 2012-2016

Capital Improvement Plan
Fiscal Years 2012-2016
Stormwater Projects

Capital Improvement Program

Fiscal Years 2012-2016

CITY OF CONYERS, GEORGIA								
STORMWATER BONDED PROJECTS								
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE								
		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Total to Date	
		YEAR TO DATE						
Fund balance - Beginning		\$ 850,973.12	\$ 227,970.44	\$ 684,490.36	\$ 1,136,044.65	\$ 1,625,303.47		
Stormwater Fees		\$ 414,318.29	\$ 458,417.55	\$ 452,763.57	\$ 468,007.41	\$ 478,478.08	\$ 3,060,551.60	
Interest Revenue		\$ 86,792.56	\$ 22,551.42	\$ 6,808.36	\$ 5,671.41	\$ 1,814.52	\$ 210,164.69	
Grant Money					\$ 25,000.00	\$ -	\$ 25,000.00	
							\$ -	
Total Revenues		\$ 501,110.85	\$ 480,968.97	\$ 459,571.93	\$ 498,678.82	\$ 480,292.60	\$ 3,295,716.29	
Bonded Projects								
	Estimated Cost							Balance
Pinefog Road	\$ 97,443.00	\$ 66,900.00	\$ -	\$ -	\$ -	\$ -	\$ 66,900.00	\$ 30,543.00
Park Circle/Andrews Circle	\$ 15,600.00						\$ 24,120.00	\$ (8,520.00)
College Avenue	\$ 501,300.00	\$ 1,054,885.38	\$ 15,846.00	\$ 2,750.00	\$ -	\$ -	\$ 1,073,481.38	\$ (572,181.38)
Commerce Drive/Royal Drive	\$ 104,900.00						\$ -	\$ 104,900.00
Peggy Lane & North Hicks	\$ 31,200.00			\$ 2,995.54	\$ -	\$ -	\$ 2,995.54	\$ 28,204.46
Old Covington Highway	\$ 5,400.00						\$ -	\$ 5,400.00
Shadowlawn Drive	\$ 6,800.00		\$ 1,175.26				\$ 1,175.26	\$ 5,624.74
Northlake Drive	\$ 7,700.00						\$ -	\$ 7,700.00
Oakland Avenue/Hewlett Street	\$ 6,800.00					\$ 25,152.00	\$ -	\$ 6,800.00
Oakland Avenue/O'Kelly Street	\$ 10,000.00						\$ -	\$ 10,000.00
Springwood Drive	\$ 275,000.00	\$ 2,328.15	\$ 1,885.65	\$ 660.00	\$ -	\$ -	\$ 4,873.80	\$ 270,126.20
Business Center Drive	\$ 110,000.00				\$ 9,420.00		\$ -	\$ 110,000.00
Jimi Lane	\$ 300,000.00		\$ 281.54			\$ 8,600.00	\$ 281.54	\$ 299,718.46
Main Street @ Barksdale Office	\$ 40,000.00						\$ -	\$ 40,000.00
Bank Street	\$ 60,000.00						\$ -	\$ 60,000.00
Lakeview Drive	\$ 21,000.00		\$ 5,260.60	\$ 1,262.15	\$ -	\$ -	\$ 6,522.75	\$ 14,477.25
Sara Court	\$ 4,200.00						\$ -	\$ 4,200.00
Rosser Street/Glade Street	\$ 18,800.00						\$ -	\$ 18,800.00
Hunting Creek Lane	\$ 9,600.00						\$ -	\$ 9,600.00
Hwy 20 @ Burlington Factory	\$ 15,000.00						\$ -	\$ 15,000.00
Main Street to Pleasant Circle	\$ 262,000.00						\$ -	\$ 262,000.00
Meadowbrook Lane	\$ 20,000.00						\$ -	\$ 20,000.00
West Avenue/Green Street	\$ 50,000.00			\$ 349.95	\$ -	\$ -	\$ 349.95	\$ 49,650.05
Total Project Expenditures	\$ 1,972,743.00	\$ 1,124,113.53	\$ 24,449.05	\$ 8,017.64	\$ 9,420.00	\$ 33,752.00	\$ 1,231,889.86	\$ 740,853.14
Fund balance - Ending		\$ 227,970.44	\$ 684,490.36	\$ 1,136,044.65	\$ 1,625,303.47	\$ 2,071,844.07		
Cash balance @ United Community as of 7/31/11	\$ 726,945.09							
*Springwood Project combined with College Avenue project								
Highlighted Projects are completed								

Capital Improvement Program

Fiscal Years 2012-2016

Project ID #2 – Business Center Drive

The Problem

The GDOT owned detention pond on Parker road leads to a drainage channel and retention basin on Royal Drive via a 21 feet wide concrete spillway. This basin drains under Business Center Drive via a single pipe. The detention pond at Parker Road permits an excessive amount of water to pass. This volume of water causes channel erosion, flooding, and sediment deposit.

The Solution

The detention pond should have all debris removed and the vegetation cut to ground level without soil disturbance. The spillway outlet should be restored and fortified with rip rap. The drainage channel should have all debris and sediment removed. Vegetation should be cut to ground level without soil disturbance. The slope adjacent to the drainage channel should be fortified with rip rap. Twin 48 inch pipes should be installed under Business Center Drive. The outlet of these pipes should be fortified with a header wall and concrete pad.

Business Center Drive Project Cost: \$110,000.00

Project ID #3 – Boar Tusk Creek beside Middle School

Not yet engineered. Corps of Engineers involvement and state variance requirement a strong possibility.

Project ID #4 – 1333 Jimi Lane

Project will consist of installing 325 feet of 36 inch pipe, milling and resurfacing the entire street to control run off and flooding of several residential homes.

Jimi Lane Project Cost: \$300,000.00

Project ID #5 – 895 South Pine Street

Not yet engineered. Corps of Engineers involvement and state variance requirement a strong possibility.

Project ID #6 - Rosser Street to Glade Street to Milstead Avenue

The Problem

The surface flow from the First United Methodist Church car parking area on Main Street runs east into a detention pond at the Boy Scout hut on Glade Street. The box inlet from the detention pond runs through a 15" pipe under Glade Street where it is allowed to surface flow across undeveloped property to Milstead Avenue. The 15" pipe is of insufficient diameter to pass the flow unrestricted and the system becomes overwhelmed resulting in high flooding of the rear yards of the properties lining Glade Street.

Capital Improvement Program

Fiscal Years 2012-2016

A poorly installed inlet drain (inlet above road level) at the junction of Rosser Street and Glade Street causes flow from Rosser Street to continue into Glade Street unrestricted. This added water volume causes the road at the inlet on Glade Street to flood and overflow into the undeveloped property on Glade Street increasing erosion and soil movement.

The Solution

- The inlet drain at Rosser Street will be reset to direct water flow into the drain and pipe system.
- The box at the detention pond outflow will be reconstructed and fitted with a 24" diameter pipe system.
- The 24" pipe will continue underground across the undeveloped property to Milstead Avenue inlet box.
- The curbing on Glade Street will be improved to direct water flow and eliminate flooding.

Rosser Street and Glade Project Cost: \$18,800.00

Project ID #7 - Peggy Lane & North Hicks Court

The Problem

Surface water flows west from north Hicks Circle through Peggy lane to South Hicks Circle.

Drainage swales exist at the rear of the properties between Peggy Lane and South Hicks Circle culminating in a receiving concrete swale transporting all surface water to an inlet at North Hicks Circle. The drainage swales are filled with sediment and unable to direct flow.

The concrete swale is broken in multiple places and does not function efficiently.

The swale system between North Hicks Circle and Peggy lane is insufficient to contain and direct flow efficiently.

These problems result in an overwhelmed system which floods a number of private residences during heavy rainfall.

The Solution

The drainage swale system will be restored to full operation through sediment removal and grading.

The concrete swale will be repaired and restored to intended operation levels.

Inlets and curbs will be improved and protected with riprap.

The failed concrete swale between Peggy Lane and North Hicks Circle will be removed and replaced with a 24" diameter HDPE pipe.

Peggy Lane & North Hicks Project Cost: \$31,200.00

Capital Improvement Program

Fiscal Years 2012-2016

Project ID #11 & 12 – Woodbridge Subdivision & Boar Tusk Creek

Not yet engineered. Corps of Engineers involvement and state variance requirement a strong possibility.

Project ID #14 – Main Street to Pleasant Circle

Project will consist of installing 400 feet of pipe and several catch basins to control run off and eliminate hydroplaning from standing water in the street caused from heavy rains.

Main Street to Pleasant Circle Project Cost: \$262,000.00

Project ID #15 – West Avenue & Green Street

Contractor to be used to unblock drainage pipe. In house labor to complete task. No engineering required.

Project ID #20 – Commerce Drive / Royal Drive

The Problem

Storm water runoff runs unobstructed down an extended length of Royal Drive before reaching two inlets which connect to a pipe running under Commerce Drive. The volume of water is too great for this system to cope and flooding results during moderate rainfall. A similar situation exists on Commercial Drive leading to the junction with Royal Drive, i.e. the existing storm water sewer system is insufficient to deal with water volume.

The Solution

A pipe will be installed from the high point of Royal Drive to the detention ponds on the south west side of Commerce Drive. The east side of Royal Drive will be fitted with a flume to contain waters on this side. Drop inlet catch basins will be installed on Royal Drive and Commerce drive to increase the system holding capacity. Blasting will be required to remove some of the rock.

Commerce Drive & Royal Drive Project Cost: \$104,900.00

Project ID #21 – 1001 Meadowbrook Lane

Not yet engineered. Lowest priority.

Capital Improvement Program

Fiscal Years 2012-2016

Project ID #22 – 946 Main Street – Barksdale Law Office

Not yet engineered. Lowest priority.

Project ID #24 – Shadowlawn Drive

The Problem

Two waterways combine at 1230 Shadowlawn Drive and form one relatively fast flowing creek. During heavy rain fall the volume and velocity increases significantly causing erosion along the south side of the embankment. The creek enters a 48" pipe running under Shadowlawn Drive and exits at the other side to form the remainder of the natural waterway leading along Brookside Drive. Both the inlet and outlet areas of this pipe have received high impact erosion. One driveway on Brookside Drive receives a large amount of collected rainfall which is causing damage through erosion and flooding.

The Solution

A roll back driveway berm will be installed at the property entrance on Brookside Drive to divert water from that property to the existing inlet. The inlet where the two waterways connect at Shadowlawn Drive will be restored and supported with riprap. The south bank of the waterway will also be supported and restored with riprap. The header walls on both sides of the pipe running under Shadowlawn Drive will be restored and stabilized with riprap and grading.

Shadowlawn Drive Project Cost: \$6,800.00

Project ID #29 – Green Acres Subdivision

Not yet engineered. Corps of Engineers involvement and state variance requirement a strong possibility.

Project ID #31 – Oakland Avenue and O'Kelly Street

Not yet engineered. Lowest Priority.

Pay & Classification Plan

Fiscal Year 2011-2012 Operating Budget

<u>Job Title</u>	<u>Job Category</u>	<u>Pay Grade</u>
Crewman - GIHP	08	103
Crewman - Public Works & Transportation	08	103
Crewman - Landscaping	08	103
Crewman - Sanitation	08	103
Operator I - Public Works & Transportation	08	105
Operator I - Landscaping	08	105
Operator I - GIHP	09	105
Operator I - Sanitation	09	105
Welcome Center Representative	06	106
Welcome Center/Main Street Program Assistant	06	106
Refuse Driver	08	107
Communications Operator	06	107
GCIC Operator	06	107
Operator II - Public Works	08	107
Operator II - GIHP	08	107
Administrative Clerk - Court Services	06	107
Administrative Clerk - Records	06	107
Administrative Clerk - Finance	06	107
Administrative Clerk - Probation	06	107
Administrative Clerk - Planning	06	107
Administrative Clerk - GIHP	06	107
Administrative Clerk - CID	06	107
Mechanic I	07	108
Communications Supervisor	06	109
Stormwater Specialist	08	109
CAD Manager	06	110
Executive Assistant	06	110
Evidence Custodian	03	110
Probation Officer	06	110
Accounts Payable Specialist	06	110
Municipal Court Clerk	06	110
Customer Service Manager	06	110
Mechanic II	07	110
Executive Secretary/City Clerk	06	110
Foreman - GIHP	07	111
Foreman - Sanitation	07	111
Foreman - Vehicle Maintenance	07	111

Pay & Classification Plan

Fiscal Year 2011-2012 Operating Budget

<u>Job Title</u>	<u>Job Category</u>	<u>Pay Grade</u>
Foreman - Public Works & Transportation	07	111
Foreman - Landscaping	07	111
Assistant Facility Manager	01	112
Police Officer I	04	112
Security Alert Technician	03	112
Assistant to the Chief of Police	06	112
Business Operations Manager	06	112
Inspector	01	112
Tourism Specialist	06	112
Evidence Technician	03	112
Event Planner	05	112
Senior Probation Officer	06	112
K-9 Police Officer	04	113
Police Officer II	04	113
Police Detective	04	113
Senior Event Planner	05	113
Crime Analyst	06	114
Senior CSA Technician	07	114
Sales Manager	06	114
Business and Marketing Manager	01	114
Main Street Manager	06	114
Senior Inspector	01	114
Human Resources Manager	06	114
Budget Analyst	06	115
Marshal	04	115
Sergeant	03	115
Stormwater Coordinator	07	115
Help Desk Technician	01	115
Chief Inspector	01	116
Superintendent - Vehicle Maintenance	01	116
Superintendent - Public Works & Transportation	01	116
Planner	06	116
Facility Manager	01	116
Finance Manager	06	117
GIS Manager	06	117
Communications Manager	03	117
Police Lieutenant	02	117
Accreditation/Certification Manager	04	117
CSA Coordinator	07	117
Stormwater Manager	01	118
Police Captain	02	119
Police Major	01	120

Pay & Classification Plan

City of Conyers Pay Plan For Employees Working 40-Hour Workweek EFFECTIVE July 1, 2007

<u>GRADE & STEP</u>		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>
102	Hourly	9.752	10.239	10.751	11.289	11.853	12.446	13.068	13.722
	Bi-Weekly	780.15	819.16	860.12	903.12	948.28	995.69	1,045.48	1,097.75
	Monthly	1,690.29	1,774.81	1,863.55	1,956.73	2,054.56	2,157.29	2,265.16	2,378.41
	Annual	20,283.92	21,298.12	22,363.02	23,481.18	24,655.23	25,888.00	27,182.40	28,541.51
103	Hourly	10.239	10.751	11.289	11.853	12.446	13.068	13.722	14.408
	Bi-Weekly	819.16	860.12	903.12	948.28	995.69	1,045.48	1,097.75	1,152.64
	Monthly	1,774.81	1,863.55	1,956.73	2,054.56	2,157.29	2,265.16	2,378.41	2,497.33
	Annual	21,298.12	22,363.02	23,481.18	24,655.23	25,888.00	27,182.40	28,541.51	29,968.59
104	Hourly	10.751	11.289	11.853	12.446	13.068	13.722	14.408	15.128
	Bi-Weekly	860.12	903.12	948.28	995.69	1,045.48	1,097.75	1,152.64	1,210.27
	Monthly	1,863.55	1,956.73	2,054.56	2,157.29	2,265.16	2,378.41	2,497.33	2,622.20
	Annual	22,363.02	23,481.18	24,655.23	25,888.00	27,182.40	28,541.51	29,968.59	31,467.02
105	Hourly	11.289	11.853	12.446	13.068	13.722	14.408	15.128	15.885
	Bi-Weekly	903.12	948.28	995.69	1,045.48	1,097.75	1,152.64	1,210.27	1,270.78
	Monthly	1,956.73	2,054.56	2,157.29	2,265.16	2,378.41	2,497.33	2,622.20	2,753.31
	Annual	23,481.18	24,655.23	25,888.00	27,182.40	28,541.51	29,968.59	31,467.02	33,040.37
106	Hourly	11.853	12.446	13.068	13.722	14.408	15.128	15.885	16.679
	Bi-Weekly	948.28	995.69	1,045.48	1,097.75	1,152.64	1,210.27	1,270.78	1,334.32
	Monthly	2,054.56	2,157.29	2,265.16	2,378.41	2,497.33	2,622.20	2,753.31	2,890.98
	Annual	24,655.23	25,888.00	27,182.40	28,541.51	29,968.59	31,467.02	33,040.37	34,692.39
107	Hourly	12.446	13.068	13.722	14.408	15.128	15.885	16.679	17.513
	Bi-Weekly	995.69	1,045.48	1,097.75	1,152.64	1,210.27	1,270.78	1,334.32	1,401.04
	Monthly	2,157.29	2,265.16	2,378.41	2,497.33	2,622.20	2,753.31	2,890.98	3,035.53
	Annual	25,888.00	27,182.40	28,541.51	29,968.59	31,467.02	33,040.37	34,692.39	36,427.01
108	Hourly	13.068	13.722	14.408	15.128	15.885	16.679	17.513	18.389
	Bi-Weekly	1,045.48	1,097.75	1,152.64	1,210.27	1,270.78	1,334.32	1,401.04	1,471.09
	Monthly	2,265.16	2,378.41	2,497.33	2,622.20	2,753.31	2,890.98	3,035.53	3,187.30
	Annual	27,182.40	28,541.51	29,968.59	31,467.02	33,040.37	34,692.39	36,427.01	38,248.36
109	Hourly	13.722	14.408	15.128	15.885	16.679	17.513	18.389	19.308
	Bi-Weekly	1,097.75	1,152.64	1,210.27	1,270.78	1,334.32	1,401.04	1,471.09	1,544.65
	Monthly	2,378.41	2,497.33	2,622.20	2,753.31	2,890.98	3,035.53	3,187.30	3,346.67
	Annual	28,541.51	29,968.59	31,467.02	33,040.37	34,692.39	36,427.01	38,248.36	40,160.78
110	Hourly	14.408	15.128	15.885	16.679	17.513	18.389	19.308	20.273
	Bi-Weekly	1,152.64	1,210.27	1,270.78	1,334.32	1,401.04	1,471.09	1,544.65	1,621.88
	Monthly	2,497.33	2,622.20	2,753.31	2,890.98	3,035.53	3,187.30	3,346.67	3,514.00
	Annual	29,968.59	31,467.02	33,040.37	34,692.39	36,427.01	38,248.36	40,160.78	42,168.82
111	Hourly	15.128	15.885	16.679	17.513	18.389	19.308	20.273	21.287
	Bi-Weekly	1,210.27	1,270.78	1,334.32	1,401.04	1,471.09	1,544.65	1,621.88	1,702.97
	Monthly	2,622.20	2,753.31	2,890.98	3,035.53	3,187.30	3,346.67	3,514.00	3,689.70
	Annual	31,467.02	33,040.37	34,692.39	36,427.01	38,248.36	40,160.78	42,168.82	44,277.26

Pay & Classification Plan

City of Conyers Pay Plan For Employees Working 40-Hour Workweek EFFECTIVE July 1, 2007

<u>GRADE & STEP</u>		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>
112	Hourly	15.885	16.679	17.513	18.389	19.308	20.273	21.287	22.352
	Bi-Weekly	1,270.78	1,334.32	1,401.04	1,471.09	1,544.65	1,621.88	1,702.97	1,788.12
	Monthly	2,753.31	2,890.98	3,035.53	3,187.30	3,346.67	3,514.00	3,689.70	3,874.19
	Annual	33,040.37	34,692.39	36,427.01	38,248.36	40,160.78	42,168.82	44,277.26	46,491.12
113	Hourly	16.679	17.513	18.389	19.308	20.273	21.287	22.352	23.469
	Bi-Weekly	1,334.32	1,401.04	1,471.09	1,544.65	1,621.88	1,702.97	1,788.12	1,877.53
	Monthly	2,890.98	3,035.53	3,187.30	3,346.67	3,514.00	3,689.70	3,874.19	4,067.89
	Annual	34,692.39	36,427.01	38,248.36	40,160.78	42,168.82	44,277.26	46,491.12	48,815.68
114	Hourly	17.513	18.389	19.308	20.273	21.287	22.352	23.469	24.643
	Bi-Weekly	1,401.04	1,471.09	1,544.65	1,621.88	1,702.97	1,788.12	1,877.53	1,971.40
	Monthly	3,035.53	3,187.30	3,346.67	3,514.00	3,689.70	3,874.19	4,067.89	4,271.29
	Annual	36,427.01	38,248.36	40,160.78	42,168.82	44,277.26	46,491.12	48,815.68	51,256.46
115	Hourly	18.389	19.308	20.273	21.287	22.352	23.469	24.643	25.875
	Bi-Weekly	1,471.09	1,544.65	1,621.88	1,702.97	1,788.12	1,877.53	1,971.40	2,069.97
	Monthly	3,187.30	3,346.67	3,514.00	3,689.70	3,874.19	4,067.89	4,271.29	4,484.85
	Annual	38,248.36	40,160.78	42,168.82	44,277.26	46,491.12	48,815.68	51,256.46	53,819.28
116	Hourly	19.308	20.273	21.287	22.352	23.469	24.643	25.875	27.168
	Bi-Weekly	1,544.65	1,621.88	1,702.97	1,788.12	1,877.53	1,971.40	2,069.97	2,173.47
	Monthly	3,346.67	3,514.00	3,689.70	3,874.19	4,067.89	4,271.29	4,484.85	4,709.10
	Annual	40,160.78	42,168.82	44,277.26	46,491.12	48,815.68	51,256.46	53,819.28	56,510.25
117	Hourly	20.273	21.287	22.352	23.469	24.643	25.875	27.168	28.527
	Bi-Weekly	1,621.88	1,702.97	1,788.12	1,877.53	1,971.40	2,069.97	2,173.47	2,282.14
	Monthly	3,514.00	3,689.70	3,874.19	4,067.89	4,271.29	4,484.85	4,709.10	4,944.55
	Annual	42,168.82	44,277.26	46,491.12	48,815.68	51,256.46	53,819.28	56,510.25	59,335.76
118	Hourly	21.287	22.352	23.469	24.643	25.875	27.168	28.527	29.953
	Bi-Weekly	1,702.97	1,788.12	1,877.53	1,971.40	2,069.97	2,173.47	2,282.14	2,396.25
	Monthly	3,689.70	3,874.19	4,067.89	4,271.29	4,484.85	4,709.10	4,944.55	5,191.78
	Annual	44,277.26	46,491.12	48,815.68	51,256.46	53,819.28	56,510.25	59,335.76	62,302.55
119	Hourly	22.352	23.469	24.643	25.875	27.168	28.527	29.953	31.451
	Bi-Weekly	1,788.12	1,877.53	1,971.40	2,069.97	2,173.47	2,282.14	2,396.25	2,516.06
	Monthly	3,874.19	4,067.89	4,271.29	4,484.85	4,709.10	4,944.55	5,191.78	5,451.37
	Annual	46,491.12	48,815.68	51,256.46	53,819.28	56,510.25	59,335.76	62,302.55	65,417.68
120	Hourly	23.469	24.643	25.875	27.168	28.527	29.953	31.451	33.023
	Bi-Weekly	1,877.53	1,971.40	2,069.97	2,173.47	2,282.14	2,396.25	2,516.06	2,641.87
	Monthly	4,067.89	4,271.29	4,484.85	4,709.10	4,944.55	5,191.78	5,451.37	5,723.94
	Annual	48,815.68	51,256.46	53,819.28	56,510.25	59,335.76	62,302.55	65,417.68	68,688.56
121	Hourly	24.643	25.875	27.168	28.527	29.953	31.451	33.023	34.675
	Bi-Weekly	1,971.40	2,069.97	2,173.47	2,282.14	2,396.25	2,516.06	2,641.87	2,773.96
	Monthly	4,271.29	4,484.85	4,709.10	4,944.55	5,191.78	5,451.37	5,723.94	6,010.13
	Annual	51,256.46	53,819.28	56,510.25	59,335.76	62,302.55	65,417.68	68,688.56	72,122.99

Pay & Classification Plan

City of Conyers Pay Plan For Employees Working 40-Hour Workweek EFFECTIVE July 1, 2007

<u>GRADE & STEP</u>		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>
122	Hourly	25.875	27.168	28.527	29.953	31.451	33.023	34.675	36.408
	Bi-Weekly	2,069.97	2,173.47	2,282.14	2,396.25	2,516.06	2,641.87	2,773.96	2,912.66
	Monthly	4,484.85	4,709.10	4,944.55	5,191.78	5,451.37	5,723.94	6,010.13	6,310.64
	Annual	53,819.28	56,510.25	59,335.76	62,302.55	65,417.68	68,688.56	72,122.99	75,729.14
123	Hourly	27.168	28.527	29.953	31.451	33.023	34.675	36.408	38.229
	Bi-Weekly	2,173.47	2,282.14	2,396.25	2,516.06	2,641.87	2,773.96	2,912.66	3,058.29
	Monthly	4,709.10	4,944.55	5,191.78	5,451.37	5,723.94	6,010.13	6,310.64	6,626.17
	Annual	56,510.25	59,335.76	62,302.55	65,417.68	68,688.56	72,122.99	75,729.14	79,515.59
124	Hourly	28.527	29.953	31.451	33.023	34.675	36.408	38.229	40.140
	Bi-Weekly	2,282.14	2,396.25	2,516.06	2,641.87	2,773.96	2,912.66	3,058.29	3,211.21
	Monthly	4,944.55	5,191.78	5,451.37	5,723.94	6,010.13	6,310.64	6,626.17	6,957.48
	Annual	59,335.76	62,302.55	65,417.68	68,688.56	72,122.99	75,729.14	79,515.59	83,491.37
125	Hourly	29.953	31.451	33.023	34.675	36.408	38.229	40.140	42.147
	Bi-Weekly	2,396.25	2,516.06	2,641.87	2,773.96	2,912.66	3,058.29	3,211.21	3,371.77
	Monthly	5,191.78	5,451.37	5,723.94	6,010.13	6,310.64	6,626.17	6,957.48	7,305.35
	Annual	62,302.55	65,417.68	68,688.56	72,122.99	75,729.14	79,515.59	83,491.37	87,665.94
126	Hourly	31.451	33.023	34.675	36.408	38.229	40.140	42.147	44.254
	Bi-Weekly	2,516.06	2,641.87	2,773.96	2,912.66	3,058.29	3,211.21	3,371.77	3,540.36
	Monthly	5,451.37	5,723.94	6,010.13	6,310.64	6,626.17	6,957.48	7,305.35	7,670.62
	Annual	65,417.68	68,688.56	72,122.99	75,729.14	79,515.59	83,491.37	87,665.94	92,049.24
127	Hourly	33.023	34.675	36.408	38.229	40.140	42.147	44.254	46.467
	Bi-Weekly	2,641.87	2,773.96	2,912.66	3,058.29	3,211.21	3,371.77	3,540.36	3,717.37
	Monthly	5,723.94	6,010.13	6,310.64	6,626.17	6,957.48	7,305.35	7,670.62	8,054.15
	Annual	68,688.56	72,122.99	75,729.14	79,515.59	83,491.37	87,665.94	92,049.24	96,651.70
128	Hourly	34.675	36.408	38.229	40.140	42.147	44.254	46.467	48.791
	Bi-Weekly	2,773.96	2,912.66	3,058.29	3,211.21	3,371.77	3,540.36	3,717.37	3,903.24
	Monthly	6,010.13	6,310.64	6,626.17	6,957.48	7,305.35	7,670.62	8,054.15	8,456.86
	Annual	72,122.99	75,729.14	79,515.59	83,491.37	87,665.94	92,049.24	96,651.70	101,484.29
129	Hourly	36.408	38.229	40.140	42.147	44.254	46.467	48.791	51.230
	Bi-Weekly	2,912.66	3,058.29	3,211.21	3,371.77	3,540.36	3,717.37	3,903.24	4,098.40
	Monthly	6,310.64	6,626.17	6,957.48	7,305.35	7,670.62	8,054.15	8,456.86	8,879.70
	Annual	75,729.14	79,515.59	83,491.37	87,665.94	92,049.24	96,651.70	101,484.29	106,558.50
130	Hourly	38.229	40.140	42.147	44.254	46.467	48.791	51.230	53.792
	Bi-Weekly	3,058.29	3,211.21	3,371.77	3,540.36	3,717.37	3,903.24	4,098.40	4,303.32
	Monthly	6,626.17	6,957.48	7,305.35	7,670.62	8,054.15	8,456.86	8,879.70	9,323.69
	Annual	79,515.59	83,491.37	87,665.94	92,049.24	96,651.70	101,484.29	106,558.50	111,886.42

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Account Number: A system of numbering used to categorize or "group" accounting transactions into common areas, such as salaries, rent, and utilities expense. Account numbers are the numerical equivalent of descriptive terms; e.g., the number 4110 represents the account number for regular salaries.

Accounting Period: A period at the end of which and for which financial statements, budgets, or other reports are prepared, typically an annual period. The City's annual accounting period begins July 1 and ends June 30.

Accounting Procedures: All processes which identify, record, classify and summarize financial information to produce financial records.

Accounting System: The total structure of records and procedures which identify, record, classify, summarize and report information on the financial position and results of operations of a government.

Accounts Payable: A liability account reflecting amounts on open accounts owed to others for goods and services received by the City.

Accounts Receivable: An asset account reflecting amounts owed on open accounts from others for goods and services furnished by a government.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing or related cash flows.

Ad Valorem Tax: A tax levied on the assessed value of real property. This tax is also known as property tax.

Amortization: (1) Gradual reduction, redemption or liquidation of the balance of an intangible asset or liability according to a specified schedule of times and amounts. (2) Provision for the extinguishment of a debt by means of periodic payments.

Appraise: To make an estimate of value, particularly of the value of property. If the property is valued for purposes of taxation, the less-inclusive term "assess" is substituted for this term.

Appropriation: An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Assessment: (1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

Audit: A methodical examination of the utilization and changes in resources. It concludes in a written report of the findings. A financial audit is a test of management's financial statements and internal accounting control procedures to determine the extent to which: internal accounting controls are both available and being used; and to determine whether the financial statements fairly present the City's financial condition and results of operations.

Authority: A government or public agency created to perform a single function of a restricted group of related activities. Usually such units are financed from service charges, fees and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing or the exercise of certain powers.

Available (Undesignated) Fund Balance: This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balanced Budget: A budget in which planned funds available equal planned expenditures.

Bond: A written promise to repay a specified sum of borrowed money, called the face value of principal amount, at a specified date or does in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter typically runs for a longer period of time.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any

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modifier, the term usually indicates a financial plan for a single fiscal year.

Budget Adjustment: A legal procedure utilized by City staff to revise a budget appropriation. The Finance Director has the authority to adjust expenditures within departmental budgets according to budget policy, but no change in the total budget can occur without approval of the Conyers City Council.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Improvement Plan: A plan for purchasing capital expenditures over a period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have part and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Outlay: An expenditure for the acquisition of, or addition to, a fixed asset. Items acquired for less than \$ 5,000 are not considered capital outlay.

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., economic inflation.

Contingency: Funds set aside for future appropriation with the approval of the Conyers City Council.

Cost Allocation: A method used to charge Internal Service Funds and Enterprise Funds

for their share of central administration costs.

Current Assets: Those assets, which are available or can be made available to finance current operations or to pay current liabilities. Those assets, which will be used or converted into cash within one year. Some examples are cash, short-term investments and taxes receivable which will be collected within one year.

Debt Limit: The maximum amount of gross or net debt which is legally permitted.

Debt Service: The payment of principal and interest on borrowed funds, such as bonds.

Debt Service Requirement: The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Deficit: An excess of liabilities and reserves of a fund over its assets.

Department:: A major administrative division of the City which indicates overall management responsibility for operations within a functional area.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Distinguished Budget Presentation Program: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents, and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Eminent Domain: The power of a government to acquire private property for public purposes. It is frequently used to obtain real property which cannot be purchased from owners in a voluntary transaction. Where the power of eminent domain is exercised, owners are compensated by the government in an amount determined by the courts.

Encumbrance: An amount of money committed for the payment of goods and services not yet received or paid for.

Enterprise Fund: A self-supporting fund designated to account for activities supported by user charges. Examples are water, solid waste and sewer funds.

Entitlement: The amount of payment to which a state or local government is entitled as determined by the federal government pursuant to an allocation formula contained in applicable statutes.

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Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

Financial and Compliance Audit: An examination leading to the expression of an opinion on (1) the fairness of presentation of the audited entity's basic financial statements in conformity with generally accepted accounting principles (GAAP), and (2) the audited entity's compliance with the various finance-related legal and contractual provisions used to assure acceptable governmental organizational performance and effective management stewardship. Public sector oversight bodies typically require independent auditors to include responses to standardized legal compliance audit questionnaires in financial and compliance audit reports.

Fiscal Year: A 12-month period to which the operating budget applies and at the end of which a government determines its financial position and the results of its operations. For the City, the fiscal year begins on July 1 and ends on June 30.

Fixed Assets: Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, improvements other than buildings, machinery, and equipment.

Franchise: A special privilege granted by a government permitting the continuing use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

Fringe Benefits: Employer's share of F.I.C.A. taxes, hospitalization, dental, disability, workmen compensation, unemployment, and retirement contributions made on behalf of City employees.

Full Faith and Credit: A pledge of the general taxing power for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

Full-Time Position: A position which qualifies for full City benefits, usually required to work 40 hours per week.

Fund: A set of interrelated accounts to record assets, liabilities, equity, revenues, and expenditures associated with a specific purpose.

Fund Balance: The fund equity (excess of assets over liabilities) of governmental funds and trust funds.

Fund Type: In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

GAAP: Generally Accepted Accounting Principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

General Fund: A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include, City Administration, Community Relations, Planning & City Services, Parks & Recreation, and Police.

General Obligation Bonds: Bonds for the payment of which the full faith and credit of the issuing government is pledged.

Grants: Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity or facility.

Interfund Transfers: Contributions and operating transfers made to another fund of the City.

Line Item Budget: A budget that lists each expenditure category (salary, materials, services, etc.) separately, along with the dollar amount budgeted for each specified category.

Intergovernmental Revenues: Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Audit: An independent appraisal activity within an organization for the review of operations as a service to management. It is a managerial control which functions by measuring and evaluating the effectiveness of other controls.

Investments: Securities, bonds and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals or lease payments.

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The term does not include fixed assets used in the normal course of governmental operations.

Lease-Purchase Agreements: Contractual agreements which are termed "leases" but, which in substance amount to installment purchase contracts.

Levy: (*Verb*) To impose taxes, special assessments or service charges for the support of governmental activities. (*Noun*) The total amount of taxes, special assessments or service charges imposed by a government.

Liabilities: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Millage: The tax rate on real property based on \$1 per \$1,000 of assessed property value.

Modified Accrual Basis: The accrual basis of accounting adopted to the governmental fund type. It is a modified version of the full accrual basis of accounting that, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

Obligations: Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Obsolescence: The decrease in the value of fixed assets resulting from economic, social, technological or legal changes.

Operating Costs: Outlays for such current period items as expendable supplies, contractual services, and utilities.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.

Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which must be by resolution.

Pay-As-You-Go Basis: A term used to describe the financial policy of a government which finances all of its capital outlays from current revenues rather than by borrowing. A government which pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go basis.

Part-Time: Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

Performance Budget: A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Personnel Costs: Refers to all costs directly associated with employees, including salaries and fringe benefits.

Professional Services: Expenditures incurred by the City to obtain the services of recognized, licensed professionals such as doctors, engineers, certified public accountants, etc.

Program: A program is a distinct, clearly identifiable activity, function, cost center, or organizational unit which is budgeted as a subunit of a department. A program budget utilizes the separate program budgets as its basic component.

Property Tax: A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Purchase Order: A document which authorizes the delivery of specified merchandise or the rendering of certain services, establishes their cost, and creates a commitment on both the provider and receiver of the product or service.

Reclassification: The moving of an existing position from one personnel classification (title) to another based on a study by the Human Resources Department that the person is performing the duties of a classification other than that in which the employee is currently placed.

Requisition: A written demand or request, usually from one department to the purchasing officer or to another department, for specified products or services.

Reserve: (1) An account used to earmark a portion of fund balance to indicate that it has been earmarked for a particular purpose; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

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Resolution: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings: An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

Salaries: Total expenditures for hourly, daily, and monthly salaries including overtime pay and sick pay.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Statute: A written law enacted by a duly organized and constituted legislative body.

Surety Bond: A written promise to pay damages or to indemnify against losses caused by the party or parties named in the document, through nonperformance or through defalcation. For example, a surety bond might be required of an independent contractor. Surety bonds also include fidelity bonds covering government officials and employees.

Surplus: An excess of the assets of a fund over its liabilities and reserved equity.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Conyers are approved by the City Council and are within limits determined by the State.

Tax Rate: The amount of tax stated in terms of a unit of the tax base. For example, 25 mills per dollar of assessed valuation of taxable property.

Taxable Value: The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.

Temporary Position: A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular City benefits.

Trust Funds: Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other government and/or other funds.

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

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CAFR: Comprehensive Annual Financial Report

CCC: Conyers Commerce Center

CCVB: Conyers Convention and Visitors Bureau

CID: Criminal Investigation Division

CIP: Capital Improvement Program

C.O.P.S: Certificates of Participation

CPI: Consumer Price Index

CSA: Conyers Security Alert

DARE: Drug Abuse Resistance Education

EMDET: East Metro Drug Enforcement Team

FICA: Federal Insurance Contributions Act

FTE: Full-Time Equivalent

GAAP: Generally Accepted Accounting Principles

GASB: Government Accounting Standards Board

GASMA: Georgia Association of Stormwater Management Agencies

GCIC: Georgia Crime Information Center

GDOT: Georgia Department of Transportation

GFOA: Government Finance Officers Association

GIHP: Georgia International Horse Park

GIS: Global Information Systems

GMA: Georgia Municipal Association

GMEBS: Georgia Municipal Employee Benefit System

HTRG: Homeowners Tax Relief Grant

HUD: Federal Department of Housing and Urban Development

REACH: Responsible Law Enforcement, Education, Activities for youth, Community Pride, and Hope

MIS: Management of Information Systems

MBO: Management by Objectives

UC: Unclassified

UCR: Uniform Crime Report

SPLOST: Special Purpose Local Option Sales Taxes

TAD: Tax Allocation District