



CITY OF
CONYERS

Celebration of Community



**Fiscal Year
2017-2018
Annual Budget**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Conyers
Georgia**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Conyers, Georgia for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



**CITY OF
CONYERS**
Celebration of Community

ANNUAL BUDGET

FISCAL YEAR 2017-2018

July 1, 2017 – June 30, 2018

BUDGET COMPILED BY:

ISABEL ROGERS – CHIEF FINANCIAL OFFICER

LANA LANE – BUDGET ANALYST

SADINA JURGENS – OFFICE ADMINISTRATOR

COVER – JIL GOODSON

Table of Contents *FY 2017-18*

INTRODUCTION

Title Page	1
Table of Contents	2
Philosophy & Mission Statement	4
Budget Ordinance	5

CITY STAFF

City Organizational Chart	8
City of Conyers Complex Map	9
Mayor & Council Biographies	10
City Limits and Voting Districts	12
Executives Staff Biographies	13

BUDGET MESSAGE

Transmittal Letter	18
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HOW TO USE THE BUDGET

What is a Budget?	25
Budget Presentation Notes	28

CITY IN BRIEF

General Information	29
Frequently Asked Questions	31
Demographics	40
City Services	42

BUDGET PROCESS & FINANCIAL POLICIES

Budget Calendar	43
Budget Preparation Process	44
Capital Budget	46
Key Actors	47
Financial Policies	47
Goals & Objectives	56
Budget Highlights	56

ECONOMIC ANALYSIS & FINANCIAL TRENDS

Revenues	61
Expenditures	65
Operating Position	67
Debt Indicators	68
Capital Plan Indicators	68
Community Needs & Resources	69
Major Revenue Sources	70

FINANCIAL SUMMARY

Sources/Uses Graph	76
All Funds Combined	78
General Fund	79
Emergency Telephone System Fund	80
Hotel/Motel Fund	80

Stormwater Management Fund	81
Sanitation Fund	81
Cherokee Run Golf Fund	81
Changes in Fund Balances	82

DEBT SERVICE SUMMARY

Debt Management Policies	83
Legal Debt Margin	83
General Obligation Bonds	85
Revenue Bonds	85
Lease Purchases	86
Debt Services Expenditures by Type	87
Net Direct Debt Service	88

PERSONNEL SUMMARY

Budgeted Positions	89
Workforce & Population	90
Employees Per Capita	90
Personnel Highlights & Significant Changes	90
Staffing by Department	91
Employee Benefits	92

MAYOR & CITY COUNCIL

Department Description	94
Department Summary	95
Performance Indicators	96
Budget Highlights	96
Personnel Positions	96
Department Budget	97

CITY MANAGER

Functional Organizational Chart	98
Department Description	98
Department Summary	99
Budget Highlights	100
Personnel Positions	100
Organizational Chart	101
Department Budget	102

ADMINISTRATION

Functional Organizational Chart	103
Department Description	104
Department Summary	106
Future Outlook	106
Accomplishments	107
Performance Indicators	108
Budget Highlights	108
Personnel Positions	109
Organizational Chart	110
Department Budget	111

Table of Contents *FY 2017-18*

<u>PUBLIC SAFETY</u>	113	<u>TOURISM & PUBLIC RELATIONS</u>	166
Functional Organizational Chart	114	Functional Organizational Chart	167
Department Description	114	Department Description	167
Department Summary	119	Department Summary	168
Future Outlook	120	Future Outlook	169
Accomplishments	120	Accomplishments	169
Performance Indicators	122	Performance Indicators	170
Budget Highlights	123	Budget Highlights	170
Personnel Positions	124	Personnel Positions	171
Organizational Chart	125	Organizational Chart	172
Department Budget	127	Department Budget	173
<u>PLANNING & INSPECTIONS</u>	131	<u>GENERAL FUND NON-DEPARTMENTAL</u>	
Functional Organizational Chart	132	Department Description	175
Department Description	132	Department Summary	175
Department Summary	133	Budget Highlights	175
Future Outlook	134	Department Budget	176
Accomplishments	134	 	
Performance Indicators	135	<u>CHEROKEE RUN GOLF CLUB</u>	177
Budget Highlights	135	Functional Organizational Chart	178
Personnel Positions	135	Department Description	178
Organizational Chart	136	Department Summary	179
Department Budget	137	Future Outlook	180
 		Accomplishments	180
<u>PUBLIC WORKS & TRANSPORTATION</u>	139	Performance Indicators	181
Functional Organizational Chart	140	Budget Highlights	181
Department Description	140	Personnel Positions	181
Department Summary	142	Organizational Chart	182
Future Outlook	143	Department Budget	183
Accomplishments	143	 	
Performance Indicators	144	<u>CAPITAL IMPROVEMENT PLAN</u>	
Budget Highlights	145	Introduction	186
Personnel Positions	146	Summary CIP – All Departments	195
Organizational Chart	147	Summary Debt Service Payments	196
Department Budget	148	CIP GIHP	198
 		CIP Police	220
<u>GEORGIA INTERNATIONAL HORSE PARK</u>	154	CIP City Services	230
Functional Organizational Chart	155	CIP Sanitation	245
Department Description	155	CIP Cherokee Run	251
Department Summary	156	CIP SPLOST Projects	258
Future Outlook	157	CIP Stormwater Projects	261
Accomplishments	158	 	
Performance Indicators	160	<u>PAY & CLASSIFICATION PLAN</u>	
Budget Highlights	160	Pay & Classification Plan	264
Personnel Positions	161	Employee Pay Scale	269
Organizational Chart	162	 	
Department Budget	163	<u>GLOSSARY</u>	
 		Glossary & Abbreviation Guide	273

Mission Statement FY 2017-18



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!

ORDINANCE NO. 1079

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE CITY OF CONYERS FOR FISCAL YEAR 2017-2018.

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, 2017 and ending June 30, 2018, 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	\$7,850,000
Motor Vehicle Tax	285,000
Intangible Tax	75,000
Franchise Tax	1,450,000
Alcoholic Beverage Tax	600,000
Occupation Tax	585,000
Telephone License Tax	3,000
Insurance Premium Tax	950,000
Financial Institution Tax	140,000
FIFA, Interest, Penalty	25,000
Licenses and Permits	226,500
Intergovernmental Revenue	91,149
Charges for Services	770,000
Fines & Forfeitures	1,118,000
Interest Income	200,000
Contributions & Donations	23,500
Georgia International Horse Park Revenue	1,090,000
Recycling Revenue	225,000
Miscellaneous Revenue	164,988
TOTAL	\$ 15,872,137

EMERGENCY TELEPHONE SYSTEM FUND

Operating Transfers-In	\$ 438,347
911 Wireless Revenue	175,000
911 Pass On	190,000
TOTAL	\$ 803,347

FORFEITED ASSETS FUND

DEA Equitable Sharing	\$ 150,000
Local Forfeited Assets	2,500
TOTAL	\$ 152,500

HOTEL MOTEL FUND

Hotel-Motel Tax Revenues	1,200,000
TOTAL	\$1,200,000

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

GENERAL FUND

Mayor and Council	\$ 259,631
City Manager	618,124
Administration	998,388
Technology	1,313,859
Building Maintenance	398,000
Conyers Security Alert	332,414
Vehicle Maintenance	597,828
Police	5,701,751
Communications	85,353
Court Services	724,188
Planning and City Services Administration	411,396
Planning and Inspection Services	300,274
Landscaping Services	306,675
Infrastructure Services	1,028,791
GIHP Administration	267,793
GIHP Maintenance	1,222,291
GIHP Events	154,000
Non-Departmental	1,151,381
TOTAL	\$ 15,872,137

EMERGENCY TELEPHONE SYSTEM FUND

E – 911	\$ 803,347
TOTAL	\$ 803,347

FORFEITED ASSETS FUND

Forfeited Assets	152,500
TOTAL	\$ 152,500

HOTEL MOTEL FUND

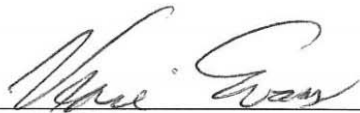
Tourism & Public Relations	\$ 1,125,691
Big Haynes Creek Nature Center	74,309
TOTAL	\$ 1,200,000

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 21st day of June, 2017.



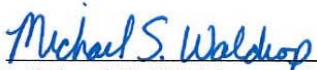
Randal S. Mills, Mayor
Vince Evans, Mayor Pro Tem

Attest:



Christina Heyman, City Clerk

Approved as to form:

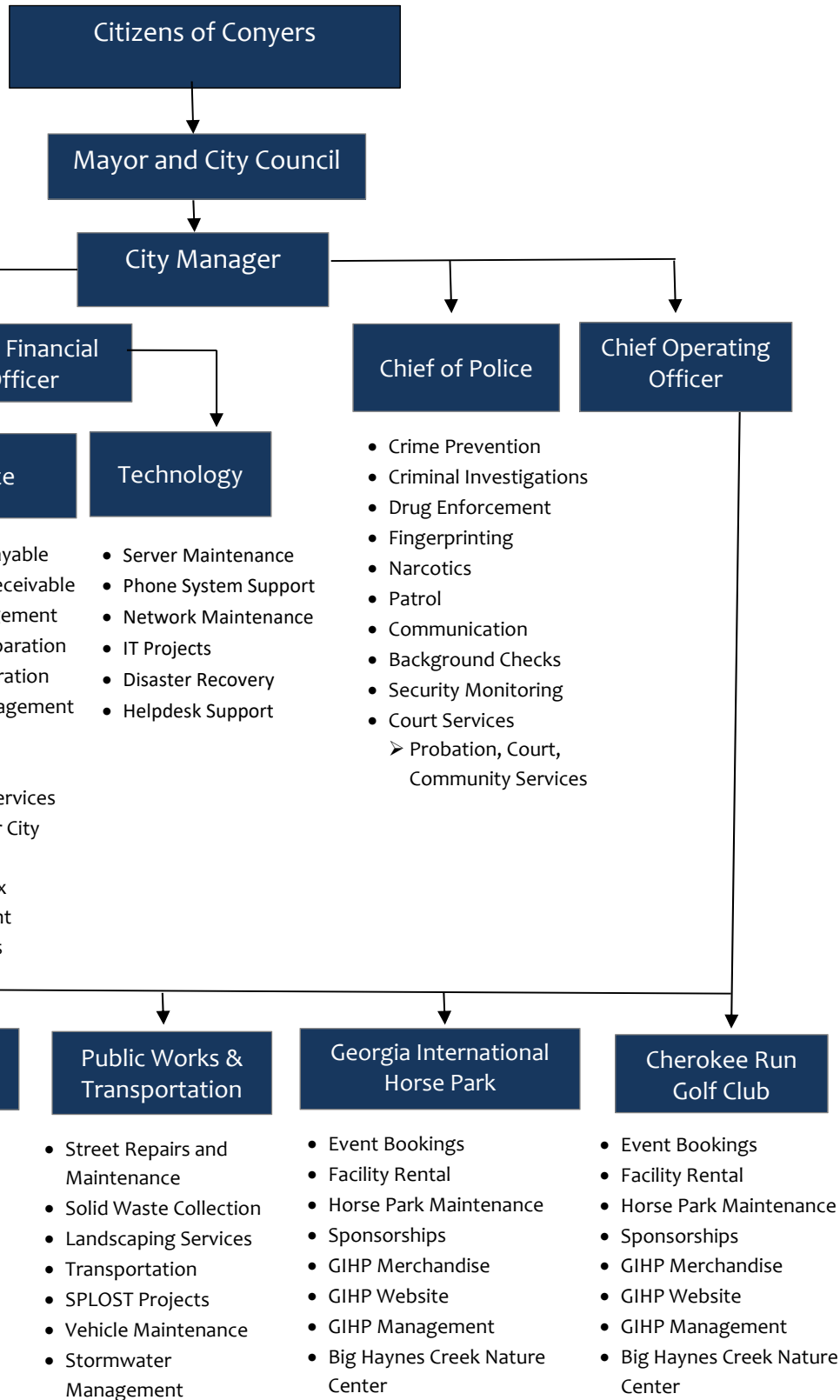


Michael S. Waldrop, City Attorney

City Organizational Chart FY 2017-18



CITY OF CONYERS
Celebration of Community



City of Conyers Complex

Scott Street



City of Conyers Complex Directory

A - City Hall

B - Administration

C - Court Services

D - Police Department

E - City Council Chambers & City Court

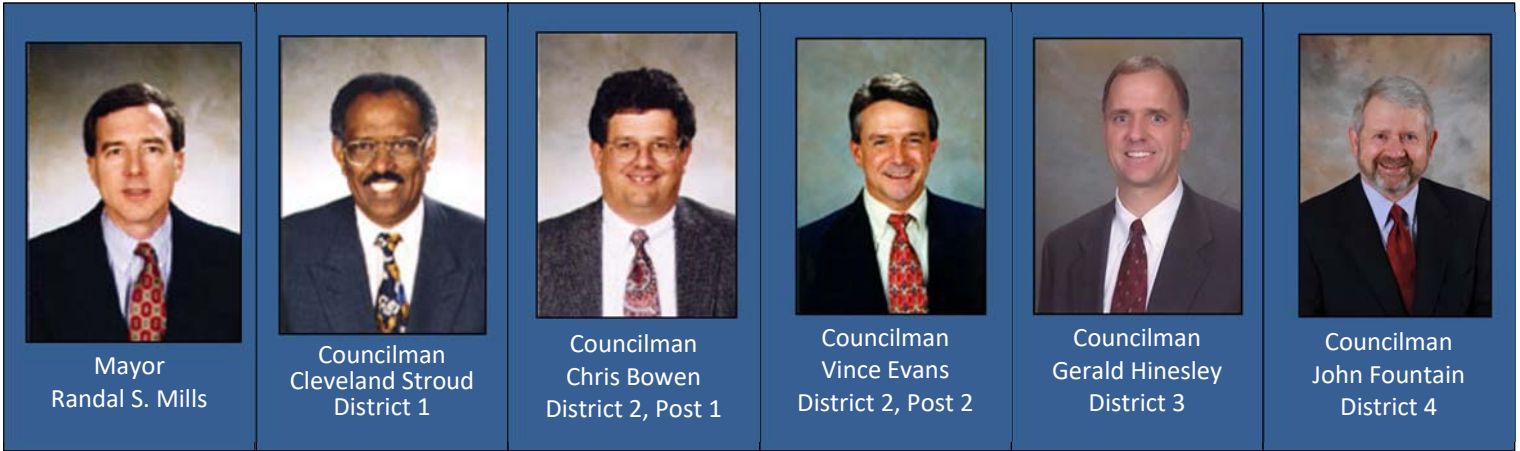
F - Planning/Inspection Services & Public Works/Transportation

G - Criminal Investigations Division

H - Fire Department

U - Office Entrances

Mayor and City Council FY 2017-18



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 formerly served as vice chairman and currently as a member of the 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 Olde Town Neighborhood Association.

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, 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).

Mayor and City Council FY 2017-18

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. 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.

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 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), UGA Touchdown Club, and a past member of the Rockdale Water and Sewer Authority. He also serves as board member of the Conyers Convention and visitors Bureau and of the C.E. Steele Community Center, and he is a member of the Rockdale Medical Center Board of Trustees.

GERALD HINESLEY, COUNCILMAN (District 3)

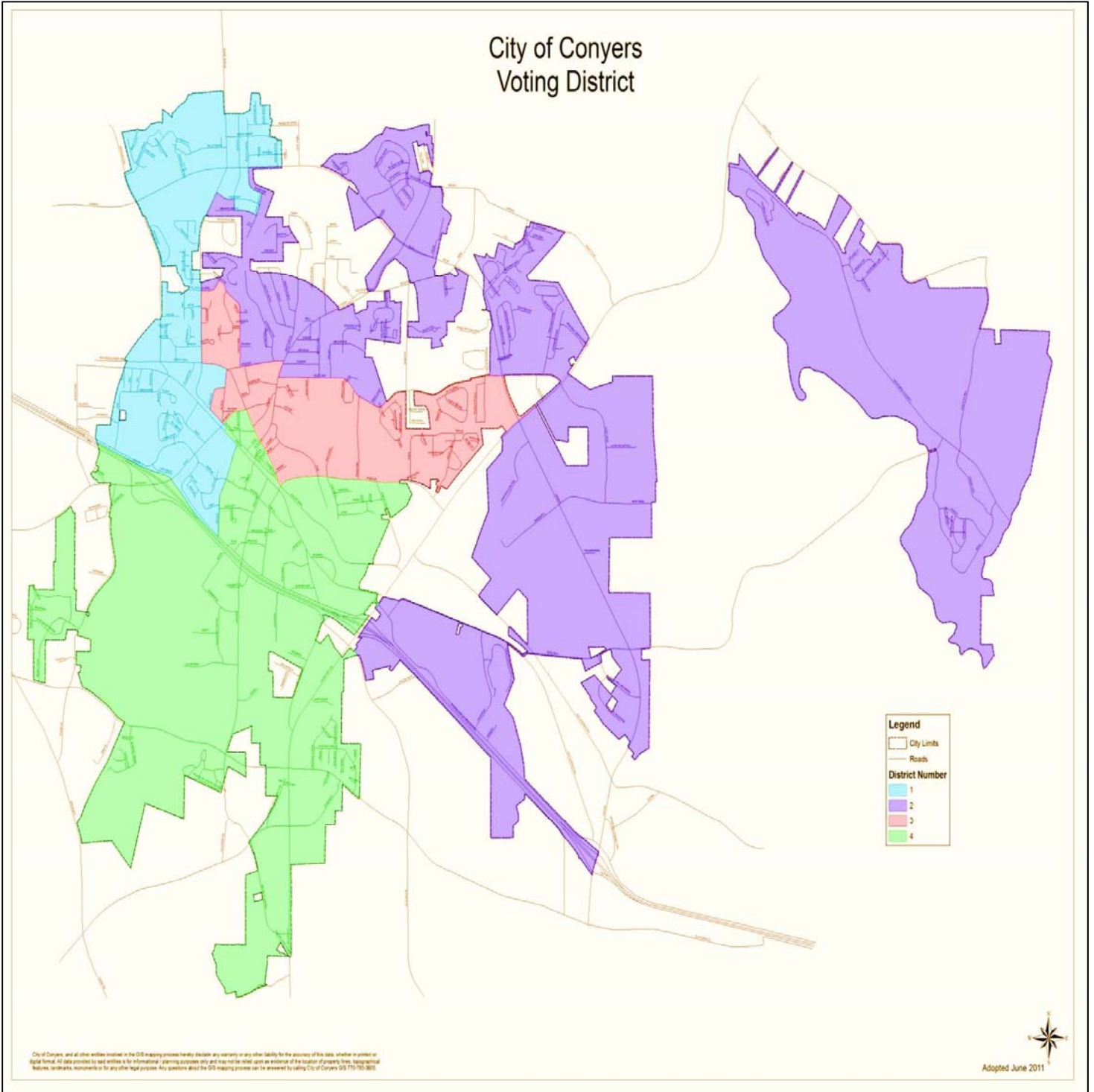
Councilman Hinesley was elected to the Conyers City Council in 2002 and has been a city resident since 1999. He is the Chief Financial Officer of Associated Paper. He earned his B.B.A. degree in accounting from the University of Georgia. His goals for the City include: maintain a vibrant downtown community, 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.

JOHN FOUNTAIN, COUNCILMAN (District 4)

Councilman Fountain was elected to the Conyers City Council in 2011 and is a native of Conyers. He has practiced dermatology in Conyers since 1983. He earned his M.D. degree from the Emory University School of Medicine and has been certified by the American Board of Dermatology since 1983. His goals for the City include: maintaining a safe community for all, downtown revitalization and continued conservative use and management of finances. He is a member of the Georgia Municipal Association (GMA). Councilman Fountain is also an elder and choir member at Conyers Presbyterian Church. He is former chairman of the Rockdale County Board of Health, Conyers Main Street Foundation and the Conyers Downtown Development Authority. He is a former member of the Rotary Club of Conyers and is a Paul Harris Fellow of Rotary International. Councilman Fountain is a member of the Oxford College Board of Counselors, Georgia Master 4-H Club and the Rock Eagle Counselor Association. He was the founding head soccer coach for Oxford College at Emory University, past head coach for Salem High School and past select coach for Rockdale Youth Soccer. He holds a U.S. Soccer Federation professional coaching license.

Mayor and City Council FY 2017-18

City of Conyers Voting District



City of Conyers, and all other entities involved in the GIS mapping process hereby disclaim any warranty or any other liability for the accuracy of the data, whether in printed or digital format. All data provided by said entities is for informational / planning purposes only and may not be relied upon as evidence of the location of property lines, topographical features, landmarks, monuments or for any other legal purpose. Any questions about the GIS mapping process can be answered by calling City of Conyers GIS 719-760-3613.

Adopted June 2011

Executive Staff FY 2017-18



Chief Financial Officer
Isabel Rogers



City Manager
Tony Lucas



Chief Operating Officer
David Spann



Chief of Police
Gene Wilson



Director of Tourism &
Public Relations
Jennifer Edwards



Director of Public Works
and Transportation
Brad Sutton



Director of Planning &
Inspections
Marvin Flanigan



Director of Information
Technology
Kameron Kelley



Director of Georgia
International Horse Park
Jennifer Bexley



Director of Cherokee Run
Golf Club
Tommy Moon



Director of Human
Resources
Casey Duren

Executive Staff *FY 2017-18*

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. In December 2011, Ms. Rogers earned her Master's Degree in Business Administration at Clayton State University. She is a polyglot 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 the Government Finance Officers Association (GFOA), and the Georgia Government Finance Officers Association (GGFOA). She also serves as treasurer of the Kiwanis Club of Conyers and is a graduate of the 2003 Leadership Rockdale program.

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 Departments 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

Executive Staff *FY 2017-18*

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.

JENNIFER EDWARDS, DIRECTOR OF TOURISM AND 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 AND 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

Executive Staff *FY 2017-18*

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.

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.

Executive Staff *FY 2017-18*

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.

KAMERON KELLEY, DIRECTOR OF INFORMATION TECHNOLOGY

Kameron Kelly began his career with the City of Conyers in 2010. A longtime resident of Rockdale County, Kameron holds a Bachelor's of Business Administration with a concentration in Management from Clayton State University and a Master's of Science in Computer Information Systems from Bellevue University. Prior to being appointed as the Director of Information Technology, Kameron held the position of Systems Administrator within the Technology Department where he was a lead project manager in the design, planning, and implementation of the public WiFi in Olde Town Conyers and the Georgia International Horse Park. Kameron has been a part of, and continues to lead many of the major system upgrades, while seeking to innovate and find new ways to efficiently use technology within the City of Conyers. As Director of Information Technology, Kameron is responsible for the security and integrity of the City wide network infrastructure and computer data for all City operations.

CASEY DUREN, DIRECTOR OF HUMAN RESOURCES

Casey Duren joined the City of Conyers in 2017. He is a native of Conyers and a graduate of Rockdale County High School. Casey holds an Associate of Science in Accounting degree from DeKalb Technical College, a Bachelor of Science in Human Resources Management degree from Columbia Southern University and a Master of Science in Compliance Law degree from National Juris University. Prior to joining the City, he worked for the Georgia Department of Labor where he served as an employer consultant. He also held several managerial and director position in human resources at Inline Plastics, Hillphoenix and Omni Group International. As Director of Human Resources, he is responsible for all employee programs, employee evaluations, insurance programs, developing and revising city policies and procedures, and providing support to the other department directors.

Budget Message *FY 2017-18*



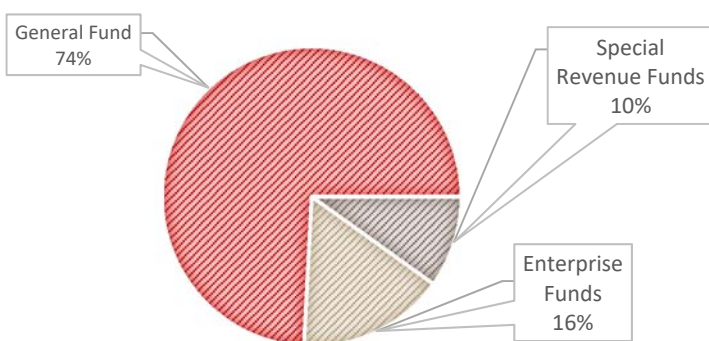
July 1, 2017

Citizens of Conyers,

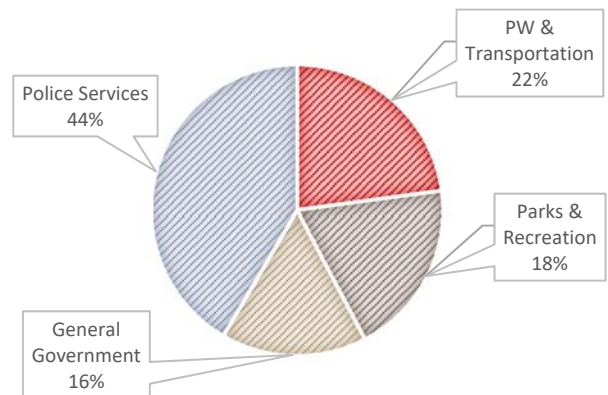
It is our privilege to present the 2017-2018 fiscal year budget and financial plan as adopted by the City of Conyers mayor and council on June 21st, 2017. This comprehensive document is the result of input by Citizens, Elected Officials, Administration, and city staff working together to prepare a financial plan that allows us to carry out the City's Mission, Vision, and Values while maintaining high standards of service to the community.

The proposed fiscal year 2017-2018 total operating expenditure budget is \$21,403,589. This includes \$15,872,137 for General Fund expenditures, \$2,117,180 for Special Revenue funds such as Emergency-911 Fund, Hotel-Motel Fund and Forfeited Assets Fund. Stormwater, Sanitation, and Municipal Golf are enterprise funds and are not formally adopted. The total projected budget for enterprise funds amounts to \$3,414,272. General Fund is the primary fund with 74% of the budget, Special Revenue Funds at 10%, and Enterprise Funds at 16%. The graph shows that Police Services is the most expensive department to operate at 44% of total budget, followed by Public Works & Transportation at 22%, Parks and Recreation at 18%, and General Government at 16%.

**Expenditures by Fund
FY 2017-2018**



**Expenditures by Function
FY 2017-2018**



Budget Message *FY 2017-18*

Mayor and Council Goals and Priorities

Like most successful corporations and businesses, a municipality must have a strong, realistic budget and a budgeting process in place that lends itself to sound fiscal practices. The following are some of the projects that the mayor and council recognized as priorities for fiscal year 2018:

- Public Works and Transportation personnel continue to utilize SPLOST dollars and work closely with contractors on significant transportation improvement projects in the city limits. The Hardin-O’Kelly Street road improvement project is scheduled to begin in late fall of 2017. The purchase of property to construct a parking lot with approximately 160 parking spaces in the Olde Town commercial district is scheduled to be completed in late 2017. The nearly two mile addition of PATH Trail from the Nancy Guinn Library to Pine Log Park is to be completed in the fall of 2017.
- City staff, elected officials and residents worked cooperatively with R&R Design on a new logo and brand that was revealed in the spring of 2017. City staff continues to update signage, vehicles, etc. to continue building brand awareness of the new logo and tagline, “Celebration of Community.”
- As part of the city’s strategic plan, this year’s Mayor and Council Planning Retreat included a joint session with Rockdale County Government elected officials and staff. Communication and cooperation among the local governments were deemed essential in planning for the future for citizens of Conyers and Rockdale County.
- The Conyers Police Department continues to be proactive in community outreach initiatives including neighborhood watch meetings, toy drives, road races, build-your-bike workshops and more. The Conyers Police marshal and code enforcement personnel are also working cooperatively in a renewed effort to clean up illegal dumping, overgrown lots, and junk cars.
- In an effort to maintain a safe environment, improve beautification and remedy unsightly conditions throughout the city, implementation of a blight tax will be imposed on homeowners not abiding by the city’s ordinances and expectations of keeping dwellings in safe, livable conditions. The tax would be calculated at a rate of seven times the millage rate based on the value of the property cited. These additional funds would be in a separate account and allocated to clean up properties if the homeowner does not or if the structure has to be razed.
- The city is seeking a general obligation bond (GO bond) that must be approved by voters. If approved, the bond proceeds would be allocated to construction of a new city hall complex. The GO bond is expected to be on a voter’s ballot in 2018.

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,

Budget Message *FY 2017-18*

motor vehicle taxes, occupational taxes, insurance premium taxes, and other taxes, including 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.

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 \$1,200,000 in FY 2017-2018. 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.

Forfeited Assets Fund

The Forfeited 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.

BUDGET HIGHLIGHTS

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

Property Taxes – The city rolled back its millage rate from last year's rate of 15.99 mills to 15.584 mills. Despite the decrease in the millage rate the city is expecting to generate additional funding due to increased property values.

Budget Message *FY 2017-18*

Other Taxes – Franchise, alcohol, occupation, insurance, motor vehicle, and other miscellaneous taxes are projected at \$4,113,000.

Hotel/Motel – Hotel/Motel revenues are projected to be approximately \$1,200,000.

Building Permits and other Permits– Building permits and others such as servers, and taxi permits, are projected to generate \$226,500.

Georgia International Horse Park (GIHP) – GIHP revenues are projected at \$1,090,000.

Fines and Probation – Fines and probation fees are expected to generate \$1,118,000.

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

Salaries and Benefits – The current budget includes a 5% performance increase based on eligibility. Those employees who are maxed out will be eligible for a 5% bonus based on performance. Sworn police officers have their own pay and classification plan that was put in place in April, 2014. Based on the police pay plan, sworn officers are eligible to a 3% performance pay increase in addition to several other incentives, such as certifications, etc... Both plans are included in this budget under the ‘pay and classification plan’ tab. Health insurance has an increase of 7.99% over last fiscal year.

There is funding budgeted for a new crime analyst position and one additional crime evidence technician position. Several positions, including communications operators and court personnel, were reclassified after a survey analysis of comparable cities in the metro area.

DEPARTMENTAL HIGHLIGHTS

Mayor and Council

The projected expenditures for fiscal year 2017-2018 are \$259,631, a decrease of 5.7% compared to the previous year's unaudited values of \$275,343. The primary reason for the decrease, is projected less expense related to legal fees.

City Manager

The projected expenditures for fiscal year 2017-2018 are \$618,124, an increase of 6.7% over the previous year's unaudited values of \$578,753. The increase is due to small variances in the departmental budget.

Administration

The Department of Administration budget for fiscal year 2017-2018 is \$998,388, which reflects an increase of 19% over last fiscal year unaudited budget of \$837,732. The increase is due primarily to higher health insurance costs and due to budgeting for a director of Human Resources. The HR director position has been vacant for the last 2 years.

The Technology department budget for fiscal year 2017-2018 is \$1,313,859 which is an increase of 1% from last fiscal year unaudited budget of \$1,300,813. The increase is due to small variances in the departmental budget.

Budget Message *FY 2017-18*

Police Services

The projected expenditures for fiscal year 2017-2018 for the Police are \$5,701,751, which reflects an increase of 2.4% over last fiscal year unaudited budget of \$ 5,569,887. The police department is the city's biggest department, therefore, the additional cost of health insurance and salary increases to eligible employees have a higher impact on the budget. Additionally, the budget includes one new crime analyst position and one additional crime evidence technician position.

The communications budget also reflects an increase over the previous fiscal year. Fiscal year 2017-2018 budget expenditures are \$888,700 compared to last year of \$792,738. The primary reason for the difference is due to attrition during the previous fiscal year.

The budget for Court Services reflects an increase of 8% over last fiscal year. Fiscal year 2017-2018 budgeted expenditures for Court Services are \$724,188 compared to last year of \$669,573. The difference is due mainly to attrition in the previous fiscal year.

The budget for Security Alert reflects an increase of 16% over last fiscal year. Fiscal year 2017-2018 budgeted expenditures for Security Alert are \$332,414 compared to last year at \$285,673. The increase is due to additional inventory supplies because of a projected higher number of installations and other small variances in the departmental budget.

Planning and Inspections

The projected expenditures for Planning and Zoning for fiscal year 2017-2018 are \$411,396, an increase of 10.5% over the previous year's unaudited budget of \$372,227. The increase is due primarily to higher health insurance costs and due to the budgeting for salary increases. The projected expenditures for the Inspections division are \$300,274, an immaterial difference from last year's unaudited budget of \$303,153.

Public Works and Transportation

The projected expenditures for fiscal year 2017-2018 are \$4,394,525, an increase of \$234,924 or (5.6%) over the previous year's unaudited numbers of \$4,159,601. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- Vehicle Maintenance
 - There is an increase of \$13,948 (2.3%) due mainly to an increase in maintenance costs due to higher costs of auto parts and health insurance.
- Landscaping
 - There is an increase of \$73,471 (31%) from last fiscal year primarily because of attrition and additional temporary labor to meet the demands of increased areas of beautification throughout the city.
- Infrastructure
 - There is an increase of \$88,286 (9.4%) due to higher costs of street electric lights, salaries, and health insurance.
- Building Maintenance
 - There is not a significant change to Building Maintenance from last fiscal year.
- Stormwater
 - There is not a significant change to Stormwater budget from last fiscal year.

Budget Message *FY 2017-18*

- Sanitation
 - There is a decrease of \$36,378 (-2.3%) due to projected reduction in miscellaneous costs.

The Georgia International Horse Park

The projected expenditures for fiscal year 2017-2018 are \$1,644,084, an increase of \$12,247 (<1%) over the previous year's unaudited budget of \$1,631,837. The slight increase is due to increased costs of insurance and other miscellaneous operating expenses.

Non-Departmental

The projected expenditures for fiscal year 2017-2018 are \$1,151,381, a decrease of 132,989 (-10%) over last year's unaudited budget of \$1,284,370. The primary reason for the decrease is because of a reduction in debt service from prior years. This department includes funding for retiree benefits, unemployment compensation, workers compensation, liability insurance, operating transfers, Stormwater fees, economic development, and debt service.

Tourism and Public Relations

The projected expenditures for fiscal year 2017-2018 are \$1,163,833, an increase of 2.5% over the previous year's unaudited budget of \$1,135,724. Because this department includes the Nature Center which is a construction in progress depending on the revenues available, the budget is increased when revenues are projected to be higher also. 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.)

Newsletters are sent to every citizen of Conyers to keep citizens aware of projects, services, and other events that are going on in Conyers. This department includes budget for events in Old Town such as Hometown Holiday events and other festivals and special events.

Cherokee Run Golf Club

The projected expenditures for fiscal year 2017-2018 are \$1,351,041, an increase of 3% over the previous year's unaudited budget of \$1,311,989. Cherokee Run is comprised of three different divisions: Administration, Maintenance, and Food and Beverage. The primary reason for the increase is due to additional maintenance costs of the golf course.

CONCLUSION

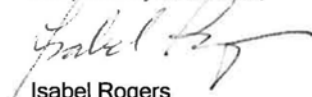
Adopting and monitoring the budget to ensure financial stability is one of the major functions of the City of Conyers. The budget process affords the City of Conyers the opportunity to balance the needs of the community against available resources. The budget does not constitute a mandate to spend; only the authority to do so. This document is the result of recommendations from City departments, public opinion,

Budget Message *FY 2017-18*

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 2017-2018 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

How to Use This Budget *FY 2017-18*

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:

1. An explanation of the financial budgetary structure and policies of the City.
2. Detailed financial data and summaries.
3. A financial trend analysis.
4. Detailed explanations of major capital expenditures (the capital budget), including operating cost impacts.
5. 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.
6. 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.

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.

How to Use This Budget *FY 2017-18*

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 2017 tax year is 15.584 mills, or \$15.58 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.

Q: What is homestead exemption?

A: City of Conyers residents are eligible for a \$20,000 homestead exemption for the 2017 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.

How to Use This Budget *FY 2017-18*

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 15.584 mills, \$311.68.

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.

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.

How to Use This Budget *FY 2017-18*

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.

BUDGET PRESENTATION NOTES

1. Fiscal Year 2017 data (prior year)

All data contained herein for FY 2017 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 2016) adjusted to reflect any budget amendments adopted during FY 2017, plus an estimate as to actual expenditures and revenues for the current year as compared to the amounts budgeted.

The City in Brief *FY 2017-18*

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 City 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 that 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

The City in Brief *FY 2017-18*

Conyers, the Horse Park has grown its events in number and revenues. The Georgia International Horse Park continues to be a prominent tourism attraction in Rockdale County.

173 acres at the Georgia International Horse Park has been designated as a nature preserve, the Big Haynes Creek Nature Center, devoted to the preservation and study of native plants and wildlife.

The arboretum is maintained by the Rockdale County Master Gardeners on-site as well as the miniature railroad built and maintained by the North Georgia Live Steamers are also popular attractions at the Georgia International Horse Park.



The Conyers Convention & Visitors Bureau actively participates in promoting the Georgia International Horse Park, Cherokee Run Golf Club, and Olde Town Conyers. 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 70 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. The Trappist monks operate the Monastic Heritage Center featuring an innovative public space that encompasses a Visitors Center complex, Bonsai Garden center 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. Black Shoals Park at Randy Poynter Lake includes the Walk of Heroes Veterans War Memorial, a visual and interactive concept to cultivate a public understanding of the sacrifices made by veterans on the battlefields during and since the 20th century. 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.

The City in Brief *FY 2017-18*



Cherokee Run Golf Club, owned and operated by the City of Conyers & located within the Georgia International Horse Park, was designed by golf legend Arnold Palmer. The 18-hole championship 72par course features mini Verde dwarf bermuda greens, Zoysia fairways & strategically placed bunkers.

Olde Town Conyers 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. Visitors may also happen upon filming for a television series or a movie as Olde Town Conyers and other locations nearby, like the Georgia International Horse Park, have become popular with production companies.

The Conyers Depot, that 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 Nancy Guinn Memorial Library are the starting point for the Olde Town PATH Trail. The nearly 4-mile trail stretches from the library to Johnson Park providing residents and visitors a recreational, multi-purpose trail for walking, jogging, cycling, rollerblading, and more. The trail is part of the network that connects to the Monastery of the Holy Spirit and the South River Trail. A new section of the trail will open in the summer of 2017 and connect the Nancy Guinn Memorial Library to Pine Log Park. The approximately 2.75 mile new stretch of trail is made possible thanks to the cooperation of the Rockdale County Public Schools, City of Conyers SPLOST dollars and the PATH Foundation.

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. 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 Transfer Station can be reached at: (770) 785-6883. If you are outside the city limits, check your phone book or the internet 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.

The City in Brief *FY 2017-18*



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.

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 accident reports are \$5 and incident reports are \$.10 a page. 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?

You will need your driver's license or valid ID and \$35, which may be paid by cash, money order, bank certified and personal checks or credit card (Visa, MasterCard and American Express). You will be charged a 3% processing fee when using a credit card.

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 Stormwater 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.

The City in Brief *FY 2017-18*

How do I obtain a garage sale permit?



Permits may be obtained at the front desk at the Department of Planning and Inspections. 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](#) webpage. You may also visit the [Georgia Forestry Commission's](#) 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 conyersga.com](#) to access the online calendar of events.



What is there to see and do in Conyers?

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

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](#) 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 on Scott Street. Department of Court Services is located at 1178 Scott Street. The Public Safety building is next to the car dealership at 1194 Scott Street. Municipal Court is on the second floor of the Public Safety building.

What forms of payment do you accept?



We accept cash, money orders, bank certified checks and credit cards (Visa, MasterCard, American Express, or Discover). There is a 3% processing fee when using a credit card. Personal checks are accepted in all city departments except in the Municipal Court office.

The City in Brief *FY 2017-18*

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:

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 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.

The City in Brief *FY 2017-18*

CITY PARKS

Park	Description
Bonner Park Roland 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. Access to the PATH Trail
Eastview Park Eastview Road	Eastview Playground offers children's play equipment including swings, monkey bars, a grill, picnic table, 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 modular play system, a grill and picnic table.
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	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 original Conyers water tower feeds the stream. 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, zoysia fairways, and new mini-verde ultra-dwarf bermuda greens. 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 *FY 2017-18*

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.



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Veal Street Community Center

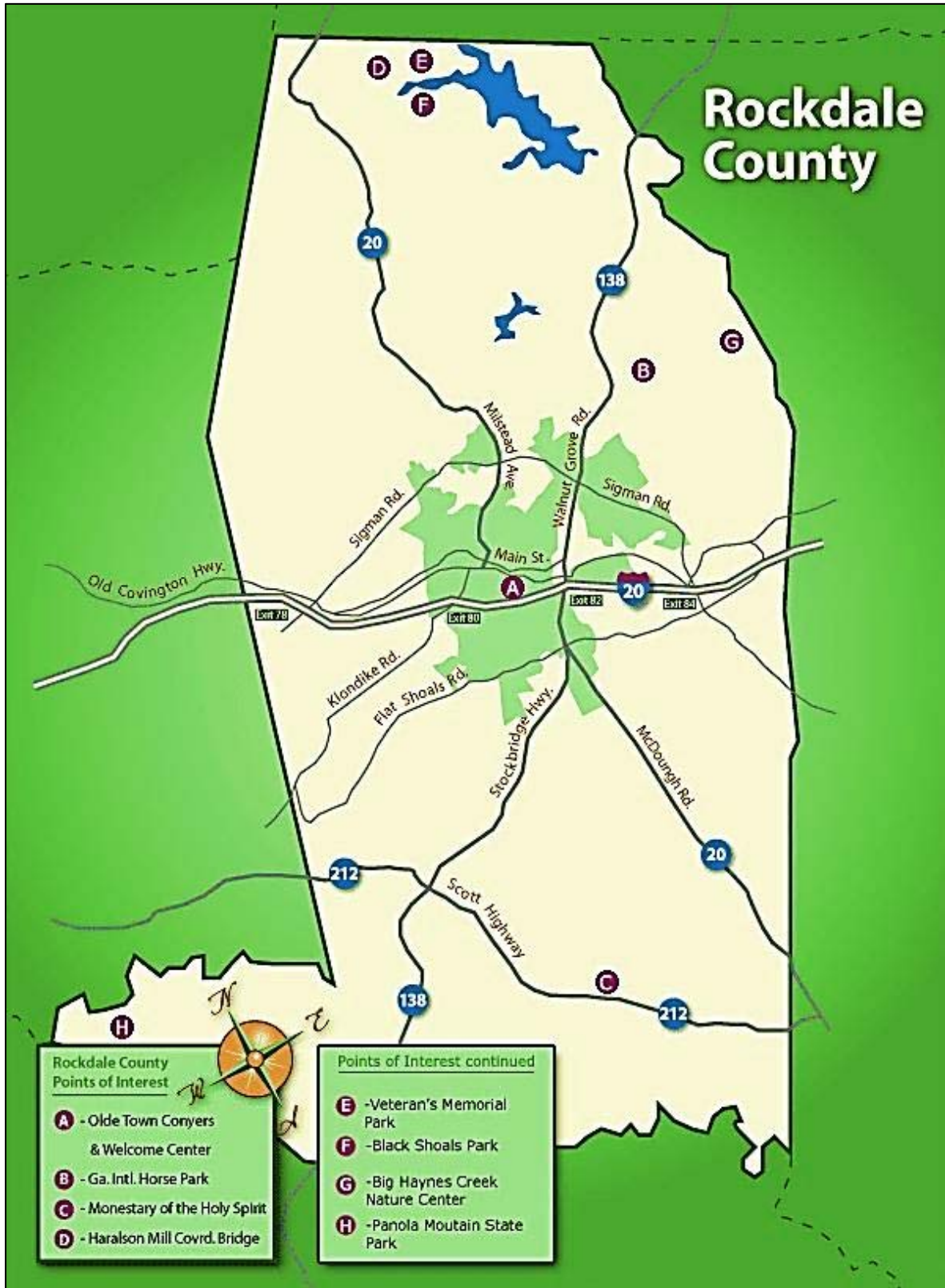
The Veal Street Community Center is located at 1160 Veal Street. The Center is 2,300 square feet and can accommodate up to 70 guests. The Community Center has a small kitchen with a refrigerator, microwave and sink as well as two handicap-accessible restrooms. Chairs and tables are available with rental.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



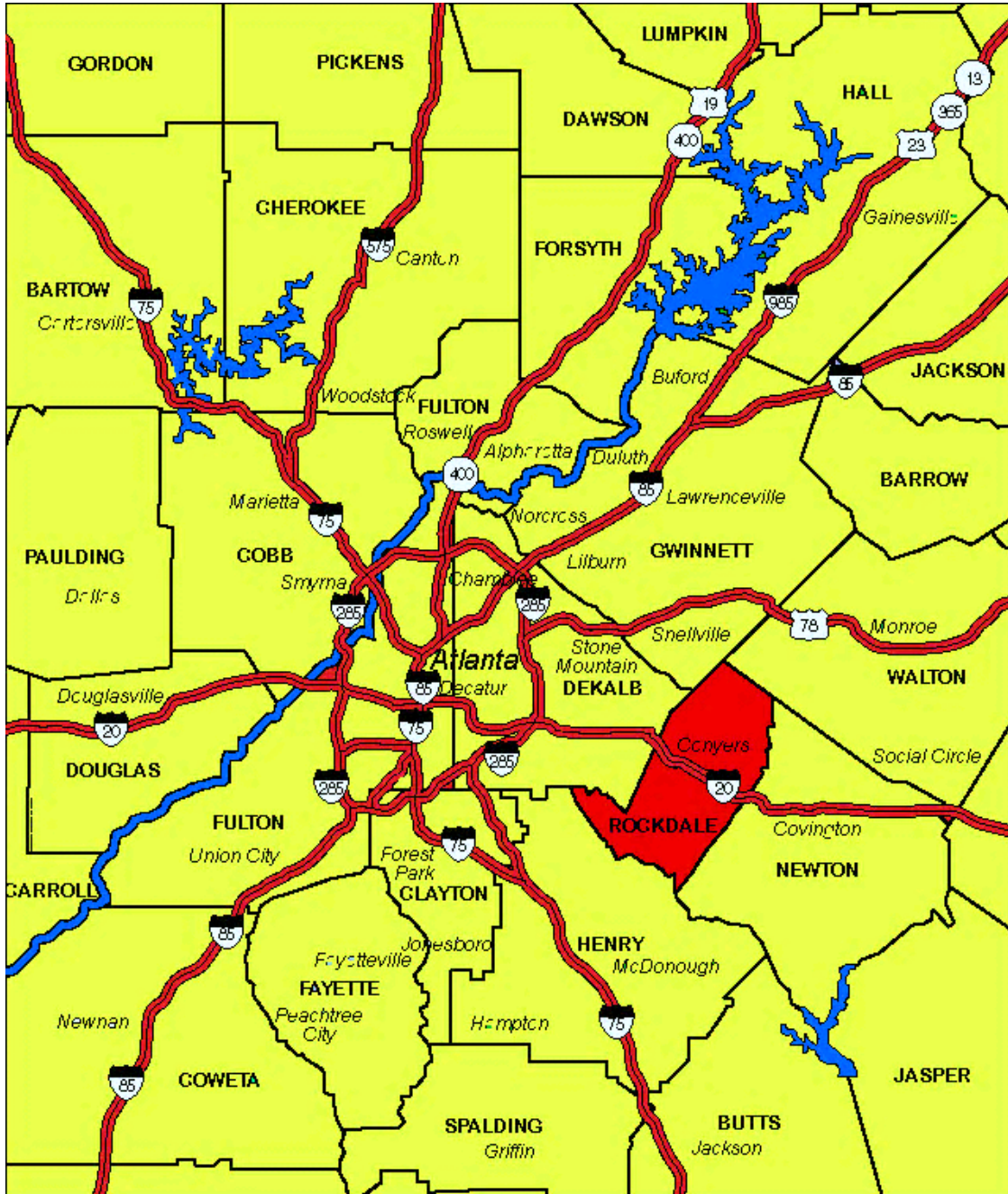
The City in Brief FY 2017-18



The City in Brief FY 2017-18



The City in Brief *FY 2017-18*

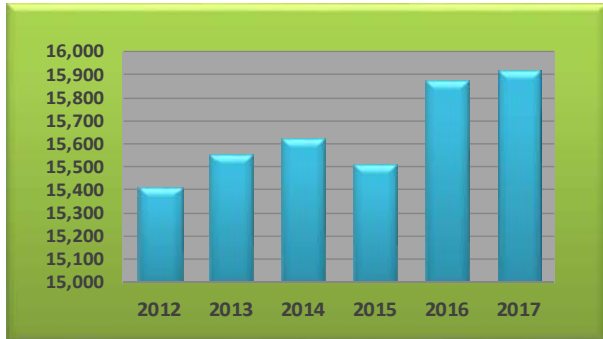


The City in Numbers FY 2017-18

MISCELLANEOUS

Date of Incorporation	1854
Form - City Council/City Manager	
Number of Employees	196
Area in Square Miles	11.81
Miles of City Streets	77
Number of Street Lights	1,745

POPULATION (2010 Census) 15,195



*2012-2017 Estimate

SEX AND AGE

Total population	15,919	100.0%
Male	7,251	47%
Female	8,260	53%
Under 5 years	1,365	8.8%
5 to 9 years	1,225	7.9%
10 to 14 years	1,148	7.4%
15 to 24 years	2,342	15.1%
25 to 34 years	2,280	14.7%
35 to 44 years	2,203	14.2%
45 to 54 years	1,845	11.9%
55 to 64 years	1,443	9.3%
65 to 74 years	962	6.2%
75 to 84 years	481	3.1%
85 years and over	217	1.4%
Median age (years)	32.4	

RACE

Total		15,919
White	4,483	28.9%
Black/African American	8,701	56.1%
American Indian & Alaska Native	78	0.5%
Asian	217	1.4%
Native Hawaiian & Other Pacific Islander	31	0.2%
Some other race	1,582	10.2%
Two or more races	419	2.7%

HOUSING OCCUPANCY

Total housing units	6,808	100.0%
Owner occupied housing	2,424	35.6%
Renter occupied housing	3,356	49.3%
Vacant housing	1,028	15.1%

HOUSEHOLDS BY TYPE

Total Households	5,781	100.0%
Average household size		2.66
Family households (families)	3,855	67%
Average family size		3.22

HOME VALUE

Median Home Value	\$134,200
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HOUSEHOLD INCOME

Households	5,781	100.0%
Less than \$15,000	1,146	19.8%
\$15,000 to \$24,999	838	14.5%
\$25,000 to \$34,999	792	13.7%
\$35,000 to \$49,999	873	15.1%
\$50,000 to \$74,999	971	16.8%
\$75,000 to \$99,999	619	10.7%
\$100,000 to \$149,999	387	6.7%
\$150,000 to \$199,999	116	2.0%
\$200,000 +	40	.07%
Median Household Income	\$36,447	

*Source: U. S. Census Bureau, Census 2010 Summary File 1. Esri Forecast for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

The City in Numbers FY 2017-18

MARITAL STATUS

Population 15 years and over	11,777	100.0%
Never married	4,770	40.5%
Married	4,440	37.7%
Divorced	1,743	14.8%
Widowed	824	7.0%

MAJOR EMPLOYERS

Rockdale County Public Schools	2,640
Acuity Lighting Group	880
Rockdale Medical Center	1,207
Pratt Industries	800
Hill-Phoenix	835
Solo Cup Company	440
AT&T	1,085
Golden State Foods	480
Wal-Mart Stores	400
Bio-Lab	210

UNEMPLOYMENT RATE

Rockdale County May 2017 -	5.2%
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BUSINESS ACTIVITY

Building Permits Issued	110
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PUBLIC SAFETY

Number of Stations	1
Number of Police Personnel	68
Physical Arrests	2,100
Citations Issued	7,089
Accidents	1,913

ROCKDALE COUNTY SCHOOL ENROLLMENT

Elementary school	7,134	45%
Middle school	3,601	23%
High school	5,142	32%

EDUCATIONAL ATTAINMENT

Total	9,438	
Population 25 years and over	9,438	100.0%
Less than 9th grade	746	7.9%
9th to 12th grade, no diploma	1,066	11.3%
High school graduate	2,718	28.8%
GED/Alternative Credential	302	3.2%
Some College, No degree	2,303	24.4%
Associate Degree	708	7.5%
Bachelor's Degree	1,000	10.6%
Graduate/Professional Degree	595	6.3%

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

PUBLIC HEALTH

Hospitals	1
Beds	138
Employees	1,207
Doctors	202
Dentists	30

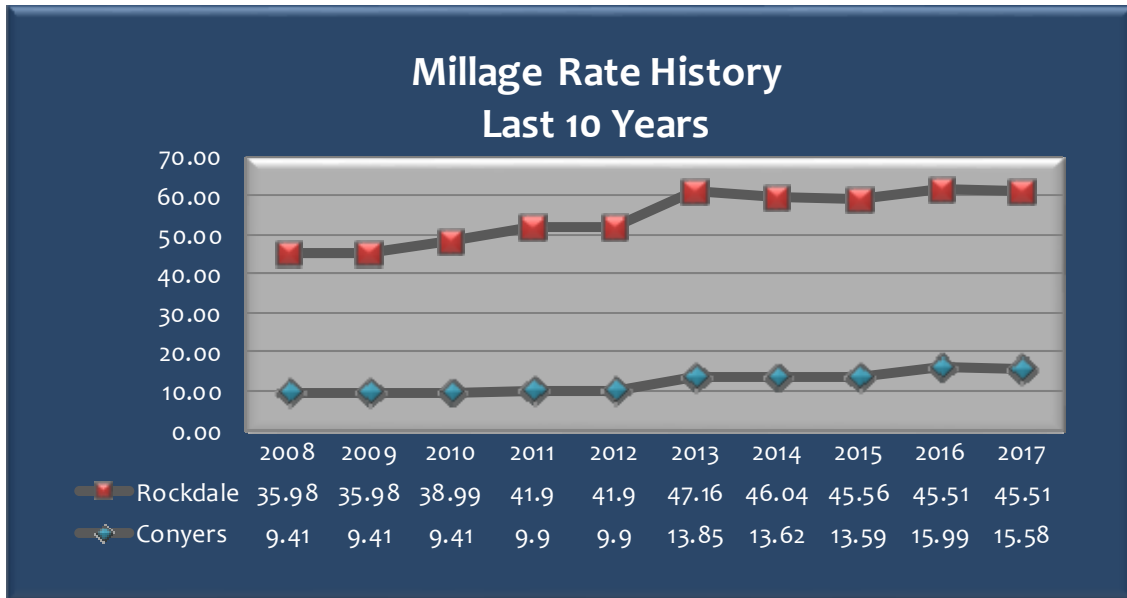
NEWSPAPERS

Rockdale Citizen - Online Daily

*Source: U. S. Census Bureau, Census 2010 Summary File 1. Esri Forecast for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

The City in Numbers FY 2017-18

2017 Adopted Millage Rate 15.584



THE VALUE OF CITY SERVICES

Based on the median market home value of \$134,200 each household will pay \$524.87 for the year, or \$43.74 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
- ✓ 24-hour 9-1-1 services
- ✓ Park facilities
- ✓ Recreational programming for all ages
- ✓ Building inspection and permit services
- ✓ Maintenance of City Streets & lights
- ✓ Code enforcement services
- ✓ Citizen information & assistance
- ✓ Comprehensive land use planning
- ✓ On-line payment services
- ✓ Trash collection
- ✓ Stormwater construction and maintenance

*Source: U. S. Census Bureau, Census 2010 Summary File 1. Esri Forecast for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

Budget Calendar *FY 2017-18*

December

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

January

- 6 - 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 2018-2022 and provide Directors with necessary forms for C.I.P. requests for 2022.
- 20 - Department Directors submit C.I.P. requests for fiscal year 2022.
- 28 - Mayor and Council retreat

February

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

April

- 26 - Finance calculates personal services for fiscal year 2017-2018, enter on computer, and print for inclusion in annual budget.

May

- 1 - Operating budget request packages prepared by finance and presented to Department Directors.
- 10 - Chief Financial Officer completes revenue projections for all funds.
- 15 - 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 - Mayor and Council publicly conduct the first reading of the budget ordinance at City Council Meeting.
- 18 - Budget requests submitted to Finance.
- 19 - Review of budget requests by Chief Financial Officer.
- 22 - Chief Financial Officer presents proposed budget to Conyers City Council.
- 24 - Finance completes final draft of departmental budgets.
- 26 - Finance completes several sections of the budget including: financial summary, personnel summary and financial trend analysis.
- 29 - Chief Financial Officer completes the budget message.
- 29 - Chief Financial Officer revises budget in accordance with City Council recommendations.

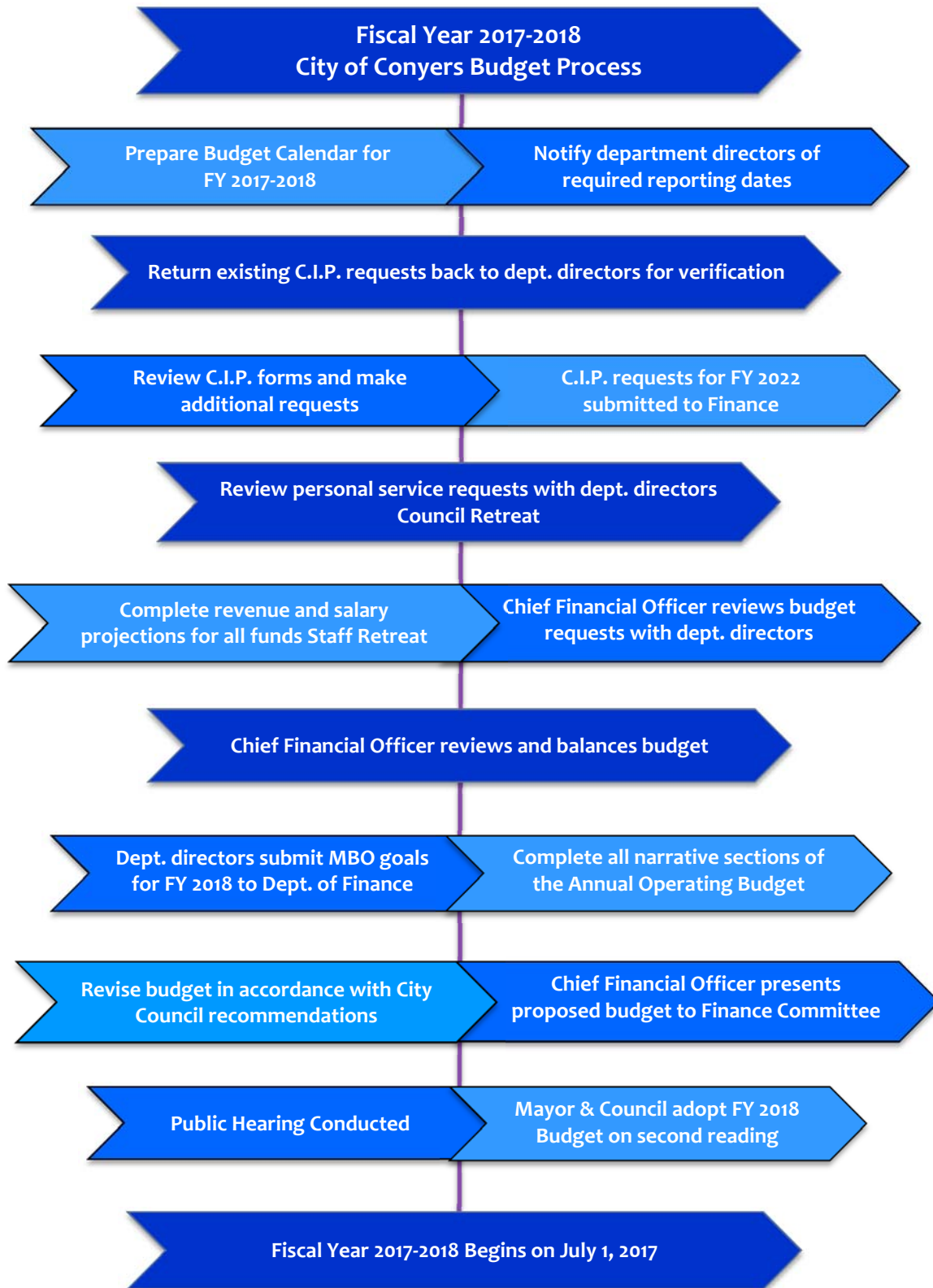
June

- 7 - Public Hearing for fiscal year 2017- 2018 budget.
- 21 - Fiscal Year 2017-2018 budget scheduled to be adopted.

August/September

- Finance submits budget document to GFOA.

Budget Process & Financial Policies FY 2017-18



Budget Process & Financial Policies *FY 2017-18*

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 2017-2018:

- Wednesday, May 17, 2017
 - -advertisement runs for the first time in the Rockdale Citizen (prominently displayed advertisement or news article, and not placed in the legal notice section)
- Wednesday, May 17, 2017
 - -proposed budget documents need to be available for public inspection in the City Clerk's office
 - -proposed budget is submitted to City Council at regular meeting
- Saturday, May 20, 2017
 - -advertisement runs a second time in the Rockdale Citizen (prominently displayed advertisement or news article, and not placed in the legal notice section)
- Wednesday, June 7, 2017
 - -Public Hearing on proposed budget at a regular meeting of the City Council
- Wednesday, June 21, 2017
 - -Adopt proposed budget via Ordinance at a special meeting of the City Council

Budget Process & Financial Policies FY 2017-18

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.

Finance	Dec.	Jan.	Feb.	Mar.	April	May	June	July/ Aug
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 (2/3)			→					
Provide Department Directors with personnel service worksheets reflecting current staffing levels(2/8)			→					
Calculate personnel services for fiscal year 2017-2018, for inclusion in annual budget (4/26)				→				
Operating budget request packages prepared and presented to Department Directors (5/1)					→			
Complete financial policies, city in brief, how to use this budget, and capital improvement plan sections of budget (5/15)					→			
Complete revenue projections for all funds (5/10)					→			
Complete financial & personnel summaries and financial trends section of budget (5/26)					→			
Budget Sent to Printer (7/28)								→
Submission of budget document to GFOA								→
Department Directors								
Review previous C.I.P. forms, make any revisions as necessary (1/6)		→						
Submit (C.I.P.) requests for fiscal year 2022 (1/20)		→						
Submit requests for additional positions and/or upgrades to existing positions (2/13)			→					
Budget requests submitted to Finance (5/18)						→		
Review of budget requests with department directors (5/19)						→		
City Manager & Finance								
Meet with Department Directors to review modified C.I.P. requests and provide necessary forms for C.I.P. requests for 2022 (1/6)		→						
Review personnel service requests with Department Directors (2/17)			→					
Complete final draft of departmental budgets (5/24)						→		
Revise budget in accordance with City Council recommendations (5/29)						→		
Mayor & City Council								
Mayor and Council Retreat to present their vision for the future of the City (1/28)		→						
First reading of budget ordinance (5/17)						→		
Public Hearing for budget (6/7)							→	
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 (5/29)						→		
Presentation of proposed budget to Conyers City Council (6/21)							→	

Budget Process & Financial Policies FY 2017-18

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 roles that are more intricate 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 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. They are involved in all departmental budget meetings and complete 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.

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.

Budget Process & Financial Policies *FY 2017-18*

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.

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:

Budget Process & Financial Policies FY 2017-18

Non-spendable-Fund balances are reported as non-spendable 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.
- 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.

Budget Process & Financial Policies *FY 2017-18*

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 uncollectible. Trade accounts receivable in excess of 120 days comprise the trade accounts receivable allowance for uncollectible. The property tax receivable allowance is equal to 48 percent of outstanding property taxes at June 30, 2016.

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.

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.

Budget Process & Financial Policies FY 2017-18

- 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 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.

Budget Process & Financial Policies FY 2017-18

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.

– **Forfeited Assets Fund:** The forfeited assets fund accounts for funds received from the enforcement of drug laws and shared revenues resulting from the forfeiture 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.

- **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:**

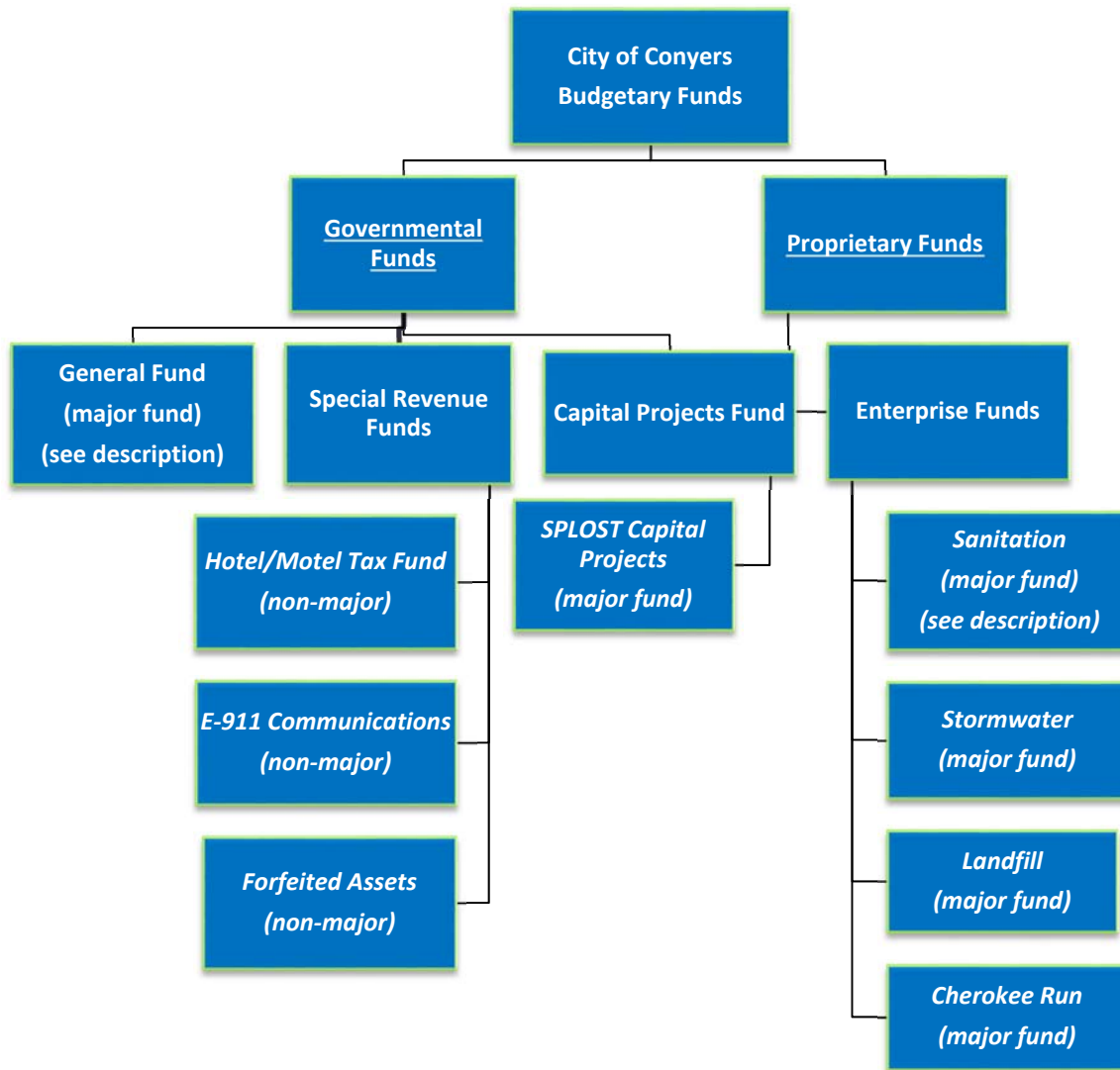
The *Landfill Enterprise Fund* is used to account for post closure care costs and debt related to the solid waste landfill, which was closed in 1993.

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.

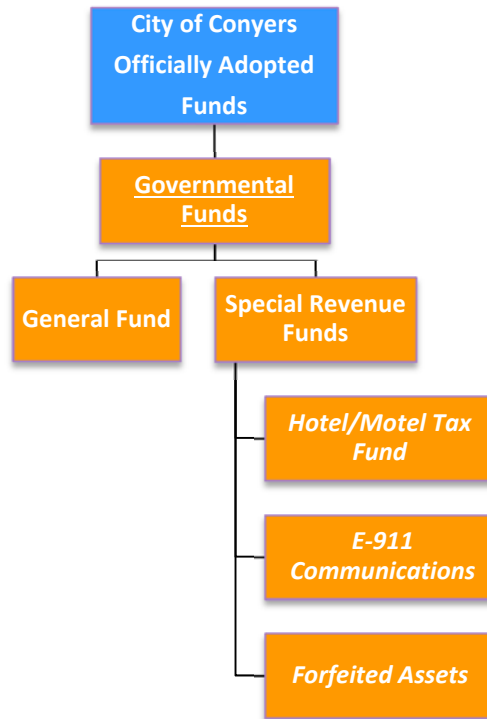
Budget Process & Financial Policies FY 2017-18

City of Conyers All Funds



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.

Budget Process & Financial Policies FY 2017-18



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. 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 20th of each year. As expenditures may not legally exceed budgeted appropriations at the department

Budget Process & Financial Policies FY 2017-18

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 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 2017 is 15.584 mills, which reflects a rollback decrease of .406 mills from last year's rate of 15.99 mills.

Strategic Goals & Objectives *FY 2017-18*

STRATEGIC PLAN: AREAS OF PRIORITY

AREAS OF PRIORITY ARE BEST DESCRIBED AS THE STRATEGIC INITIATIVES THAT WERE IDENTIFIED THROUGH PUBLIC INPUT AND FLESHED OUT AS PART OF A WORK PROGRAM BY SENIOR STAFF. FOR EACH PRIORITY, THE STEPS NECESSARY FOR IMPLEMENTATION HAVE BEEN DEVELOPED AND WILL SERVE AS A GUIDE TO COMPLETE EACH AREA OF PRIORITY.



CITY HALL MASTER PLAN

For any community, City Hall is the front door, and Conyers seeks to enhance its appeal and appearance with a new City Hall complex. With a first class facility in which to conduct the business of the community, Conyers City Hall will serve as a catalyst for community beautification with an enhanced streetscape and provide opportunities for infill development and improved connectivity across the community.

- City Hall Development
- Streetscapes and plantings
- More gathering spaces
- Improve connectivity
- Mixed use infill

SHORT TERM GOALS:

Determine location of City Hall

Amend zoning districts within the zoning regulations to be Transect-Based zoning as opposed to Euclidean (conventional) zoning.

Strategic Goals & Objectives *FY 2017-18*

LONG TERM GOALS:

Determine funding of City Hall Complex
City Hall Complex
Streetscapes and Plantings
More Gathering Places
Mixed Use Infill
Improve Connectivity

COMMUNITY IDENTITY

Knowing who you are and determining how to tell that story to residents and visitors alike can be critical to community growth, development, and redevelopment. Conyers will benefit from developing a “Conyers brand” that will promote the community and its economic potential. Part of the overall campaign should also include enhanced and improved signage and gateways.

- Branding
- Signage and way-finding
- Gateways

SHORT TERM GOALS:

Engage Firm to Create a Plan
Olde Town Parking Signage
Gateways to City of Conyers (West Ave., Northside Drive, Main Street at Pine Log)
Gateway developments from 138 on the north and south sides of Conyers
Install equestrian style fence from city limit to city limit

LONG TERM GOALS:

Create a Way-finding/Comprehensive Signage Program for Olde Town Conyers
Rebrand the City of Conyers

QUALITY OF LIFE

The appearance of a community is where its story begins – what we see is our first impression and that contributes significantly to the quality of life of residents. Therefore, creating a high quality of life includes ensuring that existing codes to address issues such as blighted properties or litter are enforced equally and that other tools necessary to enhance quality of life are developed and implemented. Quality of life is also significantly enhanced if residents feel safe and secure in their homes, their neighborhoods, and within the larger community.

- Code enforcement
- Improve appearances
- Eliminate visual blight
- Address renter occupancy rates and increase homeownership
- Police/Law Enforcement

Strategic Goals & Objectives *FY 2017-18*

SHORT TERM GOALS:

- Eliminate Visual Blight
- Create a Land Bank Authority
- Develop and determine tools to address out of state landlords
- Partner with Rockdale County to Standardize Codes on Specific Issues

LONG TERM GOALS:

- Conyers Police Department Facility and Campus Upgrade or Repurpose
- Community Outreach – Conyers Police Department
- Reducing Crime and Fear of Crime
- Acquiring and Retaining Quality Staff – Conyers Police Department
- Technology – Conyers Police Department
- Maintaining Departmental CALEA Accreditation and State Certification for the Conyers Police Department
- Leadership and Personnel Development – Conyers Police Department
- Improve Appearance

OLDE TOWN

As one of the most attractive and well-known areas of Conyers, Olde Town has an identity that is worth protecting and growing. Several strategies should be employed to address parking and retail attraction, among other items, to enhance the success of Olde Town Conyers. New development in and around Olde Town will highlight the area as a community focal point and boost economic activity.

- Parking
- Develop a retail attraction strategy
- Infrastructure by private developers

LONG TERM GOALS:

- Parking Area for Olde Town (surface parking, Phase I)
- Parking deck (Phase I short term, Phase II long term)
- Create a Retail Attraction Strategy for Olde Town Conyers
- Olde Town Pavilion
- Gateway, Center at Green Street

TRANSPORTATION AND INFRASTRUCTURE

Communities must constantly consider how to move people through and within their community and Conyers is no different. Whether by road, sidewalk, or trail; how it might connect to adjacent jurisdictions and what features and or amenities are necessary and needed along any given route all must be considered. These are not overnight projects, and great thought and planning must go into their complete execution. Often, the greatest challenge is prioritizing needs.

- Trail projects
- Traffic flow improvements
- Infrastructure upgrades (roads, sidewalks, utilities, lighting)

Strategic Goals & Objectives *FY 2017-18*

- Identify funding for projects
- Prioritize projects

SHORT TERM GOALS:

Olde Town Conyers Trail, from Nancy Guinn Library to Pine Log Park
Conyers Trail Phase D, Nancy Guinn Library to Rockdale Career Academy
Railroad Street Improvements

LONG TERM GOALS:

Passenger Shuttle
Traffic circulation Study for Olde Town and south side of tracks. Should include area from West Ave. to Scott Street and from Dogwood to Pine Street.
East View Road Improvements
Sigman Road Widening
O'Kelly-Hardin Street Complete Streets Project

RECREATION

Recreational opportunities in Conyers are certainly one of its greatest assets. The Olympic legacy of the International Horse Park and the amenities that have been added – such as the nature center and extensive trails – are certainly tourist destinations. However, it is important to maintain and update facilities as necessary so that economic opportunities can be realized. Increasing awareness of the recreational opportunities offered at the International Horse Park can help develop and ensure the economic vitality of this outstanding resource. Other recreational assets of the community, such as Cherokee Run, should also be enhanced to increase the opportunity for diversified economic activity.

- Georgia International Horse Park
- Big Haynes Creek Nature Center
- Cherokee Run Golf Club
- New opportunities

SHORT TERM GOALS:

Inventory and Audit of Existing Facilities and Infrastructure at GIHP
Teaching Center at Cherokee Run Golf Club
Identify New Asset Needs for GIHP

LONG TERM GOALS:

Addition of business offices and enlargement of locker rooms to Cherokee Run Golf Club
Construction of New Covered Arena at the Georgia International Horse Park
Implement Comprehensive Signage Package for GIHP Trails
Implement Comprehensive Directional Signage Package for GIHP
Refurbish Arenas at GIHP
Retrofit and replace lighting at GIHP
Promote Usage of Natural Areas of the GIHP
Update and Maintain State of the Art Technology for GIHP Facility
Identify future expansion opportunities for the Big Haynes Creek Nature Center

Strategic Goals & Objectives *FY 2017-18*

INTERNAL OPERATIONS

The tasks that are undertaken to ensure the smooth operation of the government itself take place behind the scenes and are often unknown and underappreciated. They are, however, no less important than other efforts.

- Create disaster recovery plans
- Develop and test mobile workforce model
- Integrate new technologies

SHORT TERM GOALS:

Assemble focus group to determine if mobile workforce model feasible

Develop a mobile workforce model

Develop disaster recovery policies and plans

Research technology improvements that allow Conyers Security Alert to better serve and grow their customer base

LONG TERM GOALS:

Implement or adjust Mobile workforce model based on results of focus group

Financial Trend Analysis *FY 2017-18*



Some local governments are still dealing with the impacts of the Great Recession from a few years ago. Although many governments have cut personnel and or services, the city of Conyers prides itself in maintaining the same level of service with relatively fewer positions. Fortunately, in today's economy, most employees are fortunate to be employed and are not as likely to leave for greener pastures. But as history dictates, as employees get more work for the same or less pay, eventually they become demoralized and the organization as a whole suffers. Needless to say, these approaches to balancing

the budgets, whereas necessary, are not sustainable in the long run.

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.

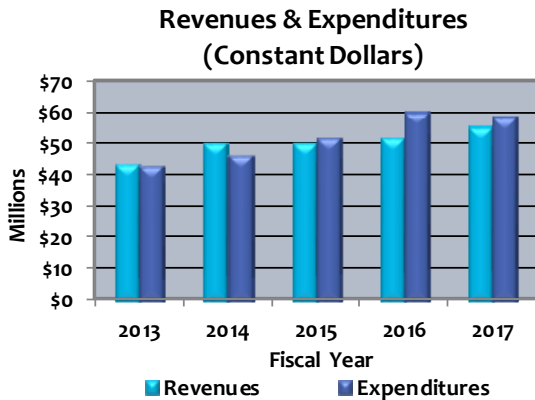
The advantages of this approach are:

- 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.

Financial Trend Analysis *FY 2017-18*

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.

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. This annual financial trend analysis focuses on the City's General Fund.



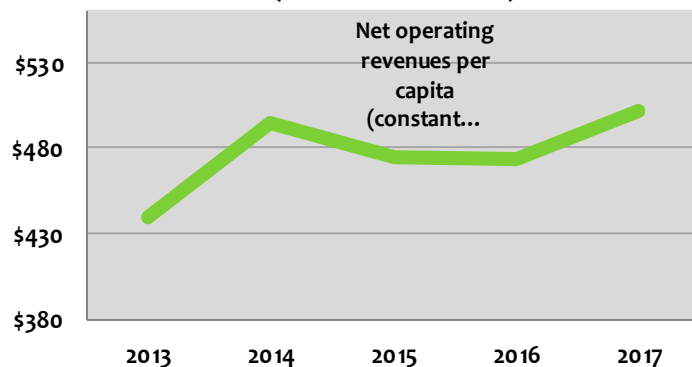
REVENUES

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

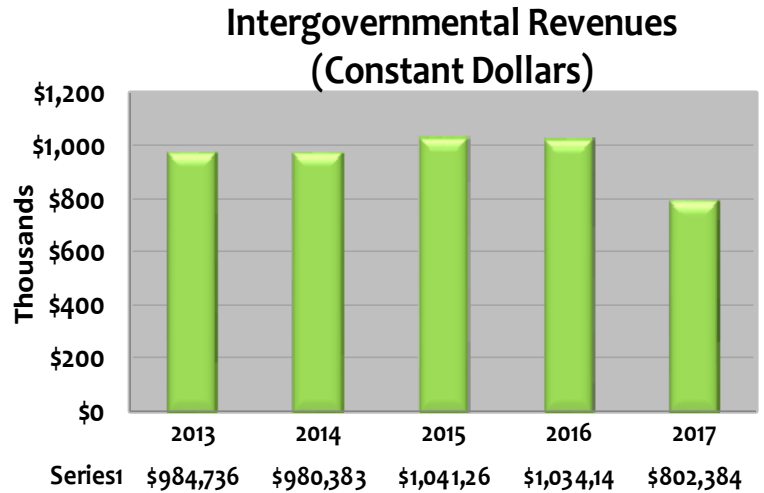
Net operating revenues per capita (constant dollars)



Financial Trend Analysis FY 2017-18

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, 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.

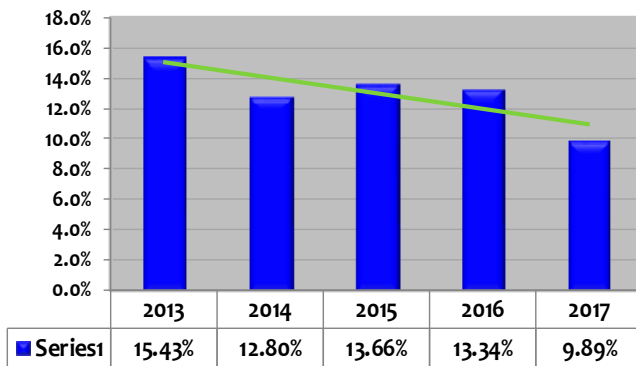


Revenue per capita measures net operating revenues in constant dollars against the City’s population.

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 as a percentage
of gross operating revenues**



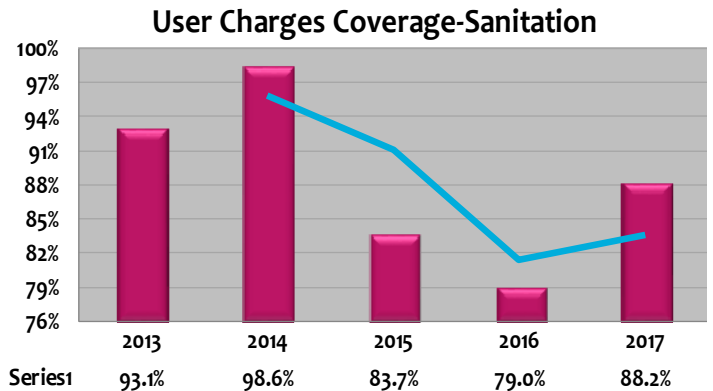
Intergovernmental revenues (revenues received from another governmental entity) are important because an over dependence on such revenues can be harmful. The City of Conyers intergovernmental revenues consist primarily of grant funds. The ratio of intergovernmental funds as a percentage of gross revenues stands at 9.89% for fiscal year 2017. 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 FY 2017-18

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 sanitation for the last 5 fiscal years. 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

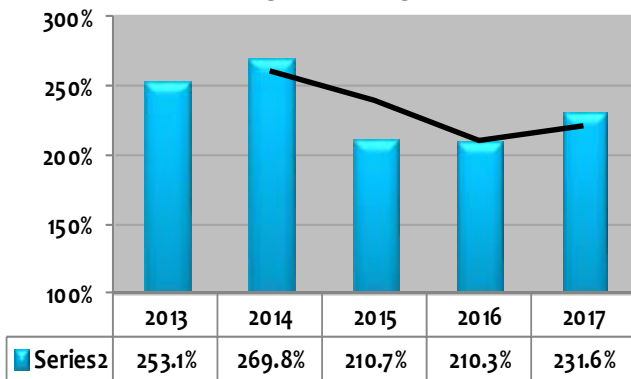


order to avoid the general fund having to cover for sanitation expenditures.

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.

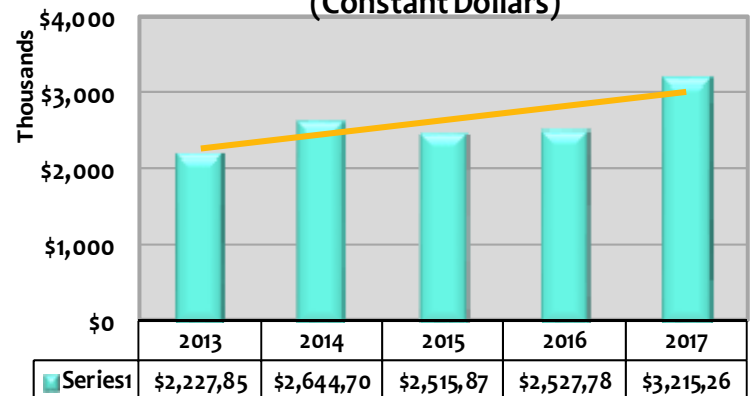
Property tax revenues are considered separately from other revenues because the City of Conyers, like other local governments, relies heavily on them.

User Charge Coverage-Security Alert



The City of Conyers has had 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 2017 is projected to decrease from 15.99 to 15.584 mills.

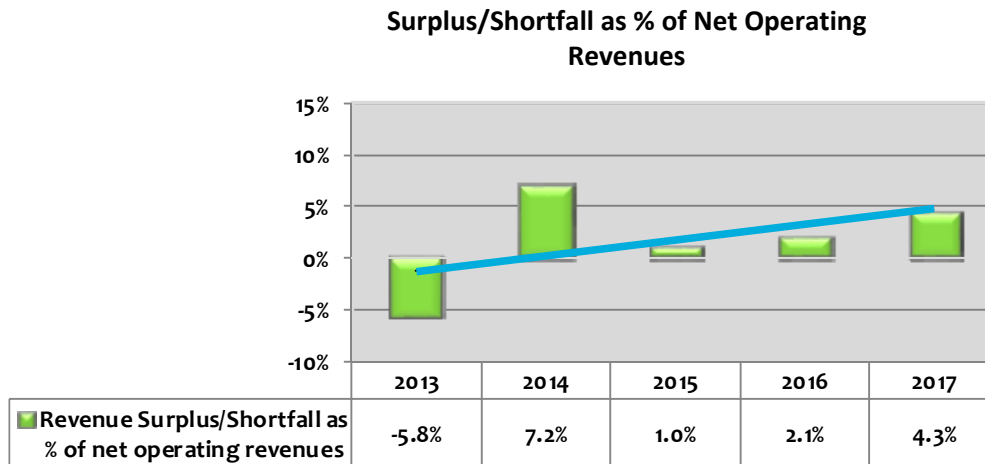
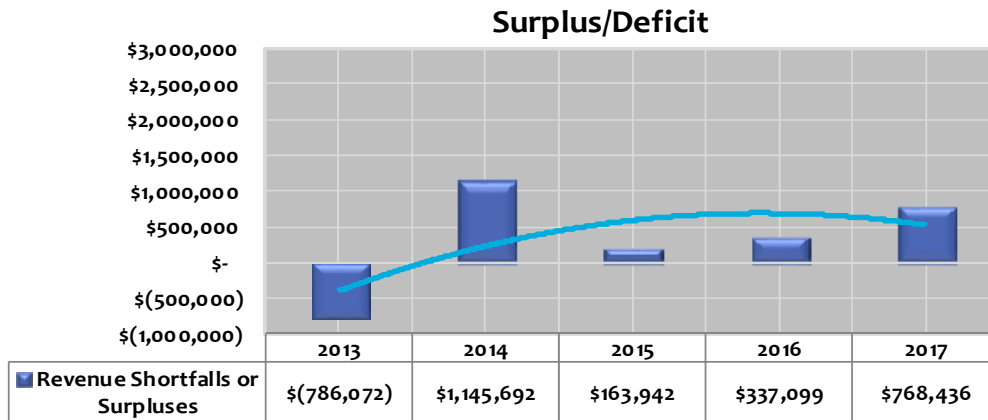
Property Tax Revenues (Constant Dollars)



Financial Trend Analysis FY 2017-18

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. Since 2013, the deficit was a direct impact of the recessive economy. Beginning with fiscal year 2014, the city started to see a change to the positive.



EXPENDITURES

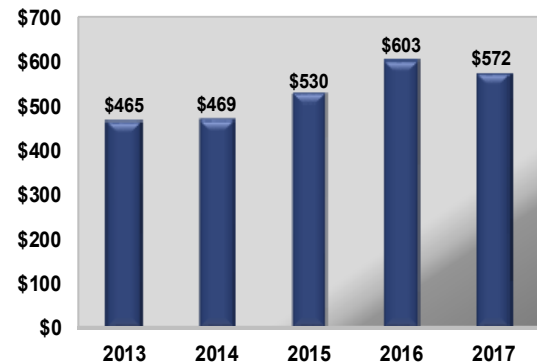
Expenditures are an approximate measure of a city's service output. Generally, the more a city spends in constant dollars, the more service it is providing. This reasoning does not take into account how effective the services are or how efficiently they are delivered. The first issue to consider is expenditure growth rate in order to determine whether a city is operating within its revenues.

Financial Trend Analysis FY 2017-18

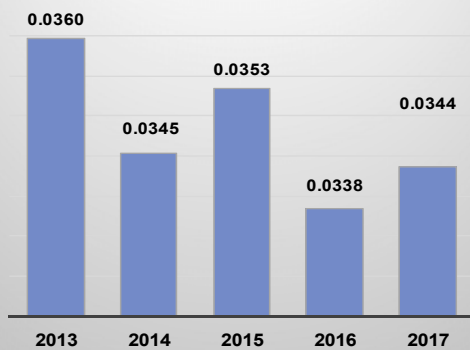
Because most cities are required to have a balanced budget, it would seem unlikely that expenditure growth would exceed revenue growth.

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.

■ Net operating expenditures per capita (constant dollars)



Number of municipal employees per Assessed Valuation By Tax Year



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:

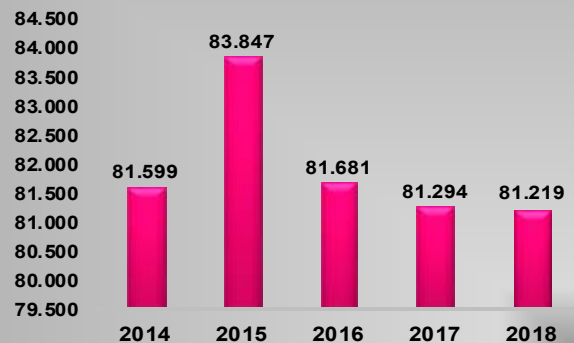
- Excessive growth of overall expenditures as compared to revenue growth or growth in community wealth (personal and business income).
- An undesired increase in fixed costs.
- Ineffective budgetary controls.
- A decline in personnel productivity.
- Excessive growth in programs that create future expenditure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

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. Performance measures and productivity indicators will be integrated into the budget to control spending.

Number of Citizens Served By Municipal Employee By Fiscal



Financial Trend Analysis FY 2017-18

Personnel costs are a major portion of a local government's operating budget. Plotting changes in the number of employees per capita is a good way to measure changes in expenditures. In order to somewhat keep up with the decreased revenues the city has had 11 frozen positions since 2013. Therefore, the number of citizens served by each city worker has increased.

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:

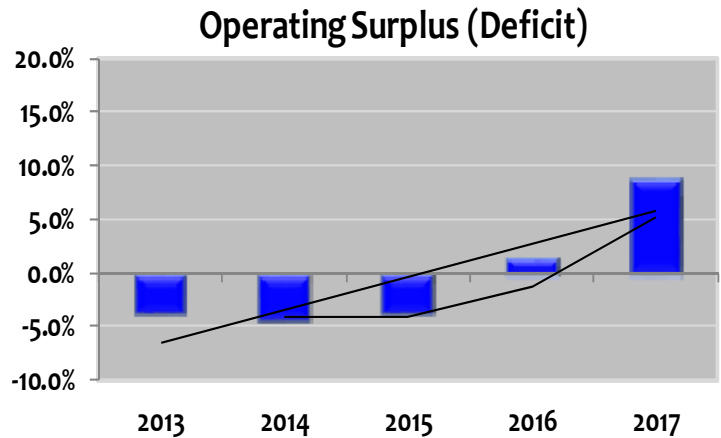
- A pattern of continuing operating deficits.
- A decline in reserves.
- A decline in liquidity.
- Ineffective revenue forecasting techniques.
- Ineffective budgetary controls.

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

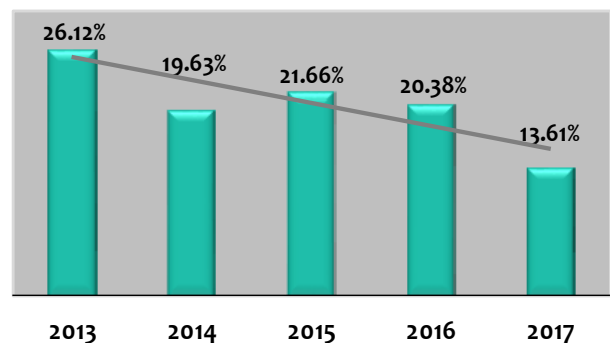
An operating deficit occurs when expenditures exceed revenues. Local governments often have fund reserves from budget surpluses of previous years. Therefore, an operating deficit of one year does not merit cause for alarm. However, if deficits are a recurring problem, it could indicate serious problems 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.

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.



Liabilities as % of Net Operating Revenues



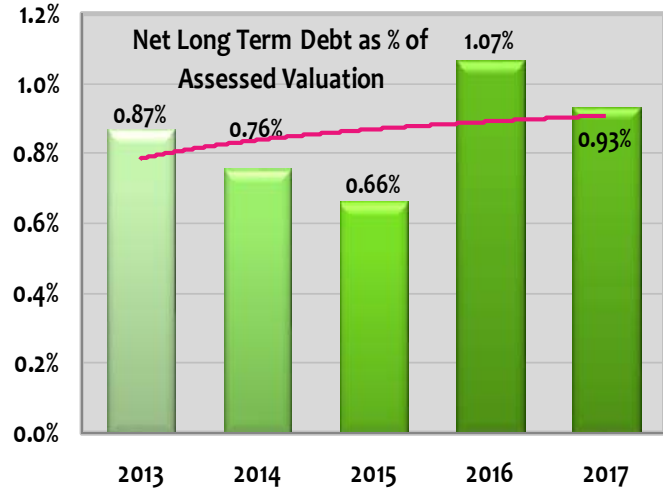
Financial Trend Analysis FY 2017-18

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.

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.

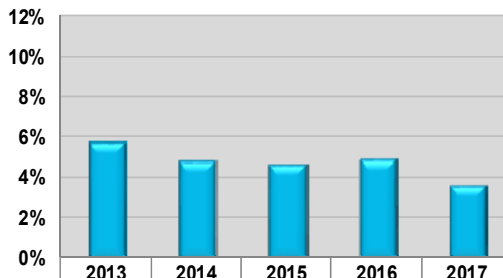


Long-term debt refers to financial obligations incurred by a government for a specific purpose. In Conyers, long-term debt includes accumulated vested vacation pay, capitalized lease obligations, certificates of participation, and revenue bonds for the Commerce Center, and Stormwater.

The long-term debt ratio for the City of Conyers is decreasing indicating a positive trend. Long-term debt ratio has decreased from 1.02 percent in 2012 to 0.65 percent in 2016. 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 2017, the ratio is expected to remain below 10 percent.

Net Direct Debt Service as % of Net Operating Revenues



	2013	2014	2015	2016	2017
Net direct debt service as a percentage of net operating revenues	5.75%	4.86%	4.66%	4.88%	3.60%

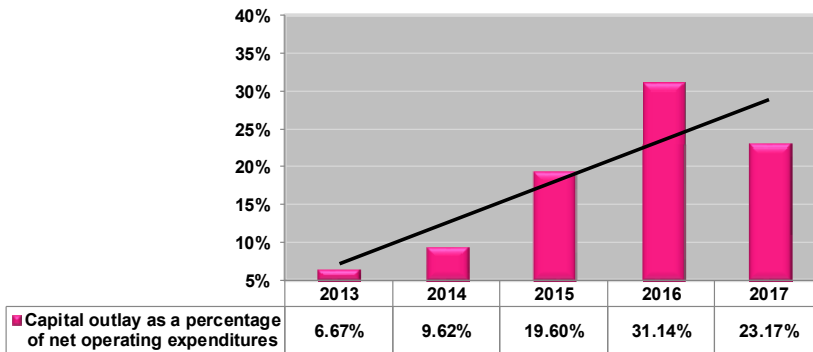
CAPITAL PLAN INDICATORS

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 FY 2017-18

Capital Outlay as % of Net Operating Expenditures

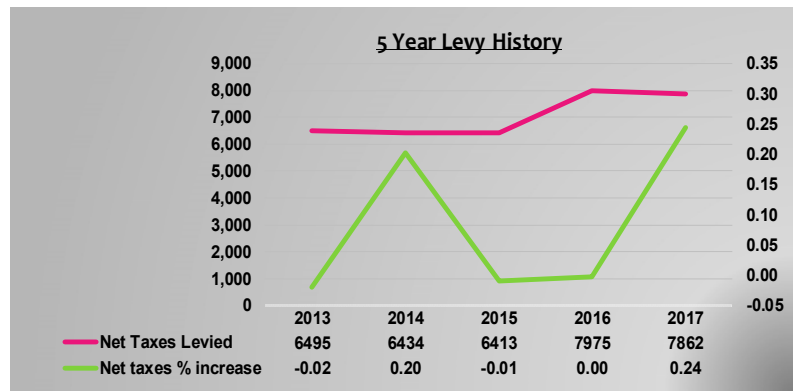


The City of Conyers' capital outlay from operating funds as a percentage of net operating expenditures has decreased slightly over the past five years. Several major projects are expected to be started within the next five years due to the proceeds collected from SPLOST and Stormwater revenues. The trend 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 estimated at about 15,919. 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 32.4 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 U.S. Census

Forecast for 2015, 66.5 percent of residents 16 years and over are employed in management and professional or sales and office related occupations. The median household income for Rockdale County is \$54,310.

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.

*Source: U. S. Census Bureau, Census 2010 Summary File 1. Esri Forecast for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

Revenue Assumptions FY 2017-18

MAJOR REVENUE SOURCES

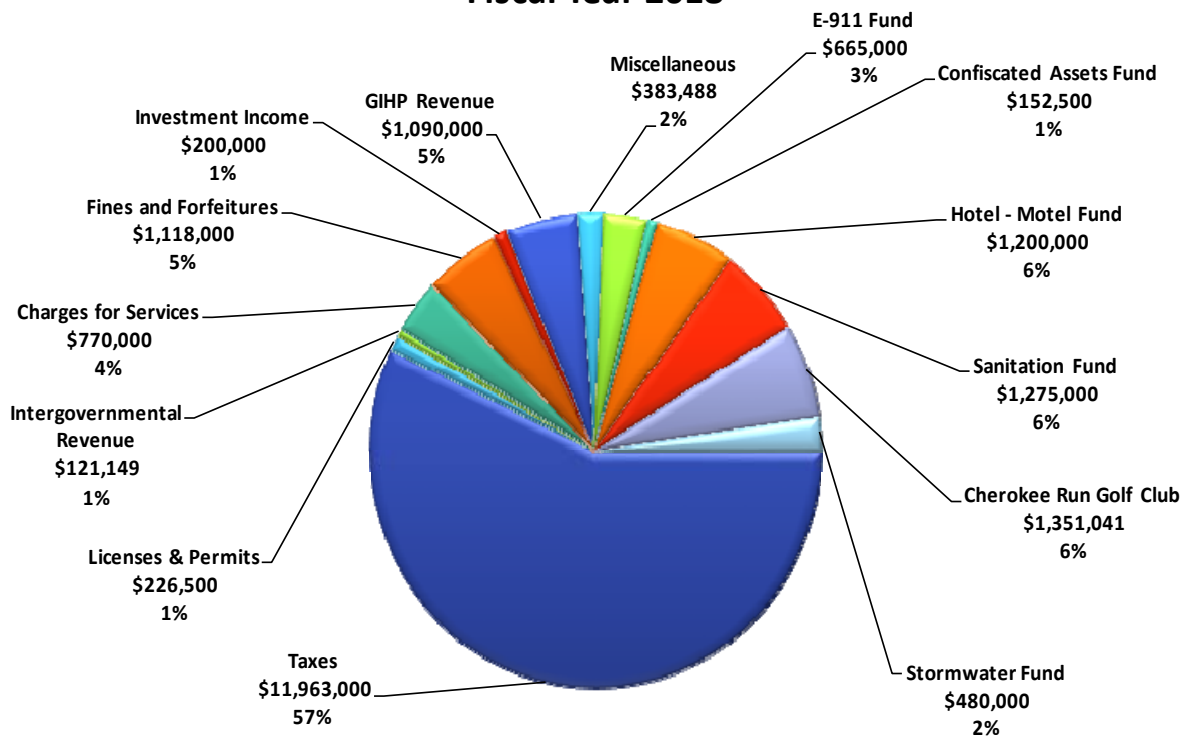
The proposed budget for fiscal year 2017-2018 reflects general fund revenues of \$15,872,137, an increase in projected revenues of \$105,649 from last year actual unaudited revenues. In preparing revenue projections, which directly impact the estimated available fund balance, the following information 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 us a discussion of the City’s primary revenue sources and some of the underlying assumptions used in projecting fiscal year 2018 revenue:

Revenues/Sources

**Where The Revenues Come From
Fiscal Year 2018**



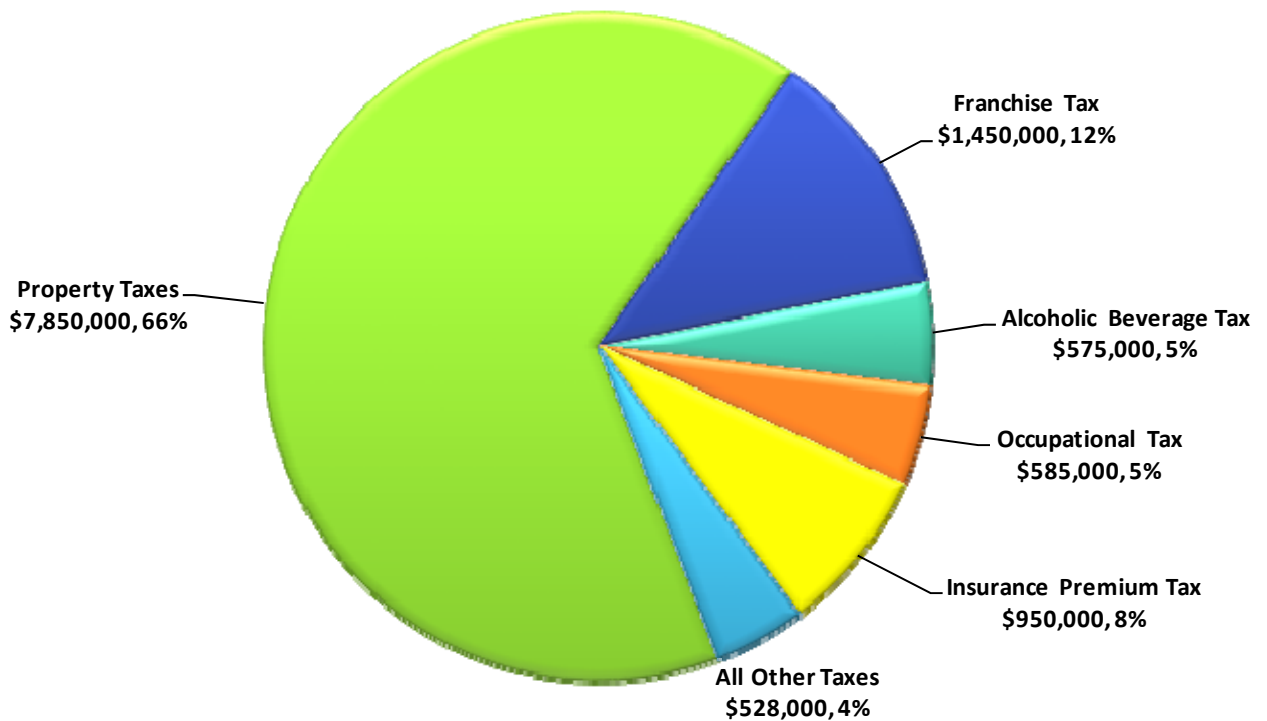
Revenue Assumptions *FY 2017-18*

Primary Revenue Sources (All Funds)

TAXES

Taxes make up 57% of the 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.

**All Taxes
Fiscal Year 2018**

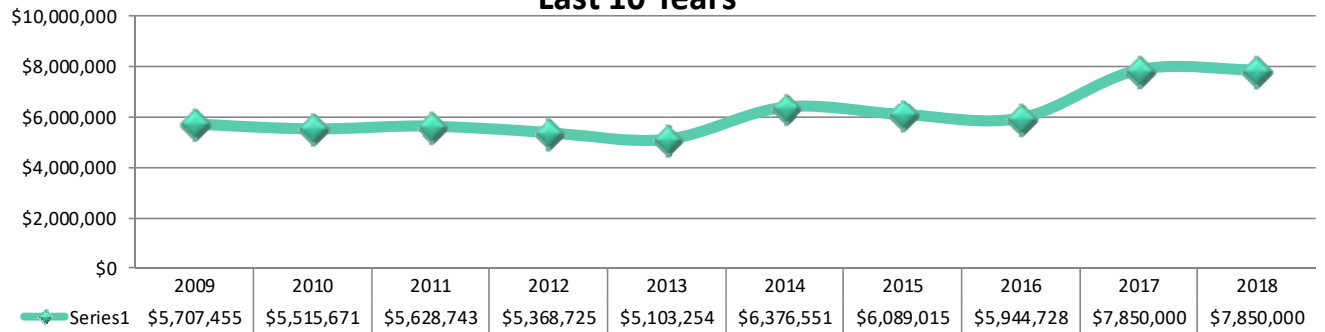


Ad Valorem Tax

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 a homestead exemption for year 2017 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 66% of the total tax revenue in the general fund. The following graph shows the property tax trend for the past ten years.

Revenue Assumptions *FY 2017-18*

Property Tax Last 10 Years



*FY 2017 Unaudited

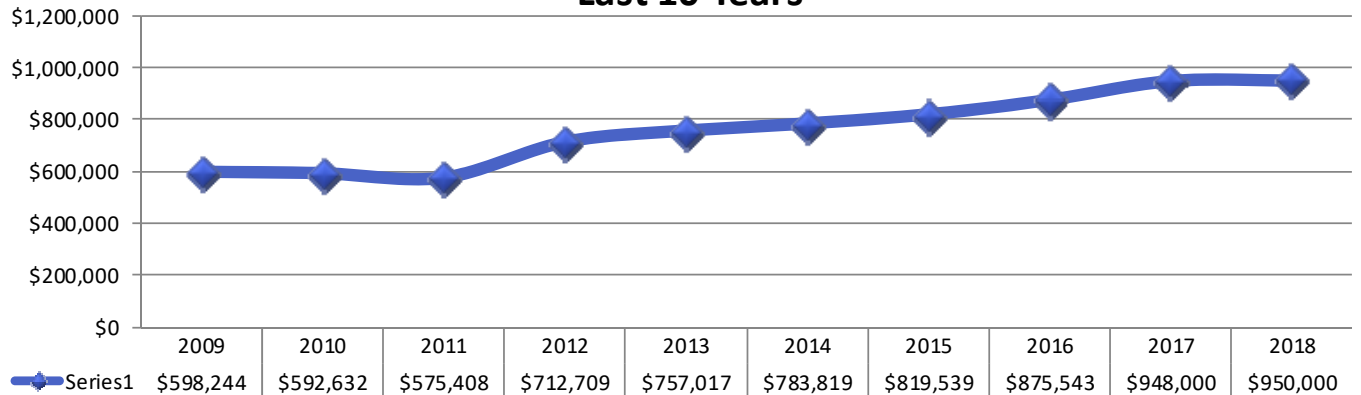
*FY 2018 Budgeted

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.

Insurance Premium Tax Last 10 Years



*FY 2017 Unaudited

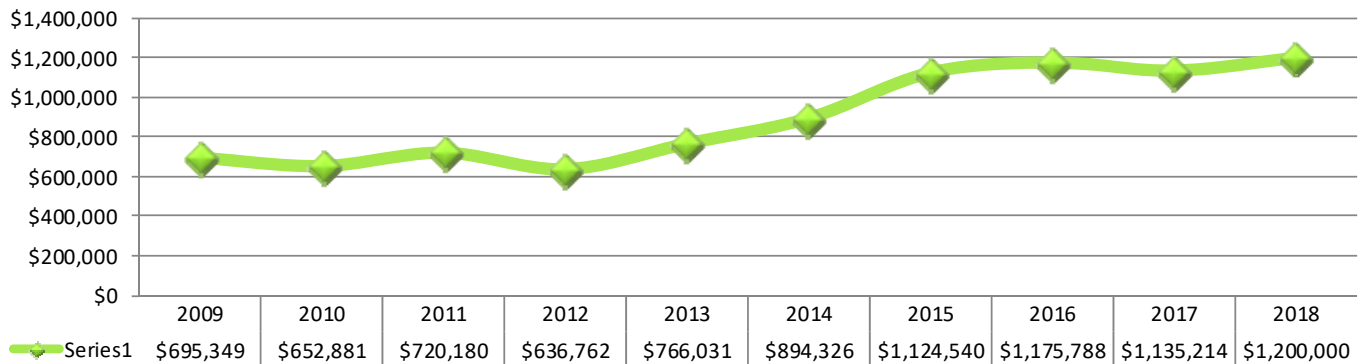
*FY 2018 Budgeted

Revenue Assumptions *FY 2017-18*

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 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 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.

**Hotel/Motel Tax
Last 10 Years**



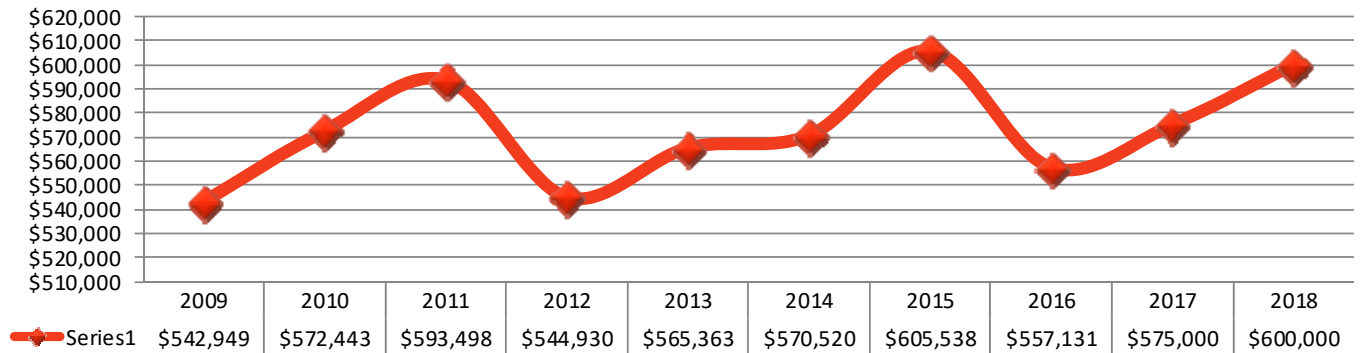
*FY 2017 Unaudited
*FY 2018 Budgeted

Revenue Assumptions *FY 2017-18*

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.

Alcoholic Beverage Tax Last 10 Years

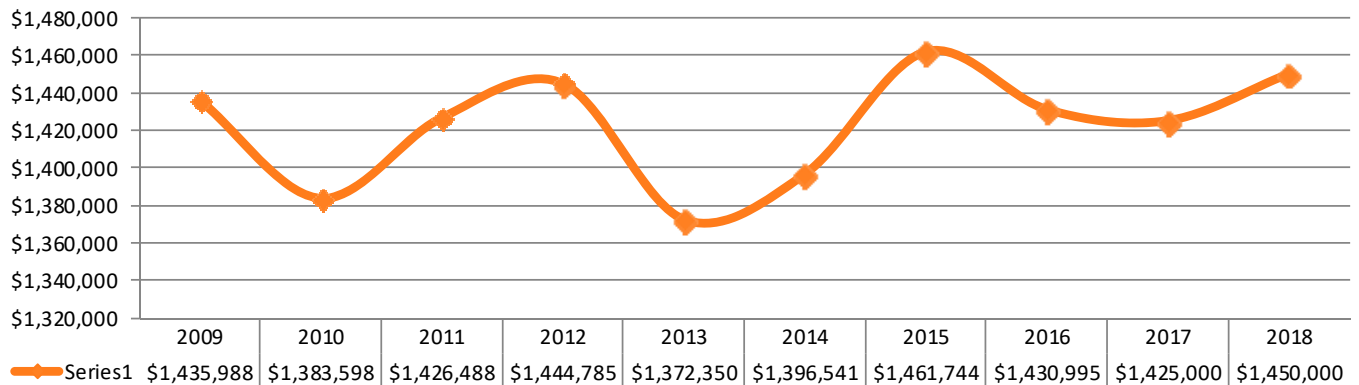


*FY 2017 Unaudited
*FY 2018 Budgeted

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 \$1,450,000 for fiscal year 2018.

Franchise Tax Last 10 Years



*FY 2017 Unaudited
*FY 2018 Budgeted

Revenue Assumptions *FY 2017-18*

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, title ad valorem 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 projected revenue for fiscal year 2018 is \$610,000.

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. Overall municipal court revenue is expected to increase about 10% in fiscal year 2018.

LICENSES & PERMITS

Building Permits

Building permits are required if the value of building improvements will exceed \$100. This category is beginning to see signs of improvement over the last few years and therefore, revenues are expected to remain consistent for fiscal year 2018. The budgeted amount is a conservative \$175,000.

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.

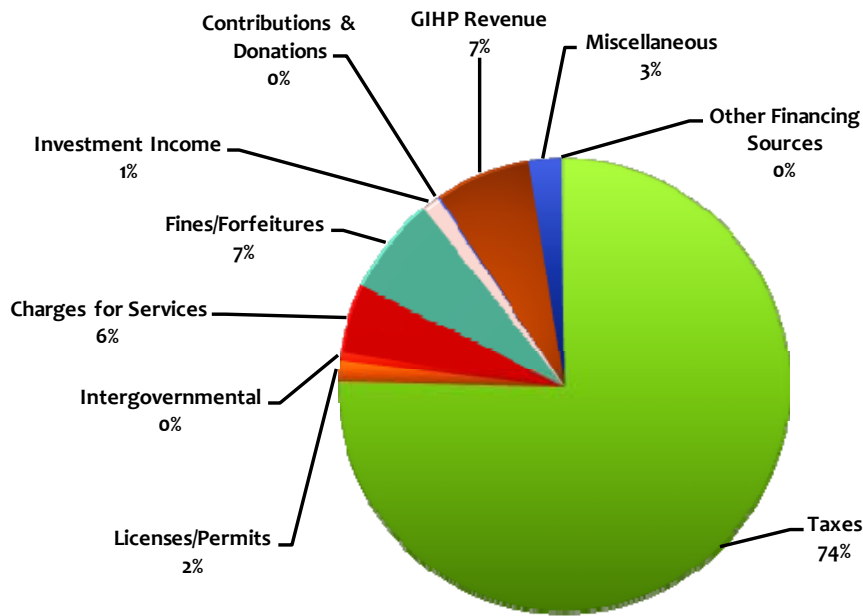
SPLOST REVENUES

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 the current SPLOST agreement of 2011 the city's portion consists of 15.245% of the total sales collections in the county. The 2011 SPLOST projects for the city consist of Roads, Intersections, and Sidewalks; Recreation, including Green Space acquisition and Trails, and; Police Cars and Other Vehicles.

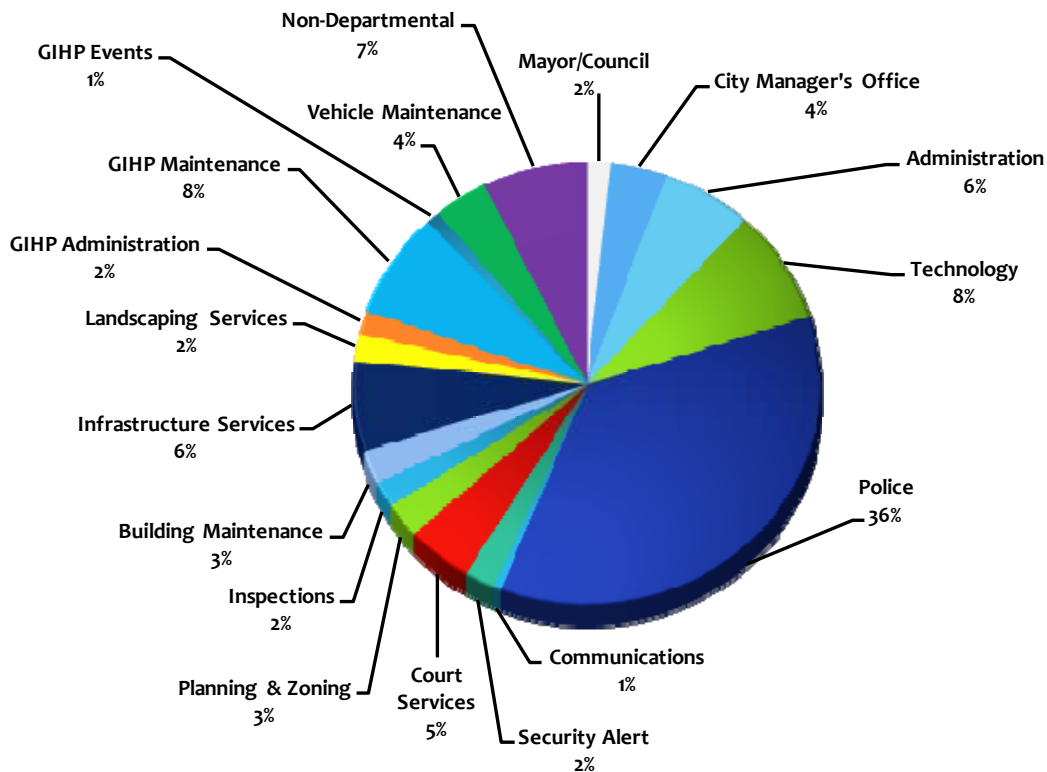
The citizens of the city voted to continue the SPLOST in 2017. The city shall receive 17.831% of the Sales and Use Tax collections. Those proceeds will be dedicated to Public Safety; Roads, Streets, Bridges and Sidewalks Transportation, and; Parks, including, Green Space and Trails. The upcoming SPLOST will be in effect until 2022.

Financial Summary *FY 2017-18*

General Fund Revenues



General Fund Expenditures



Financial Summary FY 2017-18

City of Conyers Components of The Total Financial Plan Fiscal Year 2018			
TOTAL BUDGET		\$22,488,662.00	
Operating Budget		\$21,403,589.00	
Capital Budget		\$ 1,085,073.00	
Mayor and Council	\$ 259,631	Infrastructure Services	\$ 1,028,791
City Manager	\$ 618,124	GIHP Administration	\$ 267,793
Administration	\$ 998,388	GIHP Maintenance	\$ 1,222,291
Technology	\$ 1,313,859	GIHP Events	\$ 154,000
Building Maintenance	\$ 398,000	Non-Departmental	\$ 610,557
Conyers Security Alert	\$ 332,414	Interfund Transfers	\$ 410,824
Vehicle Maintenance	\$ 597,828	Debt Services	\$ 130,000
Police	\$ 5,701,751	E-911 Fund	\$ 803,347
Communications	\$ 85,353	Forfeited Assets Fund	\$ 150,000
Court Services	\$ 724,188	Hotel/Motel Fund	\$ 1,163,833
Planning & Zoning	\$ 411,396	Sanitation Fund	\$ 1,551,058
Inspections	\$ 300,274	Stormwater Fund	\$ 512,173
Landscaping Services	\$ 306,675	Golf Fund	\$ 1,351,041

Financial Summary FY 2017-18

All Funds Combined	Actual FY 14-15	Actual FY 15-16	Amended FY 16-17	Budget FY 17-18	% Change From FY 2015-2016
Beginning Balance	\$ 7,703,453	\$ 8,069,883	\$ 8,784,864	\$ 8,835,676	
Revenues/Sources					
Taxes	\$ 11,315,334	\$ 11,547,335	\$ 13,064,214	\$ 13,163,000	1%
Licenses/Permits	\$ 183,216	\$ 242,662	\$ 234,000	\$ 226,500	-3%
Intergovernmental	\$ 31,364	\$ 101,464	\$ 69,500	\$ 91,149	31%
Charges for Services	\$ 2,590,674	\$ 2,578,277	\$ 2,515,000	\$ 2,525,000	0%
Fines/Forfeitures	\$ 1,095,842	\$ 1,126,885	\$ 1,026,000	\$ 1,118,000	9%
Investment Income	\$ 219,064	\$ 221,307	\$ 200,000	\$ 200,000	0%
Contributions & Donations	\$ 20,051	\$ 20,200	\$ 23,500	\$ 23,500	0%
GIHP Revenue	\$ 1,152,913	\$ 1,167,428	\$ 1,122,500	\$ 1,090,000	-3%
Miscellaneous	\$ 338,721	\$ 402,301	\$ 366,988	\$ 359,988	-2%
Emergency 911	\$ 596,890	\$ 622,439	\$ 724,905	\$ 665,000	-8%
Cherokee Run Golf Club	\$ 1,525,939	\$ 1,462,426	\$ 1,311,989	\$ 1,351,041	3%
Forfeited Funds	\$ 159,500	\$ 162,805	\$ 120,000	\$ 152,500	27%
Other Financing Sources	\$ 63,607	\$ 233,293	\$ 35,000	\$ 30,000	-14%
Total	\$ 19,293,115	\$ 19,888,822	\$ 20,813,596	\$ 20,995,678	1%
Expenditures/Uses					
Mayor/Council	\$ 243,276	\$ 229,263	\$ 275,343	\$ 259,631	-6%
City Manager's Office	502,336	540,681	578,753	618,124	7%
Administration	754,595	717,910	837,732	998,388	19%
Technology	1,184,381	1,275,014	1,300,813	1,313,859	1%
Police	4,444,137	4,619,624	5,569,887	5,701,751	2%
Communications	57,603	32,058	67,833	85,353	26%
Security Alert	247,445	277,497	285,673	332,414	16%
Court Services	535,384	586,239	669,573	724,188	8%
Planning & Zoning	318,347	339,304	372,227	411,396	11%
Inspections	242,156	266,143	303,153	300,274	-1%
Building Maintenance	416,765	339,633	403,000	398,000	-1%
Infrastructure Services	681,448	718,011	940,505	1,028,791	9%
Landscaping Services	207,590	218,299	233,204	306,675	32%
GIHP Administration	274,797	215,548	245,065	267,793	9%
GIHP Facility Maintenance	1,044,575	1,031,066	1,231,772	1,222,291	-1%
GIHP Events	130,383	138,695	155,000	154,000	-1%
Vehicle Maintenance	504,320	428,070	583,880	597,828	2%
Non-Departmental	1,939,886	1,429,735	1,284,370	1,151,381	-10%
Tourism & Public Relations	918,948	908,388	1,135,724	1,163,833	2%
E-911 Fund	615,548	603,974	724,905	803,347	11%
Sanitation	1,538,376	1,644,129	1,587,436	1,551,058	-2%
Stormwater Construction-In-Progress	480,350	848,672	495,597	512,173	3%
Cherokee Run Golf Club	1,536,448	1,631,408	1,311,989	1,351,041	3%
Forfeited Funds	107,591	134,480	169,350	150,000	-11%
Total	\$ 18,926,685	\$ 19,173,841	\$ 20,762,784	\$ 21,403,589	3%
Ending Balance Total	\$ 8,069,883	\$ 8,784,864	\$ 8,835,676	\$ 8,427,765	-5%

Financial Summary FY 2017-18

General Fund	Actual FY 14-15	Actual FY 15-16	Amended FY 16-17	Budget FY 17-18	% Change From FY 2015-2016
Beginning Balance	\$ 2,191,293	\$ 2,602,096	\$ 3,576,779	\$ 4,005,484	
Revenues/Sources					
Taxes	\$ 10,190,794	\$10,249,712	\$11,929,000	\$11,963,000	0%
Licenses/Permits	\$ 183,216	\$242,662	\$234,000	\$226,500	-3%
Intergovernmental	\$ 31,364	\$62,921	\$69,500	\$91,149	31%
Charges for Services	\$ 844,655	\$850,764	\$760,000	\$770,000	1%
Fines/Forfeitures	\$ 1,095,842	\$1,126,885	\$1,026,000	\$1,118,000	9%
Investment Income	\$ 219,064	\$221,307	\$200,000	\$200,000	0%
Contributions & Donations	\$ 20,051	\$20,200	\$23,500	\$23,500	0%
GIHP Revenue	\$ 1,152,913	\$1,167,428	\$1,122,500	\$1,090,000	-3%
Miscellaneous	\$ 338,721	\$402,301	\$366,988	\$359,988	-2%
Other Financing Sources	\$ 63,607	\$33,293	\$35,000	\$30,000	-14%
Total	\$ 14,140,227	\$ 14,377,473	\$ 15,766,488	\$ 15,872,137	1%
Expenditures/Uses					
Mayor/Council	\$ 243,276	\$ 229,263	\$ 275,343	\$ 259,631	-6%
City Manager's Office	\$ 502,336	\$ 540,681	\$ 578,753	\$ 618,124	7%
Administration	\$ 754,595	\$ 717,910	\$ 837,732	\$ 998,388	19%
Technology	\$ 1,184,381	\$ 1,275,014	\$ 1,300,813	\$ 1,313,859	1%
Police	\$ 4,444,137	\$ 4,619,624	\$ 5,569,887	\$ 5,701,751	2%
Communications	\$ 57,603	\$ 32,058	\$ 67,833	\$ 85,353	26%
Security Alert	\$ 247,445	\$ 277,497	\$ 285,673	\$ 332,414	16%
Court Services	\$ 535,384	\$ 586,239	\$ 669,573	\$ 724,188	8%
Planning & Zoning	\$ 318,347	\$ 339,304	\$ 372,227	\$ 411,396	11%
Inspections	\$ 242,156	\$ 266,143	\$ 303,153	\$ 300,274	-1%
Building Maintenance	\$ 416,765	\$ 339,633	\$ 403,000	\$ 398,000	-1%
Infrastructure Services	\$ 681,448	\$ 718,011	\$ 940,505	\$ 1,028,791	9%
Landscaping Services	\$ 207,590	\$ 218,299	\$ 233,204	\$ 306,675	32%
GIHP Administration	\$ 274,797	\$ 215,548	\$ 245,065	\$ 267,793	9%
GIHP Maintenance	\$ 1,044,575	\$ 1,031,066	\$ 1,231,772	\$ 1,222,291	-1%
GIHP Events	\$ 130,383	\$ 138,695	\$ 155,000	\$ 154,000	-1%
Vehicle Maintenance	\$ 504,320	\$ 428,070	\$ 583,880	\$ 597,828	2%
Non-Departmental	\$ 1,939,886	\$ 1,429,735	\$ 1,284,370	\$ 1,151,381	-10%
Total	\$ 13,729,424	\$ 13,402,790	\$ 15,337,783	\$ 15,872,137	3%
Ending Balance Total					
	\$ 2,602,096	\$ 3,576,779	\$ 4,005,484	\$ 4,005,484	0%

Financial Summary FY 2017-18

Emergency Telephone System Fund	Actual FY 14-15	Actual FY 15-16	Amended FY 16-17	Budget FY 17-18	% Change From FY 2015-2016
Beginning Balance	\$ 35,948	\$ 17,290	\$ 35,755	\$ 35,755	
Revenues/Sources					
911 Fees	\$ 226,859	\$ 388,061	\$ 365,000	\$ 365,000	0.00%
Other Sources	370,031	234,378	359,905	300,000	-16.64%
Total	\$ 596,890	\$ 622,439	\$ 724,905	\$ 665,000	-8.26%
Expenditures/Uses					
E-911 Fund	\$ 615,548	\$ 603,974	\$ 724,905	\$ 803,347	10.82%
Total	\$ 615,548	\$ 603,974	\$ 724,905	\$ 803,347	10.82%
Ending Balance Total	\$ 17,290	\$ 35,755	\$ 35,755	\$ (102,592)	-386.93%
Hotel Motel Fund	Actual FY 14-15	Actual FY 15-16	Amended FY 16-17	Budget FY 17-18	% Change From FY 2015-2016
Beginning Balance	\$ 515,183	\$ 720,774	\$1,148,550	\$1,148,040	
Revenues/Sources					
Taxes	\$ 1,124,539	\$ 1,297,621	\$ 1,135,214	\$ 1,200,000	5.71%
Other Sources	\$-	\$ 38,543	\$-	\$-	
Total	\$1,124,539	\$1,336,164	\$ 1,135,214	\$ 1,200,000	5.71%
Expenditures/Uses					
Tourism & Public Relations	\$ 918,948	\$ 867,840	\$ 999,440	\$ 1,125,691	12.63%
Big Haynes Creek Nature Center	\$ -	\$ 40,548	\$ 136,284	\$ 38,142	
Total	\$ 918,948	\$ 908,388	\$ 1,135,724	\$ 1,163,833	2.47%
Ending Balance Total	\$ 720,774	\$1,148,550	\$ 1,148,040	\$ 1,184,207	3.15%
Forfeited Assets Fund	Actual FY 14-15	Actual FY 15-16	Amended FY 16-17	Budget FY 17-18	% Change From FY 2015-2016
Beginning Balance	\$ 260,728	\$ 312,637	\$ 340,962	\$ 291,612	
Revenues/Sources					
Forfeited Funds	\$ 159,500	\$ 162,805	\$ 120,000	\$ 152,500	27.08%
Other Sources	\$ -	\$ -	\$ -	\$ -	0.00%
Total	\$ 159,500	\$ 162,805	\$ 120,000	\$ 152,500	27.08%
Expenditures/Uses					
Forfeited Funds	\$ 107,591	\$ 134,480	\$ 169,350	\$ 150,000	-11.43%
Total	\$ 107,591	\$ 134,480	\$ 169,350	\$ 150,000	-11.43%
Ending Balance Total	\$ 312,637	\$ 340,962	\$ 291,612	\$ 294,112	0.86%

Financial Summary FY 2017-18

Stormwater Management Fund	Actual FY 14-15	Actual FY 15-16	Amended FY 16-17	Budget FY 17-18	% Change From FY 2015-2016
Beginning Balance	\$ 986,530	\$ 977,079	\$ 580,231	\$ 564,634	
Revenues/Sources					
Charges for Services	\$ 470,899	\$ 451,824	\$ 480,000	\$ 480,000	0%
Other Sources	-	-	-	-	0%
Total	\$ 470,899	\$ 451,824	\$ 480,000	\$ 480,000	0%
Expenditures/Uses					
Stormwater Management	\$ 480,350	\$ 848,672	\$ 495,597	\$ 512,173	3%
Total	\$ 480,350	\$ 848,672	\$ 495,597	\$ 512,173	3%
Ending Balance Total	\$ 977,079	\$ 580,231	\$ 564,634	\$ 532,461	-6%
Sanitation Fund					
Beginning Balance	\$ (614,944)	\$ (836,615)	\$(1,005,055)	\$(1,317,491)	
Revenues/Sources					
Charges for Services	\$ 1,275,119	\$ 1,275,689	\$ 1,275,000	\$ 1,275,000	0%
Other Sources	56,861	200,000	-	-	
Total	\$ 1,331,980	\$ 1,475,689	\$ 1,275,000	\$ 1,275,000	0%
Expenditures/Uses					
Sanitation	\$ 1,553,651	\$ 1,644,129	\$ 1,587,436	\$ 1,551,058	-2%
Total	\$ 1,553,651	\$ 1,644,129	\$ 1,587,436	\$ 1,551,058	-2%
Ending Balance Total	\$ (836,615)	\$(1,005,055)	\$(1,317,491)	\$(1,593,549)	21%
Cherokee Run Golf Course					
Beginning Balance	\$2,896,270	\$ 2,885,761	\$ 2,716,779	\$ 2,716,779	
Revenues/Sources					
Golf Revenues	\$ 1,296,996	\$ 1,304,426	\$ 1,311,989	\$ 1,351,041	3%
Other Sources	\$ 228,943	\$ 158,000	\$ -	\$ -	0%
Total	\$ 1,525,939	\$ 1,462,426	\$ 1,311,989	\$ 1,351,041	3%
Expenditures/Uses					
Golf Administration	\$ 719,093	\$ 827,861	\$ 485,861	\$ 501,144	3%
Golf Maintenance	\$ 513,211	\$ 508,414	\$ 533,398	\$ 556,636	4%
Golf Food and Beverage	\$ 304,144	\$ 295,133	\$ 292,730	\$ 293,261	0%
Total	\$ 1,536,448	\$ 1,631,408	\$ 1,311,989	\$ 1,351,041	3%
Ending Balance Total	\$ 2,885,761	\$ 2,716,779	\$ 2,716,779	\$ 2,716,779	0%

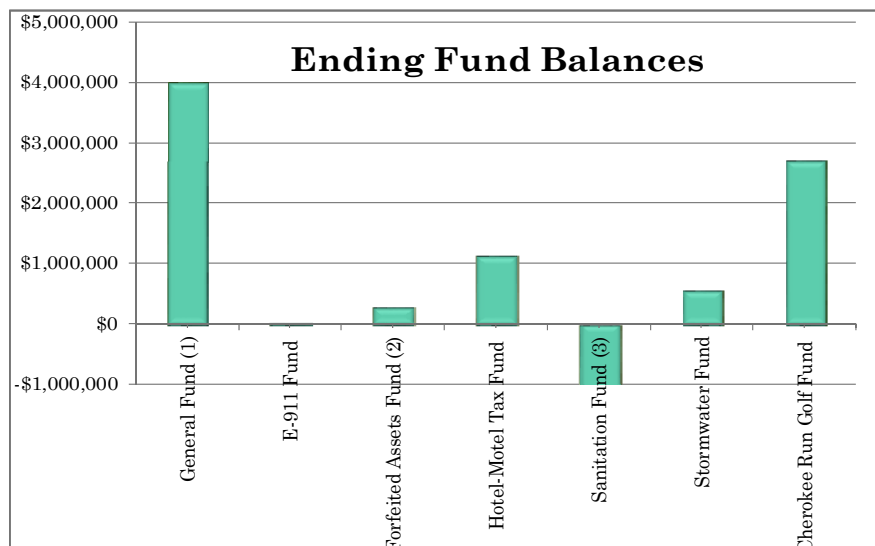
Financial Summary FY 2017-18

Changes in Fund Balances							
ALL FUNDS							
Fiscal Year 2017 *							
Fund	Beginning Balance	Revenues	Expenditures	Contributed Capital	Ending Balance	% Change in Fund Balance	\$ Change in Fund Balance
General Fund (1)	\$ 3,576,779	\$ 15,766,488	\$ 15,337,783	\$ -	\$ 4,005,484	11.99%	\$ 428,705
E-911 Fund	\$ 35,755	\$ 724,905	\$ 724,905	\$ -	\$ 35,755	0.00%	\$ -
Forfeited Assets Fund (2)	\$ 340,962	\$ 120,000	\$ 169,350	\$ -	\$ 291,612	-14.47%	\$ (49,350)
Hotel-Motel Tax Fund	\$ 1,148,550	\$ 1,135,214	\$ 1,135,724	\$ -	\$ 1,148,040	-0.04%	\$ (510)
Sanitation Fund (3)	\$ (1,005,055)	\$ 1,275,000	\$ 1,587,436	\$ -	\$ (1,317,491)	31.09%	\$ (312,436)
Stormwater Fund	\$ 580,231	\$ 480,000	\$ 495,597	\$ -	\$ 564,634	-2.69%	\$ (15,597)
Cherokee Run Golf Fund	\$ 2,716,779	\$ 1,311,989	\$ 1,311,989	\$ -	\$ 2,716,779	0.00%	\$ -

* Amended numbers

The chart above depicts the beginning fund balance as July 1, 2016, the unaudited actual Revenues and Expenditures for Fiscal Year 2016-2017 and the anticipated ending balance at June 30, 2017.

- (1) The General Fund increase will be used to build the reserved fund balance.
- (2) The Forfeited Assets Fund decrease was due to the purchase of police equipment as allowed by the department of justice in regards to forfeited assets rules and regulations.
- (3) The Sanitation fund decrease was due to additional costs of equipment repairs.



Debt Service Summary *FY 2017-18*

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. The only current revenue bond belongs to the 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.

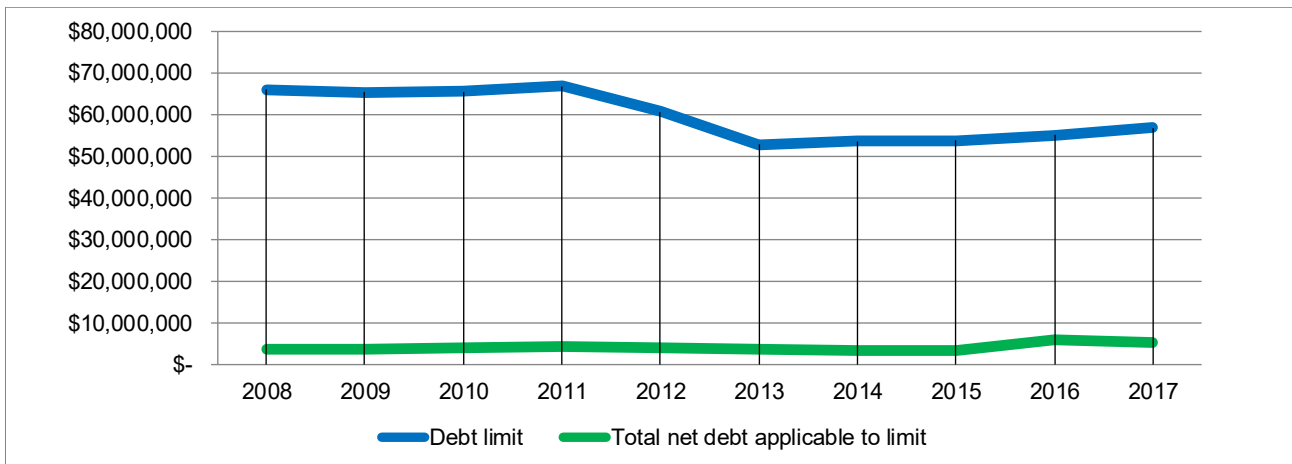
Debt Service Summary FY 2017-18

The following is a computation of the City's legal debt margin as of June 30, 2017:

Gross Assessed Value:	\$ 567,576,787
Debt Limit (10% of assessed value)	\$ 56,757,679
Amount of debt applicable to debt limit (6% of debt limit)	\$ 5,306,662
Total general obligation bonded debt	\$ -
Legal Debt Margin:	\$ 51,451,017

City of Conyers, Georgia Legal Debt Margin Information Last Ten Fiscal Years

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Debt limit	\$ 65,952,349	\$ 65,317,649	\$ 65,574,905	\$ 66,838,531	\$ 60,735,296	\$ 52,825,533	\$ 53,558,064	\$ 53,760,962	\$ 55,093,868	\$ 56,757,679
Total net debt applicable to limit	3,875,000	3,805,000	3,932,321	4,271,940	3,991,129	3,617,385	3,567,677	3,555,000	5,871,250	5,306,662
Legal debt margin	\$ 62,077,349	\$ 61,512,649	\$ 61,642,584	\$ 62,566,591	\$ 56,744,167	\$ 49,208,148	\$ 49,990,387	\$ 50,205,962	\$ 49,222,618	\$ 51,451,017
Total net debt applicable to the limit as a percentage of debt limit	5.88%	5.83%	6.00%	6.39%	6.57%	6.85%	6.66%	6.61%	10.66%	9.35%



Debt Service Summary FY 2017-18

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.

STORMWATER REVENUE BONDS

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:

Current Year Debt Service

Outstanding Principal: \$460,000
Final Payment Date: April 2020

Principal: \$ 145,000
Interest: \$ 22,356

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 *FY 2017-18*

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:

Current Year Debt Service

Outstanding Principal: 689,358
Final Payment Date: November 30, 2021

Principal: \$ 220,471
Interest: \$ 24,127

Budgeted: General Fund

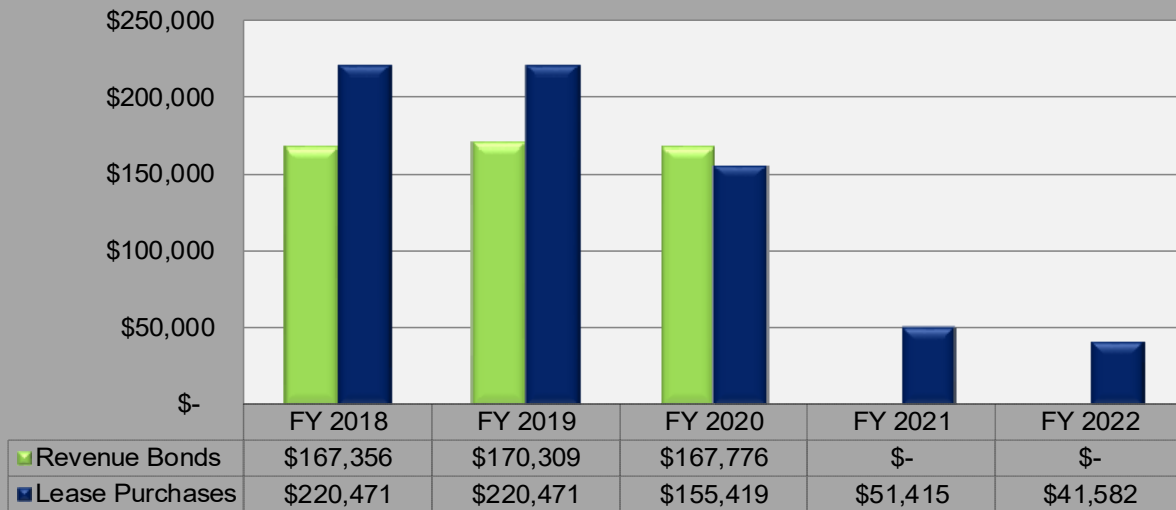
Description	Original Date	Term/ months	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total Current Leases Balance	Date of Last Payment
John Deere Precision Cut Riding Mower	11/01/15	60	\$ 7,045	\$ 7,045	\$ 7,045	\$ -	\$ -	\$ 21,136	11/30/2019
Kubota Tractor & (2) Scag Mowers	05/01/16	60	\$ 9,834	\$ 9,834	\$ 9,834	\$ 9,834	\$ -	\$ 39,335	11/30/2020
(4) 2016 Dodge Chargers (1) Chevy Tahoe	07/01/16	36	\$ 65,052	\$ 65,052	\$ -	\$ -	\$ -	\$ 130,103	11/30/2018
Nutanix Disaster Recovery System	01/01/17	60	\$ 29,142	\$ 29,142	\$ 29,142	\$ 29,142	\$ 29,142	\$ 145,712	11/30/2021
(1) 2017 Ford F-150 XL (Public Works)	08/01/17	60	\$ 6,220	\$ 6,220	\$ 6,220	\$ 6,220	\$ 6,220	\$ 31,098	11/30/2021
(4) 2015 & (3) 2017 Caprices w/police equip.	08/01/17	36	\$ 96,958	\$ 96,958	\$ 96,958			\$ 290,875	11/30/2019
(1) 2017 Ford F-150 (Stormwater)	09/01/17	60	\$ 6,220	\$ 6,220	\$ 6,220	\$ 6,220	\$ 6,220	\$ 31,098	11/30/2021
			\$ 220,471	\$ 220,471	\$ 155,419	\$ 51,415	\$ 41,582	\$ 689,358	

Debt Service Summary FY 2017-18

Projected Debt Service Expenditures by Type

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
Revenue Bonds	\$ 167,356	\$ 170,309	\$ 167,776	\$ -	\$ -
Lease Purchases	\$ 220,471	\$ 220,471	\$ 155,419	\$ 51,415	\$ 41,582
Total Debt Service by FY	\$ 387,827	\$ 390,780	\$ 323,195	\$ 51,415	\$ 41,582

Debt Service Expenditures by Type

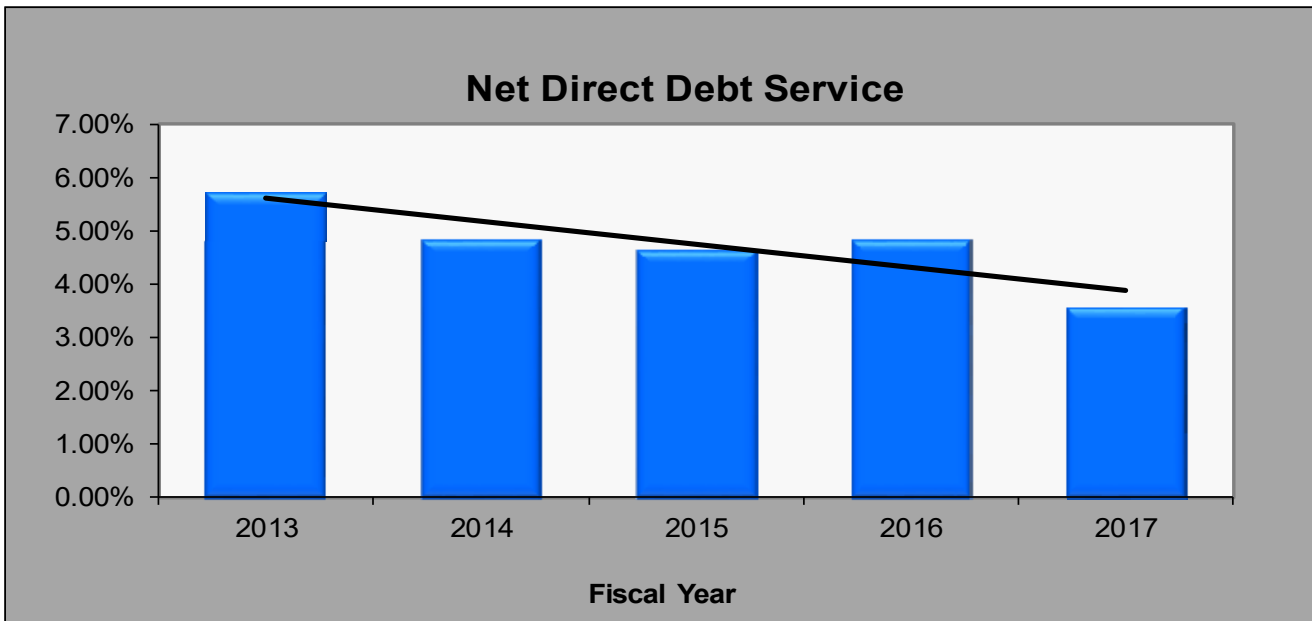


Debt Service Summary FY 2017-18

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 2013. For fiscal year 2018, the debt service ratio is expected to remain well under the 15% goal.

Net Direct Debt Service					
Description	Fiscal Year				
	2013	2014	2015	2016	2017
Net direct debt service	\$ 778,918	\$ 773,804	\$ 731,356	\$ 788,663	\$ 642,083
Net operating revenues	\$ 13,551,054	\$ 15,922,647	\$ 15,699,326	\$ 16,170,865	\$ 17,844,043
Net direct debt service as a percentage of net operating revenues	5.75%	4.86%	4.66%	4.88%	3.60%



Personnel Summary *FY 2017-18*

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 196 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 2017-2018 personal services budget funds the salary and fringe benefits package offered to all 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.

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

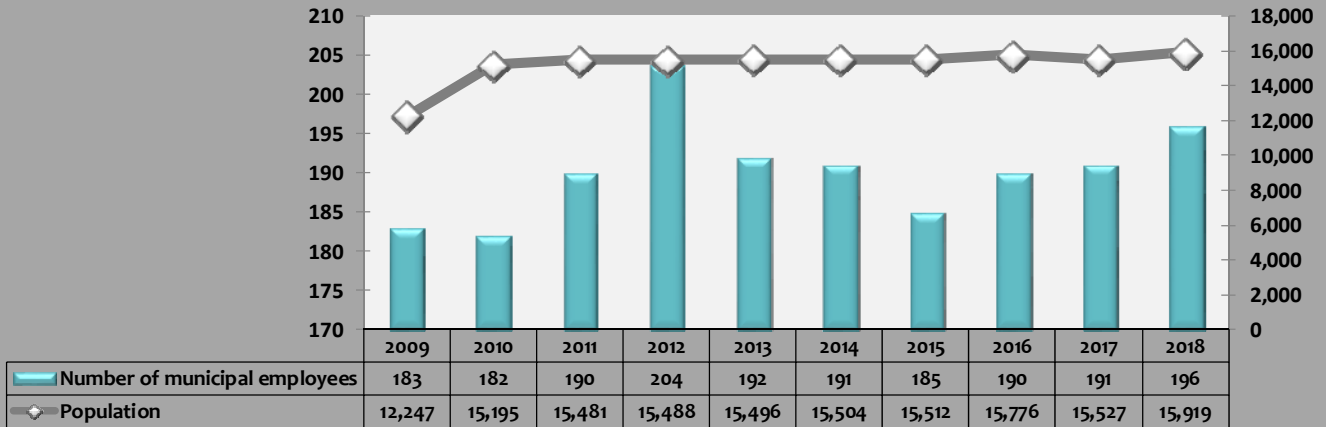
Adopted Budgeted Positions for last 10 years										
Department	FY 2009	FY 2010	FY 2011	FY2012	FY2013	FY2014	FY 2015	FY 2016	FY 2017	FY 2018
Mayor & City Council	6	6	6	6	6	6	6	6	6	6
City Manager	3	3	3	3	3	3	3	3	3	3
Administration	9	9	10	9	8	8	8	9	9	9
Technology	2	2	3	3	3	3	3	3	3	3
Police Services	60	60	66	69	68	69	71	73	74	76
Court Services	10	10	10	10	10	10	9	10	10	10
Conyers Security Alert	3	2	2	2	2	2	2	2	2	2
Planning & Inspections	9	9	9	9	7	7	8	8	8	8
Public Works & Transportation	35	35	34	32	30	28	24	25	25	26
Georgia International Horse Park	21	21	21	21	20	19	18	15	15	15
Tourism & Public Relations	7	7	7	6	5	6	6	9	9	9
Communications	15	15	15	18	15	15	14	14	14	14
Environmental Services	3	3	4	4	4	4	4	4	4	4
Cherokee Run Golf Course	0	0	0	12	11	10	9	9	9	11
Total Employees	183	182	190	204	192	190	185	190	191	196

Personnel Summary FY 2017-18

WORKFORCE AND POPULATION

For fiscal year 2017-2018 there was 2 additional position added in the Police department.

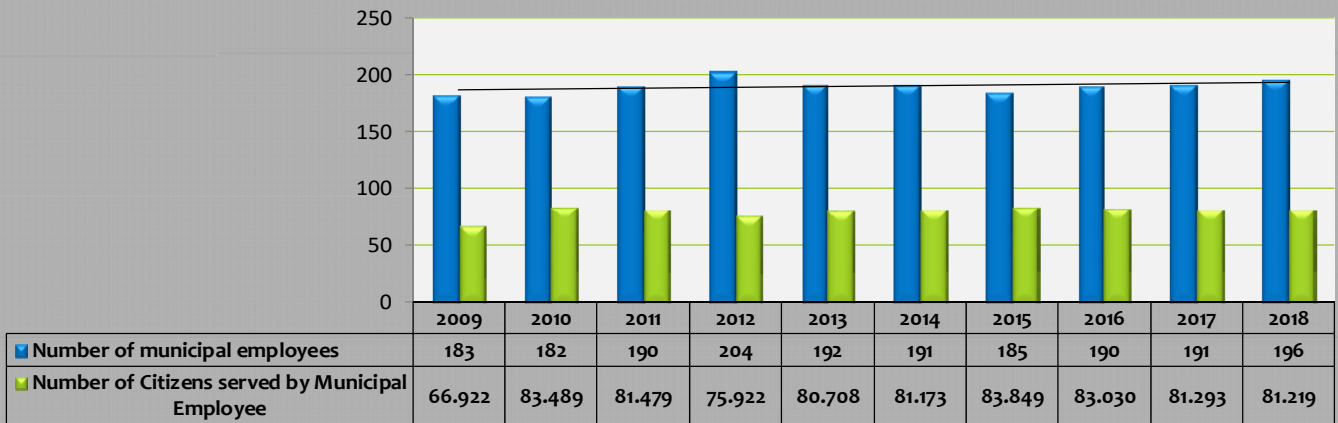
10 Year Personnel Summary with Population Trend Line



EMPLOYEES PER CAPITA

This graph depicts the ratio of City employees to the number of citizens. This ratio shows a decreasing trend until fiscal year 2012. However, since then, there is a slight increase due to the personnel positions created by the responsibility of operating the Cherokee Run golf course. For FY 2017-2018 there is an anticipated city employee for every 81-city residents.

10 Year Summary Employees per Capita

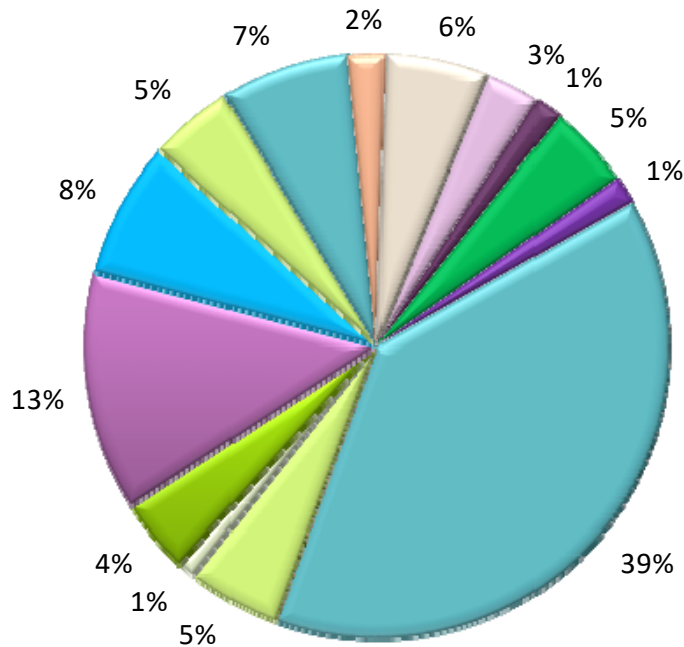


HIGHLIGHTS

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 39% of the total City of Conyers' workforce. Public Works & Transportation makes up the next largest portion of the City of Conyers' workforce with 13%.

Personnel Summary *FY 2017-18*

Fiscal Year 2017-2018 Staffing by Department



- Mayor & City Council
- Administration
- Police Services
- Conyers Security Alert
- Public Works & Transportation
- Tourism & Public Relations
- Environmental Services
- City Manager
- Technology
- Court Services
- Planning & Inspections
- Georgia International Horse Park
- Communications
- Cherokee Run Golf Course

SIGNIFICANT CHANGES

The current budget also includes a 5% performance increase based on eligibility. Those employees who are maxed out will be eligible for a 5% bonus based on performance. Sworn police officers have their own pay and classification plan that was put in place in April, 2014. The current budget includes 1 additional crime analyst position and 1 additional crime evidence technician position. Fiscal year 2018 includes the reclassification of several positions, mostly in non-sworn public safety such as communications operators, and court services personnel. Health insurance includes an increase of 7.99%.

Personnel Summary *FY 2017-18*

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
- Employee Fellowship Functions
- Employee Perfect Attendance Program
- 457 Deferred Compensation Plan
- 401(a) Plan
- Wellness Program
- Voluntary Pre-Paid Legal Services

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.

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

Personnel Summary *FY 2017-18*

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 \$110,100 for social security and 1.45% of earnings for Medicare.

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.

DIRECT DEPOSIT

Employees have the option to have their paychecks deposited directly into their bank account each pay period.

EMPLOYEE ASSISTANCE

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

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)

401(a) PLAN

The City provides a 401(a) plan to provide an employer matching contribution 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.

Mayor and City Council



Mayor and City Council *FY 2017-18*

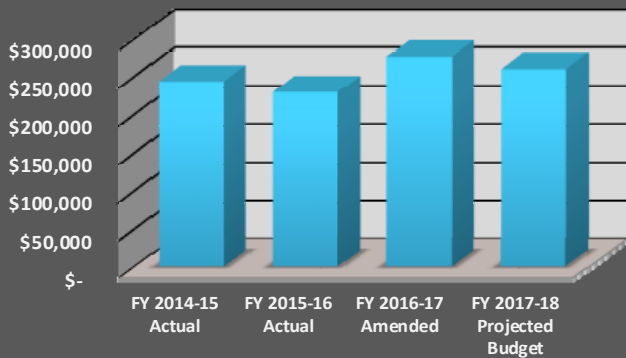
DEPARTMENT DESCRIPTION

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

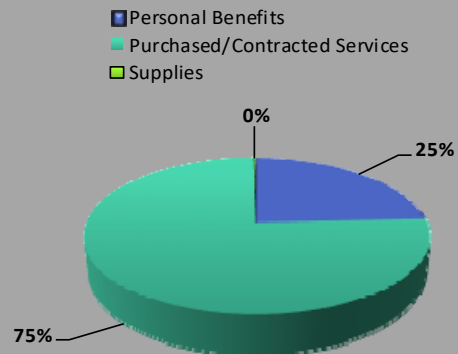
- Adopting all annual appropriations for the City and any supplements or amendments.
- Adopting ordinances providing for all governmental reorganizations including the establishment, alteration, or abolishment of any and all non-elective offices, positions, departments, and agencies of the city.
- Adopting 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.

Funding Level Summary	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015-2016
Personal Benefits	\$ 51,762	\$ 53,079	\$ 58,843	\$ 63,131	7.3%
Purchased/Contracted Services	191,303	176,124	216,000	196,000	-9.3%
Supplies	211	60	500	500	0.0%
Departmental Total	\$ 243,276	\$ 229,263	\$ 275,343	\$ 259,631	-5.7%
Personnel Summary					
Departmental Total	6	6	6	6	0.0%

Funding Level Summary



FY 2017-18 Projected Budget



Mayor and City Council *FY 2017-18*

KEY PERFORMANCE MEASURES

Mayor & Council	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Pre-Audit
Number of Council Meetings	23	20	21
Public Presentations to Citizens	12	12	18
Number of Contracts Awarded	12	30	32
Number of Ordinances Adopted	33	36	60
Number of Resolutions Adopted	9	6	18

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 2017-2018 are \$259,631, a decrease of 5.7% compared to the previous year's amended values of \$275,343. The primary reason for this decrease is due to lower legal fees.

PERSONNEL POSITIONS

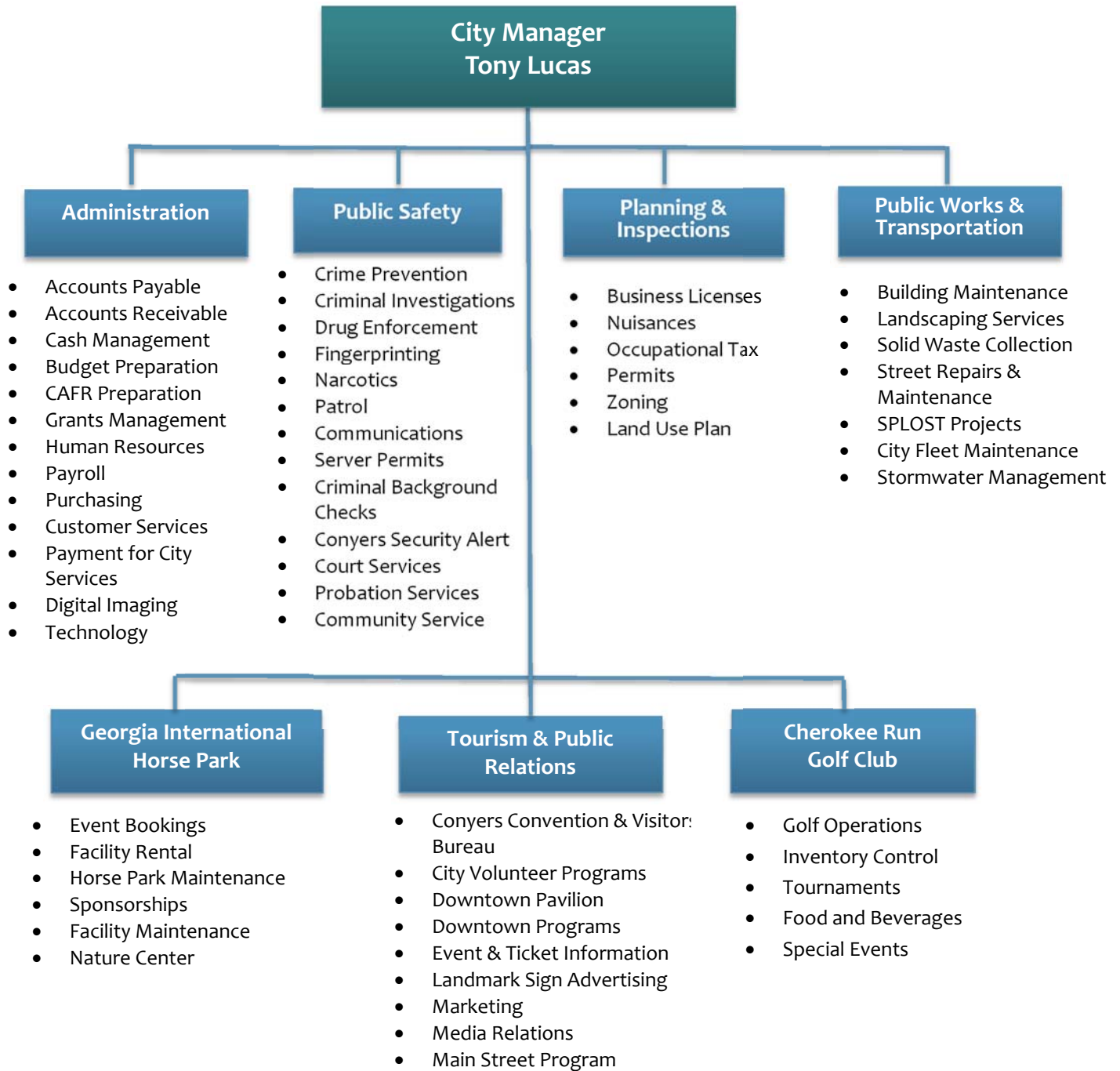
Mayor & Council Positions	Salary Grade	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions	FY 2017-18 Budgeted Positions
Mayor	UC	1	1	1
City Council	UC	5	5	5
	Total	6	6	6

Mayor and City Council *FY 2017-18*

10-1100-010	Mayor & Council	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 6,300	\$ 6,300	0.0%
1110-0	Other Salaries & Wages	9,000	9,000	0.0%
2100-0	Group Health Insurance	40,851	44,936	10.0%
2110-0	Group Life Insurance	25	28	12.0%
2120-0	Group Dental Insurance	1,100	1,200	9.1%
2130-0	Vision Insurance	400	500	25.0%
2200-0	FICA Expense	1,167	1,167	0.0%
	Total Personal Benefits	\$ 58,843	\$ 63,131	7.3%
52	Purchased/Contracted Services			
1200-0	Legal Counsel	160,000	135,000	-15.6%
1210-0	Audit	40,000	45,000	12.5%
3700-0	Training and Travel	16,000	16,000	0.0%
	Total Purchased/Contracted Services	\$ 216,000	\$ 196,000	-9.3%
53	Supplies			
1100-0	Office Supplies	\$ 500	\$ 500	0.00%
	Total Supplies	\$ 500	\$ 500	0.00%
	Total Mayor & Council	\$ 275,343	\$ 259,631	-5.7%

City Manager *FY 2017-18*

Functional Organizational Chart Department of City Manager



City Manager *FY 2017-18*

DEPARTMENT DESCRIPTION

The City Manager shall:

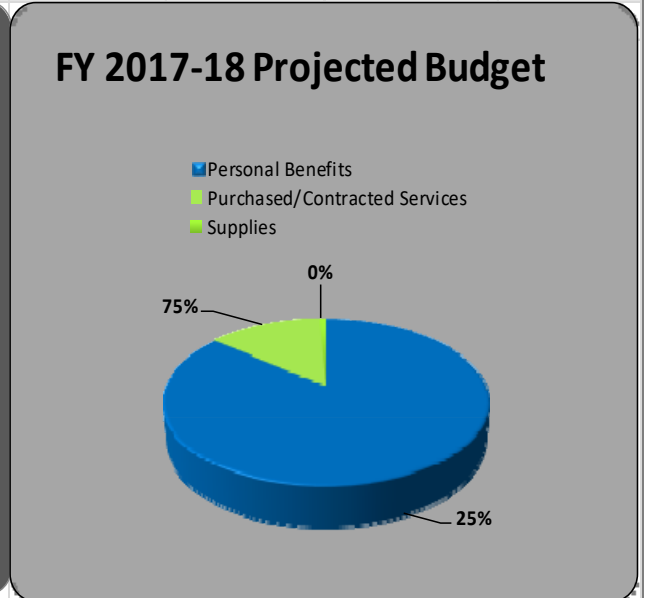
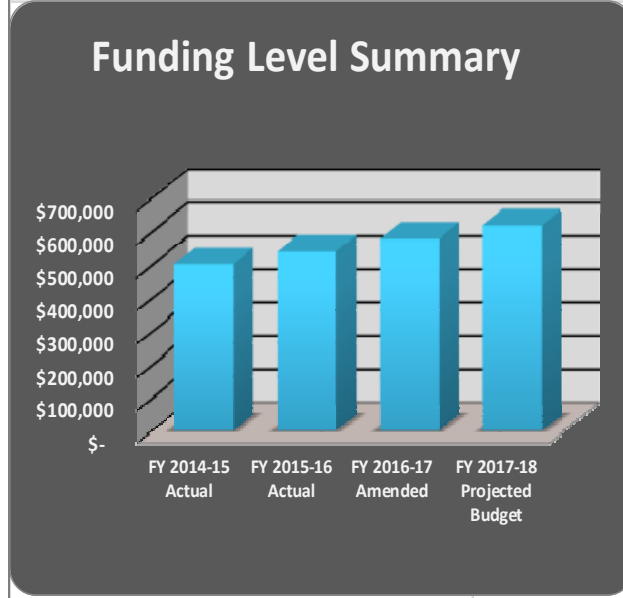
- be the chief administrator of the city;
- be responsible to the Council for the proper administration of all affairs of the City;
- appoint and, when necessary for the good of the City, suspend or remove all officers and employees of the City except as otherwise provided by state law, this charter, 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.

City Manager *FY 2017-18*

Funding Level Summary	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015-2016
Personal Benefits	\$ 417,285	\$ 451,598	\$ 489,003	\$ 531,024	9%
Purchased/Contracted Services	83,867	87,449	87,600	82,600	-6%
Supplies	1,184	1,634	2,150	4,500	109%
Departmental Total	\$ 502,336	\$ 540,681	\$ 578,753	\$ 618,124	7%
Personnel Summary					
Departmental Total	3	3	3	3	0%



BUDGET HIGHLIGHTS

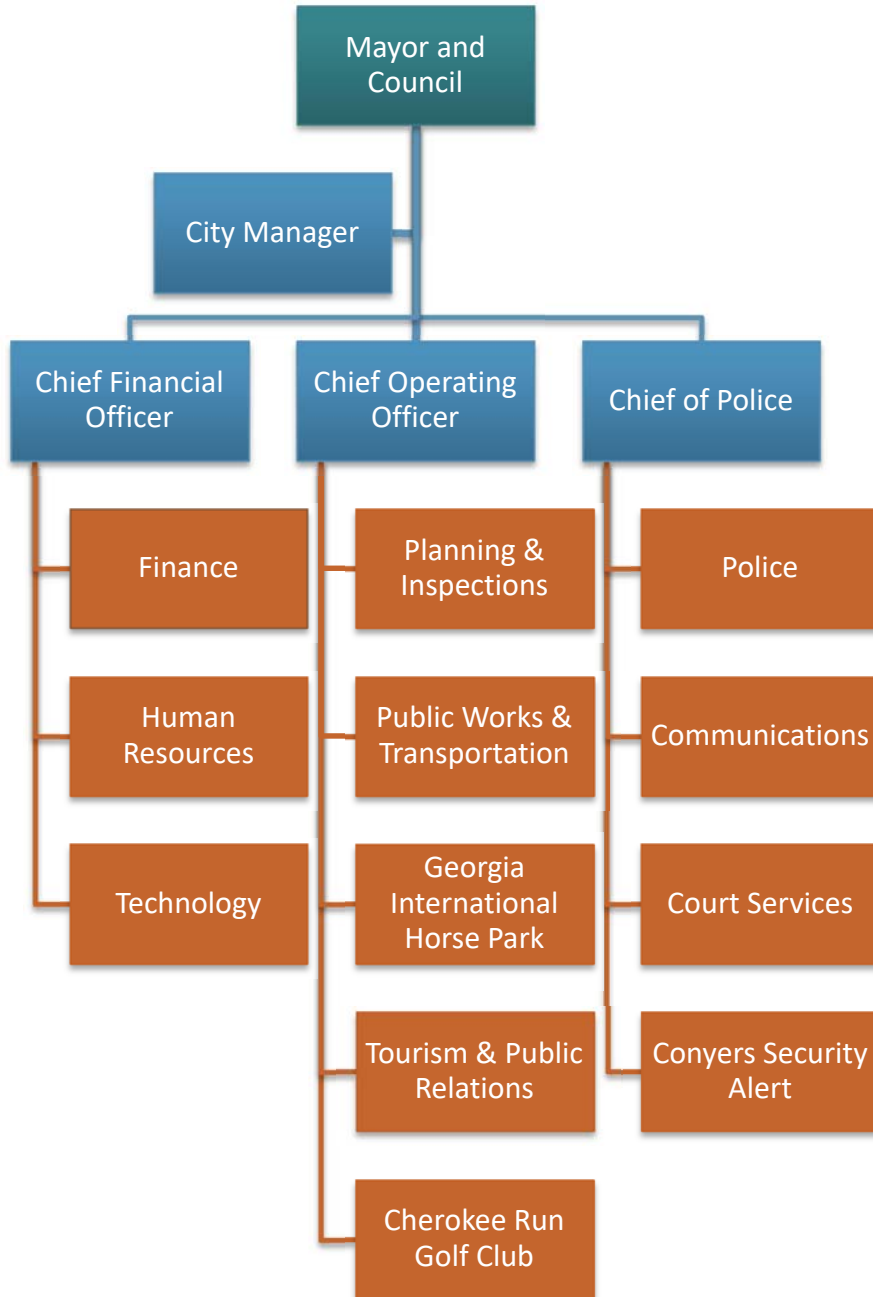
The projected expenditures for fiscal year 2017-2018 are \$618,124, an increase of 7% over the previous year's unaudited values of \$578,753. The increase can mainly be seen in higher insurance premiums, retirement and salary increases.

PERSONNEL POSITIONS

City Manager's Office Positions	Salary Grade	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions	FY 2017-18 Budgeted Positions
City Manager	UC	1	1	1
Chief Operating Officer	UC	1	1	1
City Clerk	115	1	1	1
Total		3	3	3

City Manager FY 2017-18

City of Conyers Organizational Chart



City Manager FY 2017-18

10-1150-015	City Manager	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 334,839	\$ 354,000	5.7%
1110-0	Other Salaries & Wages	45,800	50,380	10.0%
2100-0	Group Health Insurance	33,743	36,623	8.5%
2110-0	Group Life Insurance	1,652	1,073	-35.0%
2120-0	Group Dental Insurance	1,194	1,908	59.8%
2130-0	Group Vision Insurance	232	367	58.2%
2200-0	FICA Expense	29,119	34,121	17.2%
2400-0	Municipal Retirement	42,424	52,552	23.9%
	Total Personal Benefits	\$ 489,003	\$ 531,024	8.6%
52	Purchased/Contracted Services			
1100-0	Contract Labor - Lobbyist	\$ 60,000	\$ 60,000	0.0%
2400-0	Publishing & Printing	5,000	5,000	0.0%
2500-0	Postage	100	100	0.0%
3100-0	Dues, Fees, & Memberships	2,500	2,500	0.0%
3700-0	Training & Travel Expenses	15,000	15,000	0.0%
	Total Purchased/Contract Services	\$ 82,600	\$ 82,600	0.0%
53	Supplies			
1100-0	Office Supplies	\$ 2,000	\$ 2,000	0.0%
1300-0	Periodicals & Publications	5,150	2,500	-51.5%
	Total Supplies	\$ 7,150	\$ 4,500	-37.1%
	Total City Manager	\$ 578,753	\$ 618,124	6.8%

Administration



Administration FY 2017-18

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 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 *FY 2017-18*

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 that utilizes a digital imaging system. The Department of Administration has the responsibility of overseeing its implementation citywide. So far, the Department of Administration, the Police Department, Court Services, the Department of Planning and Inspections Services, and the City Clerk's office has completely implemented the system and the respective departments are now on a paperless basis. Other departments are in the conversion process or are scheduled to be trained in the near future by the Department of Administration staff.

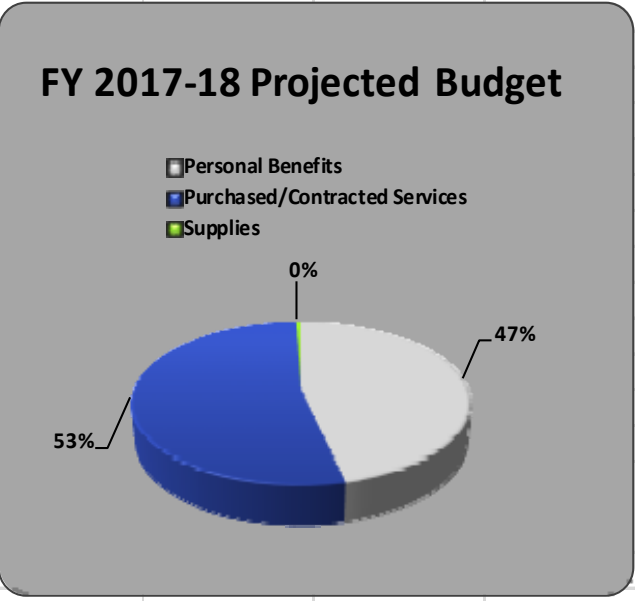
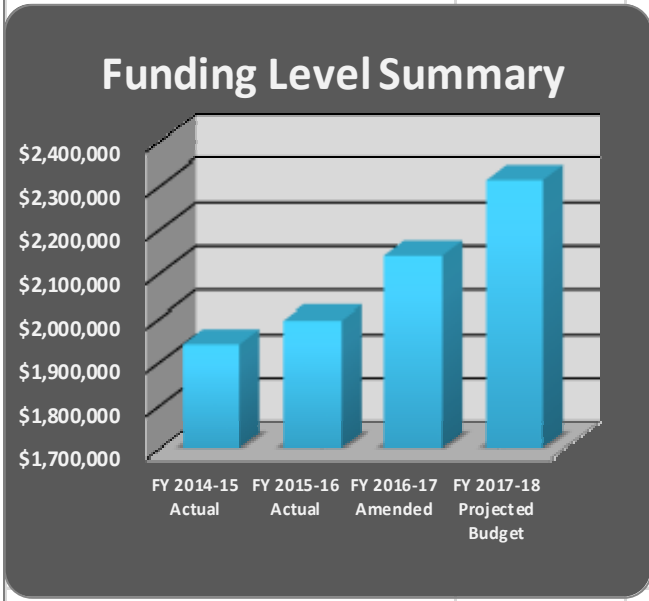
KEY OBJECTIVES

- 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.



Administration FY 2017-18

Funding Level Summary	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015-2016
Administration	754,595	717,910	837,732	998,388	19.2%
Technology	1,184,381	1,275,014	1,300,813	1,313,859	1.0%
Departmental Total	1,938,976	1,992,924	2,138,545	2,312,247	8.1%
Personal Benefits	\$ 765,060	\$ 741,180	\$ 896,420	\$ 1,075,278	20%
Purchased/Contracted Services	1,162,494	1,238,811	1,228,625	1,225,469	0%
Supplies	10,967	12,125	13,500	11,500	-15%
Interfund Transfers	455	808	-	-	N/A
Departmental Total	\$ 1,938,976	\$ 1,992,924	\$ 2,138,545	\$ 2,312,247	8%
Personnel Summary					
Administration	8	9	9	9	0%
Technology	3	3	3	3	0%
Departmental Total	11	12	12	12	0%



FUTURE OUTLOOK – FISCAL YEAR 2017-2018

- 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 2017-2018.
- Complete Comprehensive Annual Financial Report (CAFR) for FY ending June 30, 2017.
- Coordinate property tax sales – if necessary.
- Coordinate and hold several events/programs for the employees.

Technology Division

- Reduce ISP costs by working with vendors to identify potential savings.
- Complete Virtual Court deployment in collaboration with Rockdale County.
- Extend Conyers Employee and Conyers Public wireless internet connections.

Administration *FY 2017-18*

- Complete Fuel Island hardware and software upgrades.
- Explore new technologies to continue supporting proactive strategies.
- Upgrade and replace firewall and mail filtering appliances.
- Implement redundancy for Conyers Security Alert monitoring software.
- Configure and Design network monitoring stations.
- Explore possible cloud solutions for server and infrastructure replacement.
- Update ticketing system to add needed features and functionality.

ACCOMPLISHMENTS – FISCAL YEAR 2016-2017

Finance Division

- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget Award for FY 2016-2017. This is the 25th 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, 2016. This marks the 24th time the City has received this special recognition.
- ✓ Coordinated a council retreat.
- ✓ The audit for fiscal year ending June 30, 2016 was completed without any findings.
- ✓ Prepared financial reports required by federal, state, and county agencies.

Human Resources Division

- ✓ Coordinated and implemented several employee programs.
- ✓ Negotiated 7.99% increase in employee health insurance premiums for 2017-2018.
- ✓ Held Health Fair that included free flu shots.
- ✓ Secured \$7,169 in donations for employee programs.

Technology Division

- ✓ Deployed new hardware to support City of Conyers Disaster Recovery.
- ✓ Deployed a Hyper-converged infrastructure reducing costs and overhead.
- ✓ Completed email migration and server upgrade.
- ✓ Deployed new hardware to better serve and provide remote assistance to end users.
- ✓ Upgraded Georgia International Horse Park bandwidth to support the creation of a secondary datacenter.
- ✓ Successfully upgraded all servers to Windows Server 2008 R2 or newer.
- ✓ Implemented monthly newsletters highlighting key issues and topics in technology.
- ✓ Identified focus group and deployed mobility strategy for testing.

Administration *FY 2017-18*

KEY PERFORMANCE MEASURES

Department of Administration	FY 2014-2015 Actual	FY 2015-2016 Actual	FY 2016-2017 Pre-Audit
Number of consecutive years Conyers has earned the GFOA Certificate of Achievement for Excellence in Financial Reporting	23	24	25
Number of consecutive years Conyers has earned the GFOA Distinguished Budget Presentation Award	24	25	26
Tax bills generated	6,000	6,000	6034
Number of liens processed	109	113	100
Number of employee programs conducted	12	11	22
Worker compensation claims	14	18	24
Liability and auto accident claims	36	20	13
Employee turnover rate	11%	14%	9%

BUDGET HIGHLIGHTS

The Department of Administration budget for fiscal year 2017-2018 is \$998,388, which reflects an increase of 19.2% over last fiscal year amended budget of \$837,732. The increase is due primarily to higher health insurance costs and to the budgeting for salary increases. The Technology department budget for fiscal year 2017-2018 is \$1,313,859, which is an increase of 1.0% from last fiscal year amended budget of \$1,300,813. The main reason for the increase is due to software and licensing, and contract labor. An increase in salaries and personal benefits can be seen as well.

Administration *FY 2017-18*

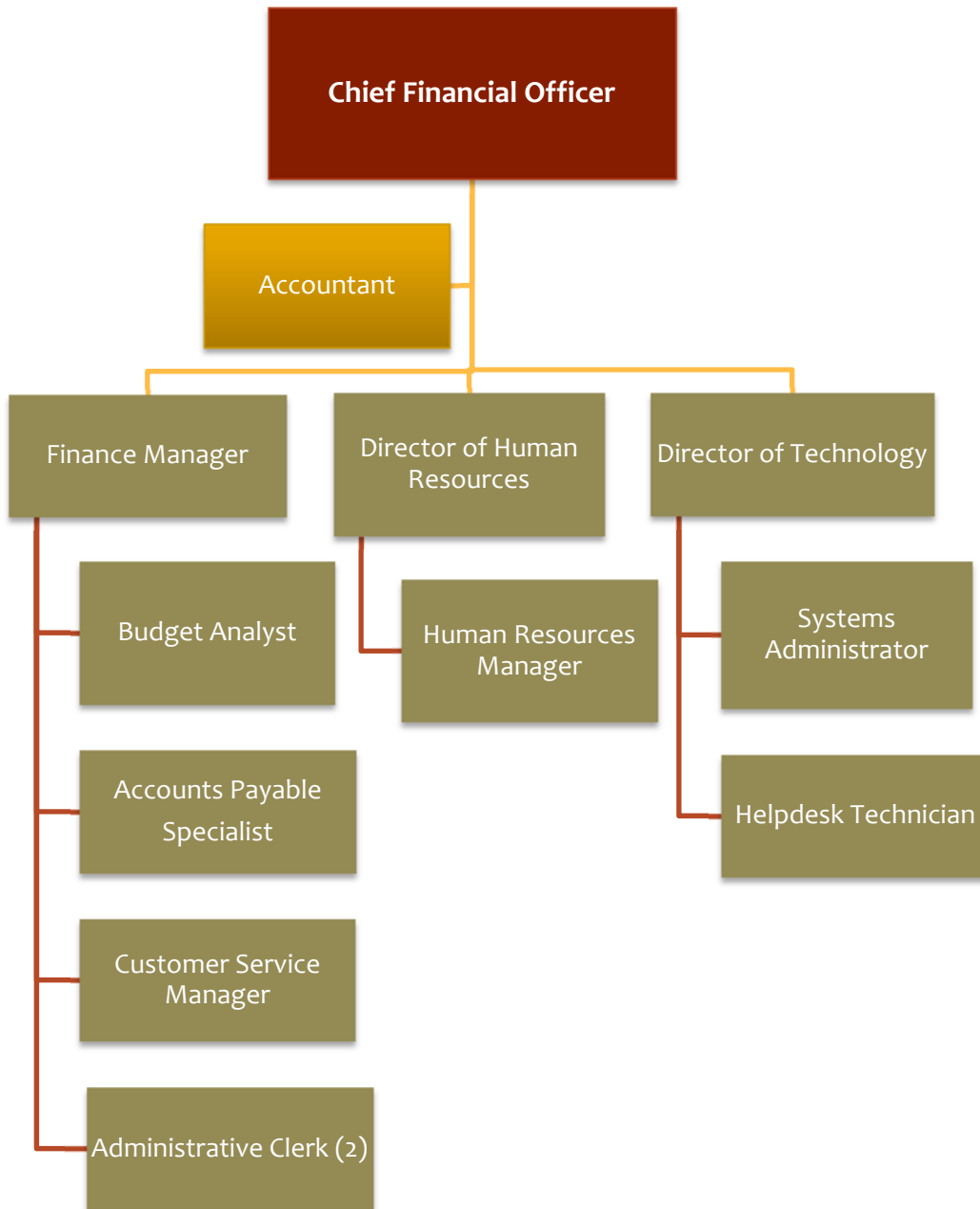
PERSONNEL POSITIONS

Administration Positions	Salary Grade	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions	FY 2017-18 Budgeted Positions
Chief Financial Officer	UC	1	1	1
Director of Human Resources	UC	1	1	1
Director of IT	UC	1	1	1
Helpdesk Technician (1)	106	1	1	1
Finance Manager	121	1	1	1
IT Systems Administrator	118	1	1	1
Human Resources Manager	116	1	1	1
Budget Analyst	115	0	0	1
Budget Coordinator	112	1	1	0
Accounts Payable Specialist	111	1	1	1
Customer Service Manager	110	1	1	1
Administrative Clerk - Finance	107	2	2	2
Total		12	12	12



Administration FY 2017-18

Organizational Chart Department of Administration



Administration FY 2017-18

10-1200-020	Administration	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 461,955	\$ 575,000	24.5%
1110-0	Other Salaries & Wages	32,697	35,000	7.0%
2100-0	Group Health Insurance	65,000	71,500	10.0%
2110-0	Group Life Insurance	2,243	1,991	-11.2%
2120-0	Group Dental Insurance	3,184	3,698	16.1%
2130-0	Group Vision Insurance	618	845	36.7%
2200-0	FICA Expense	34,371	52,614	53.1%
2400-0	Municipal Retirement	61,064	87,140	42.7%
	Total Personal Benefits	\$ 661,132	\$ 827,788	25.2%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 65,000	\$ 65,000	0.0%
1250-0	Legal Counsel	15,000	10,000	-33.3%
2100-0	Drug Testing Contracts	100	100	0.0%
2400-0	Publishing & Printing	8,000	5,000	-37.5%
2500-0	Postage	8,000	7,500	-6.3%
3100-0	Dues, Fees & Memberships	6,500	6,500	0.0%
3700-0	Training and Travel	10,000	12,500	25.0%
4500-0	Employee Recognition	53,000	55,000	3.8%
	Total Purchased/Contracted Services	\$ 165,600	\$ 161,600	-2.4%
53	Supplies			
1100-0	Office Supplies	\$ 7,000	\$ 7,000	0.0%
1300-0	Periodicals/Publications	4,000	2,000	-50.0%
	Total Supplies	\$ 11,000	\$ 9,000	-18.2%
	Total Administration	\$ 837,732	\$ 998,388	19.2%

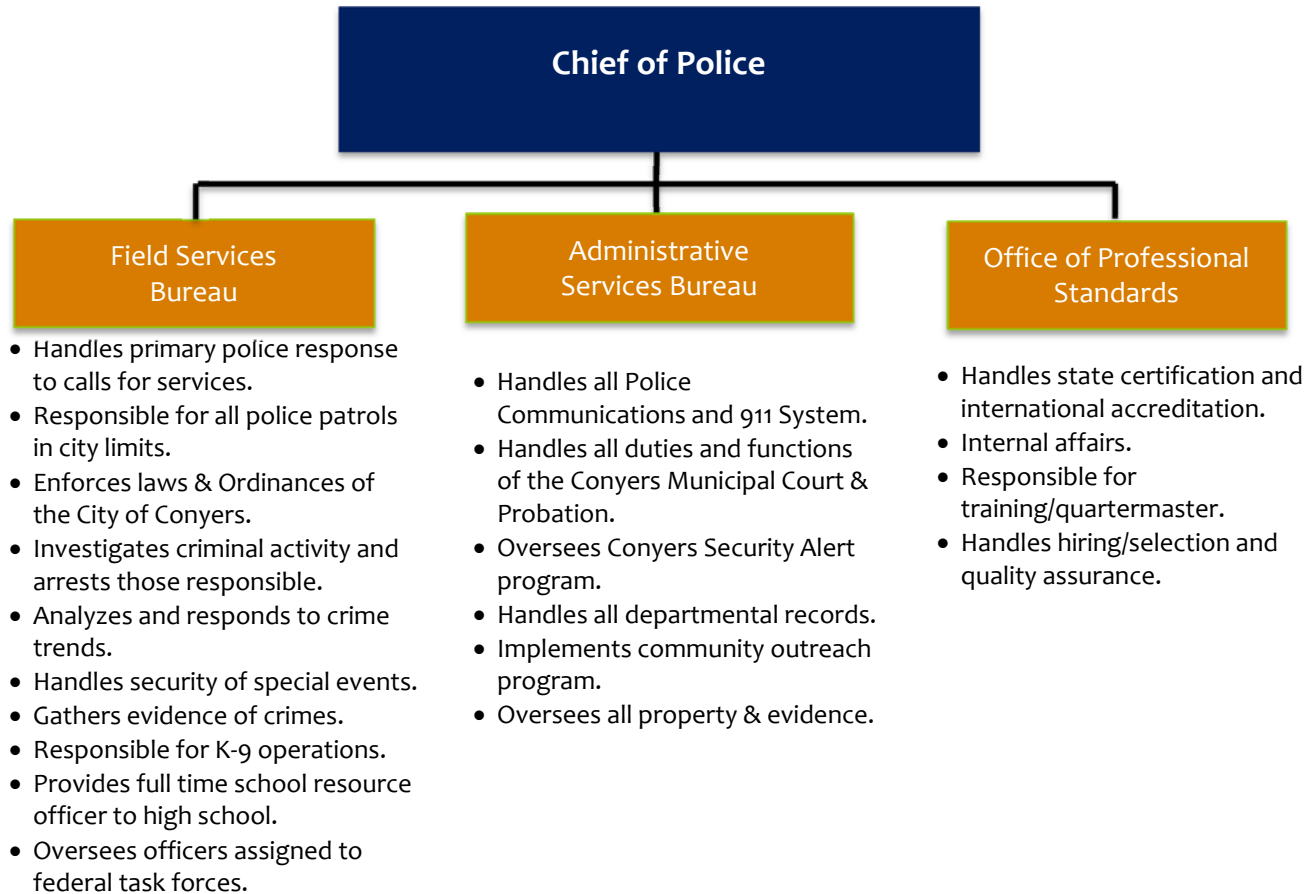
Administration *FY 2017-18*

10-1300-030	Technology	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 170,379	\$ 175,000	2.7%
1110-0	Other Salaries & Wages	8,188	10,000	22.1%
2100-0	Group Health Insurance	19,695	20,368	3.4%
2110-0	Group Life Insurance	876	550	-37.2%
2120-0	Group Dental Insurance	1,194	1,110	-7.0%
2130-0	Group Vision Insurance	232	255	9.9%
2200-0	FICA Expense	13,137	15,137	15.2%
2400-0	Municipal Retirement	21,587	25,070	16.1%
	Total Personal Benefits	\$ 235,288	\$ 247,490	5.2%
52	Purchased/Contracted Services			
1100-0	Contract Labor	4,800	12,000	150.0%
1210-0	Maintenance/Repairs Office Equipment	139,200	139,200	0.0%
1220-0	Maintenance/Repairs Computer Equipment	12,000	15,000	25.0%
1221-0	Software & Licensing	413,447	464,205	12.3%
1222-0	Computer Equipment	179,202	119,560	-33.3%
2200-0	Telephone	309,226	306,254	-1.0%
3100-0	Dues, Fees, & Memberships	150	150	0.0%
3700-0	Training & Travel Expenses	5,000	7,500	50.0%
	Total Purchased/Contracted Services	\$ 1,063,025	\$ 1,063,869	0.1%
53	Supplies			
1100-0	Office Supplies	\$ 2,500	\$ 2,500	0.0%
	Total Supplies	\$ 2,500	\$ 2,500	0.0%
	Total Technology	\$ 1,300,813	\$ 1,313,859	1.0%

Public Safety



Functional Organizational Chart Department of Public Safety



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 Marshal Unit and Crime Analysis/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.

The division also conducts specialized traffic enforcement on the city's roadways, concentrated enforcement actions, handles special events throughout the community and houses police K-9 operations. The police department uses two police dogs for various functions. These dogs are used to obtain evidence on narcotics suspects and in solving other types of crimes as a part of the department's drug interdiction efforts. Drug

Public Safety *FY 2017-18*

interdiction focuses on stopping the flow of drugs on Interstate 20, which runs through the City of Conyers. The dogs also have the ability to track suspects and missing persons as needed.

The police department also fields a Special Response Team (SRT) which is a highly trained and specialized unit that responds to dangerous tactical incidents such as hostage situations, barricaded subjects and high risk warrants. The Special Response Team is a ready response to situations beyond the scope of the normal capabilities of line-level first responding officers as well as those requiring assets that are not normally available to the rest of the department. Officers who wish to be part of the Special Response Team must complete a physical abilities test, running course and firearms qualification as well as a rigorous interview process to ensure the best possible candidates become a part of this elite unit in the police department.

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.

The division also has a detective assigned to the United States Drug Enforcement Administration State and Local Task Force. This task force pairs 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 a detective 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 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 that affect quality of life. The Unit is also responsible for ensuring that all applicable restaurants are in compliance with city ordinances by having alcoholic beverage server permits for employees who serve alcohol.

The police department also provides two full-time school resource officers to Rockdale County High School. The school resource officers attend and participate in school functions. The officers also provide assistance with problems of law enforcement and crime prevention to students, parents and faculty. The officers also take law enforcement action at the school as required. These are just some of the many daily functions the school resource officers perform at the high school.

Additionally, an employee is assigned to 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. An officer is assigned to intelligence gathering and gang crimes. This officer also serves as the police department public information officer who issues press releases on incidents and arrests as well as handles the media during major crimes and police actions.

The Conyers Police Department also hosts a Reserve Unit. The unit is a volunteer force of men and women who 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 special events and conduct crime prevention programs. Additionally, the police department also has civilian volunteers called VIPS (Volunteers In Police Service) who aid the department in non-police functions such as traffic control, parades, unlocking vehicles and charging car batteries for stranded motorists. The

Public Safety *FY 2017-18*

department would be hard pressed to provide its high level of service without the help of these special volunteers.

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, Property/Evidence, Records 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 the Conyers Security Alert program. Conyers Security Alert 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. Conyers Security Alert 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.



The Court Services Division is responsible for the administration of justice. The Court Services Division is divided into two sections. They are the Municipal Court and Probation Services.

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.

Public Safety *FY 2017-18*

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, record restrictions, open records requests and general information.

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. It is also responsible for conducting the business crime watch program 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.

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 encompasses all property received by the police department including evidence and seized items which are forfeited to the agency by the courts.

The Office of Professional Standards is a unit of the police department outside of the Field Services and Administrative Services Bureaus that reports directly to the Chief of Police. This unit houses accreditation/certification, internal affairs and training/quartermaster. The Conyers Police Department is a state police certified agency through the Georgia Association of Chiefs of Police and an internationally accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA). 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 internationally accredited law enforcement agency. In February 2012, the police department met the necessary standards to become a state certified law enforcement agency which it maintains to this day.

In November 2012, the Conyers Police Department achieved advanced international accreditation through CALEA. The department had to show compliance with over 480 standards in order to achieve this honor. The average time for a police agency to become internationally accredited under CALEA is three years. The Conyers Police Department was able to reach this goal in just over one year's time. The department received its first reaccreditation from CALEA in November 2015.

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.

Additionally, the Office of Professional Standards is responsible for hiring, internal investigations, handling complaints on officers and quality assurance. This ensures that the highest quality officers are hired and that current officers maintain the highest level of professional standards possible.

Public Safety *FY 2017-18*

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 nation and that it will continue to serve its community with pride, honor and integrity.

KEY OBJECTIVES

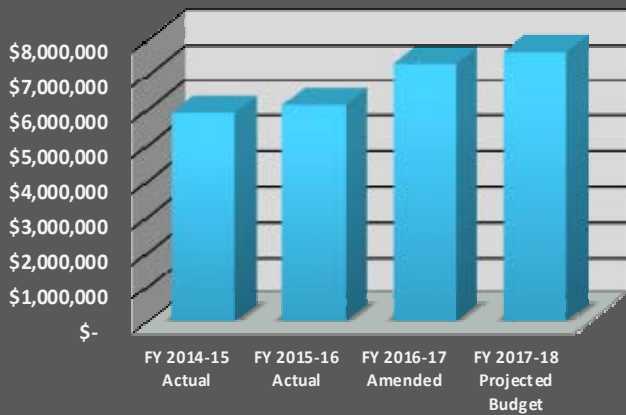
- Enforce the laws of the State of Georgia and the ordinances of the City of Conyers
- Investigate criminal activity in the City of Conyers
- that work, live and visit the community
- Investigate traffic accidents within the City of Conyers
- Provide the citizens with community programs designed to promote 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
- Patrol the streets of the City of Conyers to enhance the safety and wellbeing of the citizens



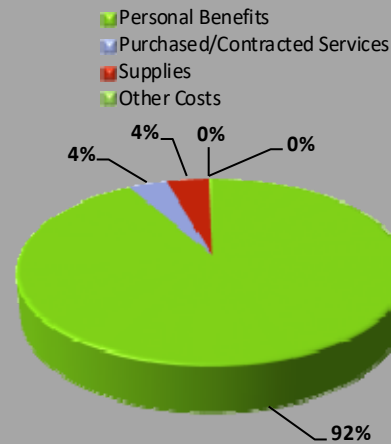
Public Safety FY 2017-18

Funding Level Summary	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015-2016
Police	\$ 4,444,137	\$ 4,619,624	\$ 5,569,887	\$ 5,701,751	2.4%
Communications	673,151	636,032	792,738	888,700	12.1%
Conyers Security Alert	247,445	277,497	285,673	332,414	16.4%
Court Services	535,384	586,239	669,573	724,188	8.2%
Departmental Total	\$ 5,900,117	\$ 6,119,392	\$ 7,317,871	\$ 7,647,053	4.5%
Personal Benefits	\$ 5,434,833	\$ 5,601,691	\$ 6,509,783	\$ 7,009,578	7.7%
Purchased/Contracted Services	209,610	219,675	279,851	294,483	5.2%
Supplies	237,822	252,201	313,194	320,023	2.2%
Other Costs	-	-	-	-	N/A
Capital Outlay	17,852	45,825	215,043	22,969	-89.3%
Debt Service	-	-	-	-	N/A
Departmental Total	\$ 5,900,117	\$ 6,119,392	\$ 7,317,871	\$ 7,647,053	4.5%
Personnel Summary					
Police	70	72	73	76	4.1%
Communications	14	14	14	14	0.0%
Conyers Security Alert	2	2	2	2	0.0%
Court Services	9	10	10	10	0.0%
Departmental Total	95	98	99	102	3.0%

Funding Level Summary



FY 2017-18 Projected Budget



Public Safety *FY 2017-18*

FUTURE OUTLOOK – FISCAL YEAR 2017-2018

- To host “Coffee with a Cop” once a quarter to include personnel from different units of the department at various events.
- For each member of the department’s command staff to attend one morning roll call and one evening roll call.
- For the command staff to host a luncheon at a local restaurant or a “pancake breakfast” once a quarter to promote unity with the rank and file.
- To reduce crime in the categories of burglary, robbery, entered autos and motor vehicle thefts while taking into account the still unclear effects that transitioning to the National Incident Based Reporting System (NIBRS) will have on statistical Uniform Crime Reporting data.
- Develop and implement a path system patrol schedule for the new trail system in the City utilizing VIPS (Volunteers in Police Service), reserves and other departmental staff. Patrol may be in the form of walking, bicycles or the Polaris all-terrain vehicle. Teaming with the Rockdale County Sheriff’s Department could add additional resources when available. One formal and complete trail patrol per week is expected.
- Maintain the unmanned aerial surveillance program for the City of Conyers utilizing an unmanned aerial drone. During this rating period, the department will need to implement and adapt policy as needed, select and train multiple pilots and observers and develop a recording system for training and unmanned aerial surveillance utilization.
- Complete quarterly operational readiness inspections on designated equipment. Applicable work units will provide quarterly reports to the Accreditation Manager for analysis and storage.
- Conduct departmental crowd control management practical exercises at least twice during the 12-month goal period in order to continue to comply with Federal regulations governing the purchase of crowd control equipment.
- Have at least 25 percent of the department (full-time / reserve sworn and civilian) attend VALOR Training. VALOR training provides all levels of law enforcement with tools to help prevent violence against law enforcement officers and to enhance officer safety, wellness and resiliency.
- Host a one-day gun safety and practical exercise class for community members quarterly.
- Host a one-day women’s safety seminar. The seminar should include topics on self-defense, road safety rules, how to change a tire, etc.

ACCOMPLISHMENTS – FISCAL YEAR 2016-2017

- ❖ Due to the efforts of the Conyers Police Department in preventative patrol, crime prevention education, criminal apprehension and other innovative crime reduction methods, Part I Crimes in the City of Conyers went down 15.757 percent in 2016 compared to 2015. Part I Crimes are the most serious crimes tracked by the Federal Bureau of Investigation and include the categories of Murder, Rape, Robbery, Aggravated Assault, Burglary, Theft, Motor Vehicle Theft and Arson

Public Safety *FY 2017-18*

- ❖ The police department added a gang investigator position in July, which was quickly filled and added to the Criminal Investigations Division. This position has been instrumental in curbing and tracking gang related incidents in the City
- ❖ The Communications Division passed its annual Underwriter's Laboratory (UL) audit. This audit is conducted to ensure compliance with UL alarm monitoring standards which allow the Conyers Police Department Communications Center to remain a nationally certified UL central alarm monitoring station
- ❖ The Commission on Accreditation for Law Enforcement Agencies (CALEA) police international accreditation review process changed from a three-year process with a triennial review and on-site visit to a four-year process requiring annual reviews and a site visit on the fourth year. Under the new process, the first annual review for this assessment period was completed in November 2016. All files reviewed were marked as "in compliance"
- ❖ The police department conducted training on "Fair and Impartial Policing Practices" in accordance with national recommendations. The training was successfully completed by 100 percent of the department.
- ❖ Crisis Intervention Team (CIT) training has been conducted for over half of the department. This training covers information and resources on how to deal with many mental illness issues as well as other needs of society and the resources available to handle the needs when it comes to providing services, detaining individuals and even arresting individuals when necessary. The International Association of Chiefs of Police (IACP) has started a mental illness campaign to address this issue. The Conyers Police Department agreed to take the pledge to participate in the campaign
- ❖ In December 2016, the police department held its ninth annual "Shop with a Cop" event. Rockdale County Sheriff's Office personnel, Georgia State Patrol personnel and Army National Guard personnel assisted in shopping with children. The program was able to serve 128 children who otherwise would not have had a Christmas
- ❖ The department sponsored a "Toys to Gatlinburg" toy drive for the victims of the wildfires in Tennessee. This initiative was developed by the Conyers Police Explorer Program. The donated toys were transported to Tennessee in December just in time for Christmas
- ❖ The department has worked collectively to apprehend major criminals. All four bank robberies in 2016 were cleared by arrest. These included Best Bank inside Kroger, Wells Fargo, Georgia's Own Credit Union, and People's Bank. Investigators worked diligently to solve a murder that occurred in Atlanta of a missing person out of Early County based on leads gathered from a burglary apprehension case that occurred in the City of Conyers. Suspects were identified in a metro Atlanta crime spree that included break-ins at the Sigman Bottle Shop, Best Buy (twice) and numerous others. One suspect was arrested and a second suspect is wanted nationwide. The Criminal Investigations Division also conducted several prostitution stings, which resulted in 64 arrests.
- ❖ The Court Services division was a participant in the pilot program called the Tax Refund Intercept Program (TRIP). This program allows the court to seek unpaid court fines through the interception of State of Georgia tax refunds. Almost \$8,000 was collected during 2016. There was a mixture of 40 courts throughout the entire state participating in the program
- ❖ The police department and the city entered into a partnership with Rockdale County for cameras that will monitor the trail paths built by the county for recreational use. These cameras will be used by the City and the County to keep citizens who use the trails safe

Public Safety *FY 2017-18*

- ❖ The police department transitioned from the use of radio signals to “plain talk” where virtually no signals are used. This was done to better facilitate communications with other jurisdictions when inter agency incidents occur due to the fact that many have already switched to “plain talk”. Although this was a tremendous adjustment for the department, the transition was smooth with very little problems

KEY PERFORMANCE MEASURES

Department of Public Safety	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actual	Actual	Pre-Audit
Number of Full Time Sworn Officers	63	63	64
Number of Citations Issued	6,082	7,089	6,450
Number of Incidents Reported	3,161	2,989	3,100
Number of Accidents Reported	1,729	1,913	1,790
Number of Arrests	2,043	2,100	2,135
Number of DUI Arrests	103	96	90
Number of Underage Alcohol Offenses	28	13	7
Number of Adult Arrests	1,897	1,935	1,973
Number of Juvenile Arrests	146	165	161
Total Number of Part 1 Crimes	1,024	831	872
Total Number of Part 1 Crimes Cleared	307	273	241
Part 1 Crimes Clearance Rate	29.98%	32.85%	28%
Number of Citizen Website Contacts	184	182	135
Number of Service Calls	84,614	84,294	97,289
Average Response for Emergency Calls	4 minutes, 36 seconds	8 minutes, 27 seconds	4 minutes, 55 seconds

Public Safety *FY 2017-18*

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2017-2018 for the Police are \$5,701, 751, which reflects an increase of 2.4% over last fiscal year amended budget of \$ 5,569,887. The police department is the city's biggest department, therefore, the additional cost of health insurance and salary increases to eligible employees have a higher impact on the budget. Additionally, the budget includes 1 new Police Officer position as well as an Evidence Tech position. The communications budget reflects an increase of 12.1% over the previous fiscal year. Fiscal year 2017-2018 budget expenditures are \$888,700 compared to last year of \$792,738. This is primarily due to personnel benefits to include higher health insurance premiums, retirement and salary increases. The maintenance and repairs cost of the communications center can also be seen in this increase.

The budget for Court Services reflects an increase of 8.2% over last fiscal year. Fiscal year 2017-2018 budgeted expenditures for Court Services are \$724,188 compared to last year of \$669,573. The primary reason for the increase is the additional money budgeted in personnel benefits for health insurance costs and salary increases.

The budget for Security Alert reflects an increase of 16.4% over last fiscal year. Fiscal year 2017-2018 budgeted expenditures for Security Alert are \$332,414 compared to last year at \$285,673. The increase is mainly due to health insurance premiums, retirement and department supplies.

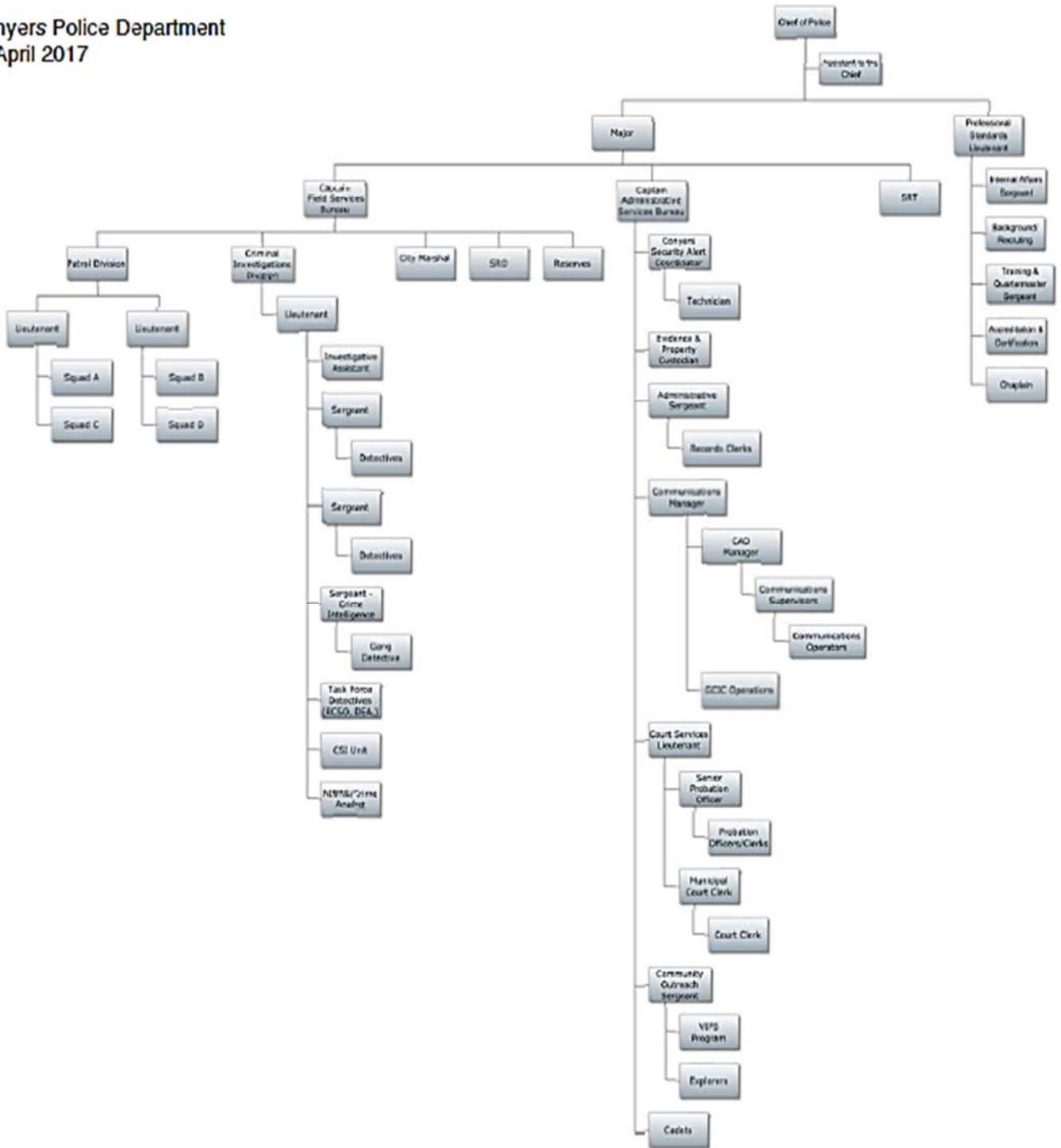
Public Safety FY 2017-18

PERSONNEL POSITIONS

Department	Salary Grade	FY 2015-16	FY 2016-17	FY 2017-18
		Budgeted Positions	Budgeted Positions	Budgeted Positions
Police				
Chief of Police	UC	1	1	1
Major	*	1	1	1
Captain	*	2	2	2
Lieutenant	*	5	5	5
Assistant to the Chief of Police	114	1	1	1
Sergeant	*	11	12	12
Crime Analyst	*	1	1	1
Police Corporal	*	4	5	5
Detective	*	8	9	9
K-9 Police Officer	*	2	2	2
Police Officer II	*	11	8	8
Police Officer I	*	17	18	19
Evidence Technician	*	1	1	1
NIBRS/ Crime Analyst	113	0	0	1
Property and Evidence Custodian	110	1	1	1
Cadet	107	2	2	2
Administrative Clerk - Records	108	2	2	2
GCIC Operator	109	1	1	1
CID investigative Assistant	110	1	1	1
Civilian Code Enforcement Officer	112	0	0	1
Total Police		72	73	76
<i>* See Pay & Classification Plan for Sworn Police Officers Pay Scale*</i>				
Conyers Security Alert				
CSA Coordinator	120	1	1	1
CSA Technician	115	1	1	1
Total Conyers Security Alert		2	2	2
Court Services				
Senior Probation Officer	113	1	1	1
Municipal Court Clerk	112	1	1	1
Probation Officer	111	2	2	2
Pre-Trial Compliance Officer	108	1	1	1
Probation Clerk	108	2	2	2
Court Clerk	108	1	1	1
Municipal Court Judge	Fee	2	2	2
Total Court Services		10	10	10
Communications				
Communications Manager	117	1	1	1
CAD Manager	114	1	1	1
Communications Supervisor	112	2	2	2
Communications Operator	109	10	10	10
Total Communications		14	14	14
Total Public Safety		98	99	102

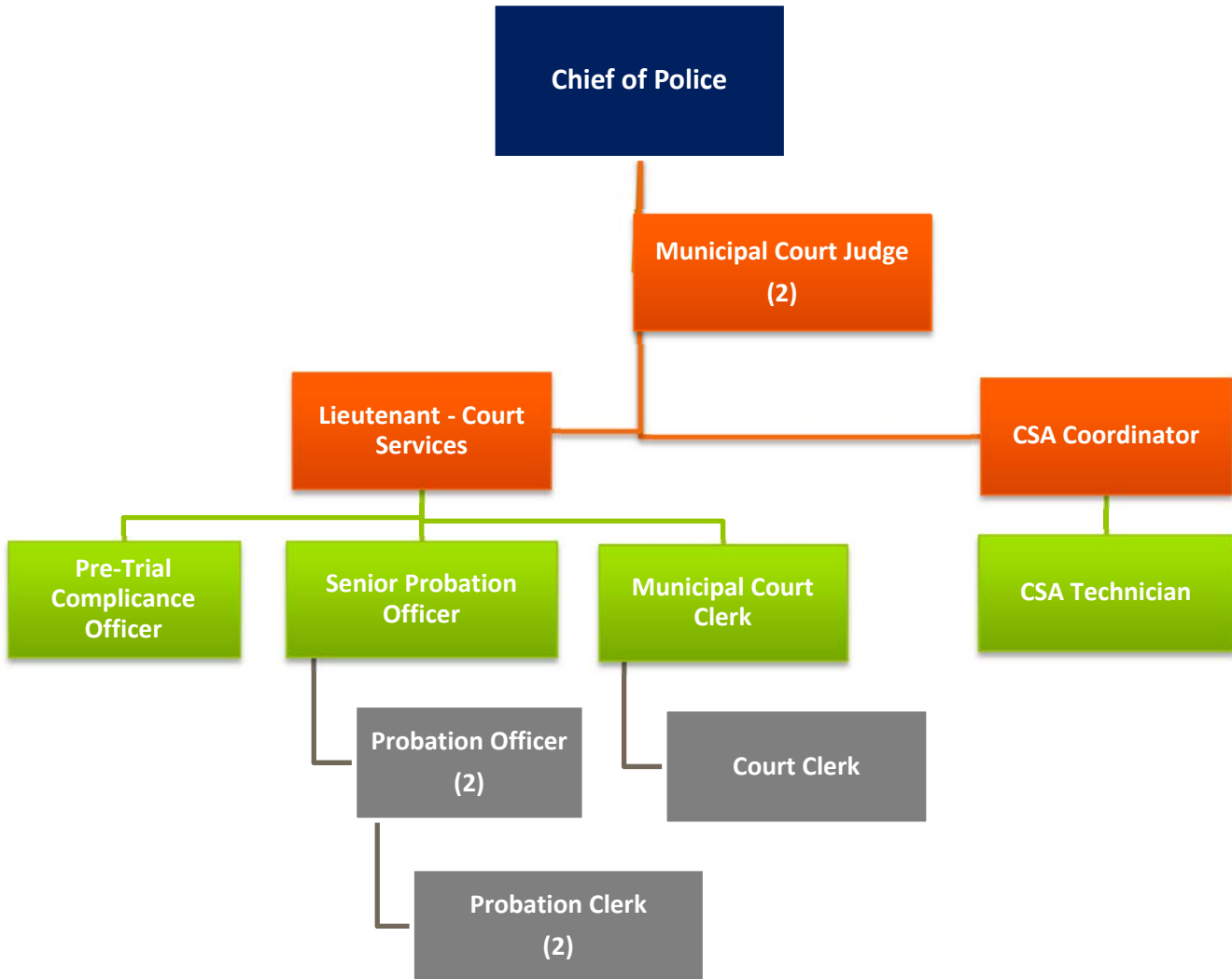
Public Safety FY 2017-18

City of Conyers Police Department
 Updated: April 2017



Public Safety *FY 2017-18*

Organizational Chart Court Services and Conyers Security Alert



Public Safety FY 2017-18

10-3100-210	Police	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 3,476,272	\$ 3,736,992	7.5%
1110-0	Other Salaries & Wages	20,215	20,215	0.0%
1120-0	Overtime Salaries & Wages	290,000	292,500	0.9%
2100-0	Group Health Insurance	475,000	530,000	11.6%
2110-0	Group Life Insurance	11,613	11,585	-0.2%
2120-0	Group Dental Insurance	23,665	24,775	4.7%
2130-0	Group Vision Insurance	5,173	5,660	9.4%
2200-0	FICA Expense	293,491	301,602	2.8%
2400-0	Municipal Retirement	471,779	492,345	4.4%
	Total Personal Benefits	\$ 5,067,208	\$ 5,415,674	6.9%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repair- Equipment	\$ 32,967	\$ 30,000	-9.0%
2100-0	Drug Testing Contracts	4,000	5,000	25.0%
2110-0	Pre-Employment Test	29,103	30,000	3.1%
2400-0	Printing & Publishing	6,250	6,000	-4.0%
2500-0	Postage	1,200	1,200	0.0%
3100-0	Dues, Fees & Memberships	13,495	12,775	-5.3%
3700-0	Training & Travel	33,900	32,000	-5.6%
4200-0	PE-PI Expenses	1,500	1,500	0.0%
4300-0	Forensic Fees	2,384	2,000	-16.1%
	Total Purchased/Contracted Services	\$ 124,799	\$ 120,475	-3.5%
53	Supplies			
1100-0	Office Supplies	\$ 20,603	\$ 20,000	-2.9%
1125-0	Police Supplies	15,000	15,000	0.0%
1150-0	Investigators Supplies	25,625	19,800	-22.7%
1300-0	Arms & Ammunition	38,373	35,000	-8.8%
1320-0	Periodicals/Publications	3,933	5,433	38.1%
1325-0	Prisoner Medical Drugs	3,000	3,000	0.0%
1335-0	Canine Supplies	1,600	1,600	0.0%
1400-0	Uniforms	28,794	25,000	-13.2%
1401-0	Bulletproof Vests	21,039	13,408	-36.3%
3100-0	Reward & Recognition Program	200	200	0.0%
3110-0	Crime Prevention	8,580	7,572	-11.7%
	Total Supplies	\$ 166,747	\$ 146,013	-12.4%
54	Capital Outlay			
5005-0	Operating Capital	\$ 20,192	\$ 19,589	-3.0%
9060-0	Capital Outlay	\$ 190,941	\$ -	-100.0%
	Total Capital Outlay	\$ 211,133	\$ 19,589	-90.7%
	Total Police	\$ 5,569,887	\$ 5,701,751	2.4%

Public Safety FY 2017-18

11-3200-212 E-911		FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 512,830	\$ 545,278	6.3%
1110-0	Other Salaries & Wages	2,008	2,108	5.0%
1120-0	Overtime Salaries & Wages	30,000	30,000	0.0%
2100-0	Group Health Insurance	65,000	101,056	55.5%
2110-0	Group Life Insurance	2,708	1,701	-37.2%
2120-0	Group Dental Insurance	4,776	4,438	-7.1%
2130-0	Group Vision Insurance	927	1,013	9.3%
2200-0	FICA Expense	41,680	44,331	6.4%
2400-0	Municipal Retirement	64,976	73,422	13.0%
	Total Personal Benefits	\$ 724,905	\$ 803,347	10.8%
<hr/>				
10-3200-212 Communications				
52	Purchased/Contracted Services			
1250-0	Maintenance/Repairs - Communicat	\$ 41,590	\$ 55,526	33.5%
2100-0	Drug Testing Contracts	885	580	-34.5%
2110-0	Pre-Employment Test	6,849	9,293	35.7%
3100-0	Dues, Fees & Memberships	3,774	3,884	2.9%
3700-0	Training & Travel	6,075	7,640	25.8%
	Purchased/Contracted Services	\$ 59,173	\$ 76,923	30.0%
53	Supplies			
1100-0	Office Supplies	\$ 3,000	\$ 3,500	16.7%
1400-0	Uniforms	1,750	1,550	-11.4%
	Total Supplies	\$ 4,750	\$ 5,050	6.3%
54	Capital Outlays			
5005-0	Operating Capital	\$ 3,910	\$ 3,380	-13.6%
	Total Capital Outlays	\$ 3,910	\$ 3,380	-13.6%
	Total E911/Communications	\$ 792,738	\$ 888,700	12.1%

Public Safety FY 2017-18

10-3300-215	Court Services	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 409,050	\$ 449,955	10.0%
1110-0	Other Salaries & Wages	4,353	5,000	14.9%
1120-0	Overtime Salaries & Wages	10,000	10,000	0.0%
2100-0	Group Health Insurance	50,000	55,000	10.0%
2110-0	Group Life Insurance	1,410	1,500	6.4%
2120-0	Group Dental Insurance	3,184	2,590	-18.7%
2130-0	Group Vision Insurance	618	592	-4.2%
2200-0	FICA Expense	31,855	35,722	12.1%
2400-0	Municipal Retirement	51,827	59,164	14.2%
	Total Personal Benefits	\$ 562,297	\$ 619,523	10.2%
52	Purchased/Contracted Services			
1200-0	Legal Counsel	\$ 70,000	\$ 70,000	0.0%
2100-0	Drug Testing Contracts	300	1,236	312.0%
2400-0	Publishing & Printing	5,500	5,500	0.0%
2500-0	Postage	1,700	1,700	0.0%
3100-0	Dues, Fees, & Memberships	155	155	0.0%
3700-0	Training & Travel Expenses	11,224	11,494	2.4%
	Total Purchases/Contract Services	\$ 88,879	\$ 90,085	1.4%
53	Supplies			
1100-0	Office Supplies	\$ 9,697	\$ 7,500	-22.7%
1250-0	Operating Supplies	7,487	6,000	-19.9%
1400-0	Uniforms	1,213	1,080	-11.0%
	Total Supplies	\$ 18,397	\$ 14,580	-20.7%
	Total Court Services	\$ 669,573	\$ 724,188	8.2%

Public Safety FY 2017-18

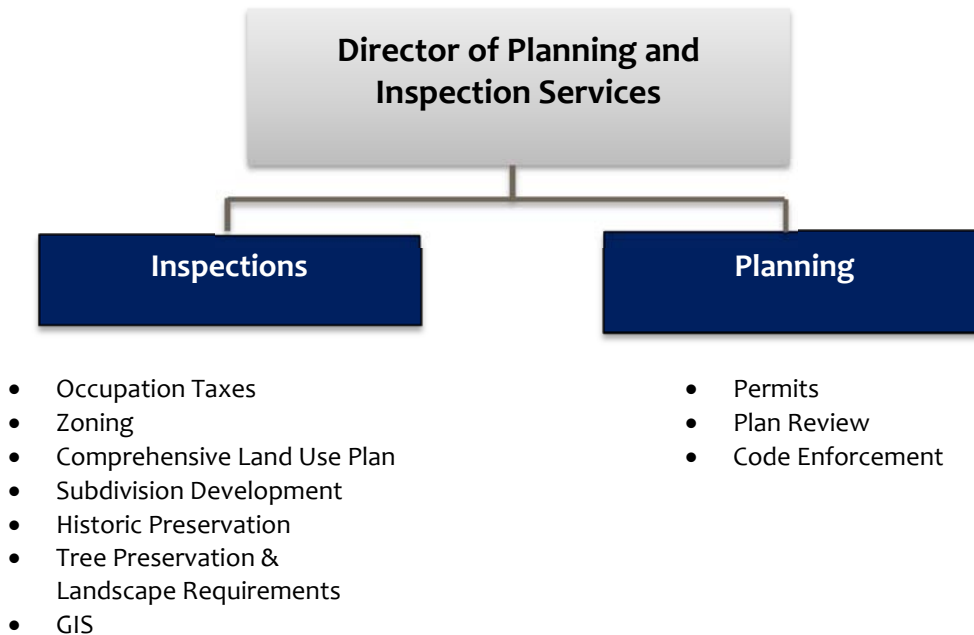
10-1500-050	Conyers Security Alert	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 109,695	\$ 120,664	10.0%
1110-0	Other Salaries & Wages	3,271	3,434	5.0%
1120-0	Overtime Salaries & Wages	1,000	1,000	0.0%
2100-0	Group Health Insurance	17,262	18,736	8.5%
2110-0	Group Life Insurance	579	377	-34.9%
2120-0	Group Dental Insurance	796	740	-7.0%
2130-0	Group Vision Insurance	154	169	9.7%
2200-0	FICA Expense	8,718	9,756	11.9%
2400-0	Municipal Retirement	13,898	16,158	16.3%
	Total Personal Benefits	\$ 155,373	\$ 171,034	10.1%
52	Purchased/Contracted Services			
1200-0	Equipment Rental	\$ 500	\$ 500	0.0%
2400-0	Publishing & Printing	1,500	1,500	0.0%
2500-0	Postage	4,000	4,000	0.0%
3700-0	Training & Travel Expenses	1,000	1,000	0.0%
	Total Purchased/Contracted Services	\$ 7,000	\$ 7,000	0.0%
53	Supplies			
1100-0	Office Supplies	\$ 300	\$ 4,880	1526.7%
1250-0	Operating Supplies	2,500	3,500	40.0%
1400-0	Uniforms	1,000	1,000	0.0%
1550-0	Cellular Monitoring	28,000	37,000	32.1%
2800-0	Inventory-Parts	90,000	105,000	16.7%
4500-0	Small Tools	1,500	3,000	100.0%
	Total Supplies	\$ 123,300	\$ 154,380	25.2%
	Total Conyers Security Alert	\$ 285,673	\$ 332,414	16.4%

Planning & Inspections



Planning & Inspections *FY 2017-18*

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.
- 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 or viewed on the city's website at www.conyersga.com. This guide is a useful resource for developers, builders, architects, engineers, land surveyors, and City residents.

Planning & Inspections *FY 2017-18*

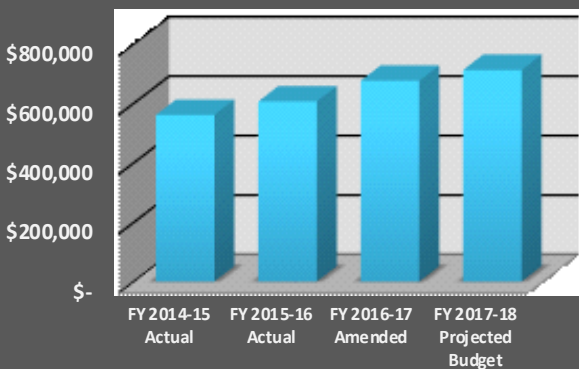
KEY OBJECTIVES

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

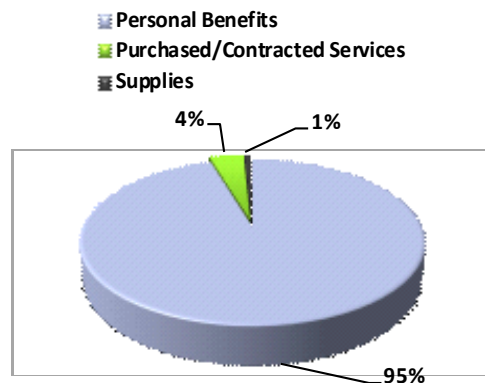


	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015-2016
Funding Level Summary					
Planning & Zoning	318,347	339,304	372,227	411,396	10.5%
Inspections	242,156	266,143	303,153	300,274	-0.9%
Departmental Total	\$ 560,503	\$ 605,447	\$ 675,380	\$ 711,670	5.4%
Personal Benefits	\$ 546,805	\$ 587,546	\$ 649,130	\$ 678,320	4.5%
Purchased/Contracted Services	10,243	13,549	20,900	27,700	32.5%
Supplies	3,455	4,352	5,350	5,650	5.6%
Capital Outlay	-	-	-	-	N/A
Departmental Total	\$ 560,503	\$ 605,447	\$ 675,380	\$ 711,670	5.4%
Personnel Summary					
Planning & Zoning	4	4	4	4	0.0%
Inspections	4	4	4	4	0.0%
Departmental Total	8	8	8	8	0.0%

Funding Level Summary



FY 2017-18 Projected Budget



Planning & Inspections *FY 2017-18*

FUTURE OUTLOOK – FISCAL YEAR 2017-2018

- Revise Traditional Neighborhood District (TND) Regulations.
- Update Comprehensive Land Use Plan.
- Update Aerial Photography.
- Update Contour Maps.
- Adopt Blight Tax Ordinance to encourage the redevelopment of blighted properties.
- Update city website to include the history mayors that have served as mayor's for the City of Conyers and user-friendly links to access pertinent data and forms.
- Revise Noise Regulations.
- Revise Vicious Dog Regulations.
- Update city website to include city parks and trails.
- Revise and amend Traditional Neighborhood Design District.

ACCOMPLISHMENTS – FISCAL YEAR 2016-2017

- ❖ Update the City of Conyers website to allow the public to view online the Comprehensive Land Use Map and Zoning Map.
- ❖ Update Title 8, Chapter 2, Building Regulations and Code Enforcement.
- ❖ Update the Telecommunication Towers Regulations.
- ❖ Revise and amend Tree Preservation and Landscape Regulations.
- ❖ Coordinate with Rockdale County to update Flood Insurance Maps.
- ❖ Update Floodplain Management and Flood Insurance Maps.
- ❖ Revise Gateway Village (UV) Regulations to include a Residential Component.
- ❖ Revise Landscape Regulations for parking as related to stormwater requirements.

Planning & Inspections *FY 2017-18*

KEY PERFORMANCE MEASURES

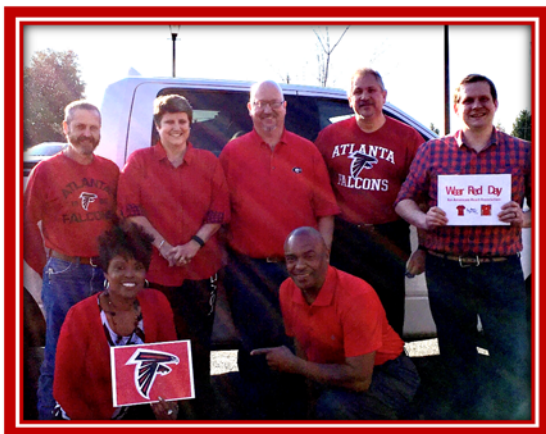
Department of Planning and Inspection Services	FY 2014-2015	FY 2015-2016	FY 2016-2017
Planning & Inspection Services	Actual	Actual	Pre-Audit
Number of Building Permits Issued	113	88	110
New Occupational Tax	160	181	191

BUDGET HIGHLIGHTS

The projected expenditures for Planning and Zoning for fiscal year 2017-2018 are \$411,396, an increase of 10.5% over the previous year's amended budget of \$372,227. The increase is due primarily to higher health insurance costs, retirement as well as budgeting for salary increases. The projected expenditures for the Inspections division are \$300,274, a decrease of 0.9% from the previous year's amended budget of \$303,153.

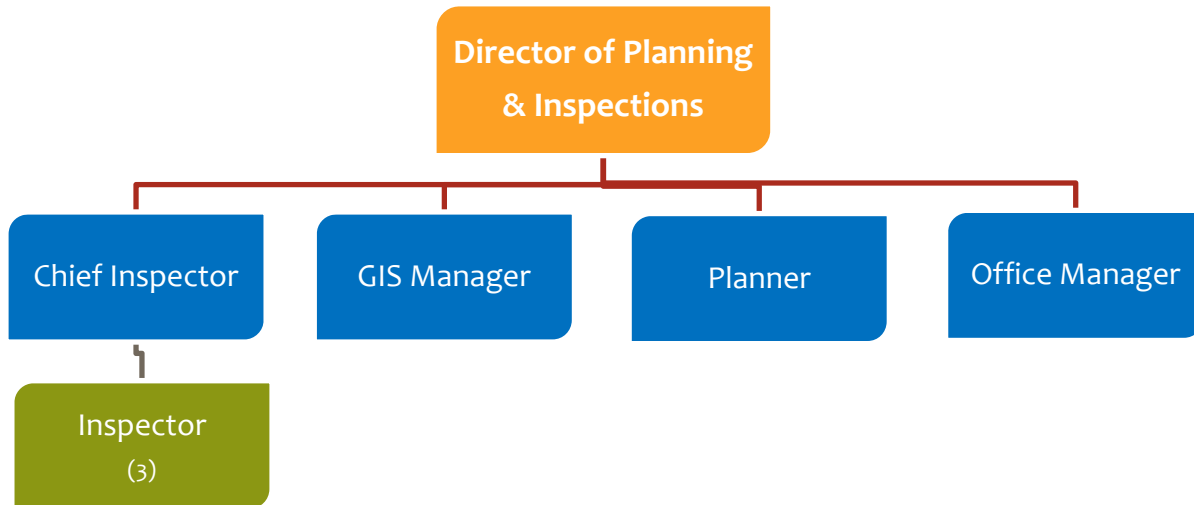
PERSONNEL POSITIONS

Planning & Inspection Services Positions	Salary Grade	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions	FY 2017-18 Budgeted Positions
Director of Planning & Inspection Services	UC	1	1	1
GIS Manager	117	1	1	1
Planner	117	1	1	1
Chief Inspector	117	1	1	1
Senior Inspector	115	0	0	0
Office Manager	113	1	1	1
Inspector	113	3	3	3
Administrative Clerk – Planning	107	0	0	0
Total		8	8	8



Planning & Inspections FY 2017-18

Organizational Chart Department of Planning & Inspections



Planning & Inspections *FY 2017-18*

10-4100-310	Planning & Zoning	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 256,337	\$ 276,129	7.7%
1110-0	Other Salaries & Wages	20,712	21,482	3.7%
2100-0	Group Health Insurance	23,277	27,680	18.9%
2110-0	Group Life Insurance	1,353	1,000	-26.1%
2120-0	Group Dental Insurance	1,194	1,109	-7.1%
2130-0	Group Vision Insurance	232	253	9.1%
2200-0	FICA Expense	21,194	24,581	16.0%
2400-0	Municipal Retirement	32,478	40,712	25.4%
	Total Personal Benefits	\$ 356,777	\$ 392,946	10.1%
52	Purchased/Contracted Services			
1100-2	Contract Labor	6,000	8,000	33.3%
3100-0	Dues, Fees, & Memberships	600	600	0.0%
3700-0	Training & Travel	5,000	6,000	20.0%
	Total Purchased/Contracted Services	\$ 11,600	\$ 14,600	25.9%
53	Supplies			
1100-0	Office Supplies	\$ 3,500	\$ 3,500	0.0%
1300-0	Periodicals/Publications	350	350	0.0%
	Total Supplies	\$ 3,850	\$ 3,850	0.0%
	Total Planning & Zoning	\$ 372,227	\$ 411,396	10.5%

Planning & Inspections *FY 2017-18*

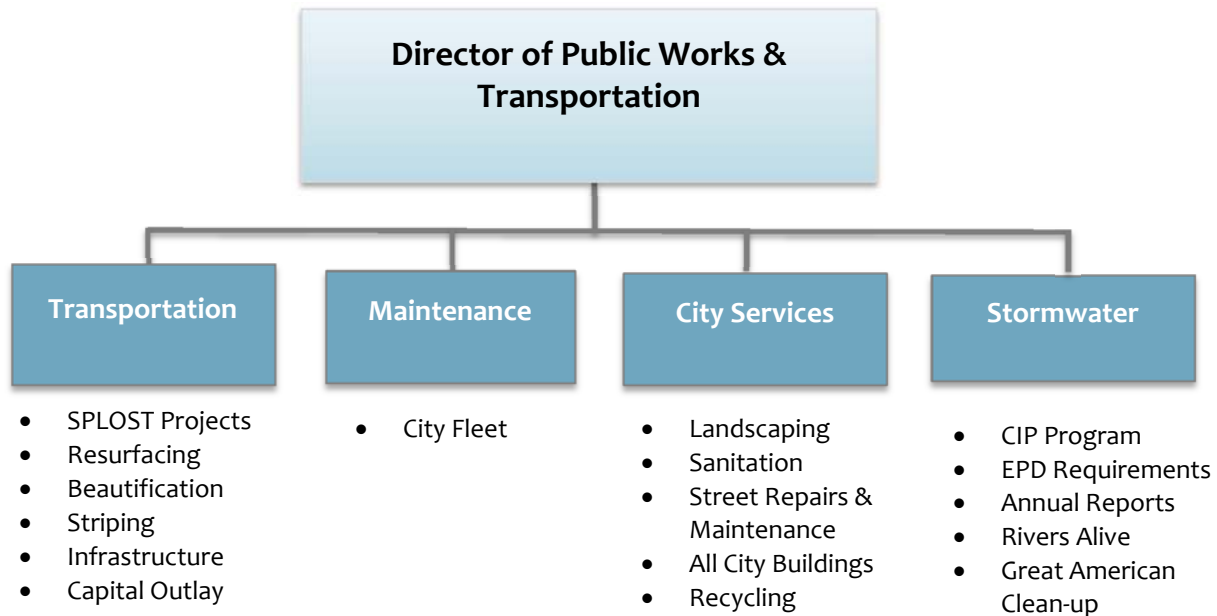
10-4200-315	Inspections	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 204,543	\$ 195,000	-4.7%
1110-0	Other Salaries & Wages	8,119	5,382	-33.7%
2100-0	Group Health Insurance	34,525	35,840	3.8%
2110-0	Group Life Insurance	1,080	1,000	-7.4%
2120-0	Group Dental Insurance	1,592	1,500	-5.8%
2130-0	Group Vision Insurance	309	338	9.4%
2200-0	FICA Expense	16,269	17,436	7.2%
2400-0	Municipal Retirement	25,916	28,878	11.4%
	Total Personal Benefits	\$ 292,353	\$ 285,374	-2.4%
52	Purchased/Contracted Services			
1100-0	Engineering Services	\$ -	\$ 3,500	N/A
1300-0	Dues, Fees & Memberships	300	300	0.0%
1400-0	Advertising	1,500	1,500	0.0%
2400-0	Publishing/Printing	500	800	60.0%
2500-0	Postage	2,500	2,500	0.0%
3700-0	Training & Travel	4,500	4,500	0.0%
	Total Purchased/Contracted Services	\$ 9,300	\$ 13,100	40.9%
53	Supplies			
1300-0	Periodicals & Publications	\$ 300	\$ 600	100.0%
1400-0	Uniforms	\$ 1,200	\$ 1,200	0.0%
	Total Supplies	\$ 1,500	\$ 1,800	20.0%
	Total Planning & Inspections	\$ 303,153	\$ 300,274	-0.9%

Public Works & Transportation



Public Works & Transportation FY 2017-18

Functional Organizational Chart Department of Public Works & 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 refuge 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 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

Public Works & Transportation *FY 2017-18*

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.

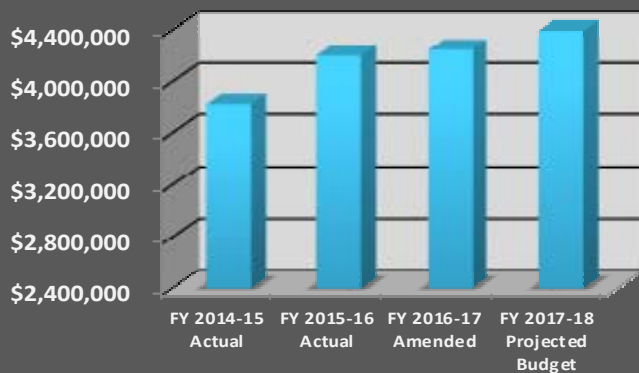
KEY OBJECTIVES

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

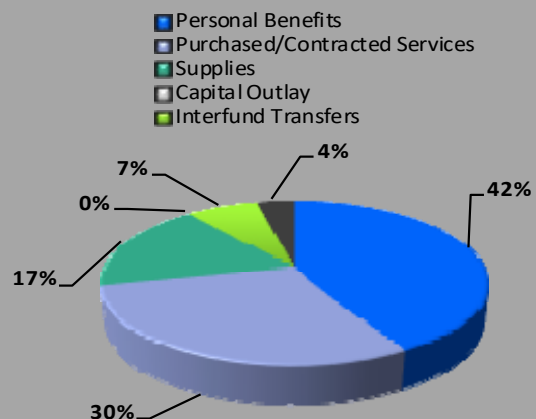
Public Works & Transportation FY 2017-18

Funding Level Summary	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015-2016
Building Maintenance	\$ 416,765	\$ 339,633	\$ 403,000	\$ 398,000	-1.2%
Vehicle Maintenance	504,320	428,070	583,880	597,828	2.4%
Landscaping Services	207,590	218,299	233,204	306,675	31.5%
Sanitation	1,538,376	1,644,129	1,587,436	1,551,058	-2.3%
Infrastructure	681,448	718,011	940,505	1,028,791	9.4%
Stormwater Management	480,350	848,672	495,597	512,173	3.3%
Departmental Total	\$ 3,828,849	\$ 4,196,814	\$ 4,243,622	\$ 4,394,525	3.6%
Personal Benefits	\$ 1,571,484	\$ 1,706,445	\$ 1,802,081	\$ 1,839,869	2.1%
Purchased/Contracted Services	1,156,231	1,121,302	1,177,128	1,308,000	11.1%
Supplies	661,812	661,346	745,800	765,300	2.6%
Capital Outlay	96,231	95,716	31,100	-	-100.0%
Interfund Transfers	303,056	545,244	318,353	314,000	-1.4%
Debt Service	40,035	33,898	169,160	167,356	N/A
Other Costs	-	32,863	-	-	N/A
Departmental Total	\$ 3,828,849	\$ 4,196,814	\$ 4,243,622	\$ 4,394,525	3.6%
Personnel Summary					
Building Maintenance	-	-	-	-	0.0%
Vehicle Maintenance	4	4	4	4	0.0%
Landscaping Services	4	7	7	7	0.0%
Sanitation	9	5	5	5	0.0%
Infrastructure	7	9	9	10	11.1%
Stormwater Management	4	4	4	4	0.0%
Departmental Total	28	29	29	30	3.4%

Funding Level Summary



FY 2017-18 Projected Budget



Public Works & Transportation *FY 2017-18*

FUTURE OUTLOOK – FISCAL YEAR 2017-2018

- Begin construction for the O’Kelly & Hardin Street improvements.
- Complete construction on Multi-Purpose Trail from Nancy Guinn Library to Pine Log Park.
- Upgrade 10 traffic signals throughout the city with the Georgia Department of Transportation.
- Begin construction of new parking lot with 145 to 150 spaces.
- Purchase property for ingress/egress from Bank Street to new parking area.
- Obtain Local Maintenance Incentive Grant from GDOT estimated at \$300,000 for street markings and road improvement.

ACCOMPLISHMENTS – FISCAL YEAR 2016-2017

- ❖ Completed construction on Irwin Bridge Road transportation project. This include sidewalks, curb & Gutter, drainage and resurfacing.
- ❖ Completed right of way on the O’Kelly Hardin Street project.
- ❖ Received approval for \$2,000,000 of additional funds for construction of O’Kelly & Hardin Street complete streets improvements.
- ❖ Completed construction on East View Road. This include sidewalks, curb & Gutter and resurfacing.
- ❖ Began construction of the Multi-Purpose Trail from Rockdale County Library to Pine Log Park.
- ❖ Resurface Railroad Street beginning at West Avenue and ending at Main Street.
- ❖ Completed construction on Millers Chapel Road beginning at SR 138 and ending at SR 20. This was full depth rehabilitation of the road with drainage improvements.
- ❖ Submitted Hazardous Waste Trust fund application to EPD for approval and reimbursement in the amount of \$475,163.
- ❖ Completed Barn Oak Court Drainage improvements with curb, pipe and driveways.
- ❖ Pleasant Circle at Tinsley Street drainage improvements with curb and pipe.
- ❖ Irwin Bridge Drainage improvements. Reroute water from Irwin Bridge to detention pond on Housing Authority property. This resolved flooding issues on Tillman and Beth Lane.
- ❖ Bryant at Harding Street pipe replacement.
- ❖ Chestnut Oak curb and driveway improvements to correct flooding issue from street.
- ❖ Locust Drive curb, driveway and spillway improvements to correct flooding.
- ❖ Completed and submitted Annual Report to EPD for approval.

Public Works & Transportation FY 2017-18

KEY PERFORMANCE MEASURES

Department of Public Works and Transportation	FY 2014-15	FY 2015-16	FY 2016-17
Vehicle Maintenance	Actual	Actual	Pre-Audit
Total Number of Full Time Equivalent Employees	5	4	4
Number of Work Orders	1,532	1,650	1235
Average Cost per Maintenance Request	137	150	146
Average Time Spent per Work Order	3 hrs.	6 hrs.	6.5 hrs.

Department of Public Works and Transportation	FY 2014-15	FY 2015-16	FY 2016-17
Infrastructure	Actual	Actual	Pre-Audit
Total Number of Full Time Equivalent Employees	10	10	12
Feet of New Sidewalk	5,600	2,000	4,000
Street Signs Repaired & Replaced	168	200	230
Percentage of Potholes Repaired Within Two Days of Request	100%	100%	100%
Potholes Repaired / Tons Asphalt Used	269	200	396
Drainage Repaired	4	6	12
Traffic Lights Repaired	104	110	75

Department of Public Works and Transportation	FY 2014-15	FY 2015-16	FY 2016-17
Sanitation	Actual	Actual	Pre-Audit
Number of Full Time Equivalents	7	7	4
Tons of Residential & Commercial Refuse Collected	9,329	10,000	9,312
Number of Residential Customers Served	3,800	3,900	3,900
Refuse Collection Cost per Household per Month	20.00	20.00	20.00
Tipping Fees per Ton Taken to the Landfill	35.40	38.87	43.62
Miles of Roads Cleaned	130	130	936
Recycled Tons	670	800	828.83
Brush	16,408 yds	17,000 yds	11,040 yds

Public Works & Transportation *FY 2017-18*

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2017-2018 are \$4,394,525, an increase of \$234,924 or (5.6%) over the previous year's amended numbers of \$4,159,601. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- Vehicle Maintenance
 - There is an increase of \$13,948 (2.4%) due to salary increases, health insurance and municipal retirement costs.
- Landscaping
 - There is an increase of \$73,471 (31.5%) from last fiscal year primarily due to contract labor costs.
- Infrastructure
 - There is an increase of \$88,286 (9.4%) due to the increase of salaries, health insurance and municipal retirement costs.
- Building Maintenance
 - There is a decrease of \$5,000 (-1.2%) from last fiscal year due to lower maintenance costs.
- Stormwater
 - There is an increase of \$16,576 (3.3%) from last fiscal year due to cost increase in personnel benefits.
- Sanitation
 - There is a decrease of \$36,378 (-2.3%) due to a projected reduction in personnel costs.

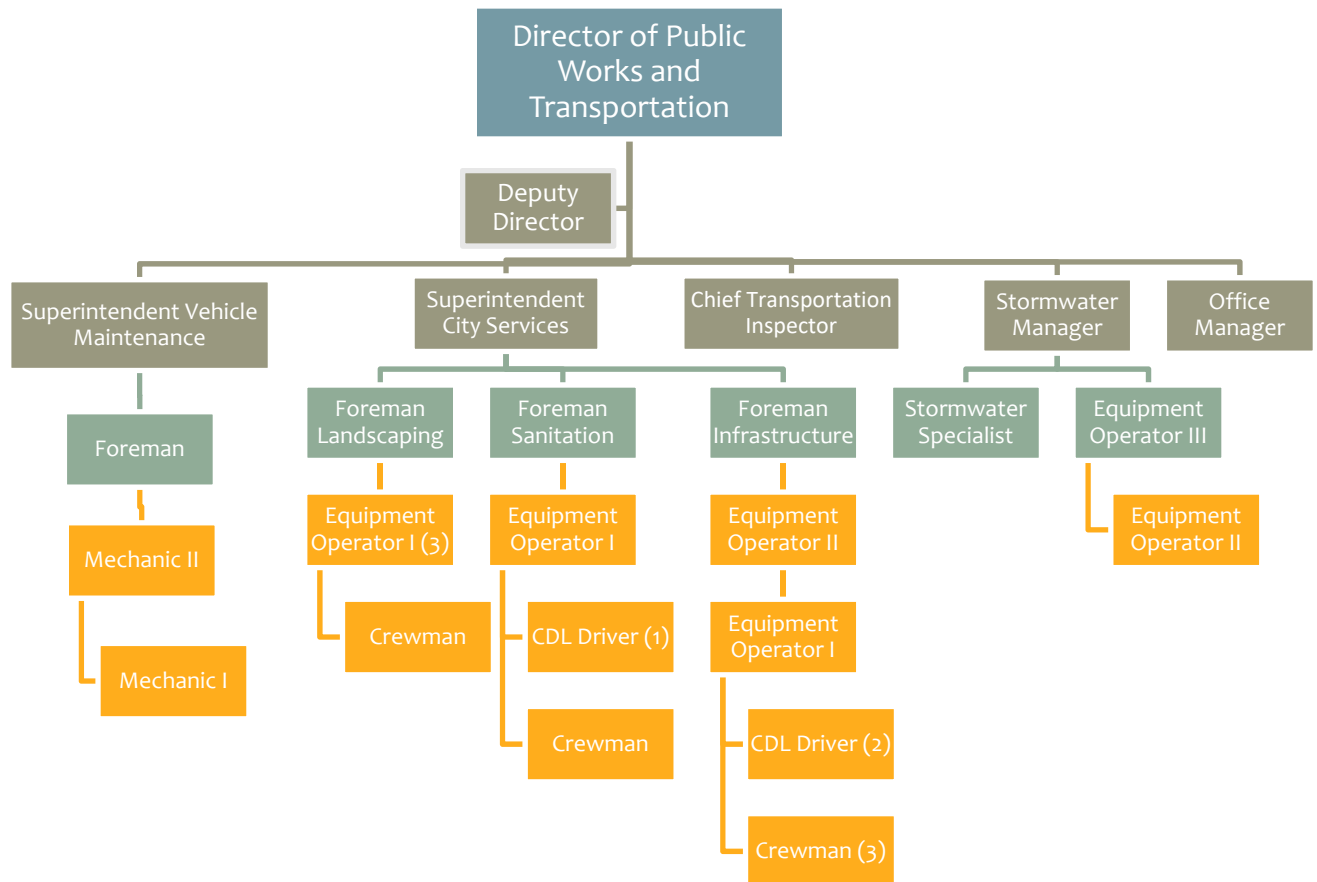
Public Works & Transportation *FY 2017-18*

PERSONNEL POSITIONS

Public Works and Transportation Positions	Salary Grade	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions	FY 2017-18 Budgeted Positions
Director of PW & Transportation	UC	1	1	1
Deputy Director	UC	1	1	1
Stormwater Manager	118	1	1	1
Superintendent	117	2	2	2
Chief Transportation Inspector	117	0	0	1
Stormwater Coordinator	115	0	0	1
Vehicle Maintenance Foreman	112	1	1	1
Landscaping Foreman	112	1	1	1
Office Manager	113	1	1	1
Sanitation Foreman	112	1	1	1
Infrastructure Foreman	112	1	1	1
Mechanic II	111	1	1	1
Stormwater Specialist	109	1	1	1
Equipment Operator III	109	1	1	1
Mechanic I	109	1	1	1
Equipment Operator II	108	2	2	2
CDL Driver	107	3	3	3
Equipment Operator I	106	5	5	5
Landscaping Crewman	104	1	1	1
Sanitation Crewman	104	1	1	1
Stormwater Crewman	104	0	0	0
Infrastructure Crewman	104	3	3	3
	Total	29	29	31

Public Works & Transportation FY 2017-18

Organizational Chart Department of Public Works & Transportation



Public Works & Transportation *FY 2017-18*

10-1400-040 Building Maintenance		FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
52	Purchased/Contracted Services			
1150-0	Building Maintenance	\$ 95,000	\$ 90,000	-5.3%
1200-0	Pest Control Services	6,000	6,000	0.0%
1210-0	Janitorial Services	60,000	60,000	0.0%
	Total Purchased/Contracted Services	\$ 161,000	\$ 156,000	-3.1%
53	Supplies			
1100-0	Natural Gas	\$ 20,000	\$ 20,000	0.0%
1200-0	Water Consumption	80,000	80,000	0.0%
1205-0	Janitorial Supplies	12,000	12,000	0.0%
1300-0	Electricity	130,000	130,000	0.0%
	Total Supplies	\$ 242,000	\$ 242,000	0.0%
	Total Building Maintenance	\$ 403,000	\$ 398,000	-1.2%

Public Works & Transportation *FY 2017-18*

10-1600-060	Vehicle Maintenance	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 162,295	\$ 170,410	5.0%
1110-0	Other Salaries & Wages	6,006	7,942	32.2%
1120-0	Overtime Salaries & Wages	500	500	100.0%
2100-0	Group Health Insurance	29,292	31,792	8.5%
2110-0	Group Life Insurance	857	664	-22.5%
2120-0	Group Dental Insurance	1,592	1,480	-7.0%
2130-0	Group Vision Insurance	309	338	9.4%
2200-0	FICA Expense	12,913	16,754	29.7%
2400-0	Municipal Retirement	20,563	27,748	34.9%
	Total Personal Benefits	\$ 234,327	\$ 257,628	9.9%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repairs- Equipment	\$ 5,000	\$ 5,000	0.0%
3700-0	Training & Travel Expenses	1,200	1,200	0.0%
	Total Purchased/Contracted Services	\$ 6,200	\$ 6,200	0.0%
53	Supplies			
1250-0	Operating Supplies	\$ 5,000	\$ 5,000	0.0%
1400-0	Uniforms	5,000	5,000	0.0%
4500-0	Small Tools	15,000	10,000	-33.3%
	Total Supplies	\$ 25,000	\$ 20,000	-20.0%
55	Interfund Transfers			
1100-0	Auto Parts	\$ 111,353	\$ 112,000	0.6%
1200-0	Tires	20,000	15,000	-25.0%
1300-0	Oil & Fluids	7,000	7,000	0.0%
1400-0	Fuel	180,000	180,000	0.0%
	Total Interfund Transfers	\$ 318,353	\$ 314,000	-1.4%
	Total Vehicle Maintenance	\$ 583,880	\$ 597,828	2.4%

Public Works & Transportation *FY 2017-18*

10-4300-320	Landscaping Services	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 142,393	\$ 146,000	2.5%
1110-0	Other Salaries & Wages	4,262	4,475	5.0%
1120-0	Overtime Salaries & Wages	4,000	1,000	-75.0%
2100-0	Group Health Insurance	20,059	22,986	14.6%
2110-0	Group Life Insurance	752	485	-35.5%
2120-0	Group Dental Insurance	1,592	1,480	-7.0%
2130-0	Group Vision Insurance	309	338	9.4%
2200-0	FICA Expense	11,296	12,277	8.7%
2400-0	Municipal Retirement	18,041	20,334	12.7%
	Total Personal Benefits	\$ 202,704	\$ 209,375	3.3%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 8,000	\$ 75,000	837.5%
2100-0	Drug Testing Contracts	50	50	0.0%
3700-0	Training & Travel	500	500	0.0%
4600-0	Tree Bank	200	-	-100.0%
	Total Purchased/Contracted Services	\$ 8,750	\$ 75,550	763.4%
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	6,000	6,000	0.0%
1380-0	Machinery Parts	750	750	0.0%
1400-0	Uniforms	5,500	5,500	0.0%
4500-0	Small Tools	5,000	5,000	0.0%
	Total Supplies	\$ 21,750	\$ 21,750	0.0%
	Total Landscaping Services	\$ 233,204	\$ 306,675	31.5%

Public Works & Transportation *FY 2017-18*

10-4500-340	Infrastructure	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 382,381	\$ 450,000	17.7%
1110-0	Other Salaries & Wages	23,495	24,980	6.3%
1120-0	Overtime Salaries & Wages	4,500	1,500	-66.7%
2100-0	Group Health Insurance	53,000	70,960	33.9%
2110-0	Group Life Insurance	1,527	1,776	16.3%
2120-0	Group Dental Insurance	3,980	3,700	-7.0%
2130-0	Group Vision Insurance	772	845	9.5%
2200-0	FICA Expense	30,552	43,400	42.1%
2400-0	Municipal Retirement	48,448	71,880	48.4%
	Total Personal Benefits	\$ 548,655	\$ 669,041	21.9%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 15,000	\$ 15,000	0.0%
2100-0	Drug Testing Contracts	500	-	-100.0%
3700-0	Training & Travel	1,000	1,000	0.0%
5350-0	Property Leases	1,500	1,500	0.0%
5550-0	Maintenance/Repairs Traffic Lights	10,000	10,000	0.0%
	Total Purchased/Contracted Services	\$ 28,000	\$ 27,500	-1.8%
53	Supplies			
1100-0	Office Supplies	\$ 2,750	\$ 750	-72.7%
1300-0	Electricity	300,000	300,000	0.0%
1355-0	Concrete	8,000	10,000	25.0%
1360-0	Stone & Gravel	2,000	2,500	25.0%
1375-0	Landscaping Supplies	1,000	1,000	0.0%
1390-0	Streets Signs	5,500	4,500	-18.2%
1395-0	Street Maintenance Supplies	4,000	5,000	25.0%
1400-0	Uniforms	6,500	5,500	-15.4%
4500-0	Small Tools	3,000	3,000	0.0%
	Total Supplies	\$ 332,750	\$ 332,250	-0.2%
54	Capital Outlay			
9060-0	Capital Outlay	\$ 31,100	\$ -	-100.0%
	Total Capital Outlay	\$ 31,100	\$ -	-100.0%
	Total Infrastructure	\$ 940,505	\$ 1,028,791	9.4%

Public Works & Transportation FY 2017-18

		FY:2016-2017	FY:2017-2018	
		Amended	Operating	% Change
14-4400-330	Sanitation Services	Budget	Budget	
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 335,541	\$ 243,812	-27.3%
1110-0	Other Salaries & Wages	15,723	8,491	-46.0%
1120-0	Overtime Salaries & Wages	1,000	1,000	0.0%
2100-0	Group Health Insurance	66,048	49,680	-24.8%
2110-0	Group Life Insurance	1,772	761	-57.1%
2120-0	Group Dental Insurance	3,184	1,849	-41.9%
2130-0	Group Vision Insurance	618	422	-31.7%
2200-0	FICA Expense	26,948	19,950	-26.0%
2400-0	Municipal Retirement	39,124	33,043	-15.5%
	Total Personal Benefits	\$ 489,958	\$ 359,008	-26.7%
52	Purchased/Contracted Services			
1111-0	Pratt - Residential Services	\$ 405,428	\$ 420,000	3.6%
1115-0	Pratt - Commercial Services	400,000	400,000	0.0%
1120-0	Temporary Labor	57,000	57,000	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	N/A
5300-0	Liability Insurance	89,000	125,000	40.4%
5500-0	Landfill Tipping Fees	16,000	20,000	25.0%
	Total Purchased/Contracted Services	\$ 973,178	\$ 1,042,750	7.1%
53	Supplies			
1100-0	Office Supplies	\$ 500	\$ 500	0.0%
1101-0	Auto Parts	25,000	25,000	0.0%
1201-0	Tires	10,000	10,000	0.0%
1250-0	Operating Supplies	2,000	2,000	0.0%
1300-0	Oil & Fluids	3,000	3,000	0.0%
1400-0	Uniforms	7,800	7,800	0.0%
1401-0	Fuel	75,000	100,000	33.3%
4500-0	Small Tools	1,000	1,000	0.0%
	Total Supplies	\$ 124,300	\$ 149,300	20.1%
	Total Sanitation	\$ 1,587,436	\$ 1,551,058	-2.3%

Public Works & Transportation *FY 2017-18*

		FY:2016-2017	FY:2017-2018	
		Amended	Operating	
18-4850-620	Stormwater Management	Budget	Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 235,186	\$ 243,507	3.5%
1110-0	Other Salaries & Wages	8,982	3,434	-61.8%
2100-0	Group Health Insurance	33,024	44,000	33.2%
2110-0	Group Life Insurance	1,242	727	-41.5%
2120-0	Group Dental Insurance	1,592	1,850	16.2%
2130-0	Group Vision Insurance	309	422	36.6%
2200-0	FICA Expense	18,679	19,154	2.5%
2400-0	Municipal Retirement	27,423	31,723	15.7%
	Total Personal Benefits	\$ 326,437	\$ 344,817	5.6%
58	Debt Service			
1610-0	2005 Stormwater Bonds	169,160	167,356	N/A
	Total Debt Service	\$ 169,160	\$ 167,356	N/A
	Total Stormwater Management	\$ 495,597	\$ 512,173	3.3%

Georgia International Horse Park



Georgia International Horse Park FY 2017-18

Functional Organizational Chart Department of Georgia International Horse Park

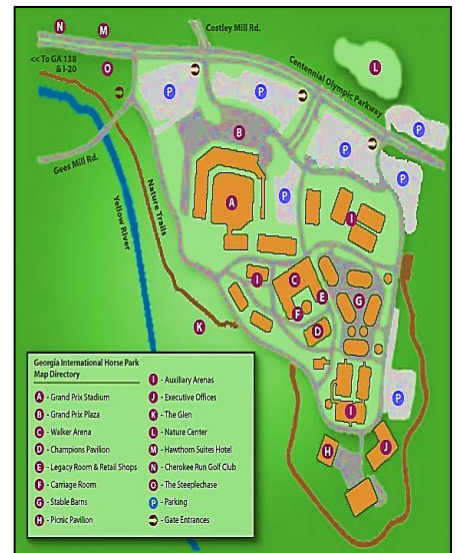


DEPARTMENT DESCRIPTION

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 21 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 horse shows, 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 standpoint, the Nature Center is another one of the Park’s many assets.



Georgia International Horse Park FY 2017-18

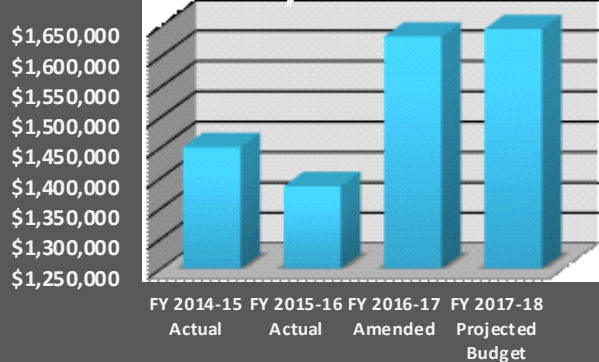
KEY OBJECTIVES

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

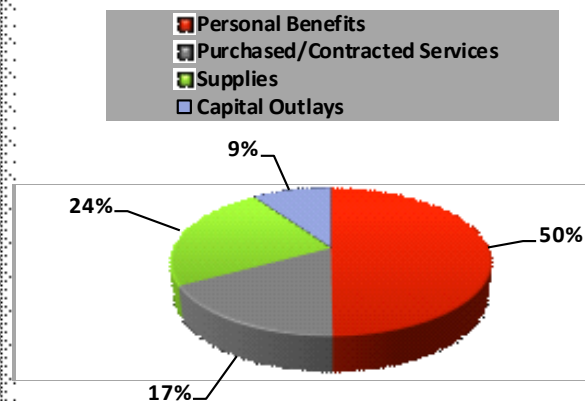


	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015-2016
Funding Level Summary					
GIHP Administration	\$ 274,797	\$ 215,548	\$ 245,065	\$ 267,793	9.3%
GIHP Maintenance	1,044,575	1,031,066	1,231,772	1,222,291	-0.8%
GIHP Events	130,383	138,695	155,000	154,000	-0.6%
Departmental Total	\$ 1,449,755	\$ 1,385,309	\$ 1,631,837	\$ 1,644,084	0.8%
Personal Benefits	\$ 738,418	\$ 702,993	\$ 790,080	\$ 819,894	3.8%
Purchased/Contracted	241,345	248,405	308,007	280,600	-8.9%
Supplies	390,242	325,651	382,590	387,090	1.2%
Capital Outlays	79,750	108,260	151,160	156,500	3.5%
Departmental Total	\$ 1,449,755	\$ 1,385,309	\$ 1,631,837	\$ 1,644,084	0.8%
Personnel Summary					
GIHP Administration	4	2	2	2	0.0%
GIHP Maintenance	14	13	13	13	0.0%
Departmental Total	18	15	15	15	0%

Funding Level Summary



FY 2017-18 Projected Budget



Georgia International Horse Park *FY 2017-18*

FUTURE OUTLOOK – FISCAL YEAR 2017-2018

- Continue to work with both promoters and/or corporations to bridge strong relations. The relationships fostered along with exceptional customer service have allowed the Park to experience many long term repeat customers and as competition becomes greater each year, we strive harder to continue to exceed all expectations.
- Continue to attract new events to the GIHP through competitive marketing, state of the art facilities and immeasurable customer service. The Re-Design of our Website will allow us to put an updated footprint into the marketplace with regard to event facilities.
- Continue to utilize Social Media as a way to interact with our customers. This includes Face Book and Twitter.
- Continue to maximize Constant Contact as a sales tool to reach potential new business as well as an information tool for all of our clients.
- Continue to enhance our own Cherry Blossom Festival through extended community involvement and creative sponsorship opportunities that benefit both the Park and our vendors. Planning for more opportunities for community involvement.
- 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 work on and complete the Action Items in the City's Strategic Vision and Plan.
- 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 to maximize our relationships within the Filming Industry. Not only does this provide additional revenue for the Park, it also fills weekday business that is always a positive.
- Work within our community to showcase the Park in an effort to continue to build the strong economic impact arm that the facility is within the area.
- Continue to improve profitability with Proof of the Pudding through enhanced communication, follow through and event analysis. By working closely with our onsite personnel from Proof of the Pudding, the Park strives to continue to provide outstanding food service to all of our guests. Utilizing Proof's executive team further enhances what we do and how we showcase our facility.
- Continue to maintain our facility in the most competitive way possible. As new facilities are being designed and built within our designated millage for many shows, it is imperative that we maintain a pristine facility with the most up-to-date accommodations possible.

Georgia International Horse Park *FY 2017-18*

ACCOMPLISHMENTS – FISCAL YEAR 2016-2017

- ❖ The Park experienced a very strong year, hosting 185 events, of which 67 can be attributed to equine. Equine events continue to be our driving economic factor in the Conyers/Rockdale County community for over 20 years.
- ❖ The Park experienced one of the highest revenue years ever showing an increase over last year's revenue. We are especially proud of this increase due to the fact that facilities are being built all around us, increasing our competition daily. While many offer newer modern amenities such as indoor climate controlled arenas, newer footing techniques, numerous covered outdoor arenas, variety of food outlets and an overall shopping experience, we stand our ground due to excellent customer service and attention to detail. The entire team prides itself on what we do and for this we are truly, "Groomed for Greatness..."
- ❖ The Park's equine events continue to set records. Both the Georgia Quarter Horse Association's Stars and Stripes and Big A shows and GDCTA's Region 3 Competition and Autumn National Fall Dressage Competition set records for their number of entries. Temporary stalls were brought in for these shows to supplement our 690. With such large events, when positive comments and "excellent service" are heard over and over again, it truly makes us proud
- ❖ Obstacle races are becoming more and more popular and an important part of the GIHP event makeup. Because of the success of their events and the experience the Park provides their competitors, additional dates have been added. Ragnar, Rugged Maniac and Spartan all claim Conyers as one of their most favored courses
- ❖ The Park booked numerous new events such as: Golden State Food Training, Giant Bicycle, KPS Global Plant Wide Meeting, Atlanta Caribbean Jerk Festival, Breakthrough Atlanta, Ken's Food Family Picnic, IBEW Union Sportsman Conservation Fund Raiser, Michelin, First Annual Georgia International Horse Park Archery Competition, Great Inflatable Race, Dart Container 50th Anniversary Celebration, Return of Clinton Anderson Horsemanship Clinic, Smart House/Small House, Tiny Houses on Wheels, Kappa Derby, and East Metro Health and Fitness. The Film Industry continues to provide new opportunities utilizing the Park on such a frequent basis that the names Sleepy Hollow and The Originals are now everyday language
- ❖ A noticeable trend this past year has been the return of Corporate Business, Company Outings and Family Reunions. When the economy declined, these types of events did as well. They are slowly building their way back which adds an important revenue stream
- ❖ The GIHP Team hosted the Parks 20th Anniversary Olympic Celebration, commemorating 20 years since the 1996 Centennial Olympic Games. A design was drafted, a company searched out to do the build out, and a Centennial Olympic marker was placed here at the Park to celebrate our history. Parkway banners as well as banners for Olde Town were hung for the entire year to enhance the celebration. A celebration party was hosted by the Park to bring everyone together to celebrate the historic date. Our caterer, Proof of the Pudding provided a champagne toast for the event along with Olympic themed décor



Georgia International Horse Park *FY 2017-18*

In lieu of a celebration for the Promoters, they identified a few needs that they would appreciate. Those needs were met by way of a trophy case and plaques celebrating 10, 15 and 20 years installed in Show Office I. Three in-gate pavilions were built and placed at arenas 4, 6 & 7 and benches were placed at arenas 8, 9 and 10 for guests to enjoy

Many of our Promoters are 20 year plus customers who now consider Conyers another home away from home!

- ❖ In-house marketing was again utilized to reach business and social markets alike. This is a cost savings to the City, with design and layout created in-house. This allows for more frequent ads in local outlets due to the cost savings with regard to design

- ❖ The Georgia International Horse Park website is currently being redesigned to showcase the Park with a more “user friendly” feel. The new design will also be instrumental as a sales tool and also provide maps, barn charts and other useful material often asked for by existing clients. The design will be unveiled before the close of the fiscal year. The Parks Social Media campaign is quite successful with over 6,150 likes and 40,698 visits to our Facebook page. Our Twitter feed has well over 760 followers. Both the website as well as the Social Media outlets are maintained by GIHP staff

- ❖ GIHP Facility Maintenance continues to receive positive compliments throughout the show season. More times than not, we hear that due to the attentiveness of our team, shows continue to book with us. This is especially positive feedback now that new facilities are being built within a close radius to us and others continue to receive many more modern updates than us. Carpet and Chairs are being purchased to finalize the Carriage Room remodel. Previously the room was updated with paint and repurposing the fixtures and this will add the final touches. The large desk in Show Office I will receive new countertops to further enhance that space. The removal of the junipers on the hill overlooking the Warm-Up Arena, enhanced with sod adds more esthetic appeal to that area.

- ❖ GIHP Administrative Staff continues its own in-house Team Building Calendar. The Calendar identifies particular dates with assignments that build team relations. The goal is to participate utilizing creative talents to accomplish the assigned day. Such events include, Appreciate a Co-worker Day, Walk Around the Barns Day, Maintenance Appreciation Day, Make Someone Smile Day, Boot Day, etc.

- ❖ Jennifer Bexley, GIHP Director, continues to serve as the Chairman for the League of Agricultural and Equine Centers (LAEC) Board of Directors. Jennifer Bexley and Jil Goodson both received their Re-Certification as Managers of Equine Facilities in January. This organization allows the Park to network with facilities throughout the United States and continually better the experiences at the Park for promoters, sponsors and event attendees

- ❖ The Southeast Festivals and Events Association recognized the Conyers Cherry Blossom Festival with a Gold Award for Best Marketing Campaign within its Budget Category, a Silver Award for Best Festival within its Budget Category and a Bronze for TV AD or PSA within its Budget Category.

- ❖ The solar farm, a project the Park entered into with Inman Solar Incorporated, allowing the installation of a solar panels at an area within the Georgia International Horse Park, on otherwise unusable land, to produce power that is then sold back to Georgia Power was completed and is now on-line and generating power

Georgia International Horse Park *FY 2017-18*

- ❖ The Park continues to seek cost saving opportunities such as utilizing Georgia’s Department of Administrative Services’ Surplus Property program to purchase needed materials at a low cost
- ❖ Park Staff completed the date sensitive action items in the recently created City of Conyers Strategic Vision & Plan, including Inventory and Audit of Existing GIHP Facilities and Infrastructure and Identify New Asset Needs at the GIHP. The staff continues to work on on-going action items and others to be completed in the near future
- ❖ The Park’s success continues to make a significant impact on the local economy. In fact, no better time than just after celebrating 20 years, to emphasize this
- ❖ Equestrian sports (which are the Park’s “bread and butter”,) are not largely attended spectator sports: however, studies have shown they attract visitors to our community from the wealthiest zip codes in the United States. The dollars generated while visiting our community are astounding. Upwards of \$126 million is spent in Conyers/Rockdale County in tourism dollars. These numbers are taken from the 2015 Travel Economic Impact on Georgia State, Counties and Regions. While there is not an exact determination as to how much of these dollars are directly related to the equestrian visitors, a conservative calculation would be 75% or \$95 million. This equates to dollars spent at hotels/motels and shopping establishments, as well as restaurant facilities. This money in turn goes back into our community for infrastructure improvements, safety and overall quality of life.

KEY PERFORMANCE MEASURES

Department of Georgia International Horse Park (G.I.H.P.)	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Pre-Audit
Number of Equestrian Events Conducted at GIHP	66	69	67
Number of Fairs and Festivals Conducted at GIHP	43	46	50
Number of Concerts Conducted at GIHP	0	0	0
Number of Mountain Biking Events	4	3	3
Number of Other Events	66	70	65

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2017-2018 are \$1,644,084, an increase of \$12,247 (0.8%) over the previous year's amended budget of \$1,631,837. The slight increase is due to increased costs of insurance and other miscellaneous operating costs.

Georgia International Horse Park FY 2017-18

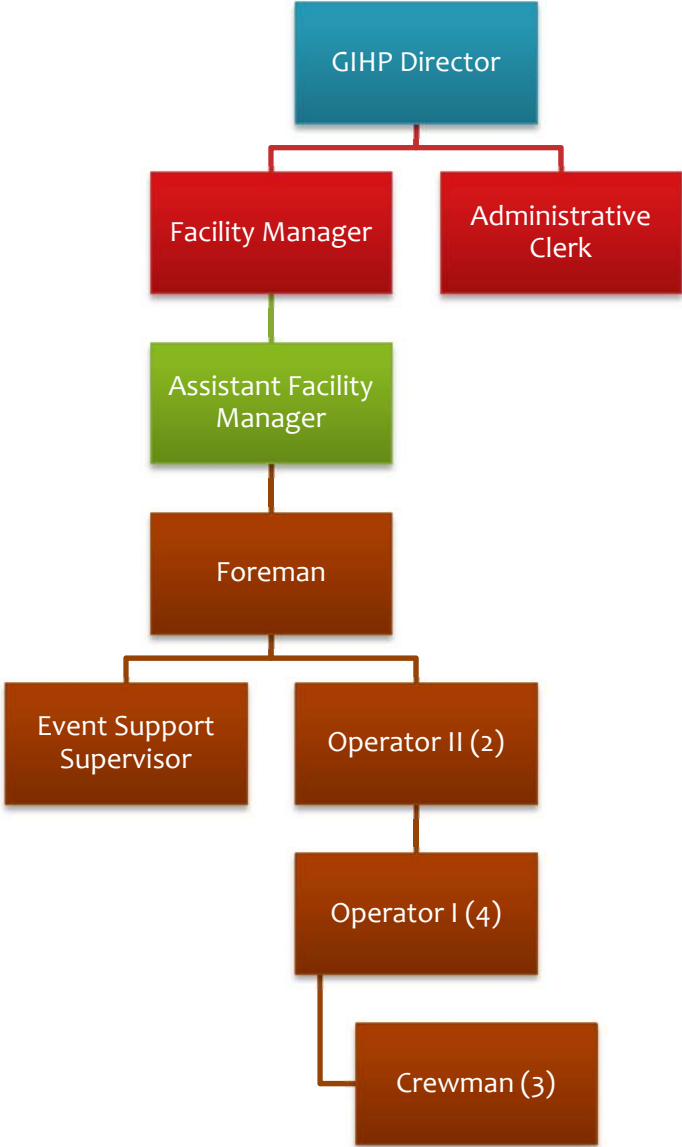
PERSONNEL POSITIONS

Georgia International Horse Park	Salary Grade	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions	FY 2017-18 Budgeted Positions
Director of GHP	UC	1	1	1
Facility Manager	117	1	1	1
Business & Marketing Manager	114	0	0	0
Event Planner	113	0	0	0
Assistant Facility Manager	113	1	1	1
Foreman	112	1	1	1
Equipment Operator II	108	2	2	2
Event Support Supervisor	108	1	1	1
Administrative Clerk - GHP	107	1	1	1
Equipment Operator I	106	4	4	4
Crewman	104	3	3	3
Total		15	15	15



Georgia International Horse Park FY 2017-18

Organizational Chart Georgia International Horse Park



Georgia International Horse Park FY 2017-18

10-6100-410	GIHP Administration	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 147,735	\$ 157,607	6.7%
1110-0	Other Salaries & Wages	16,312	19,428	19.1%
2100-0	Group Health Insurance	12,030	13,056	8.5%
2110-0	Group Life Insurance	780	481	-38.3%
2120-0	Group Dental Insurance	796	740	-7.0%
2130-0	Group Vision Insurance	154	170	10.4%
2200-0	FICA Expense	12,550	15,029	19.8%
2400-0	Municipal Retirement	18,718	24,892	33.0%
	Total Personal Benefits	\$ 209,075	\$ 231,403	10.7%
52	Purchased/Contracted Services			
2400-0	Publishing/Printing	5,000	5,000	0.0%
2500-0	Postage	4,000	4,000	0.0%
3100-0	Dues, Fees & Memberships	2,325	2,325	0.0%
3700-0	Training & Travel	15,075	15,275	1.3%
	Total Purchased/Contracted Services	\$ 26,400	\$ 26,600	0.8%
53	Supplies			
1100-0	Office Supplies	\$ 4,600	\$ 4,600	0.0%
1300-1	Periodicals/Publications	140	140	0.0%
1400-0	Uniforms	1,800	2,000	11.1%
1475-0	Promotional Supplies	3,050	3,050	0.0%
	Total Supplies	\$ 9,590	\$ 9,790	2.1%
	Total GIHP Administration	\$ 245,065	\$ 267,793	9.3%

Georgia International Horse Park *FY 2017-18*

10-6200-420 GHP Maintenance		FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 413,779	\$ 412,000	-0.4%
1110-0	Other Salaries & Wages	6,944	7,291	5.0%
1120-0	Overtime Salaries & Wages	5,000	5,000	0.0%
2100-0	Group Health Insurance	62,400	65,500	5.0%
2110-0	Group Life Insurance	2,185	1,372	-37.2%
2120-0	Group Dental Insurance	4,776	4,069	-14.8%
2130-0	Group Vision Insurance	927	929	0.2%
2200-0	FICA Expense	32,568	34,760	6.7%
2400-0	Municipal Retirement	52,426	57,570	9.8%
	Total Personal Benefits	\$ 581,005	\$ 588,491	1.3%
52	Purchased/Contracted Services			
1100-0	Contract Labor	\$ 12,000	\$ 12,000	0.0%
1110-0	Maintenance/Repairs Equipment	41,407	30,000	-27.5%
1120-0	Temporary Labor	55,000	52,000	-5.5%
1150-0	Maintenance/Repairs Building	9,000	9,000	0.0%
2100-0	Drug Testing Contracts	200	-	-100.0%
3115-0	Irrigation Pump Station Repair	31,000	20,000	-35.5%
	Total Purchased/Contracted Services	\$ 148,607	\$ 123,000	-17.2%
53	Supplies			
1250-0	Operating Supplies	\$ 23,000	\$ 24,000	4.3%
1300-0	Electricity	245,000	245,000	0.0%
1345-0	Electric Supplies	6,000	6,000	0.0%
1360-0	Stone/Gravel	23,500	24,000	2.1%
1375-0	Landscaping Supplies	38,000	38,000	0.0%
1390-0	Signage	1,500	1,500	0.0%
1400-0	Uniforms	14,000	15,800	12.9%
	Total Supplies	\$ 351,000	\$ 354,300	0.9%
54	Capital Outlays			
5005-0	Operating Capital	\$ 26,160	\$ 26,500	1.3%
9060-0	Capital Outlay	\$ 125,000	\$ 130,000	4.0%
	Total Capital Outlay	\$ 151,160	\$ 156,500	3.5%
	Total GHP Maintenance	\$ 1,231,772	\$ 1,222,291	-0.8%

Georgia International Horse Park *FY 2017-18*

		FY:2016-2017	FY:2017-2018	
		Amended	Operating	
10-6300-430	GIHP Events	Budget	Budget	% Change
52	Purchased/Contract Services			
7105-0	Stall Cleaning	\$ 78,000	\$ 76,000	-2.6%
8402-0	Cherry Blossom Festival Expenses	55,000	55,000	0.0%
	Total Purchased/Contract Services	\$ 133,000	\$ 131,000	-1.5%
53	Supplies			
1200-0	Janitorial Supplies	\$ 22,000	\$ 23,000	4.5%
	Total Supplies	\$ 22,000	\$ 23,000	4.5%
	Total GIHP Events	\$ 155,000	\$ 154,000	-0.6%

Tourism & Public Relations



Tourism & Public Relations FY 2017-18

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, Walk of Heroes Veterans Memorial, 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.
- 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 attractions including historic Olde Town, the Georgia International Horse Park, Walk of Heroes Veterans War Memorial, Monastery of the Holy Spirit and Panola Mountain State Park.

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, website and social media presence, the Conyers Welcome Center, press releases, media relations, newsletters and publications.

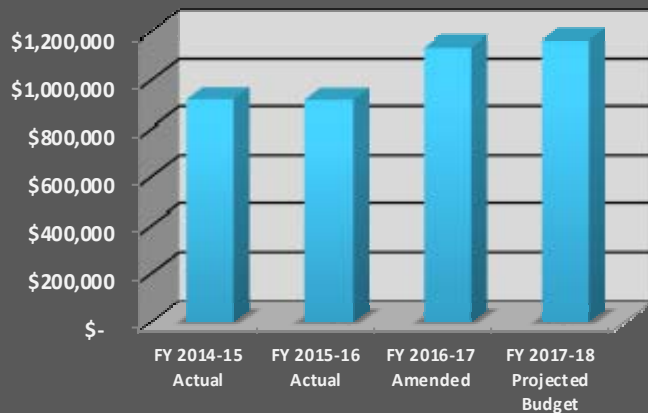
Tourism & Public Relations *FY 2017-18*

KEY OBJECTIVES

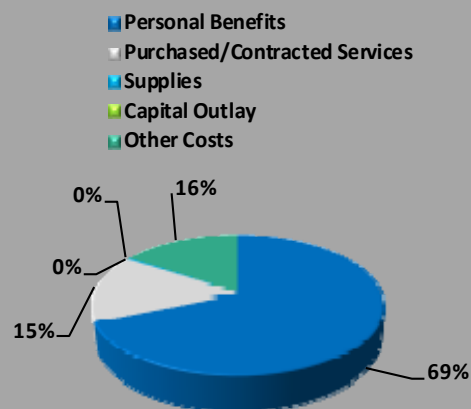
- Organize and host successful city-sponsored events while helping facilitate other events to bring and draw interest to Olde Town Conyers.
- Leverage Conyers' tourism presence in our region and throughout the state through the Conyers Convention and Visitors Bureau and its association with travel co-ops such as Treasure Along I-20 and the Historic Heartland Travel Association.
- Provide accurate city-related information and tourism information to the public via the website, landmark sign, newsletter, social media, notifying the media, etc.

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015-2016
Funding Level Summary					
Tourism & Public Relations	\$ 761,870	\$ 867,840	\$ 999,440	\$ 1,125,691	12.6%
Big Haynes Creek Nature Ctr.	157,079	40,548	136,284	38,142	-72.0%
Department Total	\$ 918,949	\$ 908,388	\$ 1,135,724	\$ 1,163,833	2.5%
Personal Benefits	\$ 612,275	\$ 641,546	\$ 735,494	\$ 800,128	8.8%
Purchased/Contracted Services	92,618	83,886	132,930	176,535	32.8%
Supplies	3,204	6,960	3,955	4,000	1.1%
Capital Outlay	107,085	-	100,000	-	-100.0%
Other Costs	103,767	183,803	163,345	183,170	12.1%
Departmental Total	\$ 918,949	\$ 916,195	\$ 1,135,724	\$ 1,163,833	2.5%
Personnel Summary					
Tourism & Public Relations	7	9	9	9	0.0%
Departmental Total	7	9	9	9	0.0%

Funding Level Summary



FY 2017-18 Projected Budget



Tourism & Public Relations FY 2017-18

FUTURE OUTLOOK – FISCAL YEAR 2017-2018

- Continue to enhance effective communication between the city and citizens and visitors through newsletters, e-newsletters, social media, the city’s website, mobile app and events.
- Maintain the Conyers Convention and Visitors Bureau’s presence in the city, county and around the state by promoting events, activities, and attractions that Conyers has to offer.



- Nurture partnerships with the Conyers-Rockdale Chamber of Commerce, Conyers-Rockdale Economic Development Council, Film Rockdale, Conyers Downtown Development Authority, Rockdale County, Olde Town Merchants Association and investors and promote and revitalize Olde Town.
- Work cooperatively with the film industry, the Conyers-Rockdale Economic Development Council, Film Rockdale and business owners to create economic development opportunities locally through tourism and film.
- Further enhance the visitor experience in Conyers by identifying and bringing new tourism opportunities to fruition where possible.
- Implement new branding where possible throughout city in facilities, on vehicles, signage, etc.
- Design and install wayfinding and directional signage in phases throughout Conyers.

ACCOMPLISHMENTS – FISCAL YEAR 2016-2017

- ❖ Integral in assisting with reformation of the Olde Town Merchants Association.
- ❖ Partnered with Conyers-Rockdale Council for the Arts and introduced Lunch on the Lawn Concert Series (May-August) at the Pavilion.
- ❖ Partnered with Awake Coffee, Rockdale Cooperative Extension in hosting Farm Fresh Market weekly at the Pavilion (May-July)
- ❖ Launched new Conyers mobile app ready.
- ❖ Designed and printed new brochure, Self-Guided Historic Walking Tour of Olde Town Conyers.
- ❖ Designed and printed new brochure Self-Guided Visit Conyers Itinerary.
- ❖ Worked cooperatively in forming new co-op in partnership with Covington, Atlanta, Woodbury and Senoia on Georgia’s Undead Trail.
- ❖ Working on business development in Olde Town including prospective new businesses, retention and expansion.



Tourism & Public Relations *FY 2017-18*

- ❖ Conducted a day-long tour with Georgia Department of Economic Development Office of Tourism Product Development Resource Team in July and received report in December with analysis of Conyers attractions including recommendations to implement for improved growth and number of visitors.
- ❖ Completed Conyers Strategic Plan and Vision with Carl Vinson Institute of Government.
- ❖ Launched new “Community of Celebration” tagline, logo and rebranding, with R&R Design.
- ❖ Organized and/or assisted with the following events: State of the City Address, St. Patrick’s Day Parade and Introduction of New City Logo/Brand, Arbor Day, Cherry Blossom Festival, Olde Town Christmas Party, Hometown Holiday Parade, Taste of Conyers and Conyers Car Show, Olde Town Fall Festival, Olde Town Summer Film Series, Lunch on the Lawn, Farmer’s Market at the Pavilion, Hands on Literacy Parade.



- ❖ Issued news releases and newsletters, monitored and managed social media, and handled media requests as needed.

KEY PERFORMANCE MEASURES

Department of Public Relations & Tourism	FY 2014-2015 Actual	FY 2015-2016 Actual	FY 2016-2017 Pre-Audit
Number of visitors to Conyers Welcome Center	5,577	5,243	5069
Number of Events in Olde Town	83	115	110
Number of Volunteers	105	92	82

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2017-2018 are \$1,163,833, an increase of \$28,109 (2.5%) over the previous year's amended budget of \$1,135,724. The primary reason for the increase is the costs associated with higher insurance costs and salaries. Cost for directional signage being added throughout the city can also be seen in this increase.

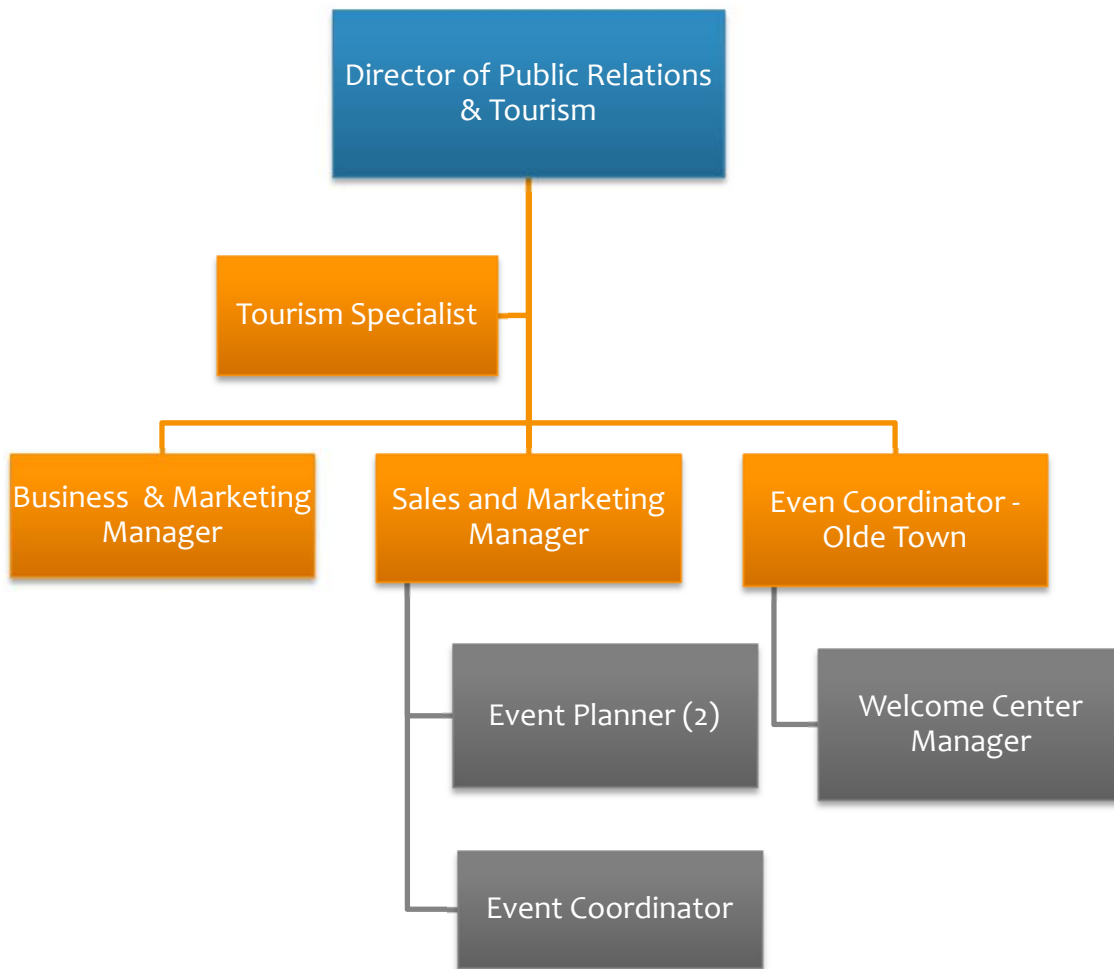
Tourism & Public Relations FY 2017-18

PERSONNEL POSITIONS

Public Relations & Tourism Positions	Salary Grade	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions	FY 2017-18 Budgeted Positions
Director of Public Relations & Tourism	UC	1	1	1
Sales and Marketing Manager	115	1	1	1
Business and Marketing Manager	114	1	1	1
Event Coordinator – Olde Town	112	1	1	1
Event Planner	112	2	2	2
Event Coordinator	112	1	1	1
Tourism Specialist	115	1	1	1
Welcome Center Manager	108	1	1	1
	Total	9	9	9

Tourism & Public Relations FY 2017-18

Organizational Chart Department of Tourism and Public Relations



Tourism & Public Relations FY 2017-18

13-6400-510	Tourism & Public Relations	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 500,887	\$ 529,015	5.6%
1110-0	Other Salaries & Wages	16,783	18,203	8.5%
2100-0	Group Health Insurance	71,079	93,680	31.8%
2110-0	Group Life Insurance	2,645	1,650	-37.6%
2120-0	Group Dental Insurance	3,980	3,698	-7.1%
2130-0	Group Vision Insurance	772	845	9.5%
2200-0	FICA Expense	39,602	43,255	9.2%
2400-0	Municipal Retirement	63,462	71,640	12.9%
	Total Personal Benefits	\$ 699,210	\$ 761,986	9.0%
52	Purchased/Contracted Services			
1110-0	Maintenance/Repairs Equipment	\$ 7,850	\$ 8,000	1.9%
2205-0	Way-Finding Signage	-	50,000	N/A
2300-0	Advertising	84,405	67,265	-20.3%
2400-0	Publishing/Printing	14,235	22,880	60.7%
2500-0	Postage	12,000	12,000	0.0%
3100-0	Dues, Fees & Memberships	10,990	12,040	9.6%
3700-0	Training and Travel	3,450	4,350	26.1%
	Purchased/Contracted Services	\$ 132,930	\$ 176,535	32.8%
53	Supplies			
1100-0	Office Supplies	\$ 3,825	\$ 4,000	4.6%
1300-0	Periodicals/Publications	130	-	-100.0%
	Total Supplies	\$ 3,955	\$ 4,000	1.1%
57	Other Costs			
5950-0	Economic Development	\$ 75,000	\$ 90,000	20.0%
5956-0	Arts Council	25,000	25,000	0.0%
5957-0	New Depot Players	-	5,000	N/A
6001-0	Historical Society	6,000	6,000	0.0%
8510-0	Special Events	31,550	9,050	-71.3%
8535-0	Olde Town Events	25,795	48,120	86.5%
	Total Other Costs	\$ 163,345	\$ 183,170	12.1%
	Total Tourism & Public Relations	\$ 999,440	\$ 1,125,691	12.6%

Tourism & Public Relations *FY 2017-18*

13-6450-530 Big Haynes Creek Nature Center		FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 24,654	\$ 25,829	4.8%
2100-0	Group Health Insurance	6,015	6,528	8.5%
2110-0	Group Life Insurance	130	81	-37.7%
2120-0	Group Dental Insurance	398	370	-7.0%
2130-0	Group Vision Insurance	77	85	10.4%
2200-0	FICA Expense	1,886	1,976	4.8%
2400-0	Municipal Retirement	3,124	3,273	4.8%
	Total Personal Benefits	\$ 36,284	\$ 38,142	5.1%
54	Capital Outlay			
5005-0	Operating Capital	\$ 50,000	\$ -	-100.0%
8100-0	Construction-in-Progress	\$ 50,000	\$ -	-100.0%
	Total Capital Outlay	\$ 100,000	\$ -	-100.0%
	Total Big Haynes Creek Nature Center	\$ 136,284	\$ 38,142	-72.0%

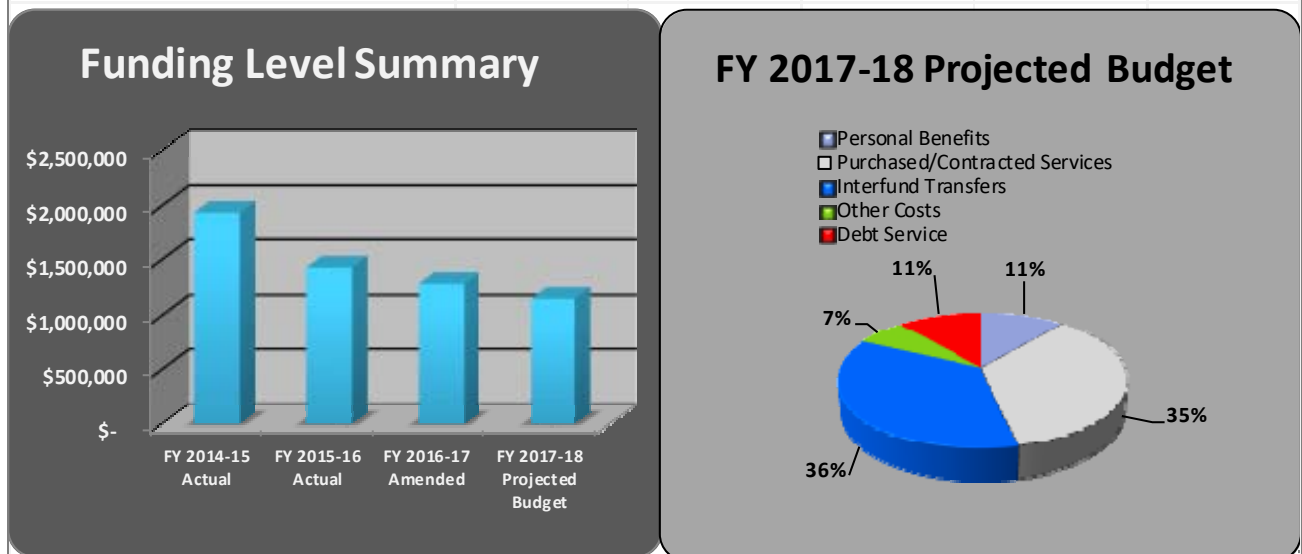
Note: The Big Haynes Creek Nature Center is a Special Revenue Fund under the Hotel-Motel Fund. However, this department is managed and maintained under the Georgia International Horse Park.

Non-Departmental FY 2017-18

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 and interfund transfers.

Funding Level Summary	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015-2016
Personal Benefits	\$ 97,845	\$ 119,351	\$ 112,870	\$ 128,057	13.5%
Purchased/Contracted Services	326,715	379,862	411,500	407,500	-1.0%
Interfund Transfers	560,364	679,234	500,000	410,824	-17.8%
Other Costs	223,606	66,358	75,000	75,000	0.0%
Debt Service	731,356	184,930	185,000	130,000	-29.7%
Departmental Total	\$ 1,939,886	\$ 1,429,735	\$ 1,284,370	\$ 1,151,381	-10.4%



BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2017-2018 are \$1,151,381, a decrease of \$132,989 (10.4%) over last year's amended budget of \$1,284,370. This department includes funding for retiree benefits, unemployment compensation, workers compensation, liability insurance, operating transfers, Stormwater fees, economic development, and debt service.

Non-Departmental FY 2017-18

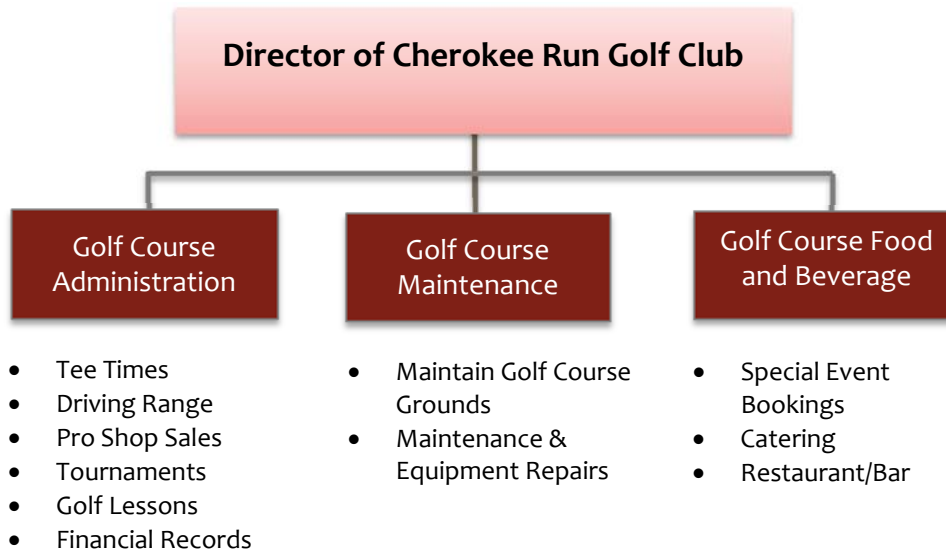
10-9100-900	Non-Departmental	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
4300-0	Retiree Health & Life Insurance	\$ 111,870	\$ 123,057	10.0%
4350-0	Unemployment Compensation	1,000	5,000	400.0%
	Total Personal Benefits	\$ 112,870	\$ 128,057	13.5%
52	Purchased/Contracted Services			
3100-0	Dues, Fees & Memberships	\$ 7,500	\$ 7,500	0.0%
5200-0	Workers Compensation Insurance	187,000	175,000	-6.4%
5300-0	Liability Insurance	217,000	225,000	3.7%
	Purchased/Contracted Services	\$ 411,500	\$ 407,500	-1.0%
55	Interfund Transfers			
9600-0	Operating Transfers Out	\$ 500,000	\$ 410,824	-17.8%
	Total Interfund Transfers	\$ 500,000	\$ 410,824	-17.8%
57	Other Costs			
1500-0	Fiscal Agent Charges	\$ 40,000	\$ 40,000	0.0%
1600-0	Stormwater Fees	35,000	35,000	0.0%
	Total Other Costs	\$ 75,000	\$ 75,000	0.0%
58	Debt Service			
1600-0	C.I.P. Leases Current	\$ 155,000	\$ 100,000	-35.5%
1602-0	Interest Expense	30,000	30,000	0.0%
	Total Debt Service	\$ 185,000	\$ 130,000	-29.7%
	Total Non-Departmental	\$ 1,284,370	\$ 1,151,381	-10.4%

Cherokee Run Golf Club



Cherokee Run Golf Club FY 2017-18

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, dining 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.

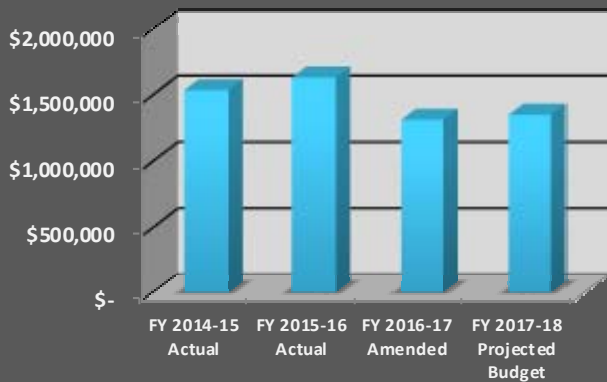
Cherokee Run Golf Club FY 2017-18

KEY OBJECTIVES

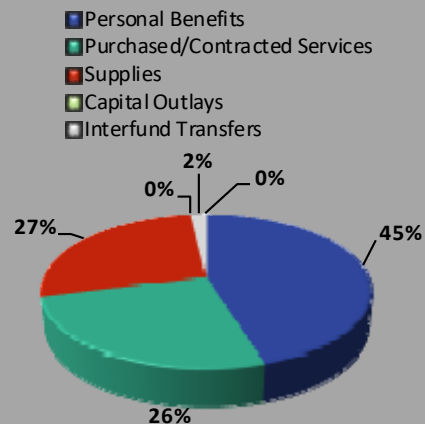
- Provide an exceptional golf, clubhouse, and dining experience for all members and guests at affordable prices.
- Provide friendly customer service in a relaxing and enjoyable environment.
- Maintain the highest standards of excellence in environmentally conscious golf course conditions.

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Amended	FY 2017-18 Projected Budget	% Change From FY 2015- 2016
Funding Level Summary					
Cherokee Run Administration	\$ 719,093	\$ 827,861	\$ 485,861	\$ 501,144	3.1%
Cherokee Run Maintenance	513,211	508,414	533,398	556,636	4.4%
Cherokee Run Food & Beverage	304,144	295,133	292,730	293,261	0.2%
Departmental Total	\$ 1,536,448	\$ 1,631,408	\$ 1,311,989	\$ 1,351,041	3.0%
Personal Benefits	\$ 442,581	\$ 540,720	\$ 549,789	\$ 610,341	11.0%
Purchased/Contracted Services	442,659	470,580	364,200	350,700	-3.7%
Supplies	406,908	417,992	369,000	367,000	-0.5%
Capital Outlays	215,940	180,575	-	-	N/A
Interfund Transfers	26,246	20,958	29,000	23,000	-20.7%
Debt Service	2,114	583	-	-	N/A
Departmental Total	\$ 1,536,448	\$ 1,631,408	\$ 1,311,989	\$ 1,351,041	3.0%
Personnel Summary					
Cherokee Run Administration	4	5	5	6	20.0%
Cherokee Run Maintenance	3	3	4	4	0.0%
Cherokee Run Food & Beverage	1	1	1	1	0.0%
Departmental Total	8	9	10	11	10.0%

Funding Level Summary



FY 2017-18 Projected



Cherokee Run Golf Club FY 2017-18

FUTURE OUTLOOK – FISCAL YEAR 2017-2018

- To be as efficient as possible while striving to deliver a very upscale experience.
- Be a host site for state qualifiers and state championships. Cherokee Run Golf Club is hosting the 2018 Georgia Public Links Championship.
- Develop customized membership for the residents of the new Centennial subdivision adjacent to Cherokee Run Golf Club.
- Continue our partnership with Golf Now and The Golf Channel, which gives Cherokee Run Golf Club exposure outside our normal marketing area.
- Utilize and market our PGA and TPI Certified Golf Professionals as a resource to help develop junior golf programs, high school golf programs, and game improvement initiatives for golfers.
- Continue our involvement in the Play Golf America Campaign and the Get Golf Ready Promotion.
- Continue to establish Cherokee Run clubhouse as the place to have meetings, weddings, receptions, and parties.
- Increase revenue for all departments so that Cherokee Run Golf Club is a profitable asset for the citizens of Conyers.
- Market and establish Cherokee Run Golf Club as the best municipal golf course in the state of Georgia.



ACCOMPLISHMENTS – FISCAL YEAR 2016-2017

- ❖ Received recognition for being in the Top Twenty Golf Courses in the State of Georgia by Golf Advisory.
- ❖ Continued our support of junior golf development by hosting Salem and Rockdale High Schools golf teams.
- ❖ Set ourselves apart from most golf clubs by having the Visage GPS Monitoring System on our golf carts.
- ❖ Continued to establish and market Cherokee Run Golf Club as the best conditioned municipal/daily fee golf course in the State of Georgia.

Cherokee Run Golf Club FY 2017-18

KEY PERFORMANCE MEASURES

Cherokee Run Golf Club	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Actual	Actual	Pre-Audit
Rounds of Golf	25,938	26,566	28,197
Number of Events	67	88	70

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2017-2018 are \$1,351,041, an increase of \$39,052 (3%) from the previous year's unaudited budget of \$1,311,989. Cherokee Run is comprised of three different divisions: Administration, Maintenance, and Food and Beverage. The primary reason for the increase is due to the rising costs of health insurance premiums.

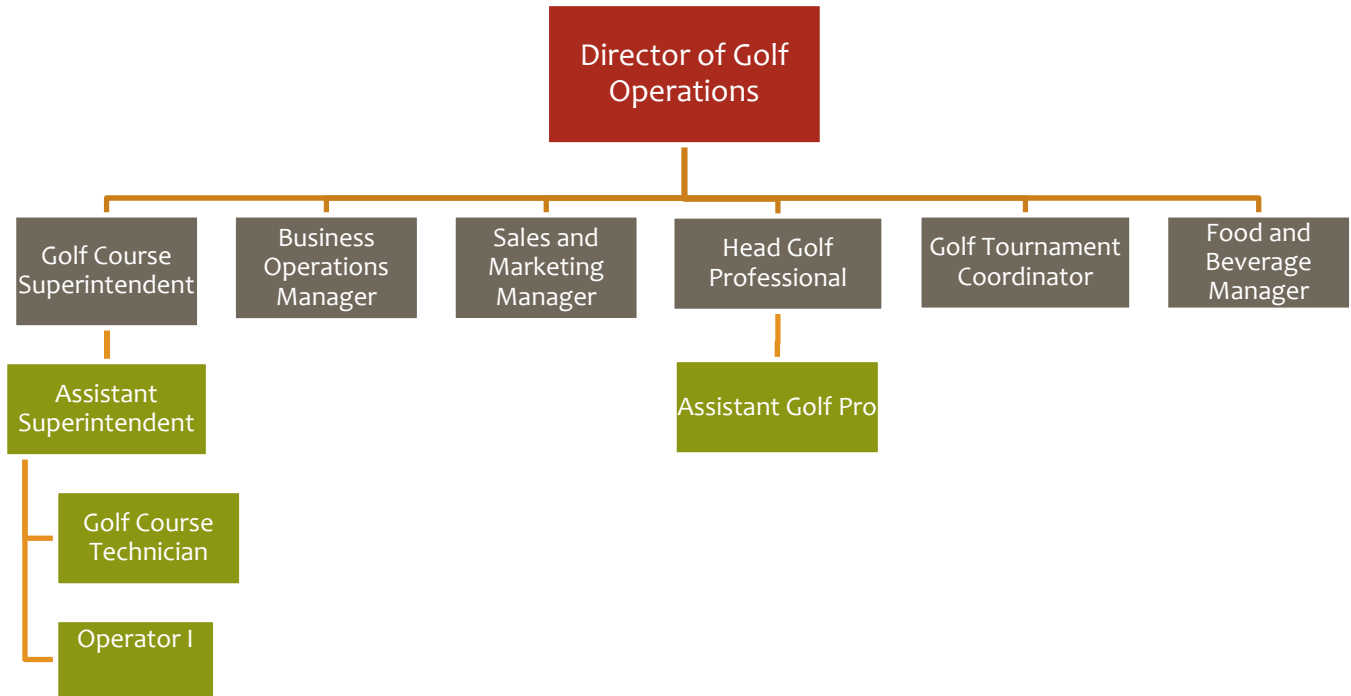
PERSONNEL POSITIONS

Cherokee Run Golf Course	Salary Grade	FY 2015-16 Budgeted Positions	FY 2016-17 Budgeted Positions	FY 2017-18 Budgeted Positions
Director of Golf Operations	UC	1	1	1
Golf Course Superintendent	117	1	1	1
Business Operations Manager	116	1	1	1
Sales and Marketing Manager	115	1	1	1
Food and Beverage Manager	115	1	1	1
Head Golf Professional	115	0	0	1
Golf Course Technician	115	0	1	1
Assistant Superintendent	110	1	1	1
Golf Tournament Coordinator	107	1	1	1
Assistant Golf Pro	106	1	1	1
Operator I	106	1	1	1
Total		9	10	11



Cherokee Run Golf Club FY 2017-18

Organizational Chart Department of Cherokee Run Golf Club



Cherokee Run Golf Club FY 2017-18

17-1700-018	Cherokee Run Administration	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 170,827	\$ 179,824	5.3%
1110-0	Other Salaries & Wages	8,108	15,749	94.2%
2100-0	Group Health Insurance	21,517	18,735	-12.9%
2110-0	Group Life Insurance	902	536	-40.6%
2120-0	Group Dental Insurance	796	740	-7.0%
2130-0	Group Vision Insurance	154	169	9.7%
2200-0	FICA Expense	13,689	16,166	18.1%
2400-0	Municipal Retirement	19,918	26,775	34.4%
	Total Personal Benefits	\$ 235,911	\$ 258,694	9.7%
52	Purchased/Contracted Services			
1120-0	Temporary Labor	\$ 55,000	\$ 55,000	0.0%
1150-0	Building Maintenance	10,000	10,000	0.0%
1155-0	Computer Services	13,200	13,200	0.0%
1200-0	Pest Control Services	1,000	1,000	0.0%
1205-0	Legal Council	1,000	-	-100.0%
2200-0	Telephone/Cable	5,000	5,000	0.0%
2300-0	Advertising	12,000	10,000	-16.7%
2500-0	Postage	250	250	0.0%
3100-0	Dues, Fees, & Memberships	17,000	17,000	0.0%
3700-0	Training & Travel	3,500	2,500	-28.6%
5300-0	Liability Insurance	7,500	6,000	-20.0%
6000-0	Reward Program Expense	15,000	15,000	0.0%
	Total Purchased/Contracted Services	\$ 140,450	\$ 134,950	-3.9%
53	Supplies			
1100-0	Office Supplies	\$ 2,000	\$ 2,000	0.0%
1200-0	Water Consumption	2,500	2,500	0.0%
1205-0	Janitorial Supplies	2,000	2,000	0.0%
1250-0	Operating Equipment/supplies	6,000	6,000	0.0%
1300-0	Electricity	38,000	36,000	-5.3%
1380-0	Machinery Parts/Repairs	1,000	1,000	0.0%
1400-0	Uniforms	3,000	3,000	0.0%
1515-0	Pro-Shop Merchandise	55,000	55,000	0.0%
	Total Supplies	\$ 109,500	\$ 107,500	-1.8%
	Total Cherokee Run Administration	\$ 485,861	\$ 501,144	3.1%

Cherokee Run Golf Club FY 2017-18

17-1710-018	Cherokee Run Maintenance	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 179,978	\$ 195,290	8.5%
2100-0	Group Health Insurance	21,517	30,943	43.8%
2110-0	Group Life Insurance	950	609	-35.9%
2120-0	Group Dental Insurance	796	1,109	39.3%
2130-0	Group Vision Insurance	154	253	64.3%
2200-0	FICA Expense	13,768	14,939	8.5%
2400-0	Municipal Retirement	20,985	24,743	17.9%
	Total Personal Benefits	\$ 238,148	\$ 267,886	12.5%
52	Purchased/Contracted Services			
1120-0	Temporary Labor	\$ 115,000	\$ 115,000	0.0%
1130-0	Irrigation Renovation/Repairs	12,500	12,500	0.0%
1135-0	Bunker Renovation/Repairs	1,500	1,500	0.0%
1150-0	Building Maintenance	2,000	1,000	-50.0%
1155-0	Computer Services	250	250	0.0%
1160-0	Equipment Rental	500	1,000	100.0%
1222-0	Computer Equipment	500	500	0.0%
3100-0	Dues, Fees & Memberships	500	500	0.0%
3700-0	Training & Travel	500	500	0.0%
	Total Purchased/Contracted Services	\$ 133,250	\$ 132,750	-0.4%
53	Supplies			
1250-0	Operating Equipment/Supplies	\$ 10,000	\$ 6,000	-40.0%
1350-0	Chemicals/Fertilizer	73,000	73,000	0.0%
1357-0	Sand, Top Dressing	8,000	8,000	0.0%
1375-0	Landscaping Supplies	8,000	8,000	0.0%
1380-0	Machinery Parts/Repairs	30,000	34,000	13.3%
1400-0	Uniforms	2,000	2,000	100.0%
4500-0	Small Tools	2,000	2,000	0.0%
	Total Supplies	\$ 133,000	\$ 133,000	0.0%
55	Interfund Transfers			
1200-0	Tires	\$ 1,500	\$ 1,500	0.0%
1300-0	Oil & Fluids	1,500	1,500	0.0%
1400-0	Fuel	26,000	20,000	-23.1%
	Total Interfund Transfers	\$ 29,000	\$ 23,000	-20.7%
	Total Cherokee Run Maintenance	\$ 533,398	\$ 556,636	4.4%

Cherokee Run Golf Club FY 2017-18

17-1720-018	Cherokee Run Food & Beverage	FY:2016-2017 Amended Budget	FY:2017-2018 Operating Budget	% Change
51	Personal Benefits			
1100-0	Regular Salaries & Wages	\$ 53,820	\$ 58,945	9.5%
2100-0	Group Health Insurance	10,759	12,207	13.5%
2110-0	Group Life Insurance	284	176	-38.0%
2120-0	Group Dental Insurance	398	370	-7.0%
2130-0	Group Vision Insurance	77	85	10.4%
2200-0	FICA Expense	4,117	4,509	9.5%
2400-0	Municipal Retirement	6,275	7,469	19.0%
	Total Personal Benefits	\$ 75,730	\$ 83,761	10.6%
52	Purchased/Contracted Services			
1100-0	Maintenance & Repairs Equipment	\$ 3,000	\$ 5,000	66.7%
1120-0	Temporary Labor	80,000	70,000	-12.5%
1210-0	Janitorial Services	7,500	8,000	6.7%
	Total Purchased/Contracted Services	\$ 90,500	\$ 83,000	-8.3%
53	Supplies			
1103-0	Beer	\$ 18,000	\$ 18,000	0.0%
1104-0	Wine	2,000	2,000	0.0%
1105-0	Liquor	8,500	8,500	0.0%
1107-0	Food Expenses	75,000	75,000	0.0%
1250-0	Bar/Kitchen supplies & Equipment	15,000	15,000	0.0%
1280-0	Special Event Extra Items	5,000	5,000	0.0%
1310-0	Propane	3,000	3,000	0.0%
	Total Supplies	\$ 126,500	\$ 126,500	0.0%
	Total Cherokee Run Food & Beverage	\$ 292,730	\$ 293,261	0.2%

Capital Improvement Plan FY 2017-18



CITY OF
CONYERS
Celebration of Community

CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2018-2022

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.

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.

Capital Improvement Plan FY 2017-18

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.
- 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.

Capital Improvement Plan FY 2017-18

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, 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.

Capital Improvement Plan *FY 2017-18*

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 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.

Capital Improvement Plan *FY 2017-18*

- 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 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.

Capital Improvement Plan *FY 2017-18*

- 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 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.

Capital Improvement Plan *FY 2017-18*

The pay-as-you-go approach places a premium on advance planning. The five-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 surplus or "earmarked" operational revenues that are set aside, depreciating accounts, or from the sale of capital assets.

Capital Improvement Plan *FY 2017-18*

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 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

Capital Improvement Plan *FY 2017-18*

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, sanitation services, and municipal golf course 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.

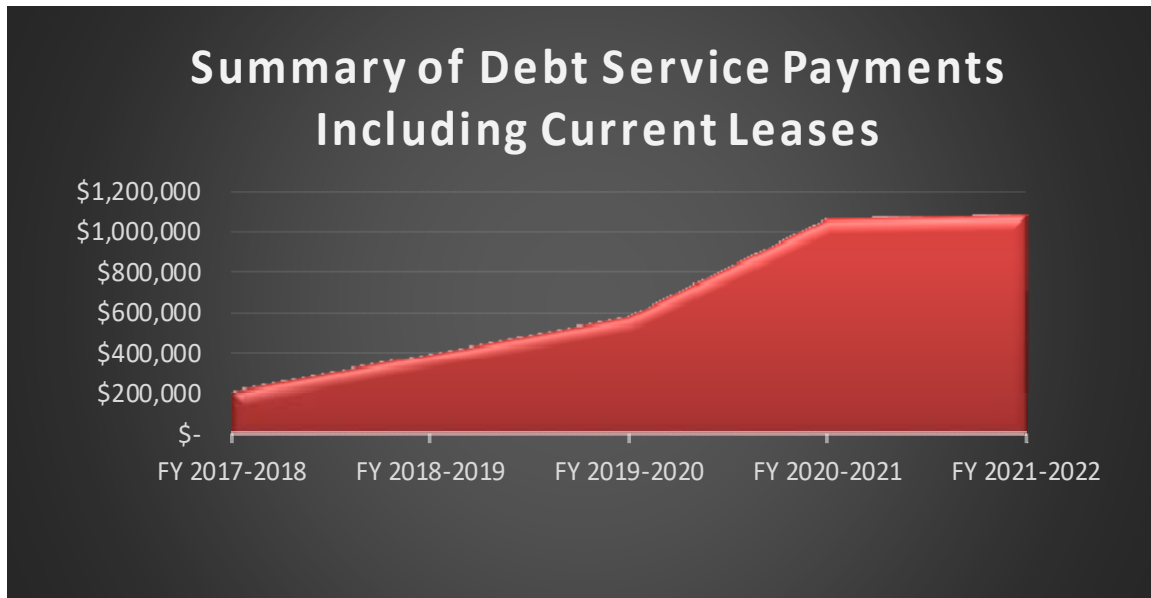
Capital Improvement Plan FY 2017-18

DIVISION/FUND						
List of Equipment	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	Total
GIHP						
Tables	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 10,000
Drags	\$ -	\$ -	\$ -	\$ 7,500	\$ -	\$ 7,500
Covering Arena 8	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000
Tractors	\$ 32,000	\$ -	\$ 40,000	\$ 32,000	\$ -	\$ 104,000
Paving Retail Parking Lot	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
Barricades	\$ -	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ 15,000
Remodel Meeting Rooms	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Chairs for Outdoor Events	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
Skid Steer	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000
Fencing	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Mowers	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
Bush Hog	\$ -	\$ 7,400	\$ -	\$ -	\$ -	\$ 7,400
Landcape Trailer	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Light Fixtures	\$ 75,000	\$ 57,000	\$ -	\$ -	\$ -	\$ 132,000
Golf Carts/Gators	\$ -	\$ 18,000	\$ -	\$ 32,000	\$ -	\$ 50,000
Passenger Vehicle	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Dump Truck	\$ -	\$ 47,000	\$ -	\$ -	\$ -	\$ 47,000
Utility Vehicle	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ 13,000
Paint Charles Walker Arena	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Rebuild Footing	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
Total GIHP	\$ 125,000	\$ 2,406,900	\$ 247,500	\$ 111,500	\$ 10,000	\$ 2,900,900
Public Safety						
Replacement Patrol Vehicles	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 1,835,365
Vehicle for CID Commander	\$ -	\$ 52,650	\$ -	\$ -	\$ -	\$ 52,650
Integration of Camera Systems	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Fixed LPR Camera Installation	\$ -	\$ 48,000	\$ -	\$ -	\$ -	\$ 48,000
Covert LPR Camera Installation	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Command Van	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ 95,000
Refurbished Armored Vehicle	\$ -	\$ 98,500	\$ -	\$ -	\$ -	\$ 98,500
Tilt Pan Zoom Cameras	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000
Private Camera Partnerships/Stratocast	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Total Public Safety	\$ 377,073	\$ 771,223	\$ 442,073	\$ 442,073	\$ 442,073	\$ 2,474,515
Public Works & Transportation						
Portable Air Compressor	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Bucket Truck	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
F-250 Ford Trucks	\$ 38,000	\$ 76,000	\$ -	\$ -	\$ -	\$ 114,000
F-150 Ford Trucks	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 60,000
Sand Spreader	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 30,000
Asphalt Roller	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
Rubber Tire Loader/Backhoe	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
Snow Plows	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 30,000
Ford F-150 4X4	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Ford F-550 Dump Truck	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
Total Public Works & Transportation	\$ 238,000	\$ 366,000	\$ 30,000	\$ -	\$ -	\$ 634,000
GENERAL FUND	\$ 740,073	\$ 3,544,123	\$ 719,573	\$ 553,573	\$ 452,073	\$ 6,009,415
Stormwater						
Skid Steer Loader	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ 140,000
Single Axle Dump Truck	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Total Stormwater	\$ 150,000	\$ 70,000	\$ -	\$ -	\$ -	\$ 220,000
STORMWATER FUND	\$ 150,000	\$ 70,000	\$ -	\$ -	\$ -	\$ 220,000
Cherokee Run Golf Club						
John Deere 2500 Greens Mower	\$ -	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ 70,000
Toro Fairway Mower	\$ 55,000	\$ -	\$ 55,000	\$ -	\$ -	\$ 110,000
Carpet for Dining/Banquet Room	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
New Batteries for Golf Carts	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
Rough Mower	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
Total Cherokee Run Golf Club	\$ 55,000	\$ 95,000	\$ 125,000	\$ -	\$ -	\$ 275,000
GOLF FUND	\$ 55,000	\$ 95,000	\$ 125,000	\$ -	\$ -	\$ 275,000
Sanitation						
1 Ton Flat Bed Trucks	\$ -	\$ 168,000	\$ 168,000	\$ -	\$ -	\$ 336,000
Knuckle Boom Brush Truck	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000
Leaf Vacuum	\$ -	\$ 42,000	\$ -	\$ -	\$ -	\$ 42,000
22 Foot Dump Trailer	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
Total Sanitation	\$ 140,000	\$ 225,000	\$ 168,000	\$ -	\$ -	\$ 533,000
SANITATION FUND	\$ 140,000	\$ 225,000	\$ 168,000	\$ -	\$ -	\$ 533,000
Total All Funds	\$ 1,085,073	\$ 3,934,123	\$ 1,012,573	\$ 553,573	\$ 452,073	\$ 7,037,415

Capital Improvement Plan FY 2017-18

**Capital Improvement Plan
Fiscal Years 2018-2022
Summary of Debt Service Payments**

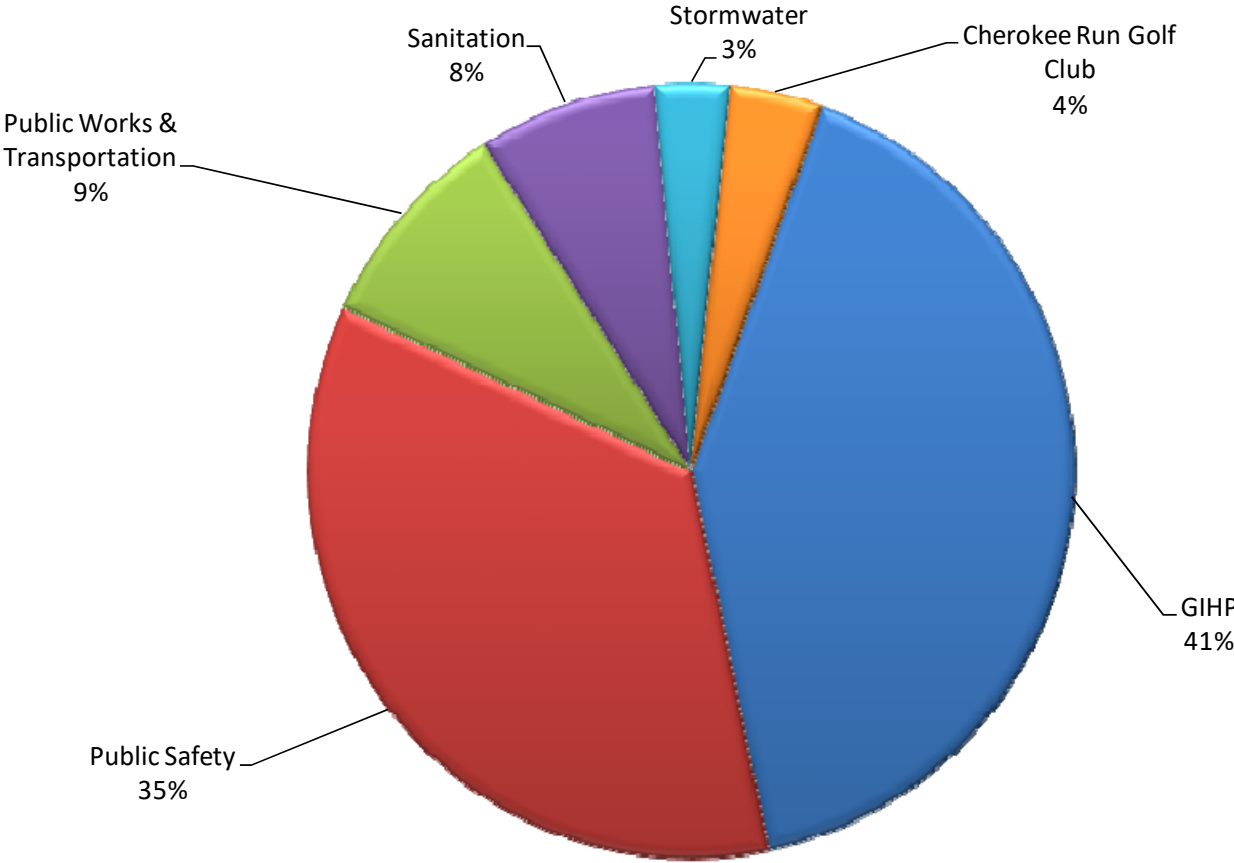
Department	All Departments					Total
	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	
Current Lease Purchases	\$ 214,251	\$ 214,251	\$ 149,200	\$ 45,196	\$ 35,362	\$ 658,259
GIHP	\$ -	\$ 27,526	\$ 105,951	\$ 636,394	\$ 661,970	\$ 1,385,965
Public Works & Transportation	\$ -	\$ 87,646	\$ 184,215	\$ 194,537	\$ 194,537	\$ 660,935
Cherokee Run	\$ -	\$ 12,616	\$ 34,076	\$ 62,626	\$ 62,626	\$ 171,944
Sanitation	\$ -	\$ 61,743	\$ 116,648	\$ 130,411	\$ 130,411	\$ 439,214
Total Lease Purchases Debt	\$ 214,251	\$ 403,782	\$ 590,089	\$ 1,069,164	\$ 1,084,907	\$3,316,317



Capital Improvement Plan FY 2017-18

All Departments Fiscal Years 2018-2022

Capital Leases (ALL DEPARTMENTS)





Capital Improvement Plan
Fiscal Years 2018-2022
Georgia International Horse Park
(GIHP)

Georgia International Horse Park - CIP FY 2017-18

City of Conyers

Capital Improvement Plan

Fiscal Years 2018-2022

Summary of Debt Service Payments

GIHP

Debt Service	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	Total
GIHP						
Tractors		\$ 7,340	\$ 7,340	\$ 16,515	\$ 23,856	\$ 47,711
Barricades	\$ -	\$ -	\$ 1,720	\$ 3,441	\$ 3,441	\$ 8,602
Remodel Meeting Rooms	\$ -	\$ -	\$ 9,175	\$ 9,175	\$ 9,175	\$ 9,175
Covering Arena 8	\$ -	\$ -	\$ -	\$ 458,762	\$ 458,762	\$ 917,524
Paving Retail Parking Lot	\$ -	\$ -	\$ -	\$ 14,910	\$ 14,910	\$ 29,820
Rebuild Footing	\$ -	\$ -	\$ -	\$ 45,876	\$ 45,876	\$ 91,752
Paint Charles Walker Arena	\$ -	\$ -	\$ 9,175	\$ 9,175	\$ 9,175	\$ 27,526
Utility Vehicle	\$ -	\$ 2,982	\$ 2,982	\$ 2,982	\$ 2,982	\$ 8,946
Dump Truck	\$ -	\$ -	\$ 10,781	\$ 10,781	\$ 10,781	\$ 32,343
Passenger Vehicle	\$ -	\$ -	\$ 5,735	\$ 5,735	\$ 5,735	\$ 17,204
Golf Carts	\$ -	\$ -	\$ 4,129	\$ 4,129	\$ 11,469	\$ 19,727
Light Fixtures	\$ -	\$ 17,204	\$ 30,278	\$ 30,278	\$ 30,278	\$ 90,835
Landscape Trailer	\$ -	\$ -	\$ 2,294	\$ 2,294	\$ 2,294	\$ 6,881
Bush Hog	\$ -	\$ -	\$ 1,697	\$ 1,697	\$ 1,697	\$ 5,092
Mowers	\$ -	\$ -	\$ -	\$ -	\$ 9,175	\$ 9,175
Tables	\$ -	\$ -	\$ 1,147	\$ 1,147	\$ 1,147	\$ 3,441
Skid Steer	\$ -	\$ -	\$ 12,616	\$ 12,616	\$ 12,616	\$ 37,848
Drags	\$ -	\$ -	\$ -	\$ -	\$ 1,720	\$ 1,720
Chairs for Outdoor Events	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fencing	\$ -	\$ -	\$ 6,881	\$ 6,881	\$ 6,881	\$ 20,644
Total GIHP	\$ -	\$ 27,526	\$ 105,951	\$ 636,394	\$ 661,970	\$ 1,385,965

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-01
Project Name	Tables

New or Replacement Category New Furniture **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 10,000
50 tables for use throughout the Horse Park.	

Justification
The tables used at the Park, including 8 foot , 6 foot and 72 inch rounds are deteriorating with age. We lose several tables each year from wear and tear. The tables are transported to various locations throughout the Park on a weekly basis. In addition, we have more space now including the Exhibition Hall which requires additional tables for some events. Additional tables are needed to accommodate our events and replace those that are no longer usable. Purchasing a total of 100 tables over 4 years.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 5,000	\$ 5,000				\$ 10,000
Quantity	25	25				50
Total	\$ 5,000	\$ 5,000				\$ 10,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease	\$ 5,000	\$ 5,000				\$ 10,000
Total	\$ 5,000	\$ 5,000				\$ 10,000

Operational Impact/Other
The operating impact would reflect a reduction of man hours and therefore an increase in productivity. Additional revenue is most likely a factor due to the fact that the new tables would look more attractive for prospective renters of the available facilities at the park.

Operating Budget Impact	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GIHP Revenue	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 15,000
Total	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 15,000

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-02
Project Name	Drags



New or Replacement Category Replacement Equipment **Contact Department** Jennifer Bexley Horse Park

Description	Total Project Cost \$ 7,500
One arena works drag.	

Justification
 Currently, we have two 1995 Hydraulic 4 in 1 drags, one 2012 Hydraulic 4 in 1 drag, and two TR3 drags. The drags sustain substantial wear and tear because of the frequency of their use. We re-work the drags on an annual basis. Due to their age, it becomes more expensive each year to re-work them. In FY 2012, we replaced one Hydraulic 4 in 1 drag. This will be to replace the other 4 in 1 drag.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay				\$ 7,500		\$ 7,500
Quantity				1		1
Total				\$ 7,500		\$ 7,500

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease				\$ 7,500		\$ 7,500
Total				\$ 7,500		\$ 7,500

Operational Impact/Other
 Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022



Project #	GIHP-03
Project Name	Covering Arena 8

New or Replacement Category	New Improvements	Contact Department	Jennifer Bexley Horse Park
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Description	Total Project Cost \$ 2,000,000
Install a metal roof to cover the existing arena.	

Justification
The Park is in need of an additional covered arena. By having another covered arena away from the existing Charles Walker Arena, we would be able to book many more events that we currently have to turn away because the existing covered arena is booked. This would be a great asset to the Park.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 2,000,000				\$2,000,000
Total		\$ 2,000,000				\$2,000,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 2,000,000				\$2,000,000
Total		\$ 2,000,000				\$2,000,000

Operational Impact/Other
There is no O&M impact associated with this capital item.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022



Project #	GIHP-04
Project Name	Tractors

New or Replacement Category Replacement Equipment **Contact Department** Jennifer Bexley Horse Park

Description	Total Project Cost \$ 104,000
Two 70 hp tractor and one 108 hp tractor.	

Justification
Replacement of a tractor purchased in FY 2003 expected to have a five year life. Future purchase to replace other tractors.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 32,000		\$ 40,000	\$ 32,000		\$ 104,000
Quantity	1		1	1		3
Total	\$ 32,000		\$ 40,000	\$ 32,000		\$ 104,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease	\$ 32,000		\$ 40,000	\$ 32,000		\$ 104,000
Total	\$ 32,000		\$ 40,000	\$ 32,000		\$ 104,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-05
Project Name	Paving Retail Parking Lot



New or Replacement Category New Improvements **Contact** Jennifer Bexley
Department Horse Park

Description	Total Project Cost \$ 65,000
Applying an asphalt surface to the 37,000 square foot Retail Parking Lot.	

Justification

The Retail Parking Lot is the area used for parking for events in the Carriage Room and Legacy Room. Most always the events hosted in these rooms are business related or formal social occasions. The first image guests obtain is a gravel parking lot that is difficult to walk on and can be very messy when there is incimate weather. Furhter, if the area was paved and striped, many more cars could fit in the area, thus increasing the capacity.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 65,000				\$ 65,000
Total		\$ 65,000				\$ 65,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 65,000				\$ 65,000
Total		\$ 65,000				\$ 65,000

Operational Impact/Other

There is no O&M impact associated with this capital item.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GHP-06
Project Name	Barricades

New or Replacement Category Replacement Equipment **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 15,000
One hundred galvanized plated barricades.	

Justification
 Many of the existing barricades were purchased prior to the Olympics in and are in excess of 20 years old. Due to the age and constant use, many of them are in poor condition. New barricades are needed to replace the existing ones that are damaged.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 7,500	\$ 7,500			\$ 15,000
Quantity		50	50			100
Total		\$ 7,500	\$ 7,500			\$ 15,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 7,500	\$ 7,500			\$ 15,000
Total		\$ 7,500	\$ 7,500			\$ 15,000

Operational Impact/Other
 Due to the fact that the barricades are for replacement purposes, there is no operating impact expected with this capital item.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-07
Project Name	Remodeling of the Meeting Rooms

New or Replacement Category New Improvements **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 40,000
Remodeling of the Legacy Room and Tack Room. This cost includes new carpet/flooring, window treatments and the services of a designer.	

Justification
The décor in the Legacy Room and Tack Room is over 14 years old and is showing its age and the decorations are dated. The Tack Room was re-painted in FY 2016. However, the carpet in the Tack Room and the flooring in the Legacy Room are in need of replacement, along with the need for new window treatments.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 40,000				\$ 40,000
Total		\$ 40,000				\$ 40,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 40,000				\$ 40,000
Total		\$ 40,000				\$ 40,000

Operational Impact/Other
There is no operating impact associated with this capital item.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GHP-08
Project Name	Chairs for Outdoor Events



New or Replacement Category	Replacement Furniture	Contact Department	Jennifer Bexley Horse Park
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Description	Total Project Cost \$ 10,000
1,000 folding outdoor chairs to be used for outdoor events at the Horse Park.	

Justification
Over the past few years, we have been replacing the original chairs used for outdoor events that are 20 years old. They were originally purchased for the first concerts held at the park. The chairs are needed for all of our outdoor events. This is an ongoing purchase to replace the inventory.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay					\$ 10,000	\$ 10,000
Total					\$ 10,000	\$ 10,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease					\$ 10,000	\$ 10,000
Total					\$ 10,000	\$ 10,000

Operational Impact/Other
There is no operating impact associated with this capital purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-09
Project Name	Skidsteer Loader

New or Replacement Category New Equipment **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 55,000
Skidsteer Loader for use at the Horse Park.	

Justification
 With the new Exhibition Center, the temporary stalls are regularly being removed and replaced based upon the events booked. A skidsteer is necessary to move both the stalls and stall mats. In addition, a number of other projects are done at the park that require the use of a skidsteer. Currently, we must borrow the Public Work's skidsteer. This is often inconvenient for them as they have several departments that utilize the equipment.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 55,000				\$ 55,000
Total		\$ 55,000				\$ 55,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 55,000				\$ 55,000
Total		\$ 55,000				\$ 55,000

Operational Impact/Other
 The operating impact will be affected by the additional cost for liability insurance as well as the additional fuel costs associated this capital purchase.

Operating Budget Impact	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Liability Insurance		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Fuel		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Total		\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 26,000

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-10
Project Name	Fencing

New or Replacement Category New Improvements **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 30,000
5,000 linear feet of two rail vinyl fence.	

Justification
Fencing currently exists at the entrance of the main gate of the Horse Park. For a more professional and inviting entrance, fencing is needed along Centennial Olympic Parkway in front of the park. This will also make the look more consistent with the new fencing installed at the Big Haynes Creek Nature Center.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 30,000				\$ 30,000
Total		\$ 30,000				\$ 30,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 30,000				\$ 30,000
Total		\$ 30,000				\$ 30,000

Operational Impact/Other
The fencing will be installed by the horse park staff. No other operating impact is associated with this capital purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-11
Project Name	Mowers

New or Replacement Category Replacement Equipment **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 40,000
Four 72 inch, 31 hp mowers.	

Justification
Replacement of mowers purchased in FY 2015 and FY 2016 with longer life diesel engines.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay				\$ 10,000		\$ 10,000
Quantity				4		4
Total				\$ 40,000		\$ 40,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease				\$ 40,000		\$ 40,000
Total				\$ 40,000		\$ 40,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-12
Project Name	Bush Hog



New or Replacement Category Replacement Equipment **Contact Department** Jennifer Bexley Horse Park

Description	Total Project Cost \$ 7,400
One large bush hog.	

Justification
Replacement purchase of a 10 ft. cutting deck bush hog to mow various areas around the Horse Park.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 7,400				\$ 7,400
Quantity		1				1
Total		\$ 7,400				\$ 7,400

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 7,400				\$ 7,400
Total		\$ 7,400				\$ 7,400

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-13
Project Name	Landscape Trailer



New or Replacement Category Replacement Equipment **Contact Department** Jennifer Bexley Horse Park

Description	Total Project Cost \$ 10,000
One 16 foot double tandem landscape trailer, suitable for hauling skidsteer and road travel.	

Justification
To replace an identical landscape trailer purchased in FY 1995. Used for hauling large loads such as barricades and the skidsteer.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 10,000				\$ 10,000
Quantity		1				1
Total		\$ 10,000				\$ 10,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 10,000				\$ 10,000
Total		\$ 10,000				\$ 10,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-14
Project Name	Replacing Light Fixtures and Retrofitting Existing Fixtures with LED



New or Replacement Category Replacement Improvements **Contact Department** Jennifer Bexley Horse Park

Description	Total Project Cost \$ 132,000
Replacing light fixtures in Barns 1-5 and the Charles Walker Arena with new LED fixtures and retrofitting all other existing fixtures with LED lights.	

Justification
The existing light fixtures in Barns 1-5 and the Charles Walker Arena are over 20 years old. Age and the weather have taken their toll. The fixtures are rusted and in poor condition and need replacement. In an effort to become more energy efficient, all the bulbs throughout the Park need to be replaced with LED lights. The project is expected to have a 5 year pay-back as far as saving money on energy costs and the new LED fixtures will require limited to no maintenance for many years.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 75,000	\$ 57,000				\$ 132,000
Total	\$ 75,000	\$ 57,000				\$ 132,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease	\$ 75,000	\$ 57,000				\$ 132,000
Total	\$ 75,000	\$ 57,000				\$ 132,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GHP-15
Project Name	Golf Carts/Gators

New or Replacement Category Replacement Equipment **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 50,000
Golf carts and Gators for Horse Park.	

Justification
Golf carts/gators are used as a form of transportation around the Park for all employees. They can go places vehicles cannot and are much less obtrusive when riding around events. Some new carts were purchased in FY 2016 and FY 2017. This includes replacement of the carts expected to have a 5 year life.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 6,000		\$ 8,000		\$ 14,000
Quantity		3		4		7
Total		\$ 18,000		\$ 32,000		\$ 50,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 18,000		\$ 32,000		\$ 50,000
Total		\$ 18,000		\$ 32,000		\$ 50,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-16
Project Name	Passenger Vehicle



New or Replacement Category	Replacement Vehicle	Contact	Jennifer Bexley
		Department	Horse Park

Description	Total Project Cost \$ 25,000
Ford Explorer or equivalent .	

Justification
Vehicle used by Event Managers for weekend events and Sales Managers for site visits. Existing vehicle is a 2006 and is in need of replacement.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 25,000				\$ 25,000
Quantity		1				1
Total		\$ 25,000				\$ 25,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 25,000				\$ 25,000
Total		\$ 25,000				\$ 25,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-17
Project Name	Dump Truck

New or Replacement Category New Vehicle **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 47,000
Five to ten ton truck with hydraulic dump bed.	

Justification
The Horse Park regularly is in need of a dump truck and regularly has to borrow the one from the City. This is often inconvenient for the City as they have important needs for the truck as well. This would allow the Park to have their own truck.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 47,000				\$ 47,000
Total		\$ 47,000				\$ 47,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease		\$ 47,000				\$ 47,000
Total		\$ 47,000				\$ 47,000

Operational Impact/Other
The operating impact will be affected by the additional cost for liability insurance as well as the additional fuel costs associated this capital purchase.

Operating Budget Impact	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Liability Insurance		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Fuel		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Total		\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 26,000

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GHP-18
Project Name	Utility Vehicle

New or Replacement Category Replacement Vehicle **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 13,000
One all terrain vehicle.	

Justification
Vehicle is used by Facility Maintenance for monitoring trails, hauling equipment, pulling trailers, and inside Park transportation. The trail monitoring is by far the most important use of this vehicle due to the fact it can cover rough terrain as well as the narrow trails.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 13,000					\$ 13,000
Total	\$ 13,000					\$ 13,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease	\$ 13,000					\$ 13,000
Total	\$ 13,000					\$ 13,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no additional personnel associated with this purchase.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GHP-19
Project Name	Painting of Charles Walker Arena

New or Replacement Category Replacement Improvements **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 40,000
Painting the beams of the Charles Walker Arena.	

Justification
The Charles Walker Arena has not been painted, nor have any improvements been made since the Olympics. It is showing signs of deterioration and painting would make a significant improvement in the appearance of the arena.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 40,000				\$ 40,000
Total		\$ 40,000				\$ 40,000

Funding Source	2018	2019	2020	2021	2022	Total
GMA Direct Lease		\$ 40,000				\$ 40,000
Total		\$ 40,000				\$ 40,000

Operational Impact/Other
There is no O&M impact associated with this capital item.

Georgia International Horse Park - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	GIHP-20
Project Name	Rebuild footing and base in arenas

New or Replacement Category Replacement Improvements **Contact Department** Jennifer Bexley Horse Park



Description	Total Project Cost \$ 200,000
Rebuilding the footing and base in all of our arenas including the Grand Prix Arena.	

Justification
The footing and base in all arenas have been in place since the Olympics. Although we regularly add new material to the top of the arenas, the base deteriorates over time due to use and weather conditions. In order to maintain our excellent footing, the arenas will need to be rebuilt. A major repair was conducted in FY 2015.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay			\$ 200,000			\$ 200,000
Total			\$ 200,000			\$ 200,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
GMA Direct Lease			\$ 200,000			\$ 200,000
Total			\$ 200,000			\$ 200,000

Operational Impact/Other
There is no O&M impact associated with this capital item.

Public Safety - CIP FY 2017-18



Capital Improvement Plan **Fiscal Years 2018-2022** ***Public Safety***

Public Safety - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PD-01
Project Name	Replacement Patrol Vehicles



New or Replacement Category Replacement Vehicles **Contact** Gene Wilson
Department Public Safety

Description	Total Project Cost \$ 1,835,365
Replacement police vehicles for the Police Department.	

Justification
This is to provide new police vehicles for the Field Service Bureau. This will help eliminate older vehicles that are in the fleet and put more dependable cars on the road to respond to emergency situations. Cost includes cost of vehicle and equipment.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 1,835,365
Quantity	7	7	7	7	7	35
Total	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 1,835,365

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
SPLOST	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 1,835,365
Total	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 367,073	\$ 1,835,365

Operational Impact/Other
Since these are replacement vehicles, there is no impact on the operating budget.

Public Safety - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PD-02
Project Name	Vehicle for CID Commander

New or Replacement Category	Replacement Vehicles	Contact Gene Wilson	Department Public Safety
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Description	Total Project Cost \$ 52,650
This is to purchase a Chevrolet Tahoe police vehicle for use by the Criminal Investigation Division (CID) Commander.	

Justification
The current vehicle used by the CID supervisor is a Dodge Charger. The vehicle has minimum storage space to transport items needed on crime scenes. This vehicle can be utilized to transport specialized equipment including supplies for crime scene processing in the absence of a crime scene technician. The vehicle can also be utilized as a command post vehicle on scenes requiring extended on scene times for critical incidents; such as missing children, and death investigations.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 52,650				\$ 52,650
Quantity		1				1
Total		\$ 52,650				\$ 52,650

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
SPLOST		\$ 52,650				\$ 52,650
Total		\$ 52,650				\$ 52,650

Operational Impact/Other
Since these are replacement vehicles, there is no impact on the operating budget.

Public Safety - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PD-03
Project Name	Integration of Camera Systems

New or Replacement Category	New Equipment	Contact	Gene Wilson
		Department	Public Safety



Description	Total Project Cost \$ 10,000
Integration of private existing cameras into the citywide camera system.	

Justification

Due to the obvious budgetary reasons, Federal Signal (FSI) cameras and equipment cannot be located at every business within the City. However, many of the private cameras in existence now could be integrated into the City of Conyers/FSI project. In these cases, the price of video service to that area is substantially reduced. The cost of licensing, encoding and configuring a private existing camera to our system is roughly \$2,000 per camera (as compared to \$8,500 for a low end FSI wireless feed camera). This would allow a CPD dispatcher to view camera feeds from private cameras. Cost sharing with these potential partners will be pursued and hopefully reduce incurred costs to the City.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 10,000				\$ 10,000
Total		\$ 10,000				\$ 10,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
SPLOST		\$ 10,000				\$ 10,000
Total		\$ 10,000				\$ 10,000

Operational Impact/Other

Regular camera maintenance costs apply.

Public Safety - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PD-05
Project Name	Covert LPR Camera Installation

New or Replacement Category	New Equipment	Contact Gene Wilson	Department Public Safety
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Description	Total Project Cost \$ 25,000
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This request will provide for the acquisition of one covert License Plate Recognition (LPR) camera system for the police department.

Justification

The police department currently utilizes one covert License Plate Recognition (LPR) camera system. The system has been credited with solving numerous serious cases. An additional Covert system would double the odds of the camera being in the right place to gather crucial LPR data when needed.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 25,000				\$ 25,000
Quantity		1				1
Total		\$ 25,000				\$ 25,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
SPLOST		\$ 25,000				\$ 25,000
Total		\$ 25,000				\$ 25,000

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PD-06
Project Name	Command Van



New or Replacement Category	New Vehicles	Contact	Gene Wilson
		Department	Public Safety

Description	Total Project Cost \$	95,000
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This is for a Ford E-450 V10 RDV command van vehicle.

Justification

Currently, the City of Conyers Police Department has no emergency command vehicle capabilities. This vehicle will serve as both an incident command, SWAT incident command and event command center. This vehicle will sit 12 fully equipped tactical officers. This vehicle will be equipped with communication that may substitute and take over should the main radio system go down.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 95,000				\$ 95,000
Quantity		1				1
Total		\$ 95,000				\$ 95,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
SPLOST		\$ 95,000				\$ 95,000
Total		\$ 95,000				\$ 95,000

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PD-08
Project Name	Tilt Pan Zoom Cameras

New or Replacement Category	New Equipment	Contact Gene Wilson	Department Public Safety
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Description	Total Project Cost \$ 300,000
Additional cameras for Citywide camera system.	

Justification
As we grow the Citywide camera system, the goal is to add five camera locations per year. Two of these camera locations are to cover the Georgia International Horse Park. This cost includes the 1080P series Tilt-Pan-Zoom camera and installation.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$	75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000
Quantity		5	5	5	5	
Total	\$	75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
SPLOST	\$	75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000
Total	\$	75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000

Operational Impact/Other
Regular maintenance costs will apply.

Public Safety - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PD-09
Project Name	Private Camera Partnerships/ Stratocast System



New or Replacement Category New Equipment **Contact Department** Gene Wilson Public Safety

Description **Total Project Cost \$ 10,000**

To create and incorporate private partnership cameras into the Citywide camera system.

Justification

The Police Department is coordinating partnerships with private businesses for the purpose of video surveillance. High risk locations are targeted for use of the Stratocast "Point to Multipoint" Camera System. Cost will be shared by the business owner to provide real time video access to selected cameras on private property. The cost for single camera systems using the Stratocast System and Genetec software is approximately \$4,000 per location. This approach provides cameras at high risk (repeated theft occurrences) at a greatly reduced cost to both the City and the business. The ability for 911 dispatchers to actually see the property in real time is a huge officer safety enhancement and multiplies the chances of apprehension.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 10,000					\$ 10,000
Total	\$ 10,000					\$ 10,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
SPLOST	\$ 10,000					\$ 10,000
Total	\$ 10,000					\$ 10,000

Operational Impact/Other

Regular camera maintenance costs apply.

Public Works & Transportation - CIP FY 2017-18



Capital Improvement Plan **Fiscal Years 2018-2022** ***Public Works & Transportation***

Public Works & Transportation - CIP FY 2017-18

City of Conyers

Capital Improvement Plan

Fiscal Years 2018-2022

Summary of Debt Service Payments Public Works & Transportation

Debt Service	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	Total
Public Works & Transportation						
Portable Air Compressor	\$ -	\$ -	\$ -	\$ 3,441	\$ 3,441	\$ 6,881
Bucket Truck	\$ -	\$ 22,589	\$ 22,589	\$ 22,589	\$ 22,589	\$ 90,356
Pickup Trucks	\$ -	\$ 8,584	\$ 26,017	\$ 26,017	\$ 26,017	\$ 86,634
Vehicles	\$ -	\$ -	\$ 6,881	\$ 13,763	\$ 13,763	\$ 34,407
Sand Spreader	\$ -	\$ 3,388	\$ 6,829	\$ 6,829	\$ 6,829	\$ 23,876
Asphalt Roller	\$ -	\$ -	\$ 8,028	\$ 8,028	\$ 8,028	\$ 24,085
Rubber Tire Loader Backhoe	\$ -	\$ -	\$ 27,526	\$ 27,526	\$ 27,526	\$ 82,577
Skid Steer Loader	\$ -	\$ 15,812	\$ 31,869	\$ 31,869	\$ 31,869	\$ 111,419
Single Axle Dump Truck	\$ -	\$ 18,071	\$ 18,071	\$ 18,071	\$ 18,071	\$ 72,285
Snow Plows	\$ -	\$ 3,388	\$ 6,829	\$ 6,829	\$ 6,829	\$ 23,876
Ford F250 Pickup	\$ -	\$ 7,906	\$ 7,906	\$ 7,906	\$ 7,906	\$ 31,625
Ford F250 Pickup	\$ -	\$ 7,906	\$ 7,906	\$ 7,906	\$ 7,906	\$ 31,625
Ford F550 Dump Truck	\$ -	\$ -	\$ 13,763	\$ 13,763	\$ 13,763	\$ 41,289
Total Public Works & Transportation	\$ -	\$ 87,646	\$ 184,215	\$ 194,537	\$ 194,537	\$ 660,935

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-01
Project Name	Portable Air Compressor

New or Replacement Category	Replacement Equipment	Contact Department	Brad Sutton Public Works
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Description	Total Project Cost \$ 15,000
Portable air compressor for the Public Works & Transportation department.	

Justification
Replacement for unit 210, a 1996 Leroi air compressor. Portable air compressor is being used by infrastructure crews to run jackhammer to bust asphalt and concrete for sidewalk and road repair.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 15,000				\$ 15,000
Total		\$ 15,000				\$ 15,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase		\$ 15,000				\$ 15,000
Total		\$ 15,000				\$ 15,000

Operational Impact/Other
Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-02
Project Name	Bucket Truck



New or Replacement Category Replacement Vehicles **Contact Department** Brad Sutton Public Works

Description	Total Project Cost \$ 100,000
Replacement bucket truck with 35 feet of reach.	

Justification
FY 2018 replacement truck is unit 232, a 1996 Ford F-450 bucket truck with 153,000 miles. The bucket truck is used for repair of traffic signals, trimming of trees, and used for installing Christmas decorations throughout the city.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 100,000					\$ 100,000
Total	\$ 100,000					\$ 100,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 100,000					\$ 100,000
Total	\$ 100,000					\$ 100,000

Operational Impact/Other
Due to the fact that the truck is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-04
Project Name	F-250 Pickup Trucks



New or Replacement Category Replacement Vehicles **Contact Department** Brad Sutton Public Works

Description	Total Project Cost \$ 114,000
Replacement pickup trucks to be used by the street and landscaping divisions to carry crews to and from their jobs and also to carry supplies. One of the trucks will be used by the landscaping crew to carry out tools and pull landscaping trailers.	

Justification
Replacement trucks are unit 234, a 2000 Ford F-250 with 92,135 miles; unit 402, a 2000 Ford F-250 with 88,468 miles; and unit 201 with 110,000 miles.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 38,000	\$ 38,000				\$ 76,000
Quantity	1	2				3
Total	\$ 38,000	\$ 76,000				\$ 114,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 38,000	\$ 76,000				\$ 114,000
Total	\$ 38,000	\$ 76,000				\$ 114,000

Operational Impact/Other
Due to the fact that the vehicles are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-06
Project Name	F-150 Pickup Trucks



New or Replacement Category Replacement Vehicles **Contact Department** Brad Sutton Public Works

Description	Total Project Cost \$ 60,000
Vehicles used by the inspections and city services administration divisions.	

Justification
Replacement vehicles are unit 701, a 1/2 ton truck with 183,000 miles and unit 9, a 1/2 ton truck with 95,000 miles.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 30,000	\$ 30,000			\$ 60,000
Quantity		\$ 1	\$ 1			2
Total		\$ 30,000	\$ 30,000			\$ 60,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase		\$ 30,000	\$ 30,000			\$ 60,000
Total		\$ 30,000	\$ 30,000			\$ 60,000

Operational Impact/Other
Due to the fact that the vehicles are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-05
Project Name	Sand Spreader

New or Replacement Category Replacement Equipment **Contact Department** Brad Sutton Public Works



Description	Total Project Cost \$ 30,000
Two Sand Spreaders for Public Works & Transportation Department.	

Justification
Sand spreaders are in need of replacement. They are rusted out from salt being mixed with sand. This is for replacement purposes so there will be no impact on the operating budget.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 15,000	\$ 15,000				\$ 30,000
Total	\$ 15,000	\$ 15,000				\$ 30,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 15,000	\$ 15,000				\$ 30,000
Total	\$ 15,000	\$ 15,000				\$ 30,000

Operational Impact/Other
There is no operating impact associated with this capital purchase since it is a replacement unit.

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-03
Project Name	Asphalt Roller

New or Replacement Category	Replacement Equipment	Contact Brad Sutton
		Department Public Works



Description	Total Project Cost \$ 40,000
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Asphalt Roller for Public Works & Transportation Department.

Justification

The existing asphalt roller is a 1989 model and is worn out and in need of replacement. This is a replacement purchase so there is no operating impact.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 35,000				\$ 35,000
Total		\$ 35,000				\$ 35,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase		\$ 35,000				\$ 35,000
Total						\$ -

Operational Impact/Other

There is no operating impact associated with this capital purchase since it is a replacement unit.

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-07
Project Name	Rubber Tire Loader Backhoe

New or Replacement Category	New Equipment	Contact	Brad Sutton
		Department	Public Works



Description	Total Project Cost \$ 120,000
Rubber Tire Loader Backhoe for Public Works and Transportation Department.	

Justification
This equipment will be used for laying pipe, loading pipe, grading, and loading trucks.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 120,000				\$ 120,000
Total		\$ 120,000				\$ 120,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase		\$ 120,000				\$ 120,000
Total		\$ 120,000				\$ 120,000

Operational Impact/Other
The operating impact will be affected by the additional cost for liability insurance as well as the additional fuel costs associated this capital purchase.

Operating Budget Impact	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Liability Insurance		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,000
Fuel		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Total		\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 26,000

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-08		
Project Name	Skid Steer Loader		
New or Replacement Category	New Equipment	Contact	Brad Sutton
		Department	Stormwater



Description	Total Project Cost \$ 140,000
Two Skid Steer Loader for Public Works and Transportation Department.	

Justification
Skid Steer Loaders are needed for digging ditches, grading, tearing out curbs, landscaping, spreading mulch, road work, cemetery work and city parks.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 70,000	\$ 70,000				\$ 140,000
Quantity	1	1				2
Total	\$ 70,000	\$ 70,000				\$ 140,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 70,000	\$ 70,000				\$ 140,000
Total	\$ 70,000	\$ 70,000				\$ 140,000

Operational Impact/Other
The operating impact will be affected by the additional cost for liability insurance as well as the additional fuel costs associated this capital purchase.

Operating Budget Impact	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Liability Insurance	\$ 1,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 13,500
Fuel	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 45,000
Total	\$ 6,500	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 58,500

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-09		
Project Name	Single Axle Dump Truck		
New or Replacement Category	New Equipment	Contact	Brad Sutton
		Department	Stormwater



Description Total Project Cost \$ 80,000

A single axle 33,000 pound dump truck.

Justification

Dump truck will be used for hauling asphalt, dirt, and debris while doing road work projects and stormwater projects.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 80,000					\$ 80,000
Total	\$ 80,000					\$ 80,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 80,000					\$ 80,000
Total	\$ 80,000					\$ 80,000

Operational Impact/Other

The operating impact will be affected by the additional cost for liability insurance as well as the additional fuel costs associated this capital purchase.

Operating Budget Impact	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Liability Insurance	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Fuel	\$ 24,000	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 140,000
Total	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 34,000	\$ 150,000

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-10
Project Name	Snow Plows

New or Replacement Category New Equipment **Contact Department** Brad Sutton Public Works



Description	Total Project Cost \$ 30,000
Two new snow plows for Public Works and Transportation Department.	

Justification
The City is in need of two snow plows to be used during inclement weather for snow and ice removal on city streets during the winter months. One to be purchased in FY 2018 and the other one in FY 2019.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 15,000	\$ 15,000				\$ 30,000
Quantity	1	1				2
Total	\$ 15,000	\$ 15,000				\$ 30,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 15,000	\$ 15,000				\$ 30,000
Total	\$ 15,000	\$ 15,000				\$ 30,000

Operational Impact/Other
There is no O & M impact associated with this capital purchase.

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-11
Project Name	Ford F-150 4X4 Pickup Truck



New or Replacement Category	New Vehicle	Contact	Brad Sutton
		Department	Public Works

Description	Total Project Cost \$ 35,000
This is a Ford F-150 four wheel drive crew cab truck for Public Works and Transportation.	

Justification
This vehicle is a new vehicle to be used by the Deputy Director of the Public Works and Transportation Department.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 35,000					\$ 35,000
Total	\$ 35,000					\$ 35,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 35,000					\$ 35,000
Total	\$ 35,000					\$ 35,000

Operational Impact/Other
The operating budget will be affected by the additional liability, insurance, fuel and maintenance costs associated with this new vehicle purchase.

Operating Budget Impact	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Liability Insurance	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 18,000
Fuel and Maintenance Costs	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 16,000
Total	\$ 6,800	\$ 6,800	\$ 6,800	\$ 6,800	\$ 6,800	\$ 34,000

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-12
Project Name	Ford F-150 4X4 Pickup Truck



New or Replacement Category	Replacement Vehicle	Contact Department	Brad Sutton Public Works
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Description	Total Project Cost \$ 35,000
This is a Ford F-150 four wheel drive truck to replace Unit 206.	

Justification
This vehicle is a replacement vehicle for Unit 206 which currently has 115,000 miles. This vehicle is needed for the supervisor to check on crews doing work in the city. It is used for hauling equipment and supplies as required.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 35,000					\$ 35,000
Total	\$ 35,000					\$ 35,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 35,000					\$ 35,000
Total	\$ 35,000					\$ 35,000

Operational Impact/Other
Due to the fact that this vehicle is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Public Works & Transportation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	PW-13
Project Name	Ford F-550 Dump Truck

New or Replacement Category	New Vehicle	Contact	Brad Sutton
		Department	Public Works



Description	Total Project Cost \$ 60,000
This is a new Ford F-550 Dump Truck to be used by the Public Works and Transportation Department.	

Justification
This is a new vehicle to be used for snow and ice removal on city streets during inclement weather. The truck would also be used for other duties throughout the year.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 60,000				\$ 60,000
Total		\$ 60,000				\$ 60,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase		\$ 60,000				\$ 60,000
Total		\$ 60,000				\$ 60,000

Operational Impact/Other
The operating budget will be affected by the additional liability, insurance, fuel and maintenance costs associated with this new vehicle purchase.

Operating Budget Impact	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Liability Insurance		\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 14,400
Fuel and Maintenance Costs		\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 18,000
Total		\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 32,400

Sanitation - CIP FY 2017-18



Capital Improvement Plan **Fiscal Years 2018-2022** ***Sanitation***

Sanitation - CIP FY 2017-18

City of Conyers

Capital Improvement Plan

Fiscal Years 2018-2022

Summary of Debt Service Payments

Sanitation

Debt Service	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	Total
Sanitation						
1 Ton Flat Bed Trucks	\$ -	\$ 27,107	\$ 68,395	\$ 82,158	\$ 82,158	\$ 259,819
22 ft. Trailer	\$ -	\$ -	\$ 4,129	\$ 4,129	\$ 4,129	\$ 12,387
Knuckle Boom Brush Truck	\$ -	\$ 34,637	\$ 34,637	\$ 34,637	\$ 34,637	\$ 138,546
Leaf Vacuum	\$ -	\$ -	\$ 9,487	\$ 9,487	\$ 9,487	\$ 28,462
Total Sanitation	\$ -	\$ 61,743	\$ 116,648	\$ 130,411	\$ 130,411	\$ 439,214

Total All Departments	\$ -	\$ 189,531	\$ 440,890	\$ 1,023,969	\$ 1,049,545	\$ 2,658,057
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Sanitation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022



Project #	SD-01
Project Name	1 Ton Flat Bed Trucks

New or Replacement Category	Replacement Vehicles	Contact	Brad Sutton
		Department	Sanitation

Description	Total Project Cost \$ 360,000
Replacement pick up trucks to be used by the Sanitation Department.	

Justification

Replacement trucks for FY 2018 are unit 353, a 1996 Ford F-350 with 65,000 miles and unit 205, a 1988 Ford F-350 with 79,000 miles. Replacement trucks for FY 2019 are units 349, a 1990 Ford-F450 with 34,403 miles; unit 253, a 2000 Ford F-450 with 86,854 miles; and unit 354, a 2004 Ford F-550 truck with 63,788 miles. Replacement truck for FY 2019 is unit 355 with 68,600 miles.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 60,000	\$ 60,000	\$ 60,000			\$ 180,000
Quantity	2	3	1			6
Total	\$ 120,000	\$ 180,000	\$ 60,000			\$ 360,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 120,000	\$ 180,000	\$ 60,000			\$ 360,000
Total	\$ 120,000	\$ 180,000	\$ 60,000			\$ 360,000

Operational Impact/Other

Due to the fact that the trucks are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Sanitation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	SD-02
Project Name	Leaf Vacuum

New or Replacement Category	Replacement Equipment	Contact Brad Sutton	Department Sanitation
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Description	Total Project Cost \$ 42,000
Equipment for Sanitation Department.	

Justification	Replacement for leaf vacuum used by sanitation crews for picking up leaves in the City of Conyers.
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Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 42,000				\$ 42,000
Total		\$ 42,000				\$ 42,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase		\$ 42,000				\$ 42,000
Total		\$ 42,000				\$ 42,000

Operational Impact/Other	Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.
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Sanitation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	SD-03
Project Name	22 ft. Trailer

New or Replacement Category	Replacement Equipment	Contact Brad Sutton	Department Sanitation
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Description	Total Project Cost \$ 18,000
22 foot trailer to pick up brush and leaves and to haul metal.	

Justification
 We need another trailer to help haul metal that we pick up in the city limits of Conyers. We are not using Allied anymore because we can sell the metal ourselves and apply the revenue to our employee benefit programs. connection, 4 ft. sides, and two swing tail gates. The trailer will also be used by city crews to pick up brush and leaves in the peak part of the season as required.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 18,000				\$ 18,000
Total		\$ 18,000				\$ 18,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase		\$ 18,000				\$ 18,000
Total		\$ 18,000				\$ 18,000

Operational Impact/Other
 There is no operating impact associated with this capital purchase.

Sanitation - CIP FY 2017-18

Capital Improvement Plan City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	SD-04
Project Name	Knuckle Boom Brush Truck

New or Replacement Category	New Vehicle	Contact Brad Sutton
		Department Sanitation



Description	Total Project Cost \$ 151,000
A second Knuckle Boom Brush Truck to be utilized by the Sanitation Department.	

Justification
Additional truck to pick up brush for city residents. There will be an impact on the operating budget for fuel costs and additional insurance costs since this will be an additional truck.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 151,000					\$ 151,000
Total	\$ 151,000					\$ 151,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 151,000					\$ 151,000
Total	\$ 151,000					\$ 151,000

Operational Impact/Other
The operating impact will be affected by the additional cost for liability insurance as well as the additional fuel costs associated this capital purchase.

Operating Budget Impact	2017	2018	2019	2020	2021	Total
Liability Insurance	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Fuel	\$ 24,000	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 140,000
Total	\$ 26,000	\$ 28,000	\$ 30,000	\$ 32,000	\$ 34,000	\$ 150,000

Cherokee Run - CIP FY 2017-18



Capital Improvement Plan **Fiscal Years 2018-2022** **Cherokee Run Golf Club**

Cherokee Run - CIP FY 2017-18

City of Conyers
Capital Improvement Plan
Fiscal Years 2018- 2022

Summary of Debt Service Payments Cherokee Run Golf Club

Debt Service	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	Total
Cherokee Run Golf Club						
John Deere 2500 Greens Mower	\$ -	\$ -	\$ 7,906	\$ 15,812	\$ 15,812	\$ 39,531
Toro Fairway Mower	\$ -	\$ 12,616	\$ 12,616	\$ 25,232	\$ 25,232	\$ 75,696
Carpet for Dining/Banquet Room	\$ -	\$ -	\$ -	\$ 3,441	\$ 3,441	\$ 6,881
New Batteries for Golf Carts	\$ -	\$ -	\$ 13,553	\$ 13,553	\$ 13,553	\$ 40,660
Rough Mower	\$ -	\$ -	\$ -	\$ 4,588	\$ 4,588	\$ 9,175
Total Cherokee Run Golf Club	\$ -	\$ 12,616	\$ 34,076	\$ 62,626	\$ 62,626	\$ 171,944

Cherokee Run - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	CR-01
Project Name	John Deere 2500 Greens Mower

New or Replacement Category Replacement Equipment **Contact** Tommy Moon
Department Cherokee Run



Description	Capital Project Cost \$ 70,000
Mowers used to mow the greens at Cherokee Run Golf Course.	

Justification
Replacement greens mowers for mowers that are 5 years of age or older. After time, the mowers become more and more expensive to keep running and maintain due to wear and tear; and your quality of cut begins to decline.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 35,000	\$ 35,000			\$ 70,000
Quantity		1	1			2
Total		\$ 35,000	\$ 35,000			\$ 70,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase		\$ 35,000	\$ 35,000			\$ 70,000
Total		\$ 35,000	\$ 35,000			\$ 70,000

Operational Impact/Other
Due to the fact that the mowers are for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Cherokee Run - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022



Project #	CR-02
Project Name	Toro Fairway Mower

New or Replacement Category	Replacement Equipment	Contact Tommy Moon	Department Cherokee Run
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Description	Total Project Cost \$ 55,000
Mower used to mow the fairways at Cherokee Run Golf Club.	

Justification
 Replacement fairway mower for a mower that is more than 10 years old. After time, the mower beocmes more and more expensive to keep running and maintain due to wear and tear and your quality of cut begins to decline.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay	\$ 55,000		\$ 55,000			\$ 110,000
Total	\$ 55,000		\$ 55,000			\$ 110,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase	\$ 55,000		\$ 55,000			\$ 110,000
Total	\$ 55,000		\$ 55,000			\$ 110,000

Operational Impact/Other
 Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Cherokee Run - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022



Project #	CR-03
Project Name	New carpet for Dining/Banquet Room

New or Replacement Category	Replacement Improvements	Contact Tommy Moon	Department Cherokee Run
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Description	Total Project Cost	\$ 15,000
New carpet for the Dining/Banquet Room at Cherokee Run.		

Justification

Carpet for the Dining/Banquet room at Cherokee Run is in need of replacement. The carpet is 17 years old and is showing signs of wear and tear. The carpet is actually torn in a couple of places which can also pose a safety hazard.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay			\$ 15,000			\$ 15,000
Total			\$ 15,000			\$ 15,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase			\$ 15,000			\$ 15,000
Total			\$ 15,000			\$ 15,000

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Cherokee Run - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	CR-04
Project Name	New Batteries for Golf Carts



New or Replacement Category	Replacement Equipment	Contact Tommy Moon	Department Cherokee Run
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Description	Total Project Cost \$ 60,000
Replacement batteries for 2015 Club Car golf carts. This is for the entire fleet which is batteries for 65 carts.	

Justification	Batteries perform satisfactory for approximately three years. We received this fleet of carts in September 2015 so the time to replace the batteries will be in September 2018.
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Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay		\$ 60,000				\$ 60,000
Total		\$ 60,000				\$ 60,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase		\$ 60,000				\$ 60,000
Total		\$ 60,000				\$ 60,000

Operational Impact/Other	Due to the fact that this equipment is for replacement purposes, there is no operating impact associated with this capital purchase.
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Cherokee Run - CIP FY 2017-18

Capital Improvement Plan
City of Conyers, Georgia

FY 2018 thru FY 2022

Project #	CR-05
Project Name	Pull Behind Rough Mower

New or Replacement Category	Replacement Equipment	Contact Tommy Moon	Department Cherokee Run
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Description	Total Project Cost	\$ 20,000
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Mower used to mow rough at Cherokee Run Golf Club.

Justification

Replacement rough mower for a mower that is more than 10 years old. After time, the mower becomes more and more expensive to keep running and maintain due to wear and tear and your quality of cut begins to decline.

Expenditures	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Capital Outlay			\$ 20,000			\$ 20,000
Total			\$ 20,000			\$ 20,000

Funding Source	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Lease Purchase			\$ 20,000			\$ 20,000
Total			\$ 20,000			\$ 20,000

Operational Impact/Other

Due to the fact that the equipment is for replacement purposes, the O & M impact is expected to be minimal. There are no new personnel positions associated with this capital and maintenance/repair costs are expected to remain constant.

Splost Projects - CIP FY 2017-18



Capital Improvement Plan **Fiscal Years 2018-2022** ***SPLOST Projects***

Splost Projects - CIP *FY 2017-18*

Hardin/O'Kelly Complete Street

Cost Estimate: \$3,995,141

- The improvements include installation/construction of a roundabout at the intersection of O'Kelly Street and Oakland Avenue, sidewalk, handicapped ramps, curb and gutter, drainage system, streetscape improvements in the form of planting strips, replacement of a culvert, provisions for continuous bicycle and pedestrian facilities, asphaltic concrete paving, pavement markings, and relocation or adjustment of various water line distribution system items and other related construction details in the City of Conyers.

Green Street at Scott

Cost Estimate: \$2,200,000

- Intersection improvements with construction of a possible traffic signal or roundabout. Project will require CSX approval/coordination.

Green Space (PATH)

Cost Estimate: \$1,915,915 (Path to reimburse City 19% of the cost)

- Construction of a 10' wide concrete multi-use trail on City of Conyers, Rockdale County, and Rockdale BOE property, installation/construction of a pre-engineered bridge, retaining walls, drainage structures, replacement of a culvert, and trail amenities. The project begins at the Nancy Guinn Library at 684 Green St SW, Conyers, GA 30012 and ends at 1451 Pine Log Road Park Entrance, Conyers, GA 30012 off Pine Log Road in Conyers, GA.

North Street/Barton/Railroad

Cost Estimate: \$585,000

- Intersection improvements to include a GDOT traffic signal upgrade.

Bryant Street

Cost Estimate: \$521,000

- Improvements include the construction of sidewalks beginning at Green Street and extending to Veal Street.

Centennial Parkway

Cost Estimate: \$750,000

- Improvements include the construction of a multi-use trail beginning at Keswick Village and extending to the Georgia International Horse Park.

Sigman Road Widening Design

Cost Estimate: \$1,000,000

- Project includes the Preliminary Engineering Design of Sigman Road, concept and environmental report updates, and incorporation of a multi-use trail. Limits begin at Lester Road and extend to the Dogwood Connector.

South Main Street Sidewalks

Cost Estimate: \$1,238,250

- Project includes the construction of sidewalks beginning at Pine Log Rd and extending east to City Limits (towards Hwy 138).

Splost Projects - CIP *FY 2017-18*

West Circle Sidewalks

Cost Estimate: \$787,000

- Project includes the construction of sidewalks beginning at Green Street and extending to West Avenue.

Striping

Cost Estimate: \$150,000

- Improvements include, but are not limited to, restriping various City streets, installing raised pavement markers, application of hot applied synthetic asphalt (stamped asphalt) crosswalks.

Resurfacing

Cost Estimate: \$1,500,000

- Improvements include, but are not limited to, resurfacing various City streets, patching, crack sealing, leveling, and asphaltic concrete construction, to also include full-depth reconstruction.

Eastview Road and Sidewalks

Cost Estimate: \$1,888,951

- Improvements include installation/construction of sidewalk, curb and gutter, drainage system, full-depth reclamation with cement, asphaltic concrete paving, pavement markings and other related construction details in the City of Conyers. Construction limits begin at Milstead Avenue and extend approximately 1.575 miles to Sigman Road.

Parking

Cost Estimate: \$150,000

- Project includes additional parking in Olde Town Conyers as required.

Old Town Parking Lot

Cost Estimate: \$288,150

- The Olde Town Conyers Public Parking Lot, located at 954 NE Main Street, Conyers, GA 30012 improvements include full-depth reclamation/paving improvements, construction of sidewalk, handicapped ramps, curb and gutter, pavement markings, erosion control, and other related construction details.

City Park Upgrades

Cost Estimate: \$250,000

- Improvements include, but are not limited to, tennis court upgrades and resurfacing, playground equipment/upgrades and installation of park benches and trash receptacles.

Old Covington Road @ Gees Mill Road

Cost Estimate: \$1,000,000

- Intersection improvement with construction of a possible roundabout or traffic signal.

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.

Stormwater Projects - CIP FY 2017-18



CITY OF
CONYERS

Celebration of Community

Capital Improvement Plan
Fiscal Years 2018-2022
Stormwater Projects

Stormwater Projects - CIP FY 2017-18

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 #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.

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 #11 & 12 – Woodbridge Subdivision & Boar Tusk Creek

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

Project ID #20 – Commerce Drive / Royal Drive

The Problem

Stormwater 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.

Stormwater Projects - CIP FY 2017-18

Commerce Drive & Royal Drive Project Cost: \$104,900.00

Project ID #21 – 1001 Meadowbrook Lane

Not yet engineered. Lowest priority.

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

Project will be completed along with the Hardin/O’Kelley Street Improvements.

Pay & Classification Plan FY 2017-18

City of Conyers Pay Plan Effective July 1, 2017

<u>Job Title</u>	<u>Pay Grade</u>	<u>Minimum Salary</u>	<u>Maximum Salary</u>
104			
Crewman	104	\$23,481.18	\$33,040.37
105			
Golf Course Mechanic	105	\$24,655.23	\$34,692.39
106			
Operator I	106	\$25,888.00	\$36,427.01
Helpdesk Technician	106	\$25,888.00	\$36,427.01
Assistant Golf Pro	106	\$25,888.00	\$36,427.01
Welcome Center Representative	106	\$25,888.00	\$36,427.01
107			
Driver	107	\$27,182.40	\$38,248.36
Golf Tournament Coordinator	107	\$27,182.40	\$38,248.36
Administrative Clerk	107	\$27,182.40	\$38,248.36
108			
Operator II	108	\$28,541.51	\$40,160.78
Records Clerk	108	\$28,541.51	\$40,160.78
Court Clerk	108	\$28,541.51	\$40,160.78
Probation Clerk	108	\$28,541.51	\$40,160.78
CID Clerk	108	\$28,541.51	\$40,160.78
Event Support Supervisor	108	\$28,541.51	\$40,160.78
Welcome Center Manager	108	\$28,541.51	\$40,160.78

Pay & Classification Plan FY 2017-18

City of Conyers Pay Plan Effective July 1, 2017

<u>Job Title</u>	<u>Pay Grade</u>	<u>Minimum Salary</u>	<u>Maximum Salary</u>
109			
Communications Operator	109	\$29,968.59	\$42,168.82
GCIC Operator	109	\$29,968.59	\$42,168.82
Compliance Officer	109	\$29,968.59	\$42,168.82
Operator III	109	\$29,968.59	\$42,168.82
Mechanic I	109	\$29,968.59	\$42,168.82
Stormwater Specialist	109	\$29,968.59	\$42,168.82
110			
Tourism Specialist	110	\$31,467.02	\$44,277.26
Property and Evidence Custodian	110	\$31,467.02	\$44,277.26
Customer Service Manager	110	\$31,467.02	\$44,277.26
Assistant Superintendent	110	\$31,467.02	\$44,277.26
Office Administrator	110	\$31,467.02	\$44,277.26
111			
Probation Officer	111	\$33,040.37	\$46,491.12
Mechanic II	111	\$33,040.37	\$46,491.12
Accounts Payable Specialist	111	\$33,040.37	\$46,491.12
Sign Technician	111	\$33,040.37	\$46,491.12

Pay & Classification Plan FY 2017-18

City of Conyers Pay Plan Effective July 1, 2017

<u>Job Title</u>	<u>Pay Grade</u>	<u>Minimum Salary</u>	<u>Maximum Salary</u>
112			
Communications Supervisor	112	\$34,692.39	\$48,815.68
Municipal Court Clerk	112	\$34,692.39	\$48,815.68
Budget Coordinator	112	\$34,692.39	\$48,815.68
Foreman	112	\$34,692.39	\$48,815.68
Security Alert Technician	112	\$34,692.39	\$48,815.68
Event Coordinator - Olde Town	112	\$34,692.39	\$48,815.68
Code Enforcement Officer	112	\$34,692.39	\$48,815.68
113			
Office Manager	113	\$36,427.01	\$51,256.46
Building Inspector	113	\$36,427.01	\$51,256.46
NIBRS/Crime Analyst	113	\$36,427.01	\$51,256.46
Senior Probation Officer	113	\$36,427.01	\$51,256.46
Assistant Facility Manager	113	\$36,427.01	\$51,256.46
Event Coordinator - GIHP	113	\$36,427.01	\$51,256.46
Event Planner - GIHP	113	\$36,427.01	\$51,256.46
114			
CAD Manager	114	\$38,248.36	\$53,819.28
Assistant to the Chief of Police	114	\$38,248.36	\$53,819.28
Sales Manager	114	\$38,248.36	\$53,819.28
Senior Event Planner	114	\$38,248.36	\$53,819.28
Business and Marketing Manager	114	\$38,248.36	\$53,819.28

Pay & Classification Plan FY 2017-18

City of Conyers Pay Plan Effective July 1, 2017

<u>Job Title</u>	<u>Pay Grade</u>	<u>Minimum Salary</u>	<u>Maximum Salary</u>
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115			
Senior Inspector	115	\$40,160.78	\$56,510.25
City Clerk/Executive Assistant	115	\$40,160.78	\$56,510.25
Budget Analyst	115	\$40,160.78	\$56,510.25
Golf Course Technician	115	\$40,160.78	\$56,510.25
Sales and Marketing Manager	115	\$40,160.78	\$56,510.25
Vehicle Maintenance Manager	115	\$40,160.78	\$56,510.25
Senior CSA Technician	115	\$40,160.78	\$56,510.25
Stormwater Coordinator	115	\$40,160.78	\$56,510.25
Head Golf Professional	115	\$40,160.78	\$56,510.25
Food & Beverage Manager	115	\$40,160.78	\$56,510.25
116			
Business Operations Manager	116	\$42,168.82	\$59,335.76
Human Resources Manager	116	\$42,168.82	\$59,335.76
117			
Golf Course Superintendent	117	\$44,277.26	\$62,302.55
Chief Building Inspector	117	\$44,277.26	\$62,302.55
Chief Transportation Inspector	117	\$44,277.26	\$62,302.55
Superintendent - Vehicle Maintenance	117	\$44,277.26	\$62,302.55
Superintendent - Public Works & Transportation	117	\$44,277.26	\$62,302.55
Planner	117	\$44,277.26	\$62,302.55
Facility Manager	117	\$44,277.26	\$62,302.55
GIS Manager	117	\$44,277.26	\$62,302.55
Stormwater Manager	117	\$44,277.26	\$62,302.55
Communications Manager	117	\$44,277.26	\$62,302.55

Pay & Classification Plan FY 2017-18

City of Conyers Pay Plan Effective July 1, 2017

<u>Job Title</u>	<u>Pay Grade</u>	<u>Minimum Salary</u>	<u>Maximum Salary</u>
118			
Systems Administrator	118	\$46,491.12	\$65,417.68
119			
	119	\$48,818.68	\$68,688.56
120			
Senior Systems Administrator	120	\$51,256.46	\$72,122.99
CSA Coordinator	120	\$51,256.46	\$72,122.99
121			
Finance Manager	121	\$53,819.28	\$75,729.14

Highlighted positions were reclassified as July 1, 2017

Pay & Classification Plan FY 2017-18

For Employees Working 40-Hour Workweek EFFECTIVE July 1, 2017

<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>	
104	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
105	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
106	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
107	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
108	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
109	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
110	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
111	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
112	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

Pay & Classification Plan FY 2017-18

For Employees Working 40-Hour Workweek

EFFECTIVE July 1, 2017

<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>
113	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
114	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
115	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
116	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
117	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
118	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
119	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
120	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
121	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

Pay & Classification Plan FY 2017-18

SWORN POLICE OFFICERS PAY SCALE

Position	Grade	Base Pay as 01/01/2017	Maximum Pay as 01/01/2017
Cadet	Annual	\$ 27,188.44	
	Hourly	\$ 13.07	
Police Recruit	Annual	\$ 35,299.80	
	Hourly	\$ 16.97	
PO I	Annual	\$ 37,065.60	\$ 41,975.28
	Hourly	\$ 17.82	\$ 20.18
PO II	Annual	\$ 40,865.04	\$ 53,957.88
	Hourly	\$ 19.65	\$ 25.94
Detective	Annual	\$ 40,865.04	\$ 57,439.80
	Hourly	\$ 19.65	\$ 27.62
Corporal	Annual	\$ 45,399.74	\$ 61,460.64
	Hourly	\$ 21.83	\$ 29.55
Sergeant	Annual	\$ 48,566.52	\$ 70,356.60
	Hourly	\$ 23.35	\$ 33.83
Lieutenant	Annual	\$ 55,598.40	\$ 80,577.72
	Hourly	\$ 26.73	\$ 38.74
Captain	Annual	\$ 63,662.76	\$ 92,214.72
	Hourly	\$ 30.61	\$ 44.33
Major	Annual	\$ 68,110.20	\$ 105,580.80
	Hourly	\$ 32.75	\$ 50.76

Pay & Classification Plan FY 2017-18

Sworn Police Officers Pay Incentives

College (up to 10%)	
3%	Associate's Degree
7%	Bachelor's Degree
10%	Masters Degree
Supervision and Management Training Programs (up to 5%)	
5%	PMP Completion
5%	Northwestern University 350 hour class in Command Management
National Academy's (up to 7%)	
7%	FBI National Academy
5%	SPI - Southern Police Institute Administrative Officers Course or Command Officers
Post Certifications (up to 8%)	
2%	Intermediate Certification - see P.O.S.T. website for classes
2%	Advanced Certification - see P.O.S.T. website for classes
2%	Supervisory Certification - see P.O.S.T. website for specific details
2%	Management Certification - see P.O.S.T. website for specific details
Premium Pay (up to 40%)	
5%	Public Information Incentive
5%	Special Response Team (SRT)
5%	K9
5%	Foreign Language Translator (must be approved)
5%	Field Training Officer - FTO
5%	School Resource Officer - SRO
5%	Detective Pay to ALL Positions Assigned to CID
5%	Crime Scene Investigator
Longevity/Tenure Incentive (Up to the Max Salary)	
3% Performance Pay for EACH YEAR of service (applied on the anniversary date of the employee)	

Glossary & Abbreviation Guide FY 2017-18

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.

Glossary & Abbreviation Guide FY 2017-18

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 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.

Glossary & Abbreviation Guide FY 2017-18

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.

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.

Glossary & Abbreviation Guide FY 2017-18

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. 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.

Glossary & Abbreviation Guide FY 2017-18

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.

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.

Glossary & Abbreviation Guide FY 2017-18

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.

Glossary & Abbreviation Guide *FY 2017-18*

CAFR: Comprehensive Annual Financial Report

GDOT: Georgia Department of Transportation

CCC: Conyers Commerce Center

GFOA: Government Finance Officers Association

CCVB: Conyers Convention and Visitors Bureau

GIHP: Georgia International Horse Park **GIS:** Global Information Systems

CID: Criminal Investigation Division

GMA: Georgia Municipal Association

CIP: Capital Improvement Program

GMEBS: Georgia Municipal Employee Benefit System

C.O.P.S: Certificates of Participation

HTRG: Homeowners Tax Relief Grant

CPI: Consumer Price Index

HUD: Federal Department of Housing and Urban Development

CSA: Conyers Security Alert

DARE: Drug Abuse Resistance Education

REACH: Responsible Law Enforcement, Education, Activities for youth, Community Pride, and Hope

EMDET: East Metro Drug Enforcement Team

MIS: Management of Information Systems

FICA: Federal Insurance Contributions Act

MBO: Management by Objectives

FTE: Full-Time Equivalent

UC: Unclassified

GAAP: Generally Accepted Accounting Principles

UCR: Uniform Crime Report

GASB: Government Accounting Standards Board

SPLOST: Special Purpose Local Option Sales Taxes

GASMA: Georgia Association of Stormwater Management Agencies

TAD: Tax Allocation District

GCIC: Georgia Crime Information Center