



CITY OF CONYERS

Celebration of Community



**Fiscal Year
2018-2019
Annual Budget**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Conyers
Georgia**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

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, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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 2018-2019

July 1, 2018 – June 30, 2019

BUDGET COMPILED BY:

ISABEL ROGERS – CHIEF FINANCIAL OFFICER

LANA LANE – BUDGET ANALYST

DEBBIE JENKINS – ADMINISTRATIVE CLERK

COVER – JIL GOODSON

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Mission Statement FY 2018-19



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. 1128

**AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR
THE CITY OF CONYERS FOR FISCAL YEAR 2018-2019**

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, 2018 and ending June 30, 2019, 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 | \$8,000,000 |
| Motor Vehicle Tax | 300,000 |
| Intangible Tax | 50,000 |
| Franchise Tax | 1,500,000 |
| Alcoholic Beverage Tax | 600,000 |
| Occupation Tax | 600,000 |
| Telephone License Tax | 3,000 |
| Insurance Premium Tax | 1,010,000 |
| Financial Institution Tax | 140,000 |
| FIFA, Interest, Penalty | 15,000 |
| Licenses and Permits | 395,000 |
| Intergovernmental Revenue | 212,600 |
| Charges for Services | 722,000 |
| Fines & Forfeitures | 1,420,250 |
| Interest Income | 200,000 |
| Contributions & Donations | 23,500 |
| Georgia International Horse Park Revenue | 1,029,700 |
| Recycling Revenue | 250,000 |
| Miscellaneous Revenue | 200,513 |
| TOTAL | \$ 16,671,563 |

EMERGENCY TELEPHONE SYSTEM FUND

| | |
|------------------------|-------------------|
| Operating Transfers-In | \$ 500,050 |
| 911 Wireless Revenue | 190,000 |
| 911 Pass On | 190,000 |
| TOTAL | \$ 880,050 |

FORFEITED ASSETS FUND

| | |
|------------------------|-------------------|
| DEA Equitable Sharing | \$ 125,000 |
| Local Forfeited Assets | 3,000 |
| TOTAL | \$ 128,000 |

HOTEL MOTEL FUND

| | |
|--------------------------|--------------------|
| Hotel-Motel Tax Revenues | 1,250,000 |
| TOTAL | \$1,250,000 |

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

GENERAL FUND

| | |
|---|----------------------|
| Mayor and Council | \$ 263,347 |
| City Manager | 646,262 |
| Administration | 1,007,745 |
| Technology | 1,455,406 |
| Building Maintenance | 398,000 |
| Conyers Security Alert | 382,427 |
| Vehicle Maintenance | 677,523 |
| Police | 6,331,639 |
| Communications | 89,903 |
| Court Services | 733,655 |
| Planning and City Services Administration | 459,221 |
| Planning and Inspection Services | 297,505 |
| Landscaping Services | 328,026 |
| Infrastructure Services | 1,131,996 |
| GIHP Administration | 279,308 |
| GIHP Maintenance | 1,167,845 |
| GIHP Events | 153,000 |
| Non-Departmental | 868,755 |
| TOTAL | \$ 16,671,563 |

EMERGENCY TELEPHONE SYSTEM FUND

| | |
|--------------|-------------------|
| E – 911 | \$ 880,050 |
| TOTAL | \$ 880,050 |

FORFEITED ASSETS FUND


| | |
|------------------|-------------------|
| Forfeited Assets | 128,000 |
| TOTAL | \$ 128,000 |

HOTEL MOTEL FUND


| | |
|--------------------------------|---------------------|
| Tourism & Public Relations | \$ 1,192,044 |
| Big Haynes Creek Nature Center | 57,956 |
| TOTAL | \$ 1,250,000 |

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 20th day of June, 2018.


Vince Evans, Mayor

Attest:


Christina Heyman, City Clerk

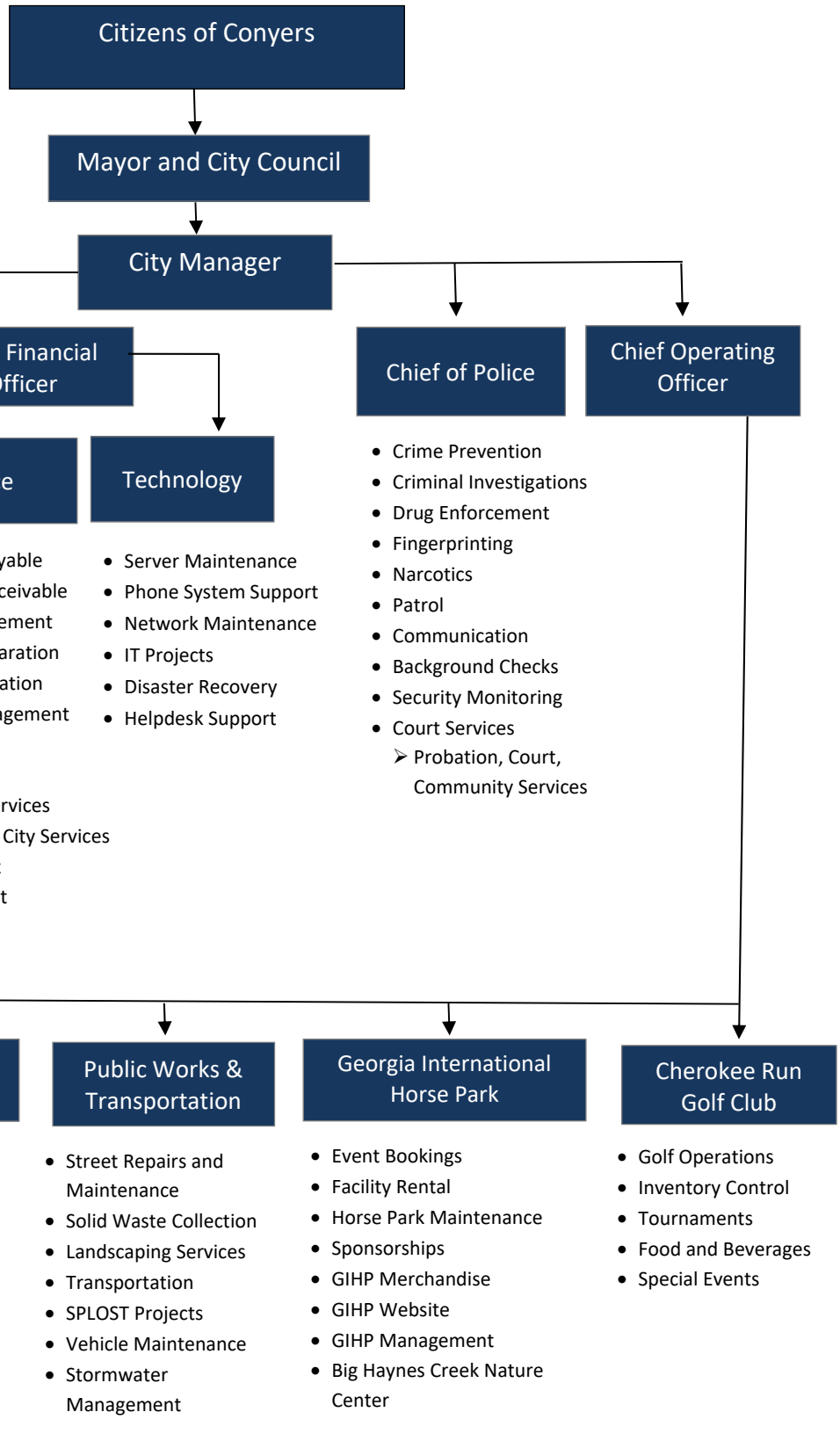
Approved as to form:


Michael S. Waldrop, City Attorney

City Organizational Chart FY 2018-19



CITY OF CONYERS
Celebration of Community



City of Conyers Complex

Scott Street



City of Conyers Complex Directory

U - Office Entrances

| | |
|------------------------------|---|
| A - City Hall | E - City Council Chambers & City Court |
| B - Administration | F - Planning/Inspection Services & Public Works/Transportation |
| C - Court Services | G - Criminal Investigations Division |
| D - Police Department | H - Fire Department |



Mayor and City Council *FY 2018-19*



VINCE EVANS, MAYOR

Vince Evans was first elected to the Conyers City Council in 2000. He served nearly 17 years before resigning to run for the office of mayor. He was elected mayor in 2017 and began his term of service in January 2018. Issues most important to Mayor Evans in Conyers are: law enforcement, economic development, Olde Town revitalization and transportation.

Mayor Evans is married to Cyndi Meyer Evans and they have two adult children, Brandon and Ansley, and a granddaughter. The Evans' have been city residents since 1979. Mayor Evans has a Bachelor of Science degree in Pharmacy from the University of Georgia and is a pharmacist at Beasley Drug Company.

Mayor Evans is vice chairman of the Conyers-Rockdale Economic Development Council, member of the Piedmont Rockdale Hospital Board of Trustees, treasurer of the C.E. Steele Community Center, member of the Rotary Club of Conyers and a member at Conyers First United Methodist Church.

CLEVELAND STROUD, COUNCIL MEMBER (District 1)

Cleveland Stroud was elected to the Conyers City Council in 1994. He serves the citizens of District 1. Issues most important to Council Member Stroud are public safety, transportation and economic development.

Council Member Stroud is married to Helen F. Stroud and they are proud parents to three children, Gregory Stroud, Anthony Stroud and Karen S. Johnson and several grandchildren. Council Member Stroud has been a resident of Conyers since 1945 and he is a retired educator and coach and an income tax preparer. Council Member Stroud has a Bachelor of Arts degree from Morehouse College and pursued further study at Atlanta University.

Council Member Stroud is vice president of the Citizens Progressive Club, serves on the Superintendent's Advisory Committee, chairman of the Morehouse College Athletic Booster Club, and member of the Rockdale Retired Educators Association (RREA). Council Member Stroud is a past Teacher of the Year Award recipient, was named Region Coach of the Year seven times, State Coach of the Year in 1987, Citizen of the Year in Rockdale County (twice), the Georgia Optimist Club's "Georgian of the Year" in 1989 and recipient of the Conyers-Rockdale Chamber of Commerce's 2007 A.R. (Gus) Barksdale Lifetime Achievement Award.

BLAIR BARKSDALE, COUNCIL MEMBER (District 2, Post 1)

Blair Barksdale was elected to the Conyers City Council in 2017. She represents the citizens of District 2, Post 1. Issues most important to Council Member Barksdale are public safety, downtown revitalization and building strong community relationships.

Mayor and City Council *FY 2018-19*

Council Member Barksdale is a Spanish teacher, head girls soccer coach, graduation coordinator, senior class representative and administrative assistant at Heritage High School. Council Member Barksdale holds a Bachelor of Arts degree in Political Science from Presbyterian College, a Bachelor of Arts degree in Spanish with a concentration in Literature and Composition from Georgia State University, a Master of Arts in Teaching in Special Education from Georgia College and State University and a Specialist in Education degree in Educational Administration and Policy from the University of Georgia. She has lived in Rockdale County for 36 years and has been a city resident for 24 years.

Council Member Barksdale is a graduate of the Leadership Rockdale Class of 2018.

JACOB BAILEY, COUNCIL MEMBER (*District 2, Post 2*)

Jacob Bailey was elected to the Conyers City Council in 2017. He represents the citizens of District 2, Post 2. Issues most important to Council Member Bailey are: revitalization, public safety, transparency, talent recruitment, retention and fiscal growth.

Council Member Bailey is married to Ora Jessica Bailey and they have four children: Timoteo, Nancy, Ryver and Milly. Council Member Bailey holds a Bachelor of Arts degree in Theatre from Georgia College and State University and an Associate of Science degree in Nursing from Georgia Perimeter College. He is a registered nurse and co-owner of Beasley Drug Company. Council Member Bailey was a Conyers resident from 1987-2000 and from 2004 to present.

Council Member Bailey is a member of the Rockdale County Board of Health and member of the Olde Town Merchants Association.

GERALD HINESLEY, COUNCIL MEMBER (*District 3*)

Gerald Hinesley was elected to the Conyers City Council in 2002. He serves the citizens of District 3. Issues most important to Council Member Hinesley are public safety, improved infrastructure, managing the budget and technology.

Council Member Hinesley is married to Pam Hinesley. They are the parents to adult children, Drew and Katy, and grandparents to grandchildren JJ, Averi, Harper, Gracen and Tripp. Council Member Hinesley holds a Bachelor of Business Administration degree from the University of Georgia. He is the chief financial officer of Associated Paper, Inc. and has been a city resident since 1999.

Council Member Hinesley is a deacon at Rockdale Community Church, a certified public accountant, Chartered Global Management Accountant (CGMA), a member of the Georgia Society of CPAs and a member of the American Institute of CPAs.

JOHN FOUNTAIN, COUNCIL MEMBER (*District 4*)

Dr. John Fountain was elected to the Conyers City Council in 2012. He serves the citizens of District 4. Issues most important to Council Member Fountain are maintaining a safe community for all, downtown revitalization and continued conservative use and management of finances.

Council Member Fountain is married to Carol Fountain and they have two adult children and three grandchildren. Council Member Fountain is a lifelong resident of Conyers and Rockdale County and has practiced dermatology in Conyers since 1983.

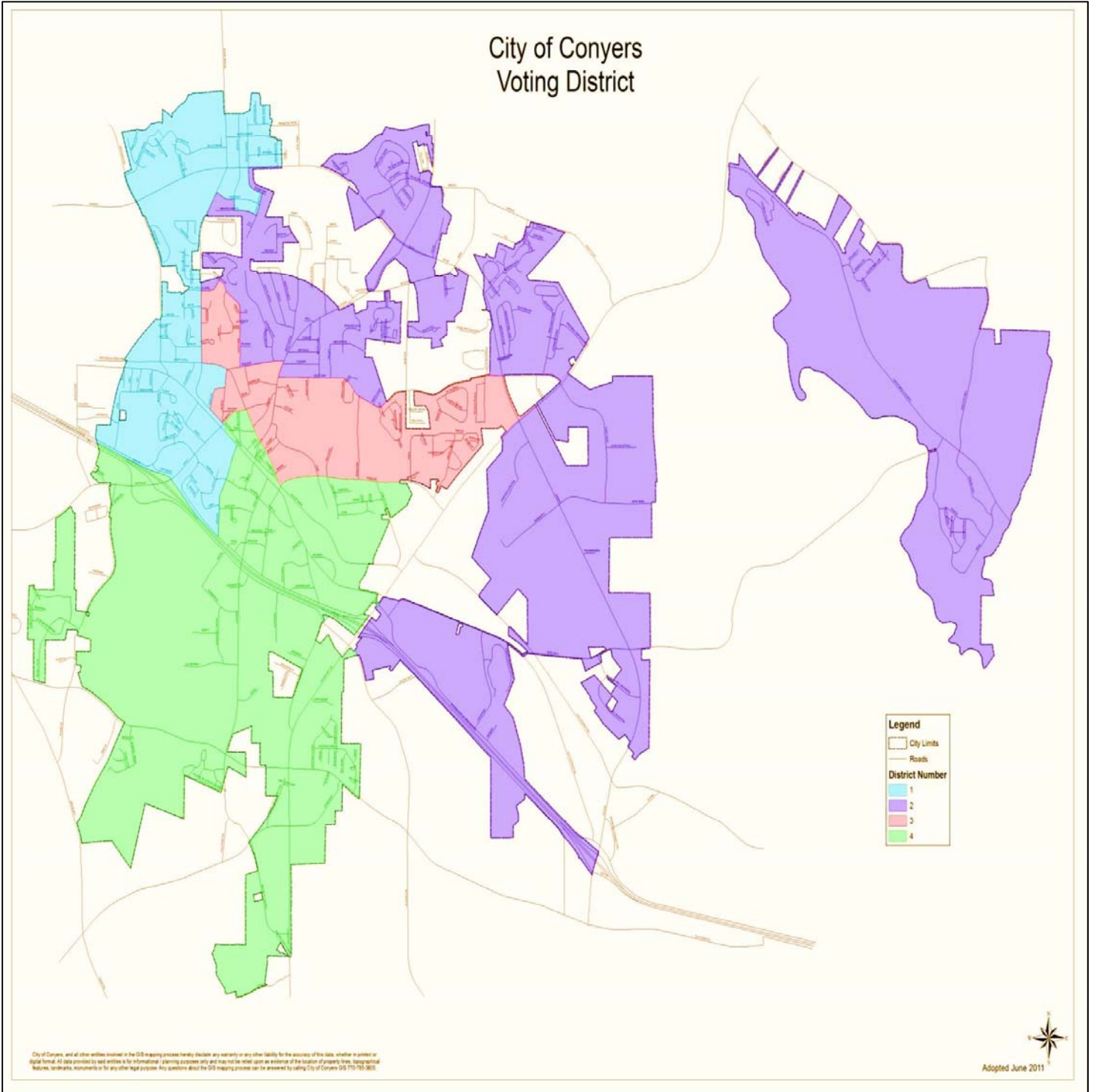
Mayor and City Council *FY 2018-19*

Council Member Fountain was previously a clinical associate professor of dermatology at Emory University School of Medicine, volunteering primarily in the clinics of Grady Memorial Hospital. He is an elder, choir member, commissioner to the 219th General Assembly and past moderator of the Presbytery of Greater Atlanta. He is past chairman of the Rockdale County Board of Health, the Conyers Main Street Program, Conyers Downtown Development Authority, past vice-chairman of the Rockdale County Recreation Commission, Conyers-Rockdale Chamber of Commerce and Boy Scouts District Committee. He is a member of the Oxford College Board of Counselors, Georgia Master 4-H Club, Rock Eagle Counselor Association and an Eagle Scout.

Council Member Fountain is a past member of the Rotary Club of Conyers (Paul Harris Fellow), Conyers Rockdale Amateur Athletic Authority (Olympic Venue Development), and the Rockdale Comprehensive Land Use Plan Commission. He was founding head soccer coach for Oxford College of Emory University, past head coach for Salem High School, past select coach for Rockdale Youth Soccer, and holds a U.S. Soccer Federation professional coaching license. He is a founding director of Liberty National Bank/Rockdale National Bank (now United Community Bank) and chaired the audit committee and personnel committee.

Mayor and City Council FY 2018-19

City of Conyers Voting District



Executive Staff FY 2018-19



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 2018-19*

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 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.

Executive Staff *FY 2018-19*

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 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

Executive Staff *FY 2018-19*

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.

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.

Executive Staff *FY 2018-19*

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 2018-19*



**CITY OF
CONYERS**

Celebration of Community

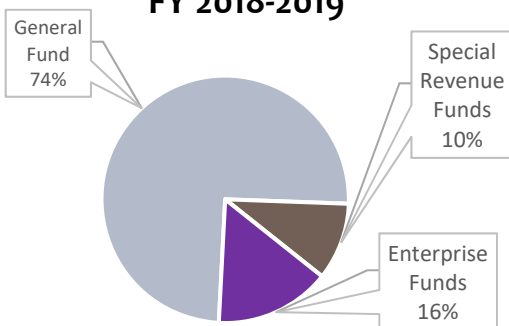
July 1, 2018

Citizens of Conyers,

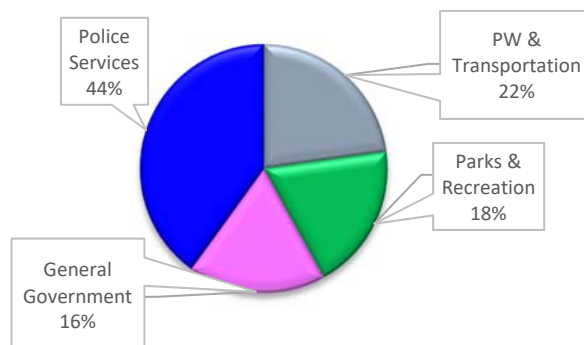
It is our privilege to present the 2018-2019 fiscal year budget and financial plan as adopted by the City of Conyers mayor and council on June 20th, 2018. This comprehensive document is the result of input by Citizens, Elected Officials, Administration, and city staff working together to prepare a financial 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 2018-2019 total operating expenditure budget is \$22,308,485. This includes \$16,671,563 for General Fund expenditures, \$2,258,050 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 \$3,378,872. 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 2018-2019**



**Expenditures by Function
FY 2018-2019**



Budget Message *FY 2018-19*

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 2019:

- 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 Livable Centers Initiative (LCI) road improvement project began in early 2018. Once completed in the summer of 2019, the 0.77 mile corridor will feature a widened roadway, a new roundabout and additional bicycle lanes and sidewalks.
- In an effort to continue rebranding the community with the city’s new logo and tagline, “Celebration of Community,” a wayfinding signage program will be introduced in FY 2018-2019. A multi-year budget project, the signage will consist of primary and secondary gateway signs, parking identification signs in Olde Town Conyers and downtown directional signs alerting motorists to locations of city landmarks, attractions and government buildings.
- The Conyers Police Department continues to be proactive in community outreach initiatives including neighborhood watch meetings, community clean-ups, road races, and more. The Conyers Police marshal and code enforcement personnel continue to work cooperatively to clean up illegal dumping, overgrown lots, and junk cars.
- City of Conyers officials and staff continue to work alongside local government officials and corporations such as Tri-Land Properties on redevelopment of the Salem Gate shopping Center and 4A on development of the Eastmore mixed-use project to spur further economic development in Conyers and Rockdale County.
- Planning and Inspections staff, citizens and Atlanta Regional Commission (ARC) staff have worked extensively to update the city’s Comprehensive Plan, or Land-Use Plan, a document to guide the future actions of a community. It presents a vision for the future of Conyers with long-range goals and objectives for all activities that affect the community.
- In the spring of 2018, a majority of city voters approved a general obligation bond in the amount of \$13 million to construct a new city hall on O’Kelly Street, a dedicated municipal courtroom on Scott Street and renovations to the Conyers Police Department. Planning has begun on the bid process for the final design of the new city hall and the groundbreaking is expected to occur in the spring of 2019.

General Fund

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

Budget Message *FY 2018-19*

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 \$1,250,000 in FY 2018-2019. 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 agencies 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 15.584 mills to 15.284 mills. Despite the decrease in the millage rate, the city is expecting to generate additional funding due to increased property values.

Other Taxes – Franchise, alcohol, occupation, insurance, motor vehicle, and other miscellaneous taxes are projected at \$4,218,000.

Hotel/Motel – Hotel/Motel revenues are projected to be approximately \$1,250,000.

Budget Message *FY 2018-19*

Building Permits and other Permits– Building permits and others such as servers, and taxi permits, are projected to generate \$395,000.

Georgia International Horse Park (GIHP) – GIHP revenues are projected at \$1,029,700.

Fines and Probation – Fines and probation fees are expected to generate \$1,420,250.

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. 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 13% over last fiscal year.

There is funding budgeted for a new Helpdesk Technician in the Technology Department. The Tourism Specialist position is being reclassified from 110 to 112.

DEPARTMENTAL HIGHLIGHTS

Mayor and Council

The projected expenditures for fiscal year 2018-2019 are \$263,347, an increase of 2.8% compared to the previous year's unaudited values of \$256,211. The primary reason for the increase the projected increase in health insurance.

City Manager

The projected expenditures for fiscal year 2018-2019 are \$646,262 an increase of 4.6% over the previous year's unaudited values of \$618,124. The increase is due to small variances in the departmental budget.

Administration

The Department of Administration budget for fiscal year 2018-2019 is \$1,007,745, which reflects an increase of 8.9% over last fiscal year unaudited budget of \$924,988. The increase is due primarily to higher health insurance costs.

The Technology department budget for fiscal year 2018-2019 is \$1,455,406 which is an increase of 9.9% from last fiscal year unaudited budget of \$1,324,259. The increase is due to an additional helpdesk technician.

Police Services

The projected expenditures for fiscal year 2018-2019 for the Police are \$6,331,639, which reflects an increase of 13.5% over last fiscal year unaudited budget of \$ 5,579,340. The primary reason for the increase is due to a cost of living increase for all sworn personnel. 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.

The communications budget also reflects an increase over the previous fiscal year. Fiscal year 2018-2019 budget expenditures are \$880,060 compared to last year of \$726,697. The primary reason for the difference is due to attrition during the previous fiscal year.

Budget Message *FY 2018-19*

The budget for Court Services reflects a very small decrease over last fiscal year. Fiscal year 2018-2019 budgeted expenditures for Court Services are \$733,655 compared to last year of \$737,139. The decrease is due mainly to attrition in the previous fiscal year.

The budget for Security Alert reflects an increase of 9.4% over last fiscal year. Fiscal year 2018-2019 budgeted expenditures for Security Alert are \$382,427 compared to last year at \$349,414. 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 2018-2019 are \$459,221, an increase of 7.0% over the previous year's unaudited budget of \$428,896. The increase is due primarily to higher health insurance costs. The projected expenditures for the Inspections division are \$297,505 compared to last year's unaudited budget of \$258,274.

Public Works and Transportation

The projected expenditures for fiscal year 2018-2019 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 \$20,570 (3.1%) due mainly to an increase in maintenance costs due to higher costs of auto parts and health insurance.
- Landscaping
 - There is an increase of \$20,351 (6.6%) 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 \$91,205 (8.8%) 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 an increase of \$19,550 (4.1%) due to the retirement of key personnel in the previous year.
- Sanitation
 - There is a decrease of \$93,673 (-6.0%) due to projected reduction in miscellaneous costs.

The Georgia International Horse Park

The projected expenditures for fiscal year 2018-2019 are \$1,600,153, an increase of \$47,399 (2.9%) over the previous year's unaudited budget of \$1,647,552. The increase is due to increased costs of insurance and other miscellaneous operating expenses.

Non-Departmental

The projected expenditures for fiscal year 2018-2019 are \$868,755, a decrease of 437,626 (34%) over last year's unaudited budget of \$1,306,381. The primary reason for the decrease is because of a reduction in projected operating transfers to other funds. This department includes funding for retiree benefits, unemployment

Budget Message *FY 2018-19*

compensation, workers compensation, liability insurance, operating transfers, Stormwater fees, economic development, and debt service.

Tourism and Public Relations

The projected expenditures for fiscal year 2018-2019 are \$1,250,000, an increase of 1.5% over the previous year's unaudited budget of \$1,231,433. 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, and 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

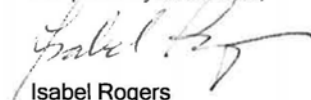
The projected expenditures for fiscal year 2018-2019 are \$1,421,454, an increase of 5.4% over the previous year's unaudited budget of \$1,348,791. Cherokee Run is comprised of three different divisions: Administration, Maintenance, and Food and Beverage. The primary reason for the increase is due to 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, 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 2018-2019 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 2018-19*

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.

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

How to Use This Budget *FY 2018-19*

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 2018 tax year is 15.284 mills, or \$15.28 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 2018 tax year. After property is appraised by the County Tax Assessor, \$20,000 is subtracted from the assessed value leaving what is known as the taxable value. The taxable value is that amount upon which the property tax rate is applied. The assessed value is 40% of the appraised value. Homeowners are only eligible for the exemption if the home is their primary residence. Vacation and rental properties are not eligible for the homestead exemption.

Q: What is a mill of tax?

A: One mill is equal to \$1 for each \$1,000 of assessed property value. Property taxes on a \$100,000 home to which the \$20,000 homestead exemption is applied would be, with a millage rate of 15.284 mills, \$305.68.

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.

How to Use This Budget *FY 2018-19*

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.

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 2018 data (prior year)

All data contained herein for FY 2018 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.

How to Use This Budget *FY 2018-19*

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 2017) adjusted to reflect any budget amendments adopted during FY 2018, plus an estimate as to actual expenditures and revenues for the current year as compared to the amounts budgeted.

The City in Brief *FY 2018-19*

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 an estimated population of 16,015 according to the 2017 census.

THE BIRTH OF CONYERS



171-mile Augusta-Atlanta route.

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

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 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 City in Brief *FY 2018-19*

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.

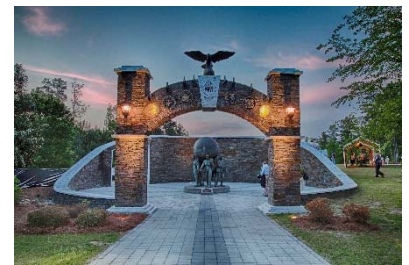


Panola Mountain State Park, also located on the south side of the county, is a 617-acre park that was dedicated in 1974 as the first Conservation Park established in Georgia. A portion of the park is actually a mountain – a 100-acre granite monadnock compared many times to Stone Mountain; but, unlike its northern neighbor, Panola Mountain still shelters rare plants and animals of the Piedmont region.



Panola Mountain State Park 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.



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 City in Brief *FY 2018-19*

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 city of Conyers partnered with the PATH Foundation to create a system of multi-use, 10-foot wide trails. The first section of the Olde Town Conyers PATH Trail opened in May 2011 and stretches nearly 1.7 miles from the Nancy

Guinn Memorial Library in Olde Town Conyers to the Rockdale Career Academy.

The second phase of the PATH Trail opened in September 2012. This portion of the trail extends two miles from the Rockdale Career Academy to the Corner Market development on Flat Shoals Road and on to Ebenezer Road and Johnson Park. The newest phase of the PATH Trail officially opened on October 19, 2017 and stretches nearly 1.57 miles from the Nancy Guinn Memorial Library in Olde Town Conyers to Pine Log Park. This \$1.7 million section of trail was funded by the PATH Foundation and SPLOST funding. The trail is open from sunrise until sunset and motor vehicle traffic on the trail is prohibited. Pets on the trail are required to be on a leash.

Residents celebrate spring at the annual St. Patrick's Day Parade and the Conyers Cherry Blossom Festival. The Olde Town Summer Film Series held during the summer months features free movies under the stars at the Olde Town Pavilion at Randal S. Mills City Center Park and ushers in the Olde Town Fall Festival held annually each October. Ice skating and the Conyers Christmas Parade herald the start of the holiday season in Conyers.

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.

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 on page 34 or directions to our offices are also available at the City's website at www.conyersga.com or call

770-483-4411.

The City in Brief *FY 2018-19*

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.



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](http://www.rockdalecountyga.gov) webpage. You may also visit the [Georgia Forestry Commission's](http://www.gafire.com) website for more information on outdoor burn bans and burn permits.

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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.

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.

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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 come to John Miles Chevrolet. We are directly behind John Miles Chevrolet in a one-story brick building off Scott Street, which is directly next to the Chevrolet dealership.

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

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CITY PARKS

| Park | Description |
|---|--|
| Bonner Park 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. |

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Olde Town Pavilion at Randal S. Mills City Center Park

The Olde Town Pavilion, located at Randal S. Mills City Center Park, 949 North Main Street, is an 80 X 80 square ft.



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

Veal Street Community Center

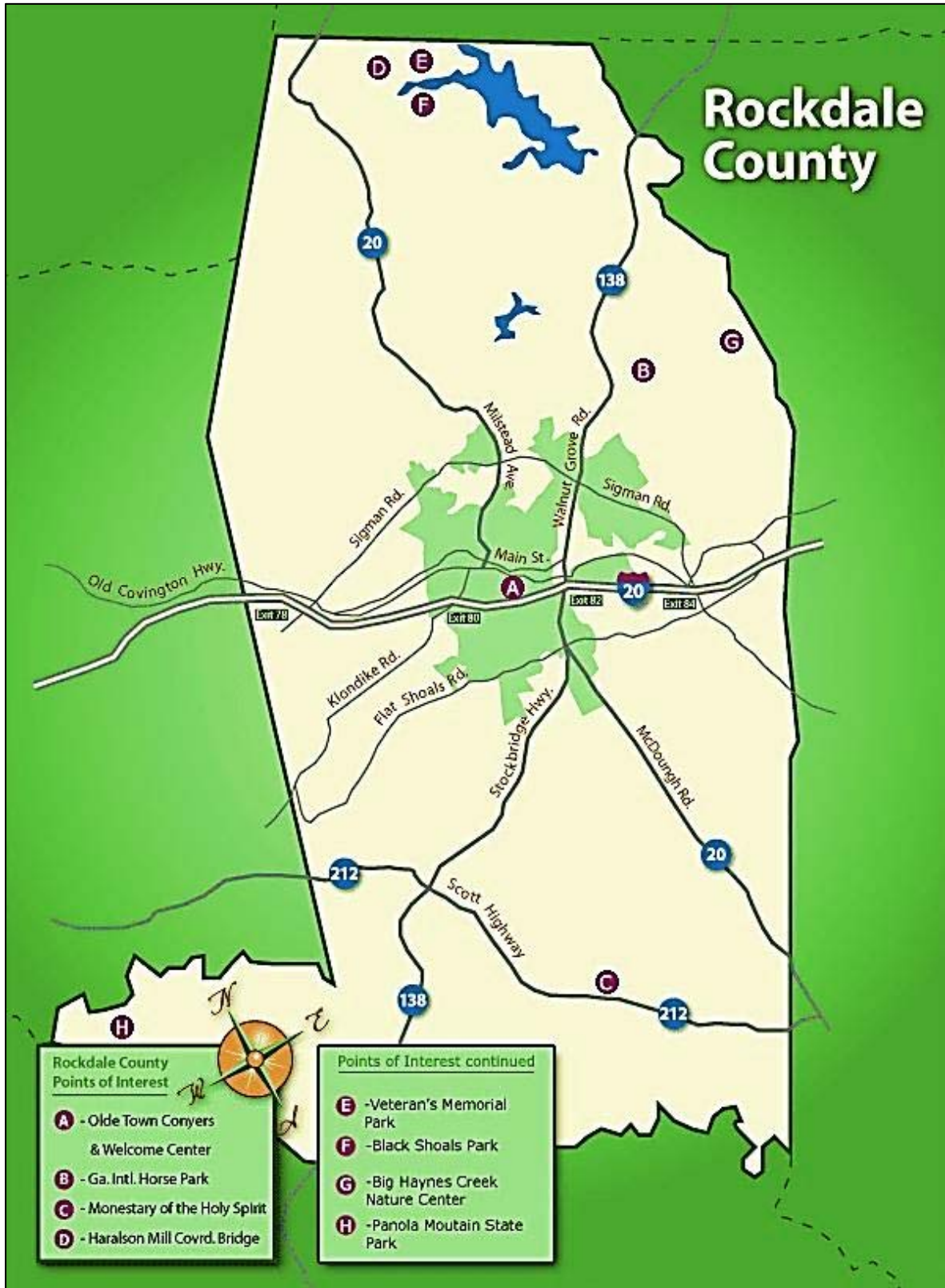
The Veal Street Community Center is located at 1160 Veal Street. The Center is 2,300 square feet and can accommodate up to 70 guests. The Community Center has a small kitchen with a refrigerator, microwave and sink as well as two handicap-accessible restrooms. Chairs and tables are available with rental.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



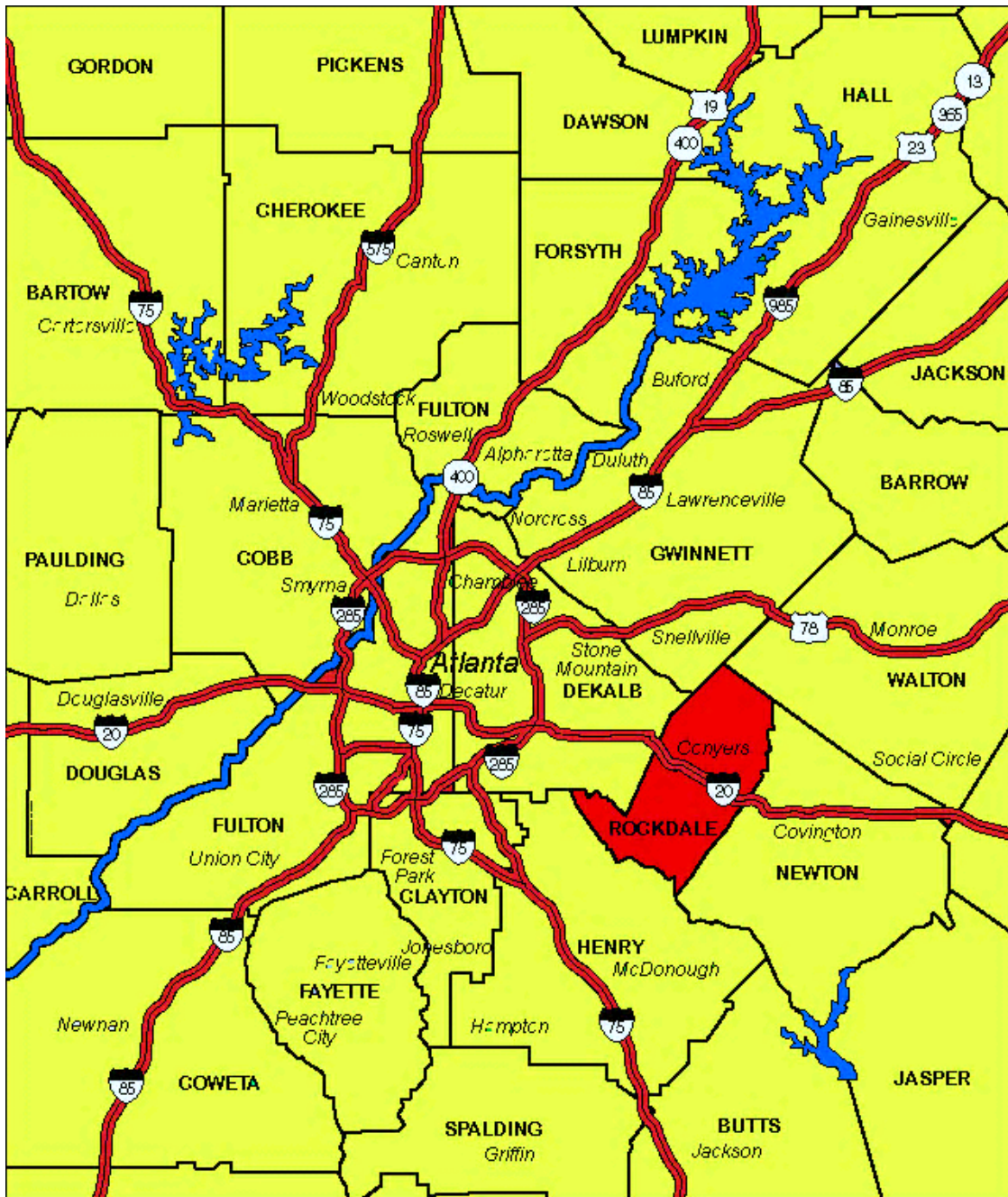
The City in Brief FY 2018-19



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The City in Numbers FY 2018-19

MISCELLANEOUS

| | |
|----------------------------------|-------|
| Date of Incorporation | 1854 |
| Form - City Council/City Manager | |
| Number of Employees | 200 |
| Area in Square Miles | 11.81 |
| Miles of City Streets | 77 |
| Number of Street Lights | 1,745 |

POPULATION (2010 Census) 15,195



*2013-2018 Estimate

SEX AND AGE

| | |
|--------------------|--------|
| Total population | 16,015 |
| Male | 45% |
| Female | 55% |
| Under 5 years | 6.9% |
| 5 to 14 years | 19.1% |
| 15 to 24 years | 14% |
| 25 to 34 years | 12.7% |
| 35 to 44 years | 14.7% |
| 45 to 54 years | 13% |
| 55 to 64 years | 8.9% |
| 65 years and older | 10.7% |
| Median age (years) | 33.5 |

RACE

| | |
|--|--------|
| Total | 16,015 |
| White | 31.9% |
| Black/African American | 62.5% |
| American Indian & Alaska Native | 0.1% |
| Asian | 0.8% |
| Native Hawaiian & Other Pacific Islander | 1.3% |
| Hispanic or Latino | 12.6% |
| Two or more races | 1.9% |

HOUSING OCCUPANCY

| | |
|-------------------------|-------|
| Total housing units | 6,373 |
| Owner occupied housing | 32.1% |
| Renter occupied housing | 67.9% |
| Vacant housing | 14.1% |

HOUSEHOLDS BY TYPE

| | |
|------------------------------|-------|
| Total Households | 5,475 |
| Average household size | 2.81 |
| Family households (families) | 75.4% |
| Average family size | 3.22 |

HOME VALUE

| | |
|-------------------|-----------|
| Median Home Value | \$102,900 |
|-------------------|-----------|

HOUSEHOLD INCOME

| | |
|-------------------------|----------|
| Households | 5,475 |
| Less than \$10,000 | 9.7% |
| \$10,000 to \$14,999 | 5.7% |
| \$15,000 to \$24,999 | 16.9% |
| \$25,000 to \$34,999 | 14.6% |
| \$35,000 to \$49,999 | 16.5% |
| \$50,000 to \$74,999 | 22.3% |
| \$75,000 to \$99,999 | 7.8% |
| \$100,000 to \$149,999 | 4.9% |
| \$150,000 to \$199,999 | 0.9% |
| \$200,000 + | 0.7% |
| Median Household Income | \$38,403 |

Sources:

* U. S. Census Bureau

* Georgia Department of Labor

* Convers Rockdale Economic Development Council

The City in Numbers FY 2018-19

MAJOR EMPLOYERS

| | |
|--------------------------------|-------|
| Rockdale County Public Schools | 2,250 |
| Acuity Lighting Group | 1,100 |
| Piedmont Rockdale Hospital | 1,300 |
| Pratt Industries | 675 |
| Hill-Phoenix | 810 |
| Dart, Inc | 325 |
| AT&T | 800 |
| Golden State Foods | 600 |
| Wal-Mart Stores | 400 |
| Bio-Lab | 21 |
| Rockdale County Government | 1,090 |
| Southeast Connections LLC | 500 |

UNEMPLOYMENT RATE

| | |
|-----------------------------|------|
| Rockdale County June 2018 - | 4.1% |
|-----------------------------|------|

BUSINESS ACTIVITY

| | |
|-------------------------|-----|
| Building Permits Issued | 120 |
|-------------------------|-----|

PUBLIC SAFETY

| | |
|----------------------------|-------|
| Number of Stations | 1 |
| Number of Police Personnel | 70 |
| Physical Arrests | 2,121 |
| Citations Issued | 6,535 |
| Accidents | 1,865 |

NEWSPAPERS

| |
|---------------------------------|
| Rockdale Citizen - Online Daily |
|---------------------------------|

ROCKDALE COUNTY SCHOOL ENROLLMENT

| | |
|-------------------|-------|
| Elementary school | 7,880 |
| Middle school | 3,601 |
| High school | 5,142 |

EDUCATIONAL ATTAINMENT

| | |
|-------------------------------|-------|
| Population 25 years and over | 9,393 |
| Less than 9th grade | 5.4% |
| 9th to 12th grade, no diploma | 10.7% |
| High school graduate | 35.3% |
| Some College, No degree | 18.8% |
| Associate Degree | 8.1% |
| Bachelor's Degree | 15.4% |
| Graduate/Professional Degree | 6.2% |

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 | 1,300 |

Sources:

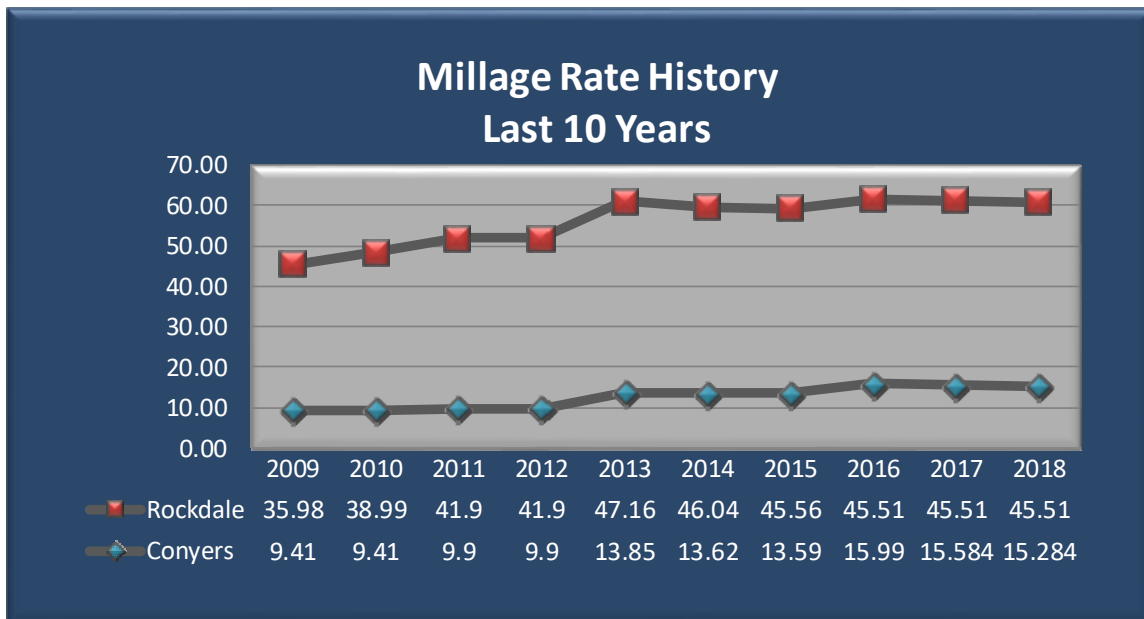
* U. S. Census Bureau

*Georgia Department of Labor

* Conyers Rockdale Economic Development Council

The City in Numbers *FY 2018-19*

2018 Adopted Millage Rate 15.2840



THE VALUE OF CITY SERVICES

Based on the median market home value of \$102,900 each household will pay \$323.41 for the year, or \$26.95 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

OTHER SERVICES (NOT PROVIDED BY THE CITY)

Water and sewer services are provided by Rockdale Water Resources. Electricity is provided by Snapping Shoals or Georgia Power depending on the location of the home or business. There are multiple gas companies for residents and business owners to choose from.

Sources:

* U. S. Census Bureau

* Georgia Department of Labor

* Conyers Rockdale Economic Development Council

Budget Calendar *FY 2018-19*

December

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

January

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 2019-2023 and provide Directors with necessary forms for C.I.P. requests for 2023.
Department Directors submit C.I.P. requests for fiscal year 2023.
Mayor and Council retreat

February

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

April

Finance calculates personal services for fiscal year 2018-2019, enter on computer, and print for inclusion in annual budget.

May

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

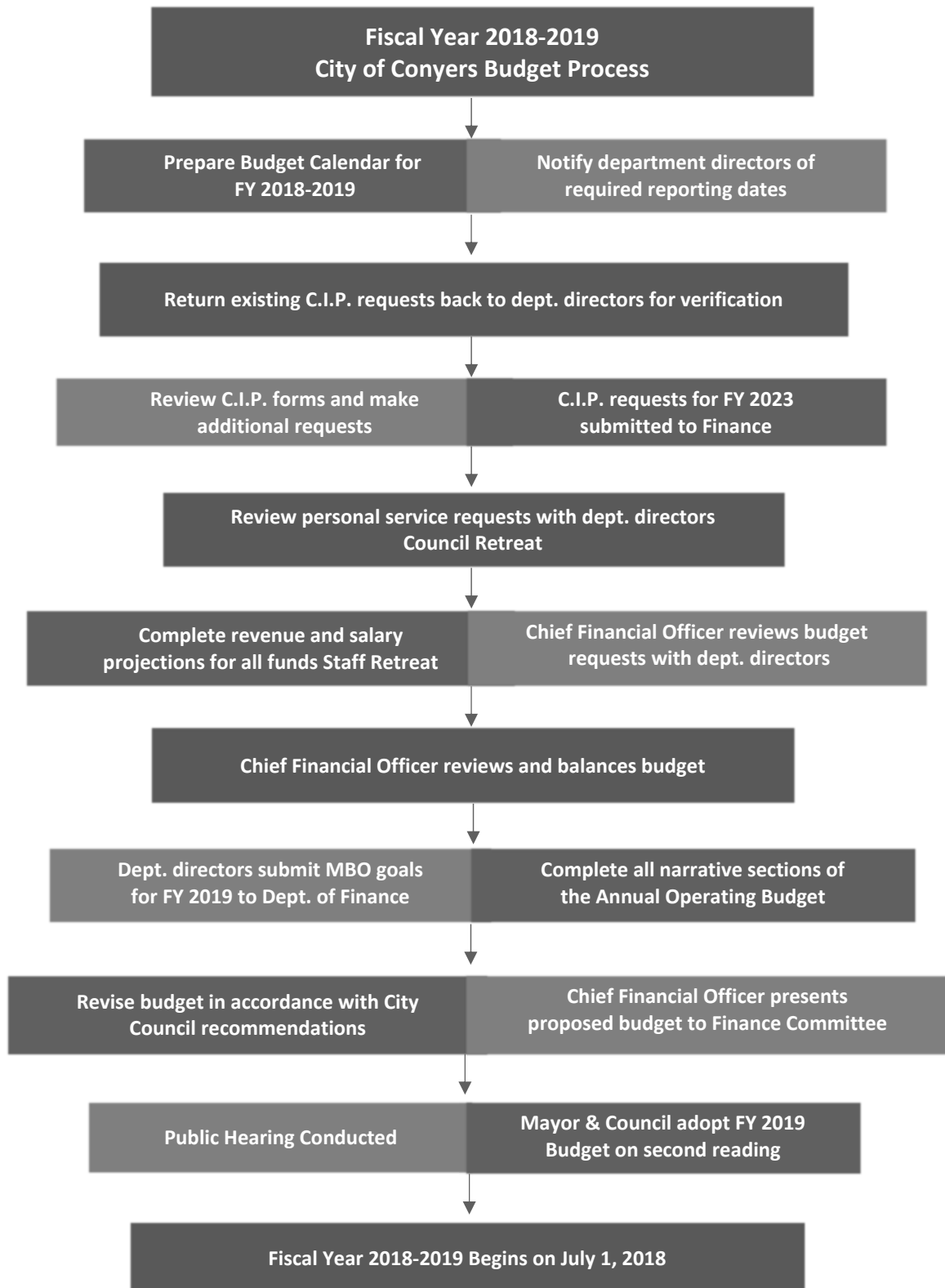
June

Public Hearing for fiscal year 2018-2019 budget.
Fiscal Year 2018-2019 budget scheduled to be adopted.

August/September

Finance submits budget document to GFOA.

Budget Process & Financial Policies FY 2018-19



Budget Process & Financial Policies *FY 2018-19*

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 2018-2019:

- Wednesday, May 16, 2018
 - -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 16, 2018
 - -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 19, 2018
 - -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 6, 2018
 - -Public Hearing on proposed budget at a regular meeting of the City Council
- Wednesday, June 20, 2018
 - -Adopt proposed budget via Ordinance at a special meeting of the City Council

Budget Process & Financial Policies FY 2018-19

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 | ➡ | | | | | | | |
| Enter departmental C.I.P. requests on computer and print for inclusion in annual budget | | | ➡ | | | | | |
| Provide Department Directors with personnel service worksheets reflecting current staffing levels | | | ➡ | | | | | |
| Calculate personnel services for fiscal year 2018-2019, for inclusion in annual budget | | | | ➡ | | | | |
| Operating budget request packages prepared and presented to Department Directors | | | | | ➡ | | | |
| Complete financial policies, city in brief, how to use this budget, and capital improvement plan sections of budget | | | | | ➡ | | | |
| Complete revenue projections for all funds | | | | | ➡ | | | |
| Complete financial & personnel summaries and financial trends section of budget | | | | | ➡ | | | |
| Submission of budget document to GFOA | | | | | | | | ➡ |
| Department Directors | | | | | | | | |
| Review previous C.I.P. forms, make any revisions as necessary | | ➡ | | | | | | |
| Submit (C.I.P.) requests for fiscal year 2023 | | ➡ | | | | | | |
| Submit requests for additional positions and/or upgrades to existing positions | | | ➡ | | | | | |
| Budget requests submitted to Finance | | | | | | ➡ | | |
| Review of budget requests with department directors | | | | | | ➡ | | |
| City Manager & Finance | | | | | | | | |
| Meet with Department Directors to review modified C.I.P. requests and provide necessary forms for C.I.P. requests for 2023 | | ➡ | | | | | | |
| Review personnel service requests with Department Directors | | | ➡ | | | | | |
| Complete final draft of departmental budgets | | | | | | ➡ | | |
| Revise budget in accordance with City Council recommendations | | | | | | ➡ | | |
| Mayor & City Council | | | | | | | | |
| Mayor and Council Retreat to present their vision for the future of the City | | ➡ | | | | | | |
| First reading of budget ordinance | | | | | | ➡ | | |
| Public Hearing for budget | | | | | | | ➡ | |
| 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 | | | | | | ➡ | | |
| Presentation of proposed budget to Conyers City Council | | | | | | | ➡ | |

Budget Process & Financial Policies FY 2018-19

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.

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

Budget Process & Financial Policies FY 2018-19

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:

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.

Budget Process & Financial Policies FY 2018-19

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 2018-19*

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.

Budget Process & Financial Policies FY 2018-19

- 5) Long-term debt will not be used for operations.
- 6) The City will maintain good communications with bond rating agencies about its financial condition, and will follow a policy of full disclosure on every financial report and bond prospectus.

CAPITAL POLICIES

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

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

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

FUND ACCOUNTING

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

Major Funds:

Major funds represent the significant activities of the City and basically include any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of 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 2018-19

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:**

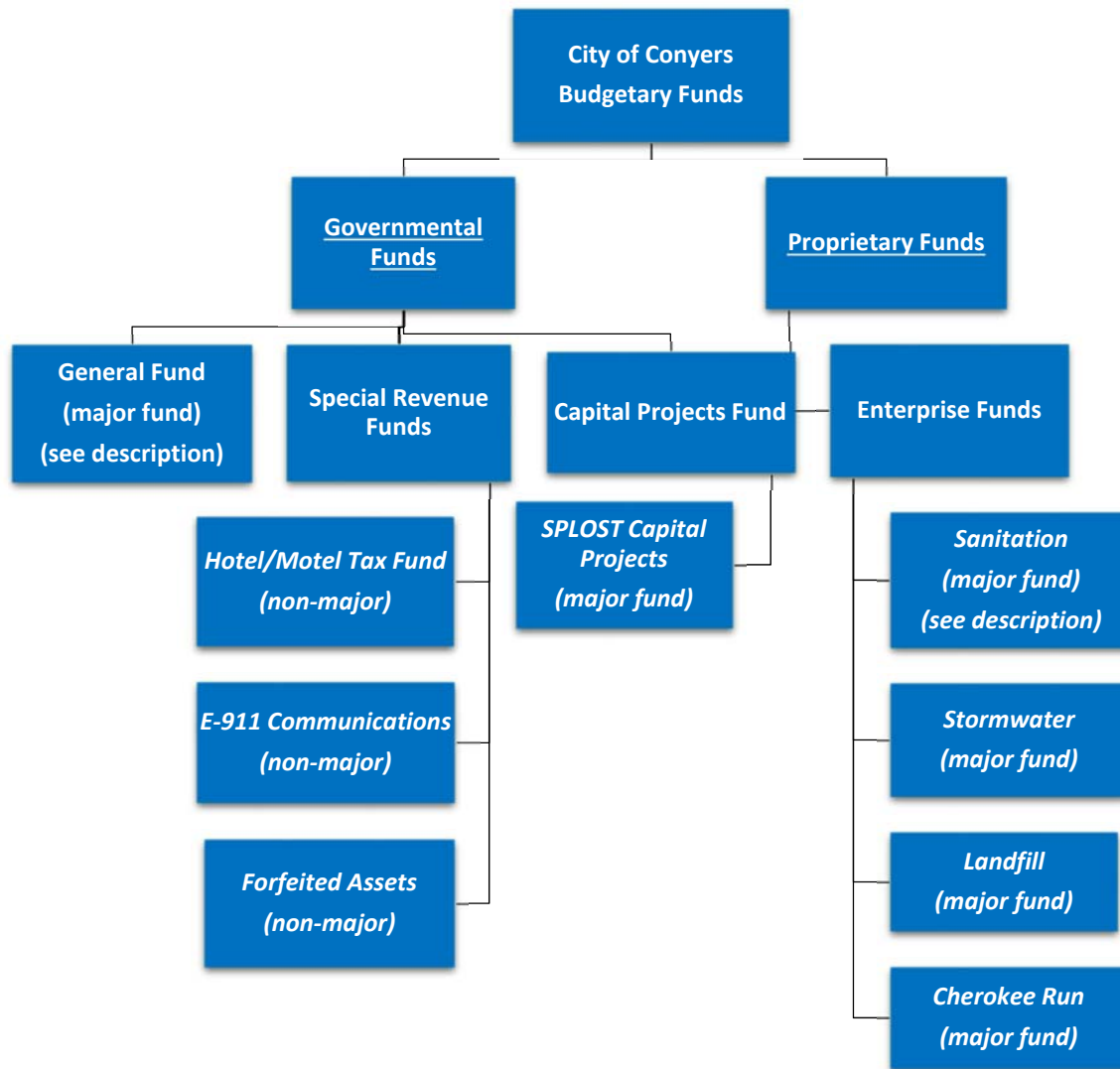
The *Landfill Enterprise Fund* is used to account for post closure care costs and debt related to the solid waste landfill, which was closed in 1993.

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.

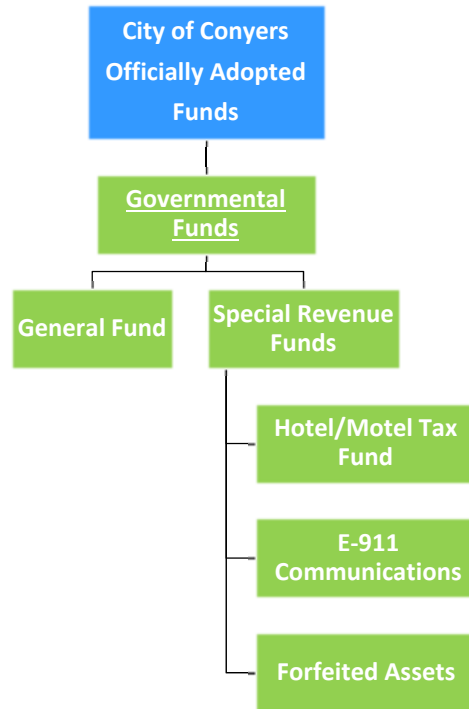
Budget Process & Financial Policies FY 2018-19

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 2018-19



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 total level, the Chief Financial Officer and Finance are authorized to revise appropriations within each department, but may not change

Budget Process & Financial Policies FY 2018-19

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 2018 is 15.284 mills, which reflects a rollback decrease of .30 mills from last year's rate of 15.584 mills.

Strategic Goals & Objectives *FY 2018-19*

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. THE FOLLOWING AREAS OF PRIORITY HAVE BEEN IDENTIFIED:

- City Hall Master Plan
- Community Identity
- Quality of Life
- Olde Town
- Transportation and Infrastructure
- Recreation
- Internal Operations



Strategic Goals & Objectives FY 2018-19

| Plan # | Name | Status (S = Short Term/L = Long Term) | Notes |
|------------------------------|--|---|---|
| City Hall Master Plan | | | |
| 1 | Location of City Hall | S – Complete | |
| 2 | Amend zoning districts to Transect-Based zoning | S – Complete | |
| 3 | Funding City Hall Complex | S – Referendum for GO Bond on May 22 | The GO Bond is a go! |
| 4 | City Hall construction | S – TBD | Bid process started after the passing of the GO Bond referendum |
| 5 | Streetscapes and plantings | L – Underway | Bank Street complete, Hardin-O’Kelly will have some; Main St. – possibility |
| 6 | More Gathering Spaces | L – TBD | Dependent on City Hall and outlying uses including amphitheater |
| 7 | Mixed Use Infill | L – TBD | Dependent on City Hall; May see some progress with Salem Gate/Salem Market renovation |
| 8 | Improve Connectivity | L – Ongoing and Underway | Latest PATH Trail extension complete, City Hall will help improve connectivity |
| Community Identity | | | |
| 9 | Engage firm to create plan for new branding | S - Complete | |
| 10 | Olde Town parking signage | S – TBD | SPLOST funding needed, but some to be erected in wayfinding signage campaign |
| 11 | Gateways to City (West Ave, Northside Dr, Main at Pine Log | S – Ongoing | West Avenue and Northside Drive complete; Main Street dependent on SPLOST funding |
| 12 | Gateway developments from 138 on north & south sides | S – TBD | SPLOST funding needed |
| 13 | Install equestrian fence from city limit to city limit | S – TBD | Identify funding source |
| 14 | Rebrand the city of Conyers | L – Complete/Ongoing | Logo and brand debuted March 2017. Continue to share rebranding story. |
| 15 | Create wayfinding/comprehensive | L – Underway/Ongoing | Working with Sky Design on comprehensive signage program. |

Strategic Goals & Objectives FY 2018-19

| | | | |
|------------------------|--|--------------------|--|
| | signage program for OTC | | |
| Quality of Life | | | |
| 16 | Eliminate visual blight | S - Ongoing | Remove illegal signs from right-of-way on a weekly basis. The blight tax ordinance will help provide regulations to assist with renovating property for human habitation or demolition. |
| 17 | Create a Land Bank Authority | S – TBD | Conversation with Rockdale County |
| 18 | Develop and determine tools to address out of state landlords | S – Ongoing | Vacant property listing updated annually; Blight tax will help address issues. |
| 19 | Partner w/Rockdale Co. to standardize codes on specific issues | S – Ongoing | |
| 20 | CPD facility and campus upgrade/repurpose | L – TBD | Dependent on new City Hall |
| 21 | Community Outreach – CPD | L - Ongoing | CPD continued working with faith-based community; over 70 participated in Citizens Police Academies; Biased Based Police Training continues; CPD Explorer Program has grown, drawing from RCA and providing applicants to Cadet Program. |
| 22 | Reducing crime and fear or crime | L - Ongoing | Crime rate is up 9% on the heels of best years in recent history and we are on track to achieve the second best year to date. Clearance rates exceed the national average in every category except rape. CPD has made strides in social media solving crimes, while keeping public informed and educated. Over 1,300 completed the Active Shooter Training Course. |
| 23 | Acquiring and retaining quality staff - CPD | L - Ongoing | Cadet program has produced three full-time, “homegrown” police officers. Base pay increase and incentive program helps to aid in retention. Recruiting partnerships with GALAEO, NAACP & 100 Black Men of Atlanta are underway. |

Strategic Goals & Objectives FY 2018-19

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| 24 | Technology – CPD | L – Ongoing | UAS/drone program underway w/FAA certifications and nigh-flight capabilities. CPD uses 19 remote access and control cameras and has access to 45 addl. Housing Authority cameras. 3 LPRs, Records Management System upgrade in research and RFP development phase. One “private partnership camera” (camera) in use now. Four more in place in November. |
| 25 | Maintaining CALEA accreditation and state certification | L – Ongoing | The next CALEA off-site review was in Nov. 2017; State Certification in Dec. 2017; Reaccreditation in 2019. |
| 26 | Leadership & Personnel Development – CPD | L – Ongoing | 11 personnel have completed the Columbus State Univ. Prof. Mgmt. Program and three are in program now. Six completed Command College (Columbus or Northwestern) with one in program now. |
| 27 | Improve appearance | L – Underway | Planning Dept. and CPD working together to require property owners to maintain property free of trash and overgrown vegetation. Started a program to remove abandoned tires from rights-of-way. Adopted ordinance to prohibit heavy vehicle parking in residential districts. |
| Olde Town | | | |
| 28 | Parking area for Olde Town Phase I –short term, surface parking | L – Complete | 145-space lot with lighting, landscaping, completed and open in Dec. 2017. |
| 29 | Parking area for Olde Town Phase II – long term parking deck | L – TBD | Conversation with Rockdale County re: funding |
| 30 | Create retail attraction strategy for OTC | L – TBD | Joined Destination Downtown Association and started Resurgence of Downtowns video series with merchants in fall 2017. |

Strategic Goals & Objectives FY 2018-19

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| 31 | Olde Town Pavilion | L – Ongoing | Farmers market, Lunch on the Lawn, benches have encouraged alternative uses; evaluating recommendations from state Tourism Product Dev. Team |
| 32 | Gateway, Center at Green Street | L – Ongoing | Part of wayfinding signage program. |
| 33 | Olde Town Conyers Trail (Nancy Guinn to Pine Log Park) | S – Complete | Trail opened in fall 2017. |
| Transportation and Infrastructure | | | |
| 34 | Conyers Trail Phase D – Library to RCA | S - COMPLETE | |
| 35 | Railroad Street Improvements | S – COMPLETE | |
| 36 | Passenger Shuttle | L – Underway | County and city working with private entity, Blue Bus, on public transportation routes throughout city and county. |
| 37 | Traffic circulation study for Olde Town and south of tracks to include West Ave to Scott St and from Dogwood to Pine St | L – TBD | No funding available; based on future mixed-use development |
| 38 | East View Road Improvements | L – Complete | |
| 39 | Sigman Road Widening | L – Underway | Engineering completed; right-of-way acquisition underway. |
| 40 | O’Kelly-Hardin St Complete Streets | L – Ready for construction | Construction has begun. Will take 18 months to complete. |
| Recreation | | | |
| 41 | Teaching Center – Cherokee Run | S – TBD | In discussion phase; funding an issue |
| 42 | Identify New Assets for | S - Complete | |

Strategic Goals & Objectives FY 2018-19

| | | | |
|----------------------------|--|---------------------|--|
| | GIHP | | |
| 43 | Inventory & Audit of Existing Facilities and Infrastructure | S – Complete | |
| 44 | Construction of New Covered Arena at GIHP | L – TBD | No current funding available |
| 45 | Implement Comprehensive Signage Package for GIHP Trails | L – Underway | Creating a web-based map with location features, as well as installing signage throughout the trails. |
| 46 | Implement Comprehensive Directional Signage Package for GIHP | L – Complete | |
| 47 | Refurbish arenas at GIHP | L – Ongoing | |
| 48 | Retrofit and replace lighting at GIHP | L – Underway | Funding approved in budget for original 5 barns and CWA. |
| 49 | Promote Usage of Natural Areas of GIHP | L - Ongoing | |
| 50 | Update and Maintain State of the Art Technology for GIHP Facility | L – Ongoing | Updated Wi-Fi throughout the park and upgraded facility management software. Evaluating additional upgrades to software. |
| 51 | Identify future expansion opportunities for BHCNC | L – Ongoing | Installed a bench on the dock and three picnic tables along nature trail. |
| 52 | Addition of business offices and enlargement of locker rooms at Cherokee Run | L - TBD | No funding available |
| Internal Operations | | | |
| 53 | Develop disaster recovery policies and plans | S – Ongoing | GIHP doubling as disaster recovery facility in their server room |
| 54 | Assemble focus group to determine if mobile workforce model feasible | S – Underway | Court Services is mobile focus group and 2 units in CID |
| 55 | Develop a mobile | S – Underway | |

Strategic Goals & Objectives *FY 2018-19*

| | | | |
|----|--|---------------------|---|
| | workforce model | | |
| 56 | Implement or adjust mobile workforce model based on results of focus group | L – Ongoing | Feedback and monitoring of focus group ongoing to determine feasibility of expansion |
| 57 | Research technology improvements that allow CSA to better serve & grow customer base | S – Ongoing | Working with Daniel and Gary to take police car technology and put in CSA vans to allow work in field |
| 58 | Implement new HR Information System | S – Underway | Applicant tracking system, onboarding and performance reviews |
| 59 | Revise and update HR Policies and Procedures | S – Underway | |
| 60 | Implement diversity and inclusion program | S – Underway | |
| 61 | List of monthly employee activities | S – Underway | |
| 62 | Streamline, simplify and automate processes and procedures | L – TBD | |
| 63 | Foster improved communication using digital signage | L – TBD | |
| 64 | Open Market Concept to replace traditional breakroom vending in City Hall Complex | L – TBD | |
| 65 | Create and establish an online employee learning platform | L – TBD | |
| 66 | Create and establish an Employee Center | L - TBD | |

Financial Trend Analysis FY 2018-19



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

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

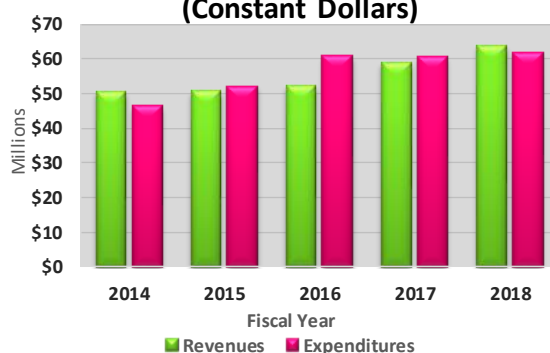
The advantages of this approach are:

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

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

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 & Expenditures (Constant Dollars)



REVENUES

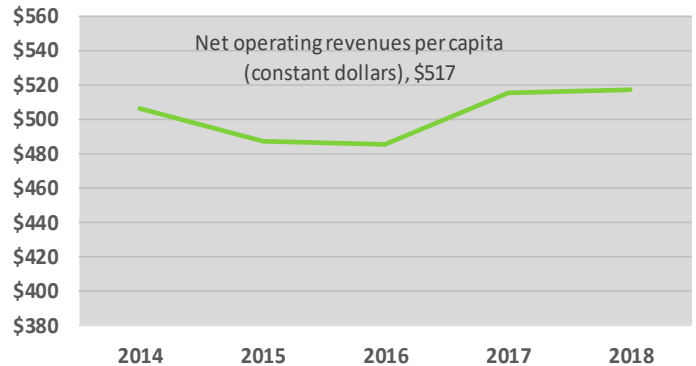
Revenues determine the capacity of a city to provide services. Important issues to consider are growth, diversity, reliability, flexibility, and administration. Under ideal conditions, revenues would be growing at a rate equal to or greater than the combined effects of inflation and expenditure pressures. 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

Financial Trend Analysis FY 2018-19

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:

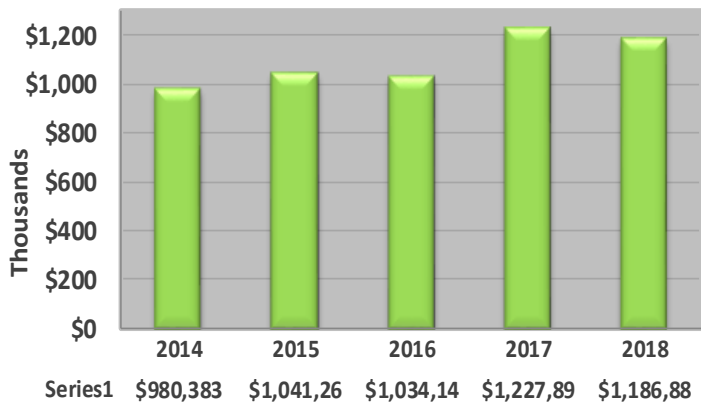
- Deterioration in revenue base.
- Internal procedures or legislative policies that may adversely affect revenue yields.
- Over dependence on obsolete or external sources.
- User fees that are not covering the cost of services.
- Changes in tax burden on various segments of the population.
- Lack of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

**Net operating revenues per capita
(constant dollars)**



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

**Intergovernmental Revenues
(Constant Dollars)**



- 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.

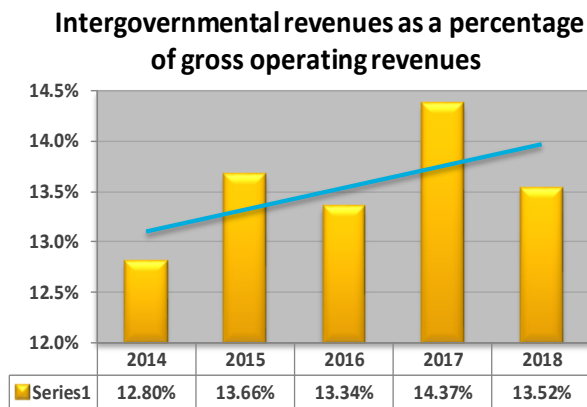
The City of Conyers has not experienced extreme changes in its revenues and expenditures. Revenues have remained somewhat constant in the last five years. The City is trying to keep its expenditures low while continuing to provide services at the same high level that the citizens are accustomed to. Almost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

Financial Trend Analysis FY 2018-19

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 the following measures:

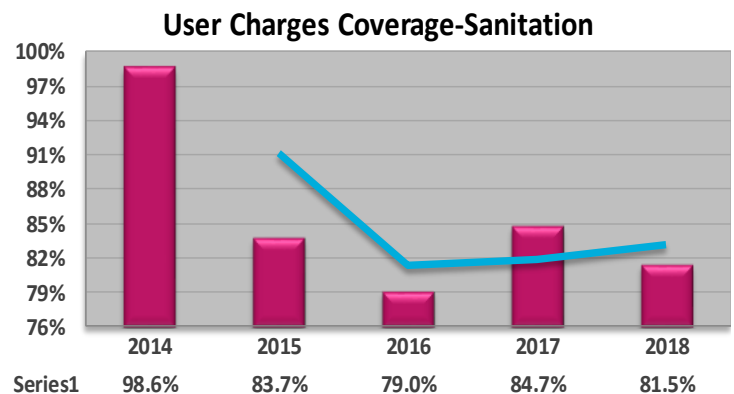
- Reviewing revenue collection procedures.
- Possibly increasing service charges, fines and penalties, license and permit fees when deemed necessary.
- Continue pursuing and securing new sources of revenue.
- Securing special-purpose or grants from public or private agencies.



Intergovernmental revenues (revenues received from another governmental entity) are important because an over dependence on such revenues can be harmful. The City of Conyers intergovernmental revenues consist primarily of grant funds. The 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.

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.



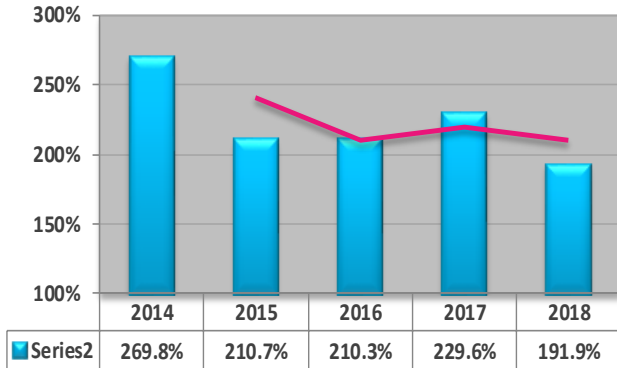
The commercial sanitation and Conyers Security Alert user charges form most of the user charge

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

Financial Trend Analysis FY 2018-19

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.

User Charge Coverage-Security Alert

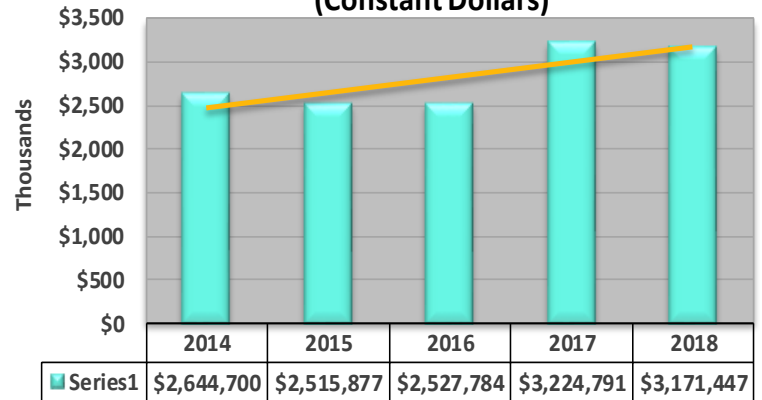


Analysis of the Conyers Security Alert Service indicates that at this point revenues are enough to cover cost of the service. However, yearly rate structure assessment will be conducted to ensure current structure.

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

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 2018 has decreased from 15.584 to 15.2840 mills.

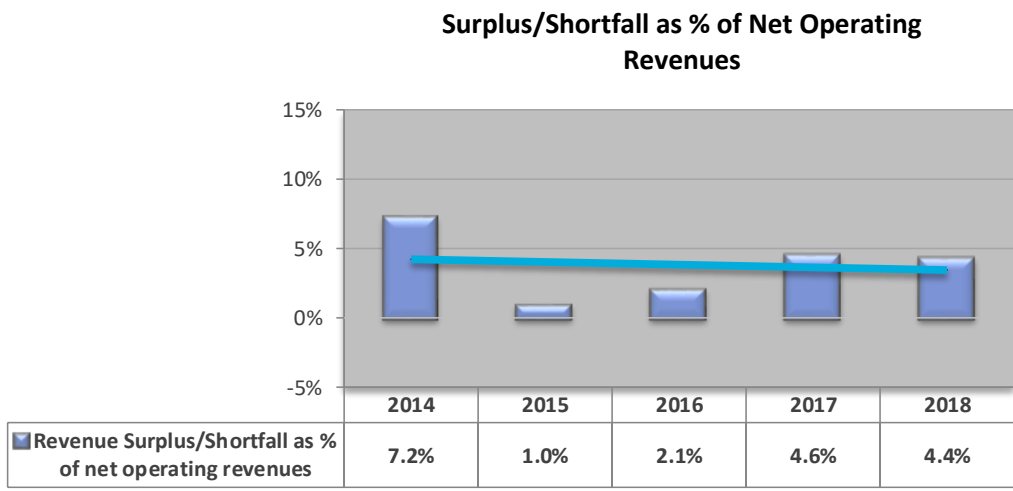
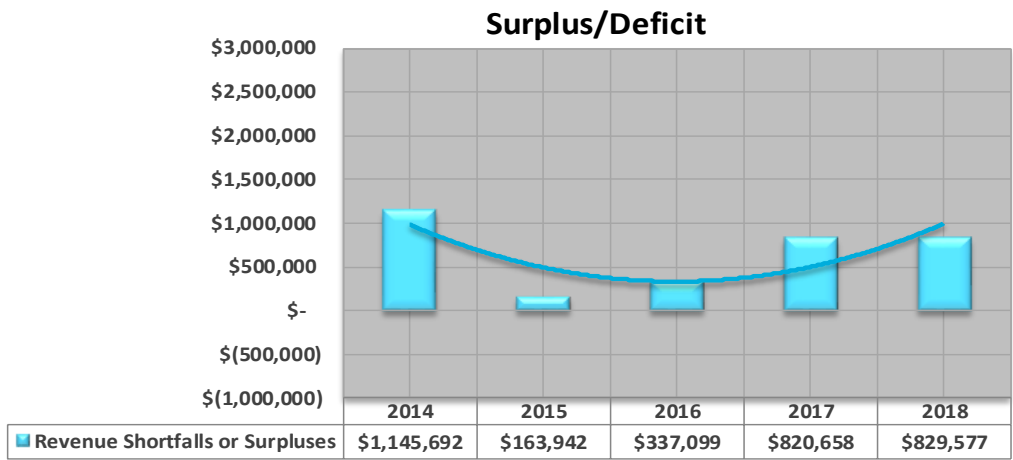
**Property Tax Revenues
(Constant Dollars)**



Financial Trend Analysis FY 2018-19

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

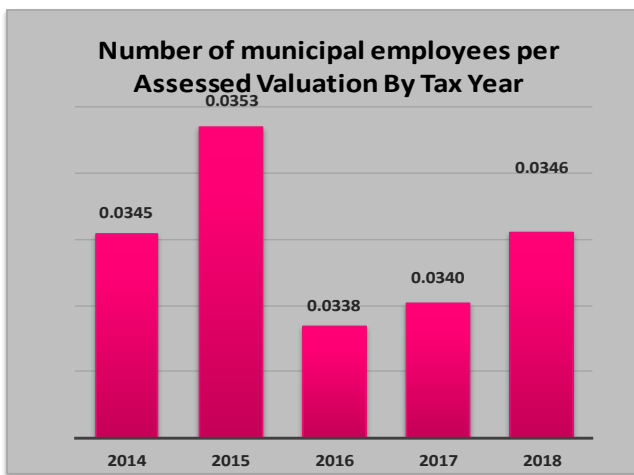
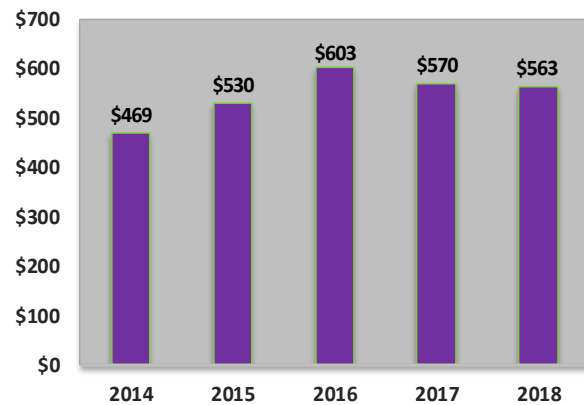
Expenditures are an approximate measure of a city's service output. Generally, the more a city spends in constant dollars, the more service it is providing. This reasoning does not take into account how effective the services are or how efficiently they are delivered. The first issue to consider is expenditure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

Financial Trend Analysis FY 2018-19

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

■ Net operating expenditures per capita (constant dollars)



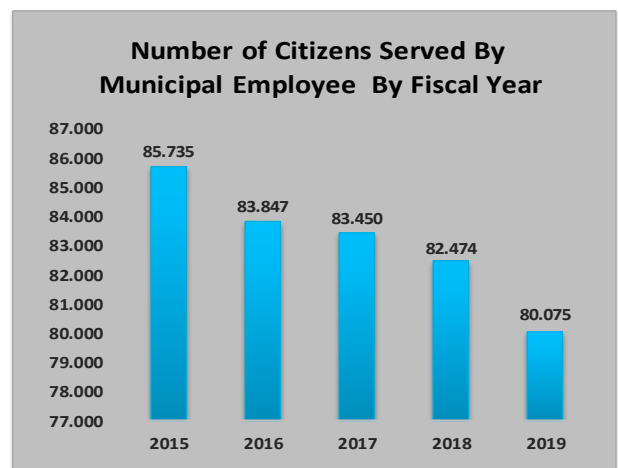
future liability such as a pension plan.

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

an expenditure growth rate that does not exceed its revenue growth rate and will have maximum spending flexibility to adjust to changing conditions.

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

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



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

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.

Financial Trend Analysis FY 2018-19

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:

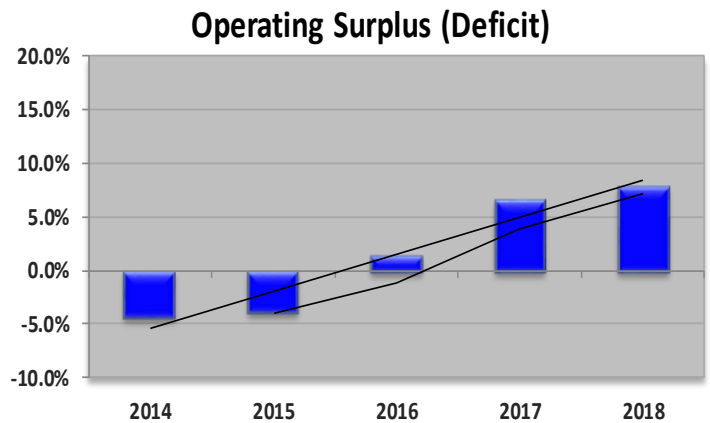
- A pattern of continuing operating deficits.
- A decline in reserves.
- A decline in liquidity.
- Ineffective revenue forecasting techniques.
- Ineffective budgetary controls.

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

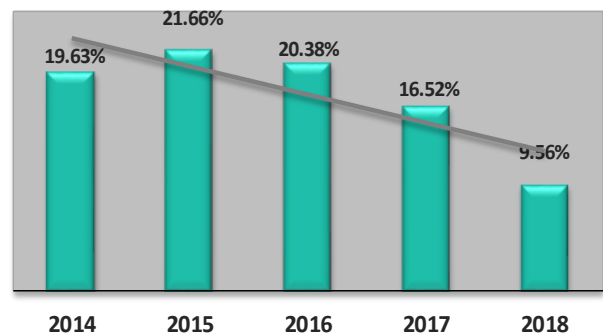
An operating deficit occurs when expenditures exceed revenues. Local governments often have fund reserves from budget surpluses of previous years. Therefore, an operating deficit of one year does not merit cause for alarm. However, if deficits are a recurring problem, it could indicate serious problems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



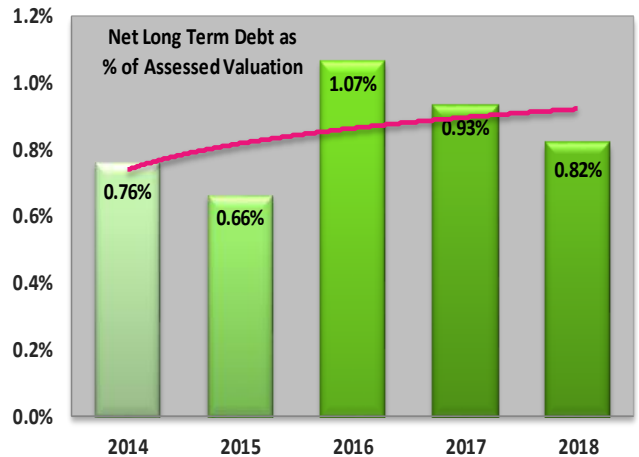
Financial Trend Analysis FY 2018-19

DEBT INDICATORS

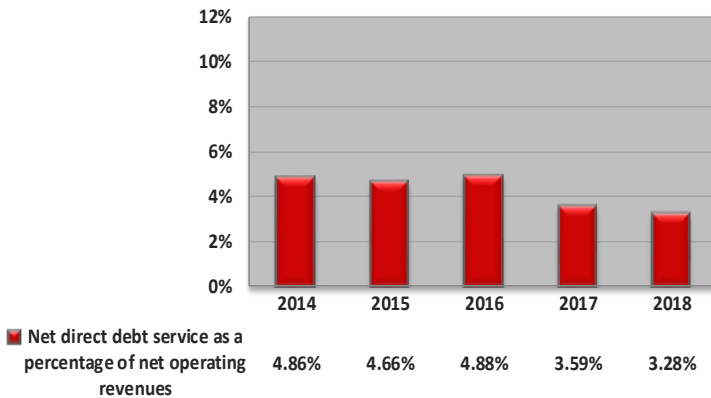
Debt is a useful way to pay for capital purchases and cover irregular revenues. Too much debt can have a negative effect on governments. In order to evaluate debt, four indicators were examined: Current Liabilities, Long-Term Debt, Debt Service, and Overlapping Debt. These measures can reveal:

- 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.



Net Direct Debt Service as % of Net Operating Revenues



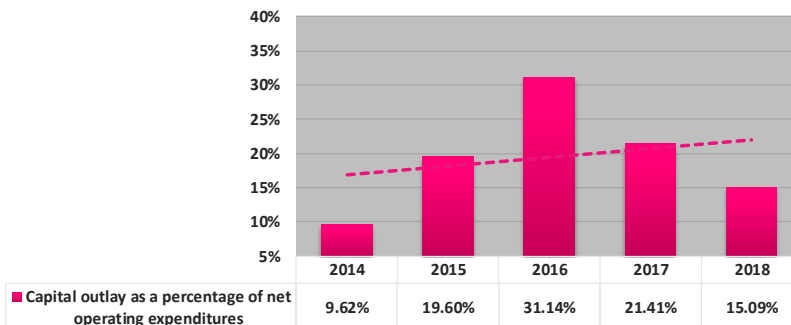
Long-term debt refers to financial obligations incurred by a government for a specific purpose. In Conyers, long-term debt includes accumulated vested vacation pay, capitalized lease obligations, certificates of participation, and revenue bonds for the Commerce Center, and Stormwater.

The long-term debt ratio for the City of Conyers is decreasing indicating a positive trend. Long-term debt ratio has increased from 0.76 percent in 2014 to 0.82 percent in 2018. 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 2018, the ratio is expected to remain below 10 percent.

Capital Outlay as % of Net Operating Expenditures



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 2018-19

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.

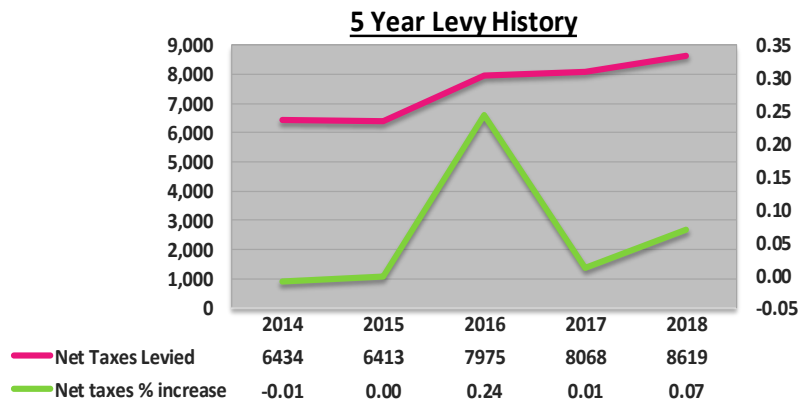
The population growth in the City of Conyers has steadily increased, albeit at a much slower pace than Rockdale County. However, the population growth in the County directly impacts the City of Conyers and the services it provides. Conyers is the only municipality within Rockdale County that coupled 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 16,015. 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 33.5 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 2018-19

MAJOR REVENUE SOURCES

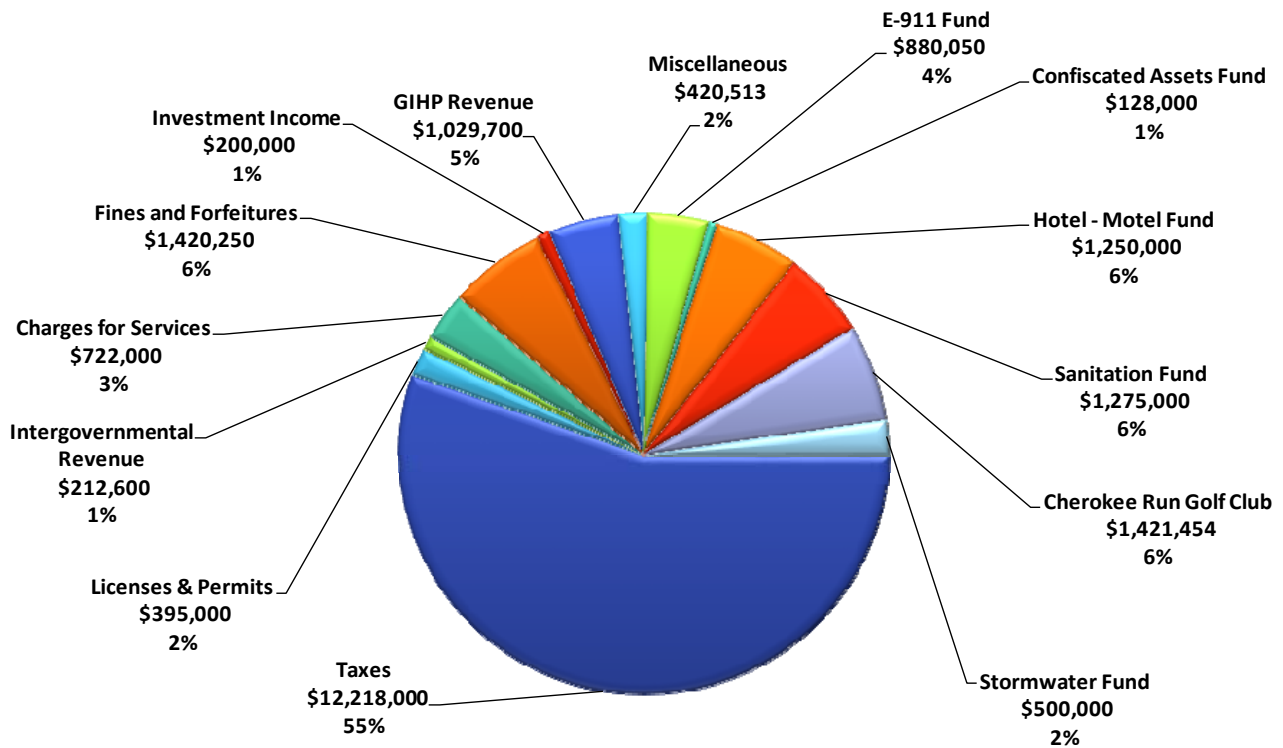
The proposed budget for fiscal year 2018-2019 reflects general fund revenues of \$16,671,563, an increase in projected revenues of \$305,154 from last years' unaudited revenues. In preparing revenue projections, which directly impact the estimated available fund balance, the following information was 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 is a discussion of the City's primary revenue sources and some of the underlying assumptions used in projecting fiscal year 2018-2019 revenue:

Revenues/Sources

**Where The Revenues Come From
Fiscal Year 2018-2019**



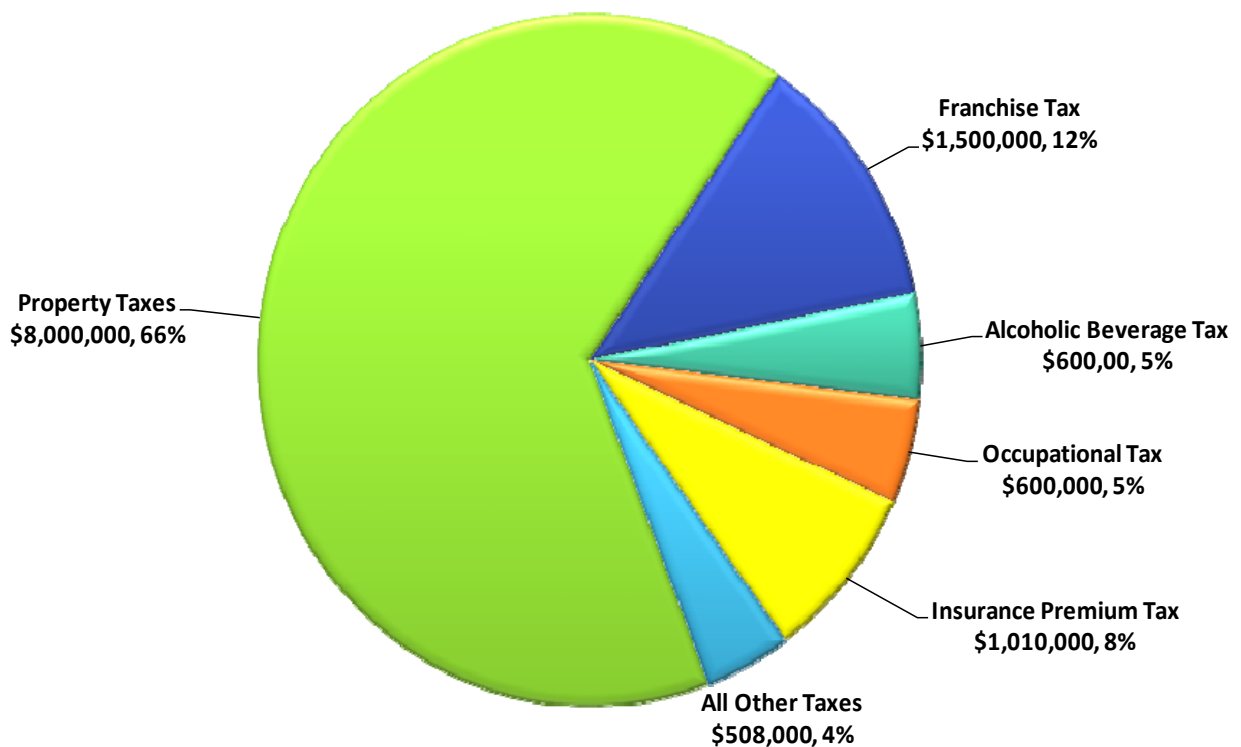
Revenue Assumptions *FY 2018-19*

Primary Revenue Sources (All Funds)

TAXES

Taxes make up 55% 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 2018-2019**

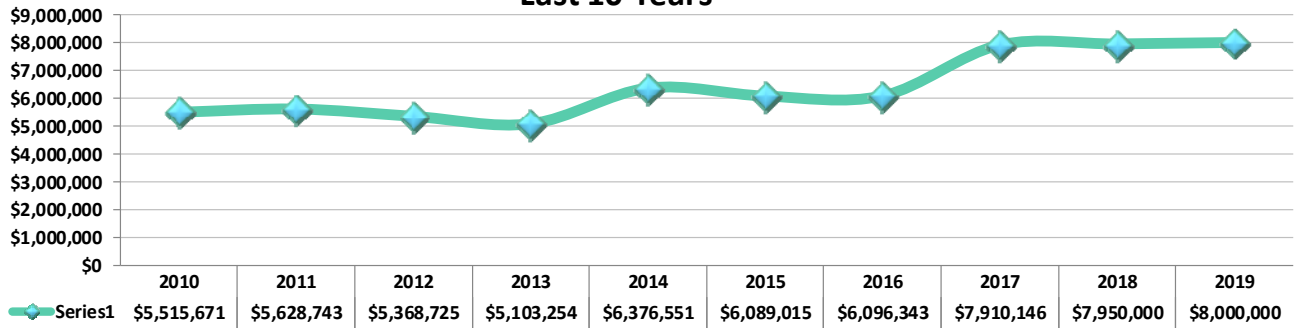


Ad Valorem Tax

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 2018 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 2018-19*

Property Tax Last 10 Years

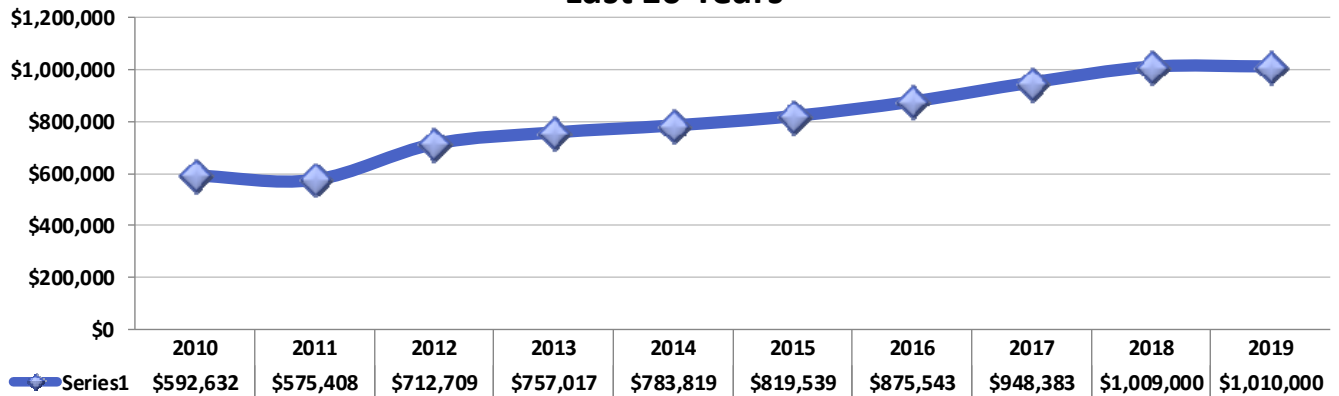


*FY 2018 Unaudited
*FY 2019 Budgeted

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



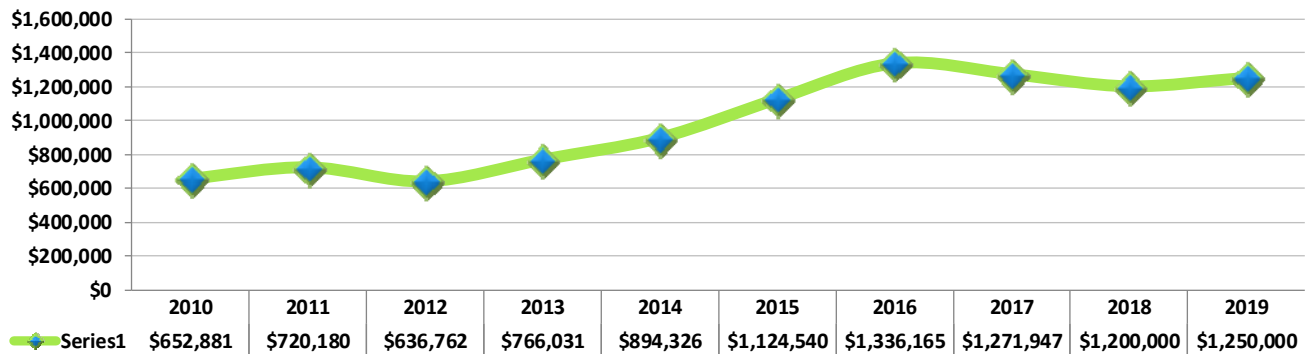
*FY 2018 Unaudited
*FY 2019 Budgeted

Revenue Assumptions *FY 2018-19*

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**



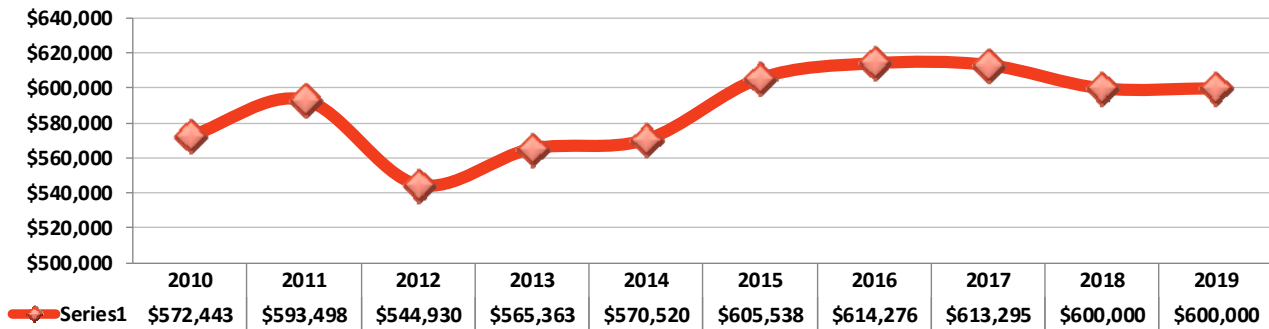
*FY 2018 Unaudited
*FY 2019 Budgeted

Revenue Assumptions *FY 2018-19*

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

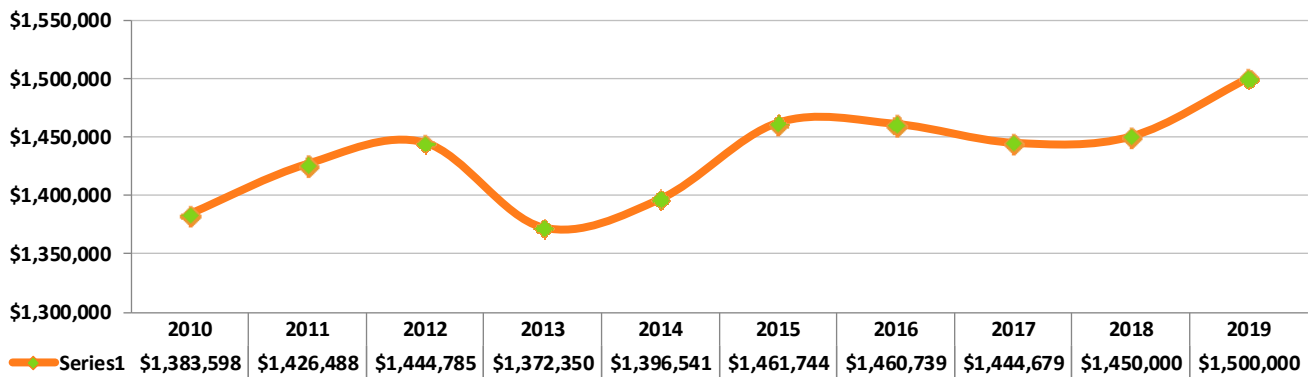


*FY 2018 Unaudited
*FY 2019 Budgeted

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 \$1,500,000 for fiscal year 2018-2019.

Franchise Tax Last 10 Years



*FY 2018 Unaudited
*FY 2019 Budgeted

Revenue Assumptions *FY 2018-19*

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 2018-2019 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 15% in fiscal year 2018-2019.

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 2018-2019. The budgeted amount is \$325,000.

GEORGIA INTERNATIONAL HORSE PARK REVENUE

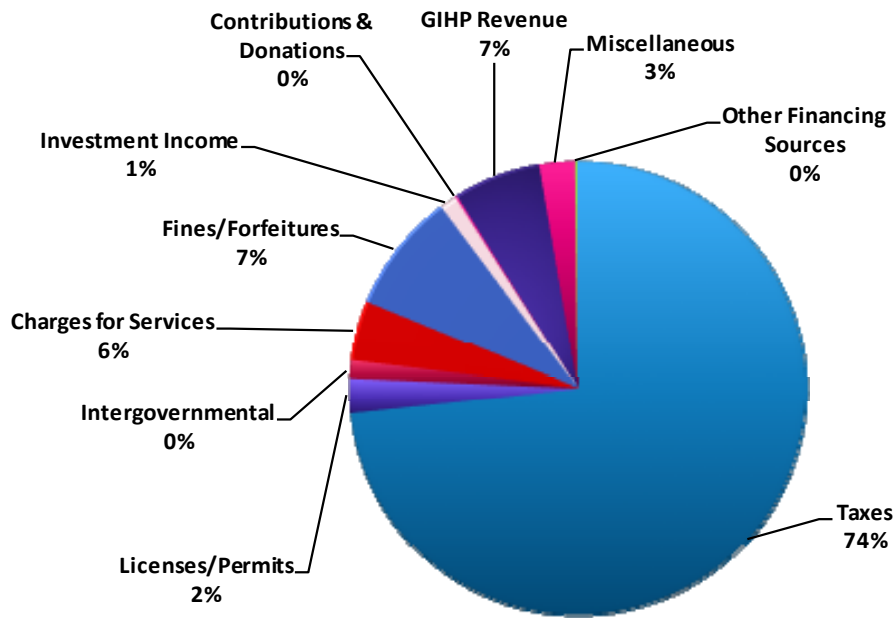
Since the 1996 Olympics, the Georgia International Horse Park has continued to host a variety of events, such as horse shows, concerts, and many other miscellaneous public events.

SPLOST REVENUES

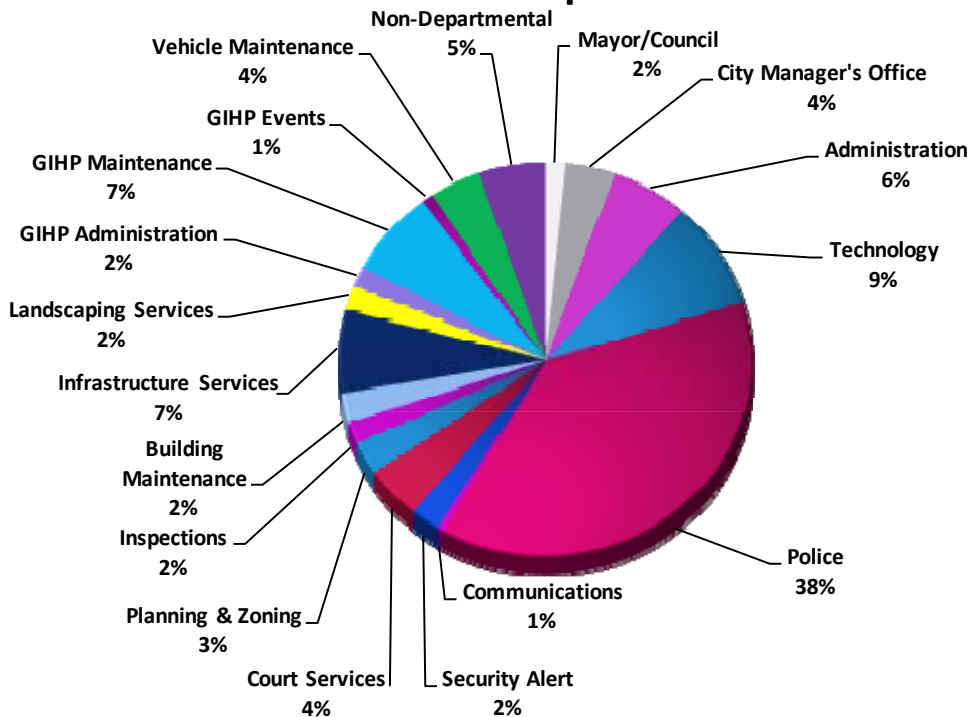
The SPLOST revenues are funds collected as a result of a one percent sales and use tax. The City of Conyers and Rockdale County entered into an agreement that contained a list of the projects to be funded, the estimated cost of each project, a procedure and schedule for distributing the City its share of the SPLOST, and record keeping and auditing procedures. Under the current SPLOST agreement of 2017 the city receives 17.831% of the Sales and Use Tax collections. Those proceeds are dedicated to Public Safety, Roads, Streets, Bridges, Sidewalks, Transportation, and; Parks, including, Green Space and Trails. The current SPLOST is in effect until 2022.

Financial Summary *FY 2018-19*

General Fund Revenues



General Fund Expenditures



Financial Summary FY 2018-19

City of Conyers Components of The Total Financial Plan Fiscal Year 2018-2019

TOTAL BUDGET \$23,544,648.00

Operating Budget \$22,308,485.00

Capital Budget \$ 1,236,163.00

| | | | |
|------------------------|--------------|-------------------------|--------------|
| Mayor and Council | \$ 263,347 | Infrastructure Services | \$ 1,131,996 |
| City Manager | \$ 646,262 | GIHP Administration | \$ 279,308 |
| Administration | \$ 1,007,745 | GIHP Maintenance | \$ 1,167,845 |
| Technology | \$ 1,455,406 | GIHP Events | \$ 153,000 |
| Building Maintenance | \$ 398,000 | Non-Departmental | \$ 657,690 |
| Conyers Security Alert | \$ 382,427 | Interfund Transfers | \$ 106,065 |
| Vehicle Maintenance | \$ 677,523 | Debt Services | \$ 105,000 |
| Police | \$ 6,331,639 | E-911 Fund | \$ 880,050 |
| Communications | \$ 89,903 | Forfeited Assets Fund | \$ 128,000 |
| Court Services | \$ 733,655 | Hotel/Motel Fund | \$ 1,250,000 |
| Planning & Zoning | \$ 459,221 | Sanitation Fund | \$ 1,457,418 |
| Inspections | \$ 297,505 | Stormwater Fund | \$ 500,000 |
| Landscaping Services | \$ 328,026 | Golf Fund | \$ 1,421,454 |

Financial Summary *FY 2018-19*

| All Funds Combined | Actual FY 15-16 | Actual FY 16-17 | Amended FY 17-18 | Budget FY 18-19 | % Change From FY 2017-2018 |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------------|
| Beginning Balance | \$ 8,069,883 | \$ 8,784,864 | \$ 9,799,800 | \$ 9,973,753 | |
| Revenues/Sources | | | | | |
| Taxes | \$ 11,547,335 | \$ 13,333,239 | \$ 13,332,000 | \$ 13,468,000 | 1% |
| Licenses/Permits | 242,662 | 212,993 | 407,000 | 395,000 | -3% |
| Intergovernmental | 101,464 | 112,331 | 128,798 | 212,600 | 65% |
| Charges for Services | 2,578,277 | 2,547,863 | 2,503,000 | 2,497,000 | 0% |
| Fines/Forfeitures | 1,126,885 | 1,299,319 | 1,232,000 | 1,420,250 | 15% |
| Investment Income | 221,307 | 226,594 | 200,000 | 200,000 | 0% |
| Contributions & Donations | 20,200 | 26,809 | 23,500 | 23,500 | 0% |
| GIHP Revenue | 1,167,428 | 1,211,213 | 1,033,123 | 1,029,700 | 0% |
| Miscellaneous | 402,301 | 387,996 | 431,988 | 420,513 | -3% |
| Emergency 911 | 622,439 | 679,058 | 726,697 | 880,050 | 21% |
| Cherokee Run Golf Club | 1,462,426 | 1,723,522 | 1,351,041 | 1,421,454 | 5% |
| Forfeited Funds | 162,805 | 36,049 | 253,500 | 128,000 | -50% |
| Other Financing Sources | 233,293 | 299,561 | 30,000 | 30,000 | 0% |
| Total | \$ 19,888,822 | \$ 22,096,547 | \$ 21,652,647 | \$ 22,126,067 | 2% |
| Expenditures/Uses | | | | | |
| Mayor/Council | \$ 229,263 | \$ 291,341 | \$ 256,211 | \$ 263,347 | 3% |
| City Manager's Office | 540,681 | 574,092 | 618,124 | 646,262 | 5% |
| Administration | 717,910 | 776,474 | 924,988 | 1,007,745 | 9% |
| Technology | 1,275,014 | 1,276,253 | 1,324,259 | 1,455,406 | 10% |
| Police | 4,619,624 | 5,426,649 | 5,579,340 | 6,331,639 | 13% |
| Communications | 32,058 | 51,952 | 87,353 | 89,903 | 3% |
| Security Alert | 277,497 | 275,384 | 349,414 | 382,427 | 9% |
| Court Services | 586,239 | 663,242 | 737,139 | 733,655 | 0% |
| Planning & Zoning | 339,304 | 378,043 | 428,896 | 459,221 | 7% |
| Inspections | 266,143 | 289,686 | 258,274 | 297,505 | 15% |
| Building Maintenance | 339,633 | 348,241 | 398,132 | 398,000 | 0% |
| Infrastructure Services | 718,011 | 864,456 | 1,040,791 | 1,131,996 | 9% |
| Landscaping Services | 218,299 | 236,457 | 307,675 | 328,026 | 7% |
| GIHP Administration | 215,548 | 235,744 | 281,793 | 279,308 | -1% |
| GIHP Facility Maintenance | 1,031,066 | 1,126,470 | 1,211,759 | 1,167,845 | -4% |
| GIHP Events | 138,695 | 145,972 | 154,000 | 153,000 | -1% |
| Vehicle Maintenance | 428,070 | 614,905 | 656,953 | 677,523 | 3% |
| Non-Departmental | 1,429,735 | 2,008,742 | 1,306,381 | 868,755 | -33% |
| Tourism & Public Relations | 908,388 | 975,716 | 1,231,433 | 1,250,000 | 2% |
| E-911 Fund | 603,974 | 649,336 | 726,697 | 880,050 | 21% |
| Sanitation | 1,644,129 | 1,543,636 | 1,551,091 | 1,457,418 | -6% |
| Stormwater Construction-In-Progress | 848,672 | 501,485 | 480,450 | 500,000 | 4% |
| Cherokee Run Golf Club | 1,631,408 | 1,673,701 | 1,351,041 | 1,421,454 | 5% |
| Forfeited Funds | 134,480 | 153,634 | 216,500 | 128,000 | -41% |
| Total | \$ 19,173,841 | \$ 21,081,611 | \$ 21,478,694 | \$ 22,308,485 | 4% |
| Ending Balance Total | \$ 8,784,864 | \$ 9,799,800 | \$ 9,973,753 | \$ 9,791,335 | -2% |

Financial Summary FY 2018-19

| General Fund | Actual FY 15-16 | Actual FY 16-17 | Amended FY 17-18 | Budget FY 18-19 | % Change From FY 2017-2018 |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------------|
| Beginning Balance | \$ 2,602,096 | \$ 3,576,779 | \$ 4,324,888 | \$ 4,769,815 | |
| Revenues/Sources | | | | | |
| Taxes | \$ 10,249,712 | \$ 12,061,292 | \$ 12,132,000 | \$ 12,218,000 | 1% |
| Licenses/Permits | 242,662 | 212,993 | 407,000 | 395,000 | -3% |
| Intergovernmental | 62,921 | 112,331 | 128,798 | 212,600 | 65% |
| Charges for Services | 850,764 | 765,351 | 748,000 | 722,000 | -3% |
| Fines/Forfeitures | 1,126,885 | 1,299,319 | 1,232,000 | 1,420,250 | 15% |
| Investment Income | 221,307 | 226,594 | 200,000 | 200,000 | 0% |
| Contributions & Donations | 20,200 | 26,809 | 23,500 | 23,500 | 0% |
| GIHP Revenue | 1,167,429 | 1,211,213 | 1,033,123 | 1,029,700 | 0% |
| Miscellaneous | 402,300 | 387,996 | 431,988 | 420,513 | -3% |
| Other Financing Sources | 33,293 | 28,314 | 30,000 | 30,000 | 0% |
| Total | \$ 14,377,473 | \$ 16,332,212 | \$ 16,366,409 | \$ 16,671,563 | 2% |
| Expenditures/Uses | | | | | |
| Mayor/Council | \$ 229,263 | \$ 291,341 | \$ 256,211 | \$ 263,347 | 3% |
| City Manager's Office | 540,681 | 574,092 | 618,124 | 646,262 | 5% |
| Administration | 717,910 | 776,474 | 924,988 | 1,007,745 | 9% |
| Technology | 1,275,014 | 1,276,253 | 1,324,259 | 1,455,406 | 10% |
| Police | 4,619,624 | 5,426,649 | 5,579,340 | 6,331,639 | 13% |
| Communications | 32,058 | 51,952 | 87,353 | 89,903 | 3% |
| Security Alert | 277,497 | 275,384 | 349,414 | 382,427 | 9% |
| Court Services | 586,239 | 663,242 | 737,139 | 733,655 | 0% |
| Planning & Zoning | 339,304 | 378,043 | 428,896 | 459,221 | 7% |
| Inspections | 266,143 | 289,686 | 258,274 | 297,505 | 15% |
| Building Maintenance | 339,633 | 348,241 | 398,132 | 398,000 | 0% |
| Infrastructure Services | 718,011 | 864,456 | 1,040,791 | 1,131,996 | 9% |
| Landscaping Services | 218,299 | 236,457 | 307,675 | 328,026 | 7% |
| GIHP Administration | 215,548 | 235,744 | 281,793 | 279,308 | -1% |
| GIHP Maintenance | 1,031,066 | 1,126,470 | 1,211,759 | 1,167,845 | -4% |
| GIHP Events | 138,695 | 145,972 | 154,000 | 153,000 | -1% |
| Vehicle Maintenance | 428,070 | 614,905 | 656,953 | 677,523 | 3% |
| Non-Departmental | 1,429,735 | 2,008,742 | 1,306,381 | 868,755 | -33% |
| Total | \$ 13,402,790 | \$ 15,584,103 | \$ 15,921,482 | \$ 16,671,563 | 5% |
| Ending Balance Total | \$ 3,576,779 | \$ 4,324,888 | \$ 4,769,815 | \$ 4,769,815 | 0% |

Financial Summary FY 2018-19

| Emergency Telephone System Fund | Actual FY 15-16 | Actual FY 16-17 | Amended FY 17-18 | Budget FY 18-19 | % Change From FY 2017-2018 |
|--|---------------------|---------------------|---------------------|---------------------|----------------------------------|
| Beginning Balance | \$ 17,290 | \$ 35,755 | \$ 65,477 | \$ 65,477 | |
| Revenues/Sources | | | | | |
| 911 Fees | \$ 388,061 | \$ 395,098 | \$ 380,000 | \$ 380,000 | 0.00% |
| Other Sources | 234,378 | 283,960 | 346,697 | 500,050 | 44.23% |
| Total | \$ 622,439 | \$ 679,058 | \$ 726,697 | \$ 880,050 | 21.10% |
| Expenditures/Uses | | | | | |
| E-911 Fund | \$ 603,974 | \$ 649,336 | \$ 726,697 | \$ 880,050 | 21.10% |
| Total | \$ 603,974 | \$ 649,336 | \$ 726,697 | \$ 880,050 | 21.10% |
| Ending Balance Total | \$ 35,755 | \$ 65,477 | \$ 65,477 | \$ 65,477 | 0.00% |
| Hotel Motel Fund | Actual FY 15-16 | Actual FY 16-17 | Amended FY 17-18 | Budget FY 18-19 | % Change From FY 2017-2018 |
| Beginning Balance | \$ 720,774 | \$ 1,148,550 | \$ 1,444,781 | \$ 1,413,348 | |
| Revenues/Sources | | | | | |
| Taxes | \$ 1,297,621 | \$ 1,271,947 | \$ 1,200,000 | \$ 1,250,000 | 4.17% |
| Other Sources | \$ 38,543 | \$ - | \$ - | \$ - | |
| Total | \$ 1,336,164 | \$ 1,271,947 | \$ 1,200,000 | \$ 1,250,000 | 4.17% |
| Expenditures/Uses | | | | | |
| Tourism & Public Relations | \$ 867,842 | \$ 940,936 | \$ 1,190,841 | \$ 1,192,044 | 0.10% |
| Big Haynes Creek Nature Center | \$ 40,546 | \$ 34,780 | \$ 40,592 | \$ 57,956 | |
| Total | \$ 908,388 | \$ 975,716 | \$ 1,231,433 | \$ 1,250,000 | 1.51% |
| Ending Balance Total | \$ 1,148,550 | \$ 1,444,781 | \$ 1,413,348 | \$ 1,413,348 | 0.00% |
| Forfeited Assets Fund | Actual FY 15-16 | Actual FY 16-17 | Amended FY 17-18 | Budget FY 18-19 | % Change From FY 2017-2018 |
| Beginning Balance | \$ 312,637 | \$ 340,962 | \$ 223,377 | \$ 260,377 | |
| Revenues/Sources | | | | | |
| Forfeited Funds | \$ 162,805 | \$ 36,049 | \$ 253,500 | \$ 128,000 | -49.51% |
| Other Sources | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Total | \$ 162,805 | \$ 36,049 | \$ 253,500 | \$ 128,000 | -49.51% |
| Expenditures/Uses | | | | | |
| Forfeited Funds | \$ 134,480 | \$ 153,634 | \$ 216,500 | \$ 128,000 | -40.88% |
| Total | \$ 134,480 | \$ 153,634 | \$ 216,500 | \$ 128,000 | -40.88% |
| Ending Balance Total | \$ 340,962 | \$ 223,377 | \$ 260,377 | \$ 260,377 | 0.00% |

Financial Summary FY 2018-19

| Stormwater Management Fund | Actual FY 15-16 | Actual FY 16-17 | Amended FY 17-18 | Budget FY 18-19 | % Change From FY 2017-2018 |
|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------------|
| Beginning Balance | \$ 977,079 | \$ 580,231 | \$ 578,865 | \$ 578,415 | |
| Revenues/Sources | | | | | |
| Charges for Services | \$ 451,824 | \$ 500,119 | \$ 480,000 | \$ 500,000 | 4% |
| Other Sources | - | - | - | - | 0% |
| Total | \$ 451,824 | \$ 500,119 | \$ 480,000 | \$ 500,000 | 4% |
| Expenditures/Uses | | | | | |
| Stormwater Management | \$ 848,672 | \$ 501,485 | \$ 480,450 | \$ 500,000 | 4% |
| Total | \$ 848,672 | \$ 501,485 | \$ 480,450 | \$ 500,000 | 4% |
| Ending Balance Total | \$ 580,231 | \$ 578,865 | \$ 578,415 | \$ 578,415 | 0% |
| Sanitation Fund | | | | | |
| Sanitation Fund | Actual FY 15-16 | Actual FY 16-17 | Amended FY 17-18 | Budget FY 18-19 | % Change From FY 2017-2018 |
| Beginning Balance | \$ (836,615) | \$ (1,005,055) | \$ (1,266,298) | \$ (1,542,389) | |
| Revenues/Sources | | | | | |
| Charges for Services | \$ 1,275,689 | \$ 1,282,393 | \$ 1,275,000 | \$ 1,275,000 | 0% |
| Other Sources | 200,000 | - | - | - | |
| Total | \$ 1,475,689 | \$ 1,282,393 | \$ 1,275,000 | \$ 1,275,000 | 0% |
| Expenditures/Uses | | | | | |
| Sanitation | \$ 1,644,129 | \$ 1,543,636 | \$ 1,551,091 | \$ 1,457,418 | -6% |
| Total | \$ 1,644,129 | \$ 1,543,636 | \$ 1,551,091 | \$ 1,457,418 | -6% |
| Ending Balance Total | \$ (1,005,055) | \$ (1,266,298) | \$ (1,542,389) | \$ (1,724,807) | 12% |
| Cherokee Run Golf Course | | | | | |
| Cherokee Run Golf Course | Actual FY 15-16 | Actual FY 16-17 | Amended FY 17-18 | Budget FY 18-19 | % Change From FY 2017-2018 |
| Beginning Balance | \$ 2,885,761 | \$ 2,716,776 | \$ 2,766,597 | \$ 2,766,597 | |
| Revenues/Sources | | | | | |
| Golf Revenues | \$ 1,304,426 | \$ 1,723,522 | \$ 1,351,041 | \$ 1,421,454 | 5% |
| Other Sources | \$ 158,000 | \$ - | \$ - | \$ - | 0% |
| Total | \$ 1,462,426 | \$ 1,723,522 | \$ 1,351,041 | \$ 1,421,454 | 5% |
| Expenditures/Uses | | | | | |
| Golf Administration | \$ 827,861 | \$ 767,456 | \$ 501,144 | \$ 535,152 | 7% |
| Golf Maintenance | \$ 508,414 | \$ 576,244 | \$ 556,636 | \$ 558,375 | 0% |
| Golf Food and Beverage | \$ 295,136 | \$ 330,001 | \$ 293,261 | \$ 327,927 | 12% |
| Total | \$ 1,631,411 | \$ 1,673,701 | \$ 1,351,041 | \$ 1,421,454 | 5% |
| Ending Balance Total | \$ 2,716,776 | \$ 2,766,597 | \$ 2,766,597 | \$ 2,766,597 | 0% |

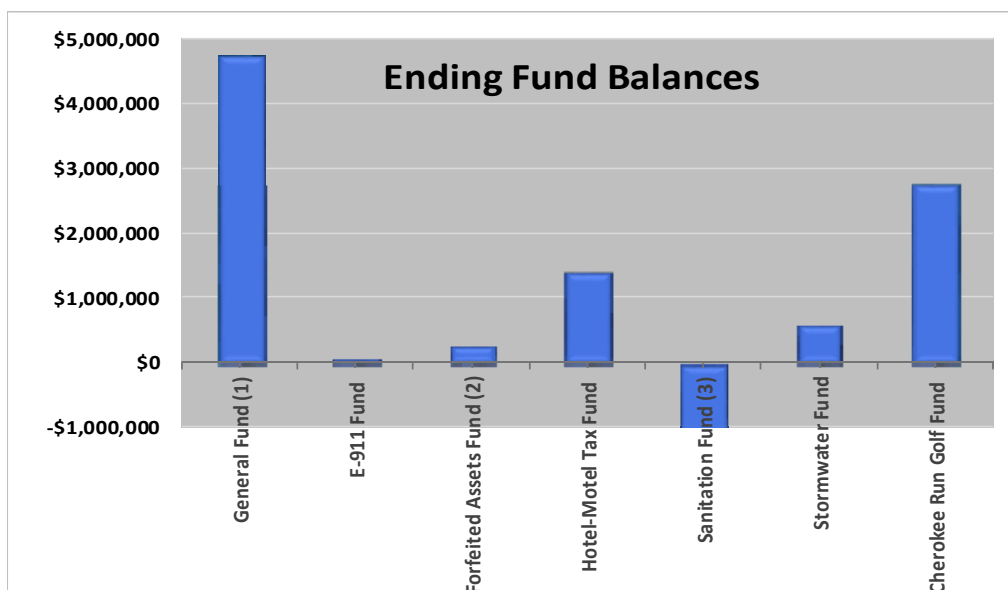
Financial Summary FY 2018-19

| Changes in Fund Balances | | | | | | | |
|---------------------------|-------------------|---------------|---------------|---------------------|----------------|--------------------------|---------------------------|
| ALL FUNDS | | | | | | | |
| Fiscal Year 2018 * | | | | | | | |
| Fund | Beginning Balance | Revenues | Expenditures | Contributed Capital | Ending Balance | % Change in Fund Balance | \$ Change in Fund Balance |
| General Fund (1) | \$ 4,324,888 | \$ 16,366,409 | \$ 15,921,482 | \$ - | \$ 4,769,815 | 10.29% | \$ 444,927 |
| E-911 Fund | \$ 65,477 | \$ 726,697 | \$ 726,697 | \$ - | \$ 65,477 | 0.00% | \$ - |
| Forfeited Assets Fund (2) | \$ 223,377 | \$ 253,500 | \$ 216,500 | \$ - | \$ 260,377 | 16.56% | \$ 37,000 |
| Hotel-Motel Tax Fund | \$ 1,444,781 | \$ 1,200,000 | \$ 1,231,433 | \$ - | \$ 1,413,348 | -2.18% | \$ (31,433) |
| Sanitation Fund (3) | \$ (1,266,298) | \$ 1,275,000 | \$ 1,551,091 | \$ - | \$ (1,542,389) | 21.80% | \$ (276,091) |
| Stormwater Fund | \$ 578,865 | \$ 480,000 | \$ 480,450 | \$ - | \$ 578,415 | -0.08% | \$ (450) |
| Cherokee Run Golf Fund | \$ 2,766,597 | \$ 1,351,041 | \$ 1,351,041 | \$ - | \$ 2,766,597 | 0.00% | \$ - |

* Amended numbers

The chart above depicts the beginning fund balance as July 1, 2017, the unaudited actual Revenues and Expenditures for Fiscal Year 2017-2018 and the anticipated ending balance at June 30, 2018.

- (1) The General Fund increase will be used to build the reserved fund balance.
- (2) The Forfeited Assets Fund increase was due to additional forfeited assets received during the fiscal year 2017-2018. Those funds are strictly regulated by the Department of Justice and have certain rules and regulations on what those funds can be spent.
- (3) The Hotel-Motel Tax Fund decrease was due to additional expenditures to the Nature Center.
- (4) The Sanitation fund decrease was due to additional costs of equipment repairs.



Debt Service Summary *FY 2018-19*

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 current credit rating by Moody's for the City of Conyers is A2.

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.

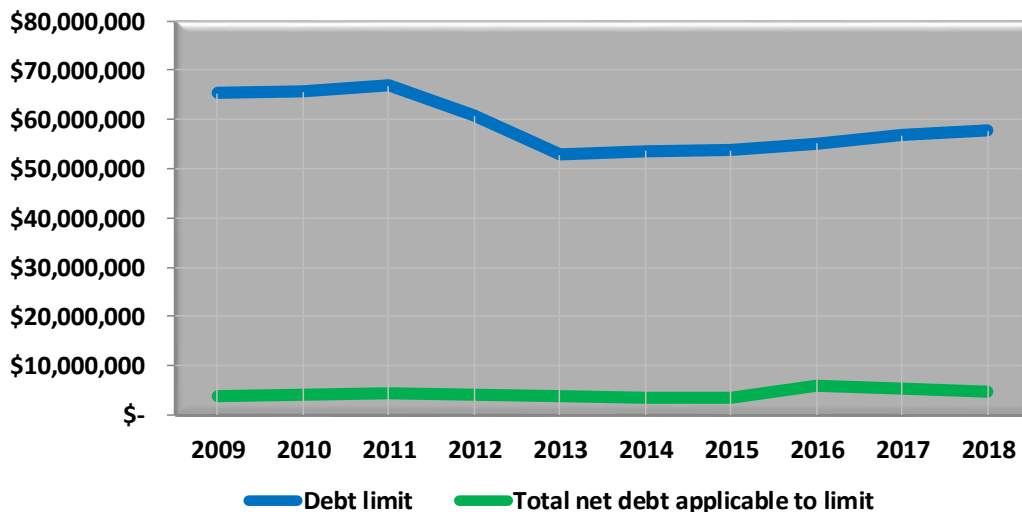
Debt Service Summary *FY 2018-19*

The following is a computation of the City's legal debt margin as of June 30, 2018:

| | |
|---|-----------------------|
| Gross Assessed Value: | \$ 577,076,849 |
| Debt Limit (10% of assessed value) | \$ 57,707,685 |
| Amount of debt applicable to debt limit (6% of debt limit) | \$ 4,732,332 |
| Total general obligation bonded debt | \$ - |
| Legal Debt Margin: | \$ 52,975,353 |

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

| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Debt limit | \$ 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 | \$ 57,707,684 |
| Total net debt applicable to limit | 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 | 4,732,332 |
| Legal debt margin | \$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 | \$ 52,975,352 |
| Total net debt applicable to the limit as a percentage of debt limit | 5.83% | 6.00% | 6.39% | 6.57% | 6.85% | 6.66% | 6.61% | 10.66% | 9.35% | 8.20% |



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. In May of this year, the City of Conyers voters approved the issuance of \$13 million in GO Bonds for the construction of a new City Hall and Public Safety Complexes. A portion of the proceeds of the Bonds will be used to finance the Projects. The Projects consist generally of the construction, refurbishment and equipment of city administrative and public safety facilities. The City anticipates the administrative facilities will include a newly

Debt Service Summary FY 2018-19

constructed City Hall complex of approximately 28,000 square feet and a separate parking structure. The City anticipates the public safety facilities will include a retrofit of existing buildings housing the City police department and municipal court. Construction contracts will be bid out and the City expects construction to begin in the spring of 2019.

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:

Outstanding Principal: \$315,000
 Final Payment Date: April 2020

Current Year Debt Service

Principal: \$ 155,000
 Interest: \$ 15,309

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 2018-19*

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: 721,430
Final Payment Date: November 30, 2022

Principal: \$ 270,979
Interest: \$ 25,250

Budgeted: General Fund

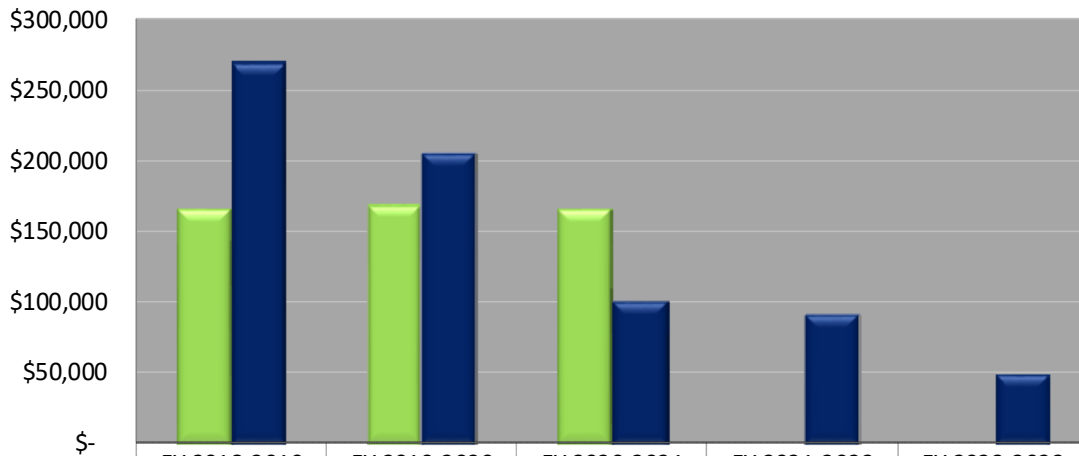
| Description | Original Date | Term/ months | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total Current Leases Balance | Date of Last Payment |
|--|---------------|--------------|------------|------------|------------|-----------|-----------|------------------------------|----------------------|
| John Deere Precision Cut Riding Mower | 11/01/15 | 60 | \$ 7,045 | \$ 7,045 | \$ - | \$ - | \$ - | \$ 14,091 | 11/30/2019 |
| Kubota Tractor & (2) Scag Mowers | 05/01/16 | 60 | \$ 9,834 | \$ 9,834 | \$ 9,834 | \$ - | \$ - | \$ 29,501 | 11/30/2020 |
| (4) 2016 Dodge Chargers (1) Chevy Tahoe | 07/01/16 | 36 | \$ 65,052 | \$ - | \$ - | \$ - | \$ - | \$ 65,052 | 11/30/2018 |
| Nutanix Disaster Recovery System | 01/01/17 | 60 | \$ 29,142 | \$ 29,142 | \$ 29,142 | \$ 29,142 | \$ - | \$ 116,570 | 11/30/2021 |
| (1) 2017 Ford F-150 XL (Public Works) | 08/01/17 | 60 | \$ 6,220 | \$ 6,220 | \$ 6,220 | \$ 6,220 | \$ - | \$ 24,878 | 11/30/2021 |
| (1) 2017 Ford F-150 (Stormwater) | 09/01/17 | 60 | \$ 6,220 | \$ 6,220 | \$ 6,220 | \$ 6,220 | \$ - | \$ 24,878 | 11/30/2021 |
| (4) 2015 & (3) 2017 Caprices w/police equip. | 08/01/17 | 36 | \$ 96,958 | \$ 96,958 | | | | \$ 193,917 | 11/30/2019 |
| (1) Snow Plow w/salt spreader & (1) Sale Spreader | 02/01/18 | 60 | \$ 4,441 | \$ 4,441 | \$ 4,441 | \$ 4,441 | \$ 4,441 | \$ 22,204 | 11/30/2022 |
| Int'l Limb Truck, Kubota Tractor, Ford F250 (P. Works) | 04/01/18 | 60 | \$ 46,068 | \$ 46,068 | \$ 46,068 | \$ 46,068 | \$ 46,068 | \$ 230,339 | 11/30/2022 |
| | | | \$ 270,979 | \$ 205,928 | \$ 101,924 | \$ 92,090 | \$ 50,509 | \$ 721,430 | |

Debt Service Summary FY 2018-19

Projected Debt Service Expenditures by Type

| | <u>FY 2018-2019</u> | <u>FY 2019-2020</u> | <u>FY 2020-2021</u> | <u>FY 2021-2022</u> | <u>FY 2022-2023</u> |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue Bonds | \$ 167,356 | \$ 170,309 | \$ 167,776 | \$ - | \$ - |
| Lease Purchases | \$ 270,979 | \$ 205,928 | \$ 101,924 | \$ 92,090 | \$ 50,509 |
| Total Debt Service by FY | \$ 438,335 | \$ 376,237 | \$ 269,700 | \$ 92,090 | \$ 50,509 |

Debt Service Expenditures by Type



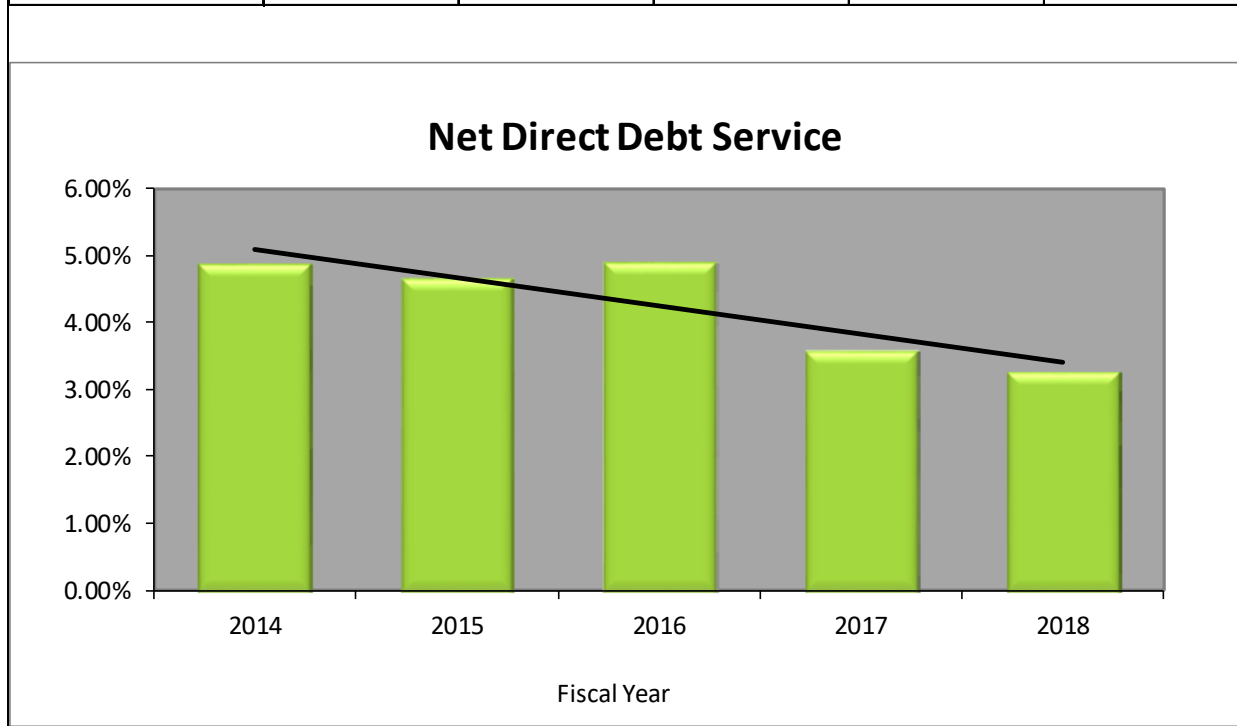
| | <u>FY 2018-2019</u> | <u>FY 2019-2020</u> | <u>FY 2020-2021</u> | <u>FY 2021-2022</u> | <u>FY 2022-2023</u> |
|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| ■ Revenue Bonds | \$167,356 | \$170,309 | \$167,776 | \$- | \$- |
| ■ Lease Purchases | \$270,979 | \$205,928 | \$101,924 | \$92,090 | \$50,509 |

Debt Service Summary *FY 2018-19*

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 was been successful in maintaining its goal of being under 15% of net operating revenues since fiscal year 2014. For fiscal year 2018, the debt service ratio is expected to remain well under the 15% goal.

| Net Direct Debt Service | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|
| Description | Fiscal Year | | | | |
| | 2014 | 2015 | 2016 | 2017 | 2018 |
| Net direct debt service | \$ 773,804 | \$ 731,356 | \$ 788,663 | \$ 642,083 | \$ 619,201 |
| Net operating revenues | \$ 15,922,647 | \$ 15,699,326 | \$ 16,170,865 | \$ 17,896,265 | \$ 18,870,688 |
| Net direct debt service as a percentage of net operating revenues | 4.86% | 4.66% | 4.88% | 3.59% | 3.28% |



Personnel Summary *FY 2018-19*

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 200 budgeted full-time and part-time employees. The 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 2018-2019 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.

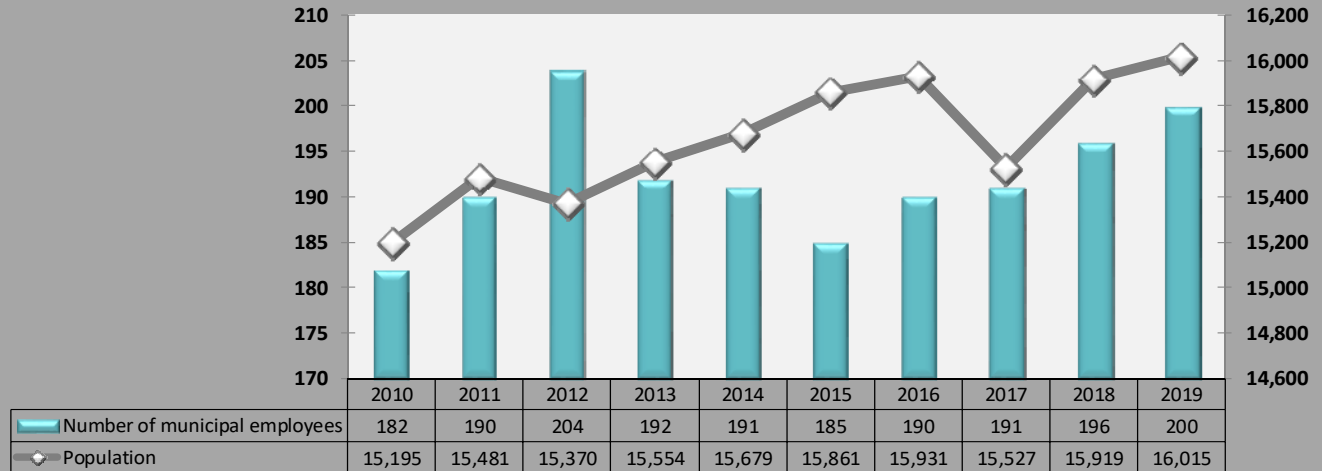
| Adopted Budgeted Positions for last 10 years | | | | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Department | FY 2010 | FY 2011 | FY2012 | FY2013 | FY2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
| 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 | 10 | 9 | 8 | 8 | 8 | 9 | 9 | 9 | 9 |
| Technology | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 |
| Police Services | 60 | 66 | 69 | 68 | 69 | 71 | 73 | 74 | 76 | 79 |
| Court Services | 10 | 10 | 10 | 10 | 10 | 9 | 10 | 10 | 10 | 10 |
| Conyers Security Alert | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| Planning & Inspections | 9 | 9 | 9 | 7 | 7 | 8 | 8 | 8 | 8 | 7 |
| Public Works & Transportation | 35 | 34 | 32 | 30 | 28 | 24 | 25 | 25 | 26 | 25 |
| Georgia International Horse Park | 21 | 21 | 21 | 20 | 19 | 18 | 15 | 15 | 15 | 15 |
| Tourism & Public Relations | 7 | 7 | 6 | 5 | 6 | 6 | 9 | 9 | 9 | 11 |
| Communications | 15 | 15 | 18 | 15 | 15 | 14 | 14 | 14 | 14 | 14 |
| Environmental Services | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 6 |
| Cherokee Run Golf Course | 0 | 0 | 12 | 11 | 10 | 9 | 9 | 9 | 11 | 8 |
| Total Employees | 182 | 190 | 204 | 192 | 190 | 185 | 190 | 191 | 196 | 200 |

Personnel Summary *FY 2018-19*

WORKFORCE AND POPULATION

For fiscal year 2018-2019 there was 1 additional position added to the Technology department.

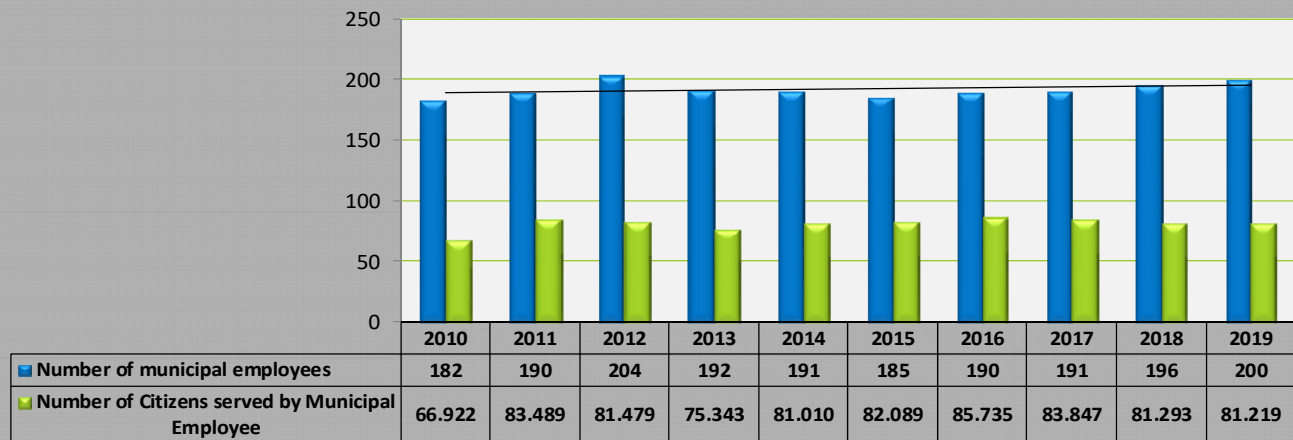
10 Year Personnel Summary with Population Trend Line



EMPLOYEES PER CAPITA

This graph depicts the ratio of City employees to the number of citizens. This ratio shows an increase due to personnel positions created by the responsibility of operating Cherokee Run Golf Club. Additionally, the slight increase since 2015 has been because of more police personnel. For FY 2018-2019 there is an anticipated city employee for every 81-city residents.

10 Year Summary Employees per Capita

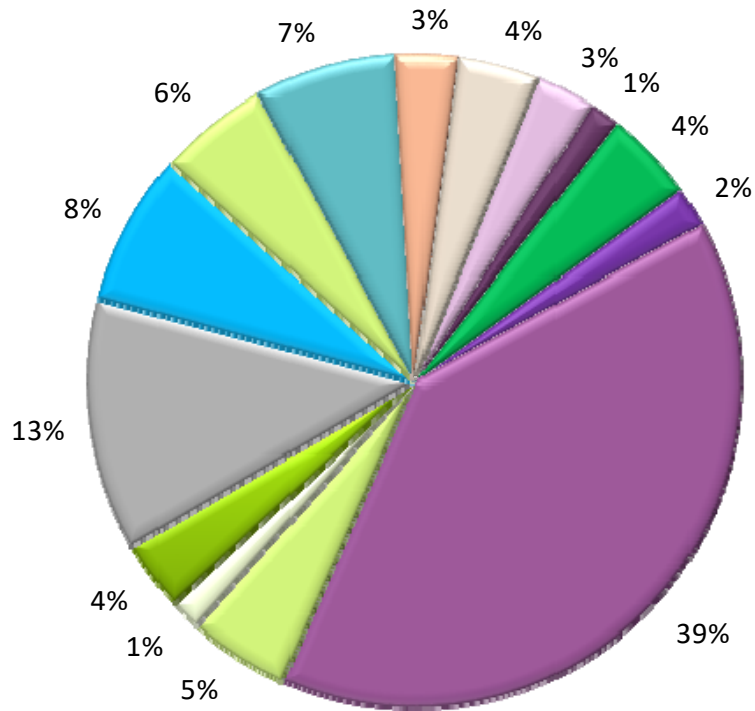


HIGHLIGHTS

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 2018-19*

Fiscal Year 2018-2019 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 includes an 8% increase for all entry level police officers and 5% increase for all other sworn police positions. Sworn police officers will also be eligible for an additional 3% performance pay increase at their anniversary date. The current budget also includes a 5% performance increase based on eligibility for all other employees. Those employees who are maxed out will be eligible for a 5% bonus based on performance. The current budget includes 1 additional helpdesk technician position. Health insurance includes an increase of 13%.

Personnel Summary *FY 2018-19*

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.

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.

Personnel Summary *FY 2018-19*

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 \$128,400 or 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 offered 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 2018-19*

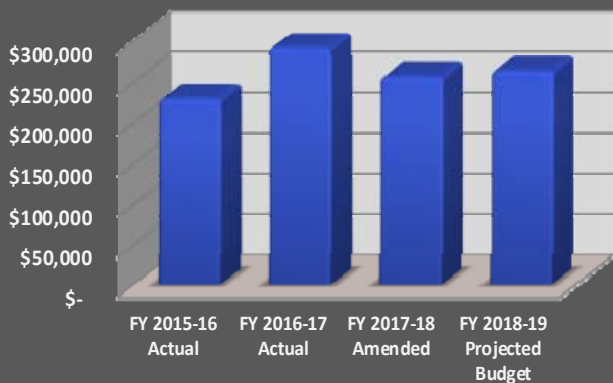
DEPARTMENT DESCRIPTION

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

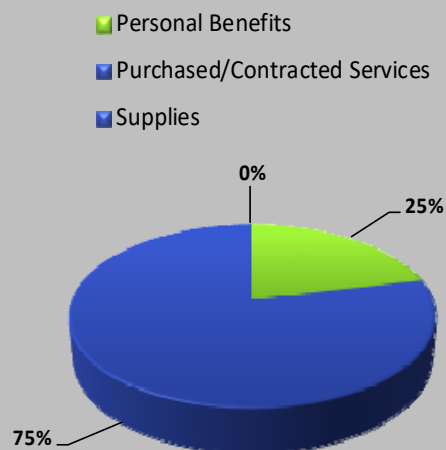
- Adopting all annual appropriations for the City and any supplements or amendments.
- Adopting ordinances providing for all governmental reorganizations including the establishment, alteration, or abolishment of any and all non-elective offices, positions, departments, and agencies of the city.
- Adopting 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 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017-2018 |
|-------------------------------|------------------------------|------------------------------|-------------------------------|--|---|
| Personal Benefits | \$ 53,079 | \$ 59,605 | \$ 53,131 | \$ 56,847 | 7.0% |
| Purchased/Contracted Services | 176,124 | 231,324 | 202,580 | 206,000 | 1.7% |
| Supplies | 60 | 412 | 500 | 500 | 0.0% |
| Departmental Total | \$ 229,263 | \$ 291,341 | \$ 256,211 | \$ 263,347 | 2.8% |
| Personnel Summary | | | | | |
| Departmental Total | 6 | 6 | 6 | 6 | 0.0% |

Funding Level Summary



FY 2018-19 Projected Budget



Mayor and City Council *FY 2018-19*

KEY PERFORMANCE MEASURES

| Mayor & Council | FY 2015-2016 Actual | FY 2016-2017 Actual | FY 2017-2018 Pre-Audit |
|----------------------------------|--------------------------------|--------------------------------|-----------------------------------|
| Number of Council Meetings | 20 | 26 | 22 |
| Public Presentations to Citizens | 12 | 22 | 26 |
| Number of Contracts Awarded | 30 | 32 | 32 |
| Number of Ordinances Adopted | 36 | 62 | 45 |
| Number of Resolutions Adopted | 6 | 20 | 6 |

| 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 2018-2019 are \$263,347, an increase of 2.8% compared to the previous year's amended values of \$256,211. The primary reason for this increase is due to higher health insurance as well as audit costs.

PERSONNEL POSITIONS

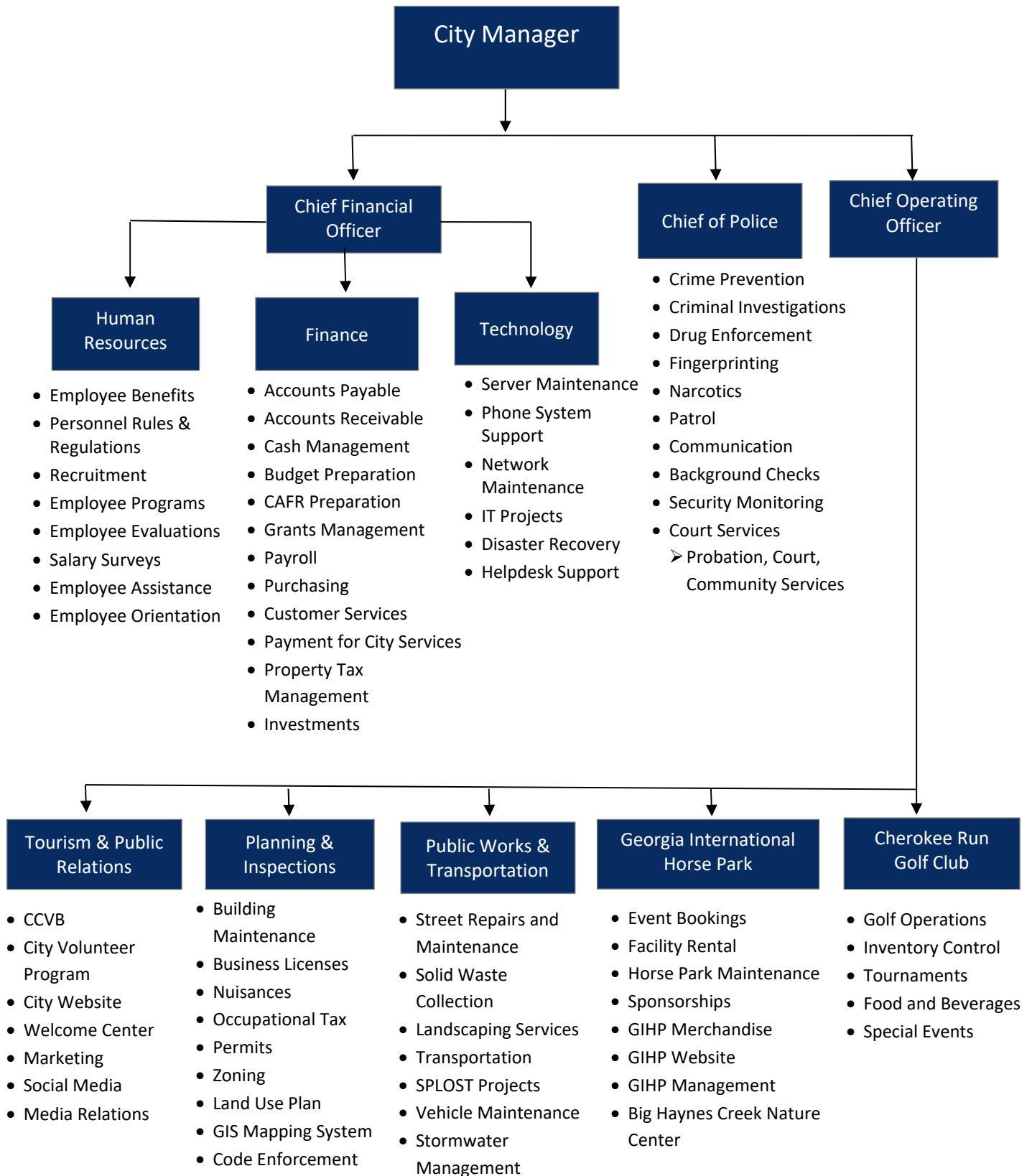
| Mayor & Council Positions | Salary Grade | FY 2016-17 Budgeted Positions | FY 2017-18 Budgeted Positions | FY 2018-19 Budgeted Positions |
|--------------------------------------|-------------------------|--|--|--|
| Mayor | UC | 1 | 1 | 1 |
| City Council | UC | 5 | 5 | 5 |
| Total | | 6 | 6 | 6 |

Mayor and City Council *FY 2018-19*

| 10-1100-010 Mayor & Council | | FY:2017-2018 | FY:2018-2019 | |
|--|--|---------------------|---------------------|-----------------|
| | | Amended | Operating | |
| | | Budget | 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 | 34,936 | 38,500 | 10.2% |
| 2110-0 | Group Life Insurance | 28 | 30 | 7.1% |
| 2120-0 | Group Dental Insurance | 1,200 | 1,300 | 8.3% |
| 2130-0 | Vision Insurance | 500 | 550 | 10.0% |
| 2200-0 | FICA Expense | 1,167 | 1,167 | 0.0% |
| | Total Personal Benefits | \$ 53,131 | \$ 56,847 | 7.0% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Election Expenses | \$ 80 | \$ - | -100.0% |
| 1200-0 | Legal Counsel | 135,000 | 135,000 | 0.0% |
| 1210-0 | Audit | 51,500 | 55,000 | 6.8% |
| 3700-0 | Training and Travel | 16,000 | 16,000 | 0.0% |
| | Total Purchased/Contracted Services | \$ 202,580 | \$ 206,000 | 1.7% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 500 | \$ 500 | 0.00% |
| | Total Supplies | \$ 500 | \$ 500 | 0.00% |
| | Total Mayor & Council | \$ 256,211 | \$ 263,347 | 2.8% |

City Manager *FY 2018-19*

Functional Organizational Chart Department of City Manager



City Manager *FY 2018-19*

DEPARTMENT DESCRIPTION

The City Manager shall:

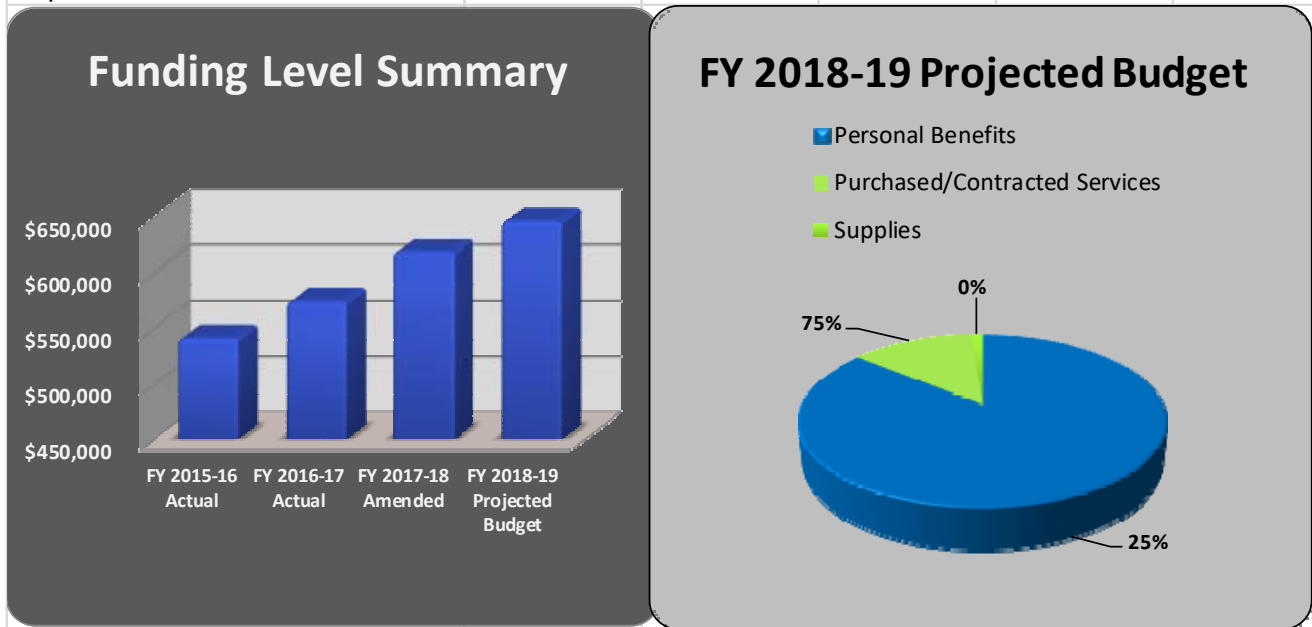
- be the chief administrator of the city;
- be responsible to the Council for the proper administration of all affairs of the City;
- appoint and, when necessary for the good of the City, suspend or remove all officers and employees of the City except as otherwise provided by state law, this charter, 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 2018-19*

| Funding Level Summary | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017-2018 |
|-------------------------------|------------------------------|------------------------------|-------------------------------|--|---|
| Personal Benefits | \$ 451,598 | \$ 481,004 | \$ 531,024 | \$ 556,162 | 5% |
| Purchased/Contracted Services | 87,449 | 84,904 | 82,600 | 82,600 | 0% |
| Supplies | 1,634 | 8,184 | 4,500 | 7,500 | 67% |
| Departmental Total | \$ 540,681 | \$ 574,092 | \$ 618,124 | \$ 646,262 | 5% |
| Personnel Summary | | | | | |
| Departmental Total | 3 | 3 | 3 | 3 | 0% |



BUDGET HIGHLIGHTS

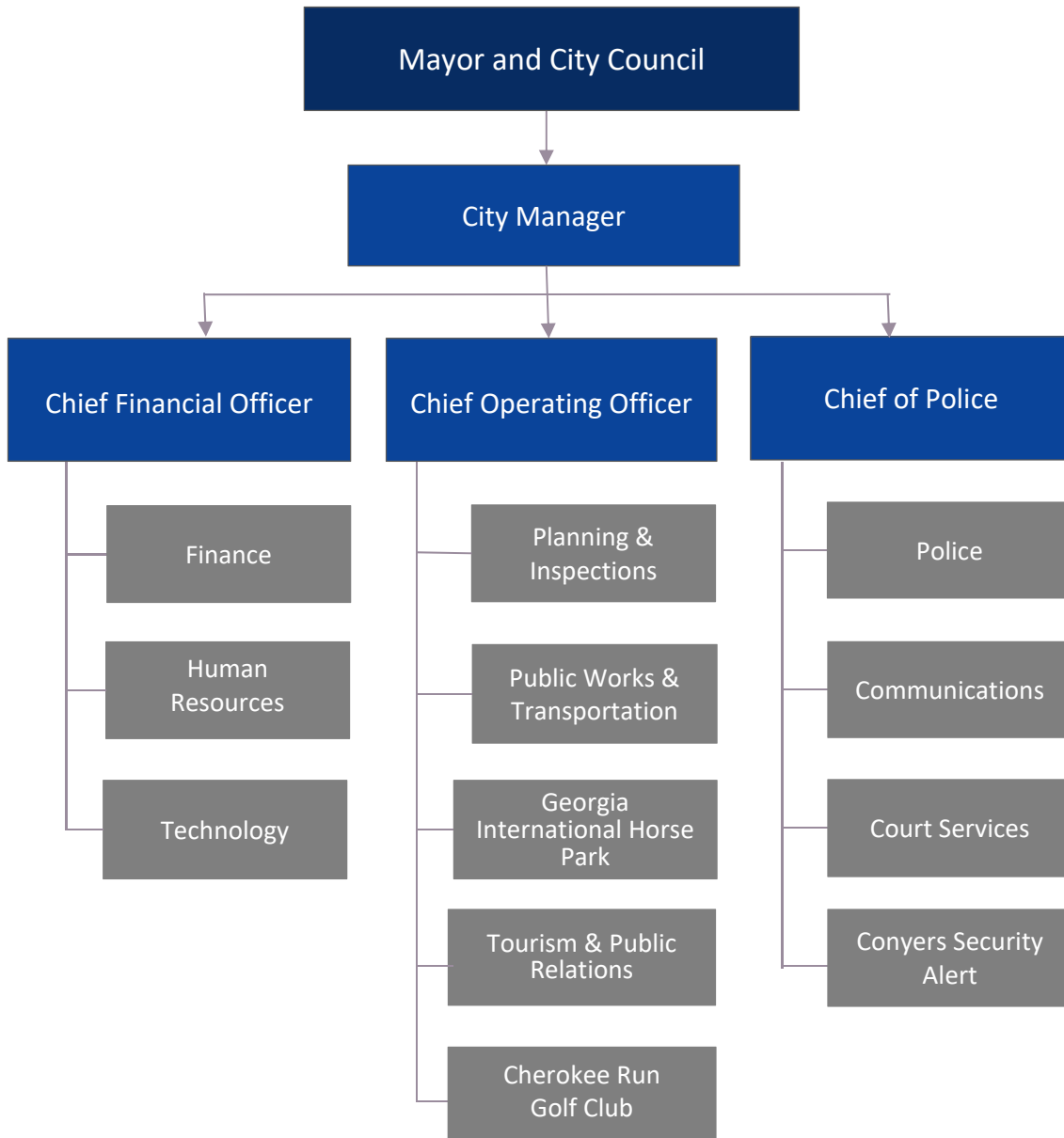
The projected expenditures for fiscal year 2018-2019 are \$646,262, an increase of 5% over the previous year's amended budget of \$618,124. The increase can mainly be seen in higher insurance premiums, retirement and salary increases.

PERSONNEL POSITIONS

| City Manager's Office Positions | Salary Grade | FY 2016-17 Budgeted Positions | FY 2017-18 Budgeted Positions | FY 2018-19 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 2018-19

City of Conyers Organizational Chart



City Manager *FY 2018-19*

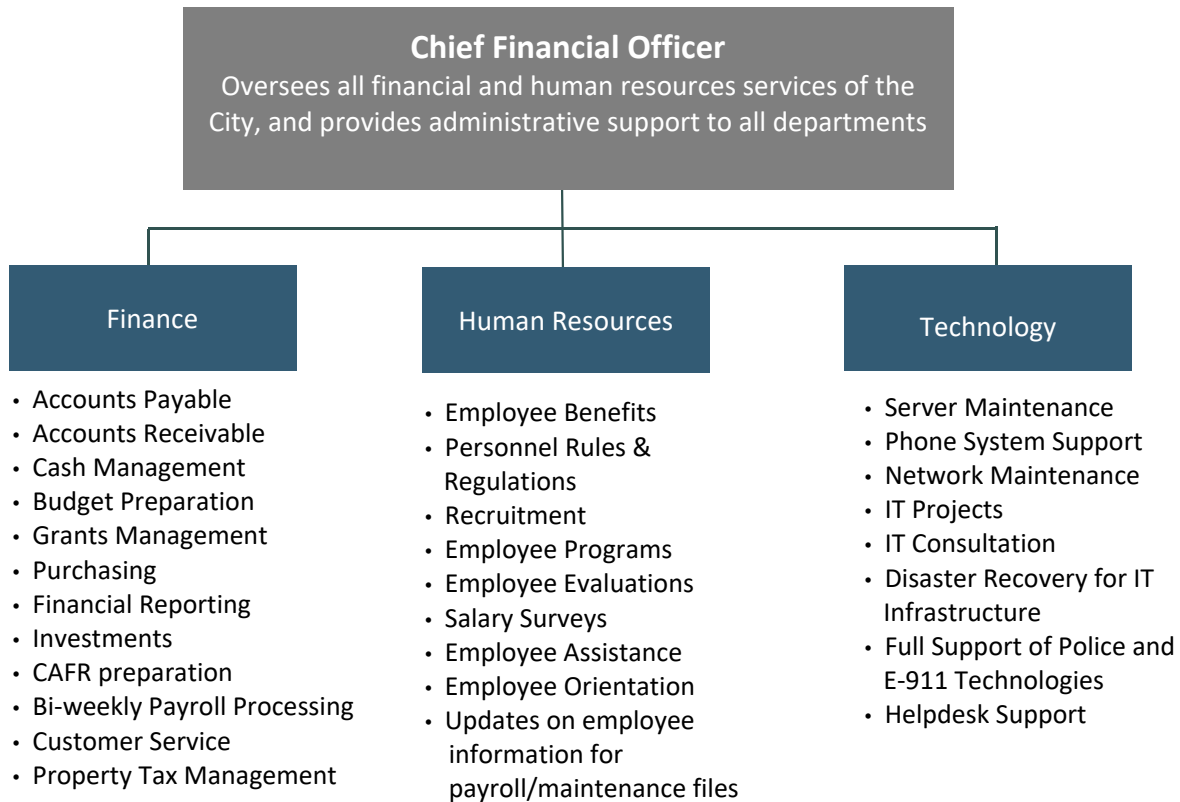
| 10-1150-015 City Manager | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|---------------------------------|--|--|--|-----------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 354,000 | \$ 381,601 | 7.8% |
| 1110-0 | Other Salaries & Wages | 50,380 | 44,585 | -11.5% |
| 2100-0 | Group Health Insurance | 36,623 | 37,834 | 3.3% |
| 2110-0 | Group Life Insurance | 1,073 | 1,186 | 10.5% |
| 2120-0 | Group Dental Insurance | 1,908 | 2,096 | 9.9% |
| 2130-0 | Group Vision Insurance | 367 | 384 | 4.6% |
| 2200-0 | FICA Expense | 27,121 | 32,603 | 20.2% |
| 2400-0 | Municipal Retirement | 52,552 | 55,873 | 6.3% |
| | Total Personal Benefits | \$ 524,024 | \$ 556,162 | 6.1% |
| 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 | \$ 2,500 | 25.0% |
| 1300-0 | Periodicals & Publications | 9,500 | 5,000 | -47.4% |
| | Total Supplies | \$ 11,500 | \$ 7,500 | -34.8% |
| | Total City Manager | \$ 618,124 | \$ 646,262 | 4.6% |

Administration



Administration FY 2018-19

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 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

Administration *FY 2018-19*

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.

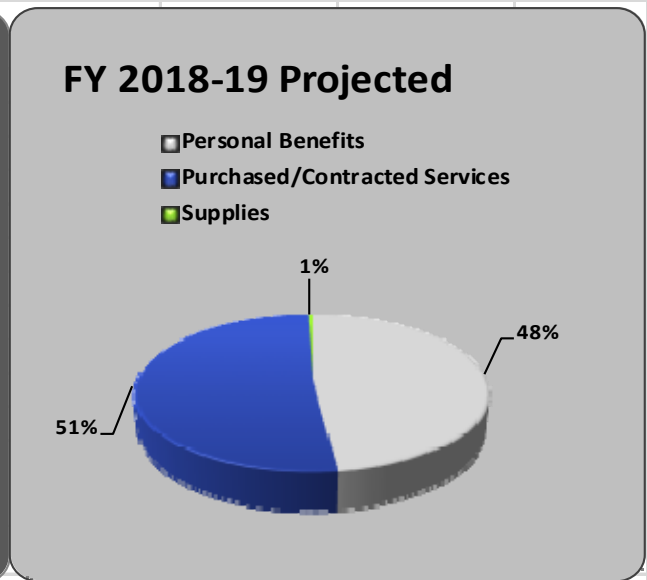
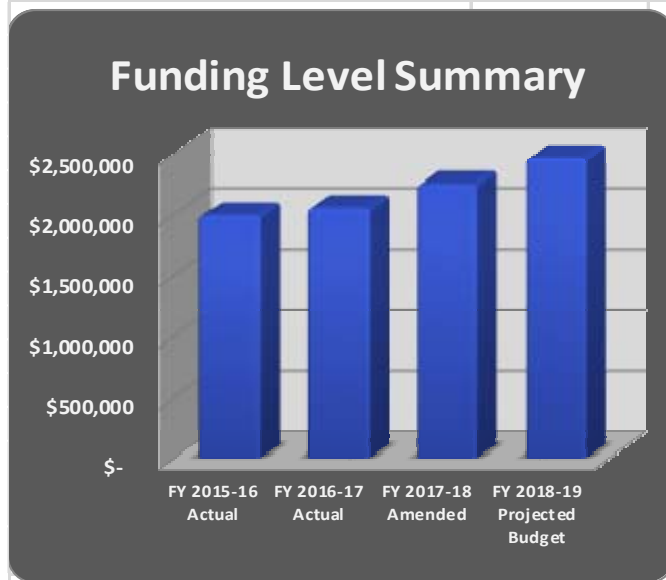
The City has a paperless program that utilizes a digital imaging system. The Department of Administration has the responsibility of overseeing its implementation citywide. So far, the Department of Administration, the Police Department, Court Services, the Department of Planning and Inspections Services, 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 2018-19

| Funding Level Summary | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017-2018 |
|-------------------------------|------------------------------|------------------------------|-------------------------------|--|---|
| Administration | \$ 717,910 | \$ 776,474 | \$ 924,988 | \$ 1,007,745 | 8.9% |
| Technology | 1,275,014 | 1,276,253 | 1,324,259 | 1,455,406 | 9.9% |
| Departmental Total | \$ 1,992,924 | \$ 2,052,727 | \$ 2,249,247 | \$ 2,463,151 | 9.5% |
| Personal Benefits | \$ 741,180 | \$ 857,309 | \$ 999,778 | \$ 1,141,466 | 14% |
| Purchased/Contracted Services | 1,238,811 | 1,183,368 | 1,236,369 | 1,219,185 | -1% |
| Supplies | 12,125 | 12,050 | 13,100 | 12,500 | -5% |
| Interfund Transfers | 808 | - | - | - | N/A |
| Capital Outlay | \$ - | \$ - | \$ - | \$ 90,000 | N/A |
| Departmental Total | \$ 1,992,924 | \$ 2,052,727 | \$ 2,249,247 | \$ 2,463,151 | 10% |
| Personnel Summary | | | | | |
| Administration | 9 | 9 | 9 | 9 | 0% |
| Technology | 3 | 3 | 3 | 4 | 33% |
| Departmental Total | 12 | 12 | 12 | 13 | 8% |



FUTURE OUTLOOK – FISCAL YEAR 2018-2019

Finance Division

- Issue general obligation bonds (GO Bonds) for the construction of a city hall complex.
- Invest GO Bonds in accordance with respective requirements by law.
- 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 2018-2019.
- Complete Comprehensive Annual Financial Report (CAFR) for FY ending June 30, 2018.
- Coordinate property tax sales – if necessary.
- Coordinate and hold several events/programs for the employees.

Administration *FY 2018-19*

Human Resources Division

- Launch employee self-service portal.
- Launch bswift – an employee benefits portal.
- Develop online learning system for managers and supervisors.

Technology Division

- Complete selection and begin deployment of new Public Safety Software.
- Upgrade City of Conyers virtual infrastructure.
- Deploy iPads to City Council members to support the paperless agenda project.
- Complete redesign of the Helpdesk system for more efficient employee and citizen use.
- Complete retrofit and upgrade of new Access Control system.
- Onboard new Helpdesk Technician.
- Migrate City of Conyers cellular devices to the new FirstNet law enforcement network.
- Complete deployment of SDWAN to support redundant ISP connections.
- Continue developing a proactive strategy that enables growth and expansion of the City of Conyers camera system.

ACCOMPLISHMENTS – FISCAL YEAR 2017-2018

Finance Division

- ✓ Referendum for the construction of a city hall and public safety complexes passed with a 60% voter approval.
- ✓ Received the Government Finance Officers Association (GFOA) Distinguished Budget Award for FY 2017-2018. This is the 27th 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, 2017. This marks the 26th time the City has received this special recognition.
- ✓ Coordinated a council retreat.
- ✓ The audit for fiscal year ending June 30, 2017 was completed without any findings.
- ✓ Prepared financial reports required by federal, state, and county agencies.

Human Resources Division

- ✓ Revised and updated HR Policies and Procedures.
- ✓ Paperless application and applicant tracking process.
- ✓ Paperless onboarding process.
- ✓ Columbia Southern University learning partnership agreement.
- ✓ Negotiated health insurance premium increase from 30% to 13%.

Technology Division

- ✓ Deployed new Fortinet Firewall, Email Filter, and Traffic Analyzer hardware.
- ✓ Deployed First Appearance court software for remote hearings.
- ✓ Installed network-monitoring stations.
- ✓ Technology employees completed various types of training to further their knowledge of trending technology.
- ✓ Deployed multiple cloud software solutions, saving resources and manpower.

Administration *FY 2018-19*

- ✓ Completed full system redundancy for Conyers Security Alert in accordance with the new UL 2018 standards.
- ✓ Began RFQ process for Conyers Police software replacement.
- ✓ Completed install of new SNOW license management software.

KEY PERFORMANCE MEASURES

| Department of Administration | FY 2015-2016 Actual | FY 2016-2017 Actual | FY 2017-2018 Pre-Audit |
|--|--------------------------------|--------------------------------|-----------------------------------|
| Number of consecutive years Conyers has earned the GFOA Certificate of Achievement for Excellence in Financial Reporting | 24 | 25 | 26 |
| Number of consecutive years Conyers has earned the GFOA Distinguished Budget Presentation Award | 25 | 26 | 27 |
| Tax bills generated | 6,000 | 6034 | 6020 |
| Number of liens processed | 113 | 100 | 91 |
| Number of employee programs conducted | 11 | 22 | 19 |
| Worker compensation claims | 18 | 24 | 19 |
| Liability and auto accident claims | 20 | 13 | 13 |
| Employee turnover rate | 14% | 9% | 15% |

BUDGET HIGHLIGHTS

The Department of Administration budget for fiscal year 2018-2019 is \$1,007,745, which reflects an increase of 8.9% over last fiscal year amended budget of \$924,988. The increase is due primarily to higher health insurance, salary increases and contract labor costs. The Technology department budget for fiscal year 2018-2019 is \$1,455,406, which is an increase of 9.9% from last fiscal year amended budget of \$1,324,259. There is a new helpdesk technician budgeted the technology department. Additionally, there are more technology items related to the police department.

Administration *FY 2018-19*

PERSONNEL POSITIONS

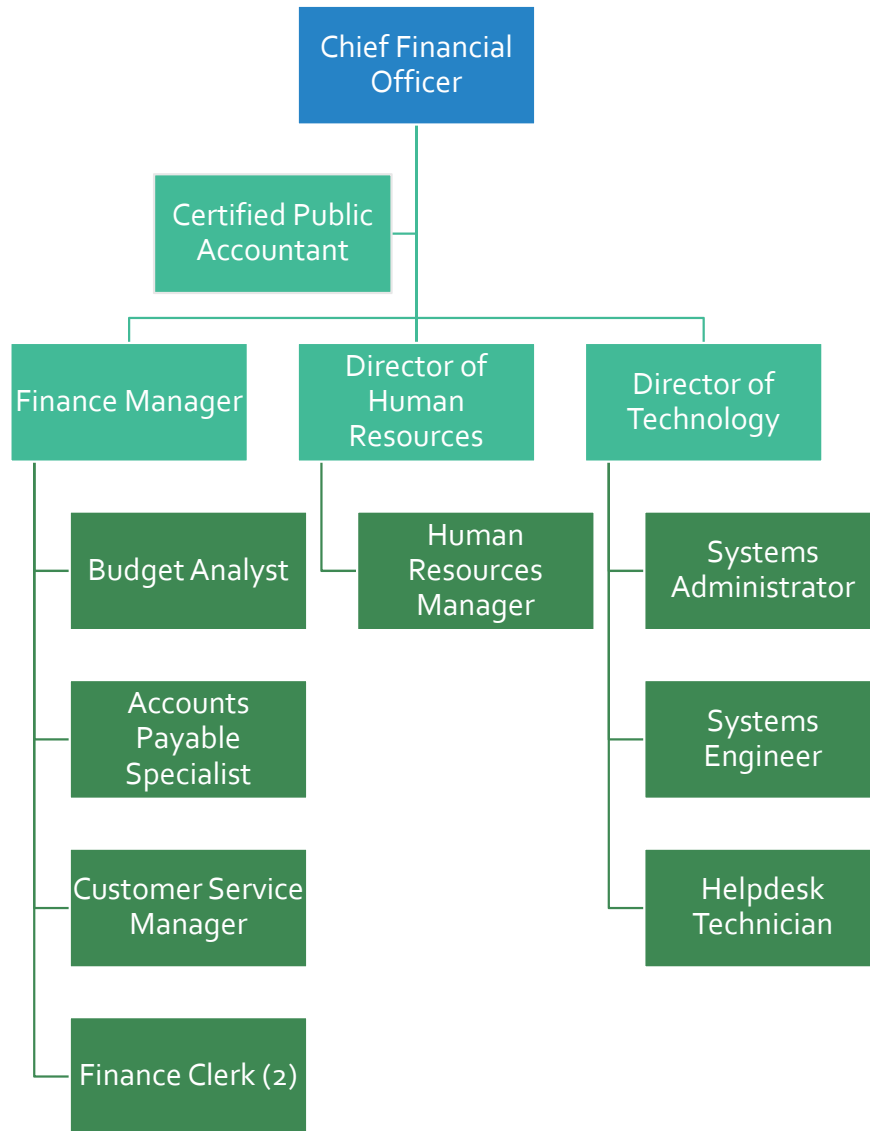
| Administration Positions | Salary Grade | FY 2016–17 Budgeted Positions | FY 2017–18 Budgeted Positions | FY 2018–19 Budgeted Positions |
|--------------------------------|--------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 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 | 1 | 1 |
| Budget Coordinator | 112 | 1 | 0 | 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 |

Employee of the year!



Administration FY 2018-19

Organizational Chart Department of Administration



Administration *FY 2018-19*

| 10-1200-020 Administration | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|-----------------------------------|--|--|--|-----------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 525,000 | \$ 582,000 | 10.9% |
| 1110-0 | Other Salaries & Wages | 35,000 | 39,369 | 12.5% |
| 2100-0 | Group Health Insurance | 61,500 | 70,000 | 13.8% |
| 2110-0 | Group Life Insurance | 1,991 | 1,875 | -5.8% |
| 2120-0 | Group Dental Insurance | 3,198 | 3,655 | 14.3% |
| 2130-0 | Group Vision Insurance | 845 | 795 | -5.9% |
| 2200-0 | FICA Expense | 42,614 | 48,845 | 14.6% |
| 2400-0 | Municipal Retirement | 82,140 | 83,706 | 1.9% |
| | Total Personal Benefits | \$ 752,288 | \$ 830,245 | 10.4% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Labor | \$ 65,000 | \$ 70,000 | 7.7% |
| 1250-0 | Legal Counsel | 8,000 | 8,000 | 0.0% |
| 2100-0 | Drug Testing Contracts | 100 | - | -100.0% |
| 2400-0 | Publishing & Printing | 5,000 | 5,000 | 0.0% |
| 2500-0 | Postage | 7,500 | 7,500 | 0.0% |
| 3100-0 | Dues, Fees & Memberships | 6,500 | 7,000 | 7.7% |
| 3700-0 | Training and Travel | 15,000 | 15,000 | 0.0% |
| 4500-0 | Employee Recognition | 55,000 | 55,000 | 0.0% |
| | Total Purchased/Contracted Services | \$ 162,100 | \$ 167,500 | 3.3% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 7,000 | \$ 7,000 | 0.0% |
| 1300-0 | Periodicals/Publications | 3,600 | 3,000 | -16.7% |
| | Total Supplies | \$ 10,600 | \$ 10,000 | -5.7% |
| | Total Administration | \$ 924,988 | \$ 1,007,745 | 8.9% |

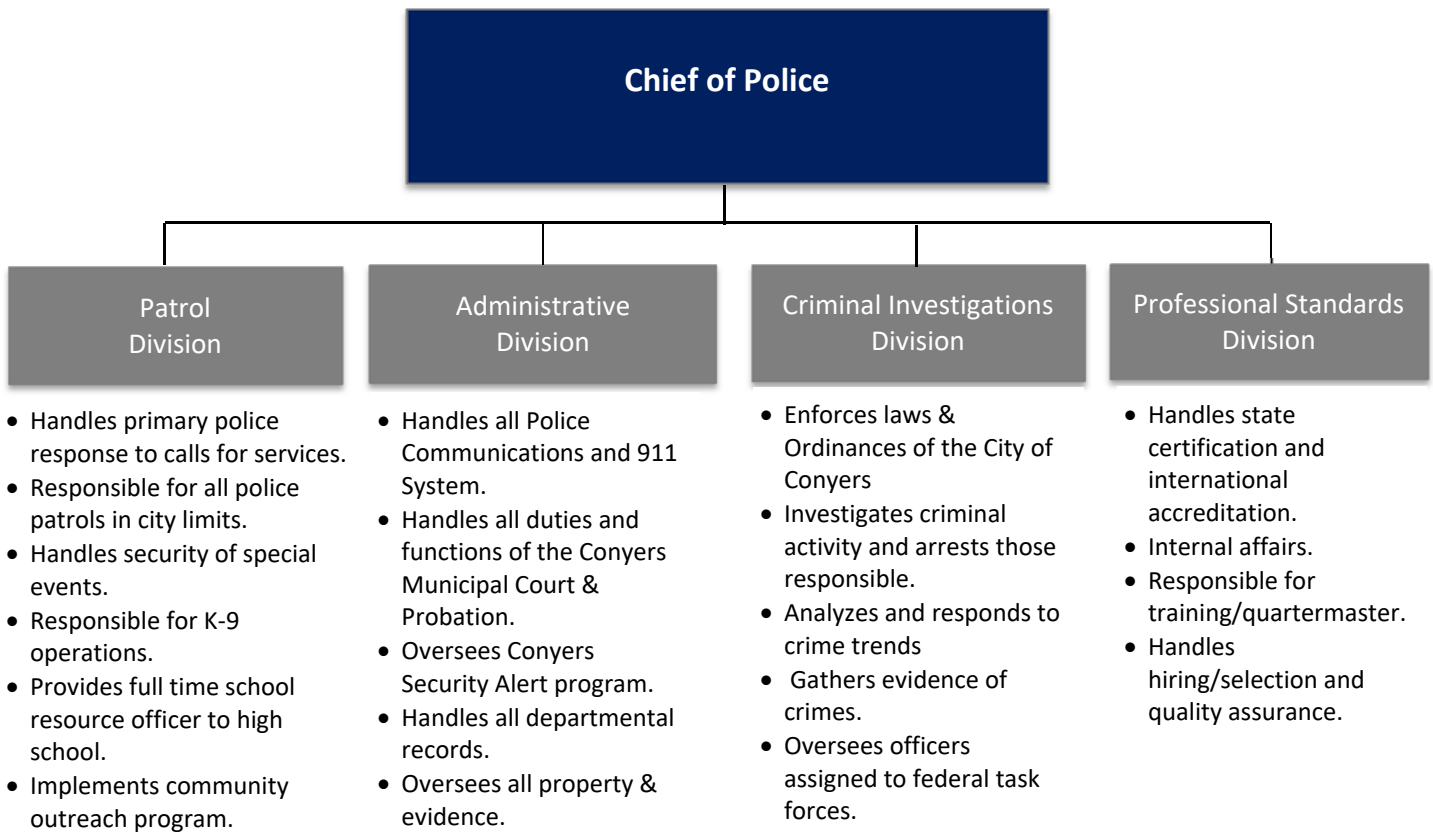
Administration FY 2018-19

| 10-1300-030 Technology | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|------------------------|--|-----------------------------------|-------------------------------------|--------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 175,000 | \$ 233,508 | 33.4% |
| 1110-0 | Other Salaries & Wages | 10,000 | 7,952 | -20.5% |
| 2100-0 | Group Health Insurance | 20,368 | 26,098 | 28.1% |
| 2110-0 | Group Life Insurance | 550 | 600 | 9.1% |
| 2120-0 | Group Dental Insurance | 1,110 | 1,218 | 9.7% |
| 2130-0 | Group Vision Insurance | 255 | 265 | 3.9% |
| 2200-0 | FICA Expense | 15,137 | 15,322 | 1.2% |
| 2400-0 | Municipal Retirement | 25,070 | 26,258 | 4.7% |
| | Total Personal Benefits | \$ 247,490 | \$ 311,221 | 25.8% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Labor | \$ 12,000 | \$ 12,000 | 0.0% |
| 1210-0 | Maintenance/Repairs Office Equipment | 139,200 | 160,000 | 14.9% |
| 1220-0 | Maintenance/Repairs Computer Equipment | 20,000 | 15,000 | -25.0% |
| 1221-0 | Software & Licensing | 464,205 | 220,860 | -52.4% |
| 1222-0 | Computer Equipment | 124,960 | 63,143 | -49.5% |
| 2200-0 | Police Technology | - | 319,088 | N/A |
| 2200-0 | Telephone | 306,254 | 252,724 | -17.5% |
| 3100-0 | Dues, Fees, & Memberships | 150 | 3,870 | 2480.0% |
| 3700-0 | Training & Travel Expenses | 7,500 | 5,000 | -33.3% |
| | Total Purchased/Contracted Services | \$ 1,074,269 | \$ 1,051,685 | -2.1% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 2,500 | \$ 2,500 | 0.0% |
| | Total Supplies | \$ 2,500 | \$ 2,500 | 0.0% |
| 54 | Capital Outlay | | | |
| 9060-0 | Capital Outlay | \$ - | \$ 90,000 | N/A |
| | Total Capital Outlay | \$ - | \$ 90,000 | N/A |
| | Total Technology | \$ 1,324,259 | \$ 1,455,406 | 9.9% |

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 four divisions. They are the Patrol Division, Criminal Investigations Division, Professional Standards Division and Administration Division. Each division houses different functions of the department which are essential for police operations.

The Patrol Division is the main enforcement arm of the department and is comprised of Patrol Services, School Resource Officers, Special Response Team, K-9 Unit, Reserve Unit and Community Outreach.

Patrol Services is responsible for patrolling the city limits, enforcing laws, handling citizen complaints, and investigating offenses which are both criminal and traffic in nature. Patrol officers are 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

Public Safety *FY 2018-19*

solving other types of crimes as a part of the department's drug interdiction efforts. Drug interdiction focuses on stopping the flow of drugs on Interstate 20 which runs through the City of Conyers. The dogs also have the ability to track suspects and missing persons as needed.

The Patrol Division 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.

The Patrol Division 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, active shooters 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 division also contains the Conyers Police 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 department would be hard pressed to provide its high level of service without the help of these special volunteers

The Community Outreach Unit of the Patrol Division 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 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 Criminal Investigations 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. Detectives are also assigned to vice, gangs and narcotics to more effectively combat these types of offenses in our community.

The division also contains a Marshal Unit that 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

Public Safety *FY 2018-19*

restaurants are in compliance with city ordinances by having alcoholic beverage server permits for employees who serve alcohol.

Additionally, the Criminal Investigations Division has an employee that is assigned to crime pattern detection, suspect-crime correlation, target-suspect data and crime forecasting. This position is responsible for the implementation and operation of the department's COMPSTAT (COMPUter STATistics) program. COMPSTAT is a program where data on crimes is compiled into a map format. The maps are disseminated to department managers so that police resources can be better deployed to combat and prevent crimes. This system has proven invaluable to the department's efforts to control crime in the City of Conyers.

The division also contains a person who is assigned full time to handle all departmental statistical reporting, compilation and analysis as well as implementation of the police department Uniform Crime Reporting (UCR) and National Incident Based Reporting System (NIBRS) programs.

The Administration Division is the arm of the police department that is responsible for all functions which support and augment regular police operations. It consists of Communications/911, Court Services, Conyers Security Alert, Property/Evidence and Records.

Communications/911 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. Communications/911 is also responsible for the criminal background check program which is provided to businesses for employee criminal history checks.

The Administration Division is also responsible for 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 Conyers Police Communications/911.

Court Services is responsible for the administration of justice. Court Services 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 as well as some misdemeanor criminal cases 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.

Probation Services is responsible for monitoring compliance with court-ordered conditions of probation. It 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, Probation Services is 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 2018-19*

The Administration Division handles all police records. The Records Section 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 Administration Division 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 division. This encompasses all property received by the police department including evidence and seized items which are forfeited to the agency by the courts.

The Professional Standards Division houses accreditation/certification, internal affairs, background/hiring, the cadet program and training/quartermaster. The Conyers Police Department is a state certified police 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 which it maintains to this day. 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 years' time.

In October 2015, the Conyers Police Department began a cadet program, which is run by the Professional Standards Division. The program offers full-time jobs to graduates of the current police department law enforcement explorer program. The explorer program is made up of local teen volunteers who learn and train with Conyers Police officers and compete with other police explorers throughout the country. Once hired as a cadet, the former explorers are put to work in various parts of the department where they learn all facets of police department operations. Once they attain the age of 21, the cadets are then sent to the police academy to become police officers. This career pipeline is meant to encourage them to stay with the police department as police officers due to local ties and community pride.

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 Professional Standards Division 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.

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.

Public Safety *FY 2018-19*

KEY OBJECTIVES

- Make the City of Conyers a safe city for our citizens, businesses and visitors.
- Improve public safety
- Reduce the fear of crime and disorder
- Increase public confidence
- Build a strong working partnership with the public
- Meet accepted professional standards for public safety as set forth by the Commission on Accreditation for Law Enforcement Agencies and the Georgia State Police Certification Program.

Conyers Communication/911 Center

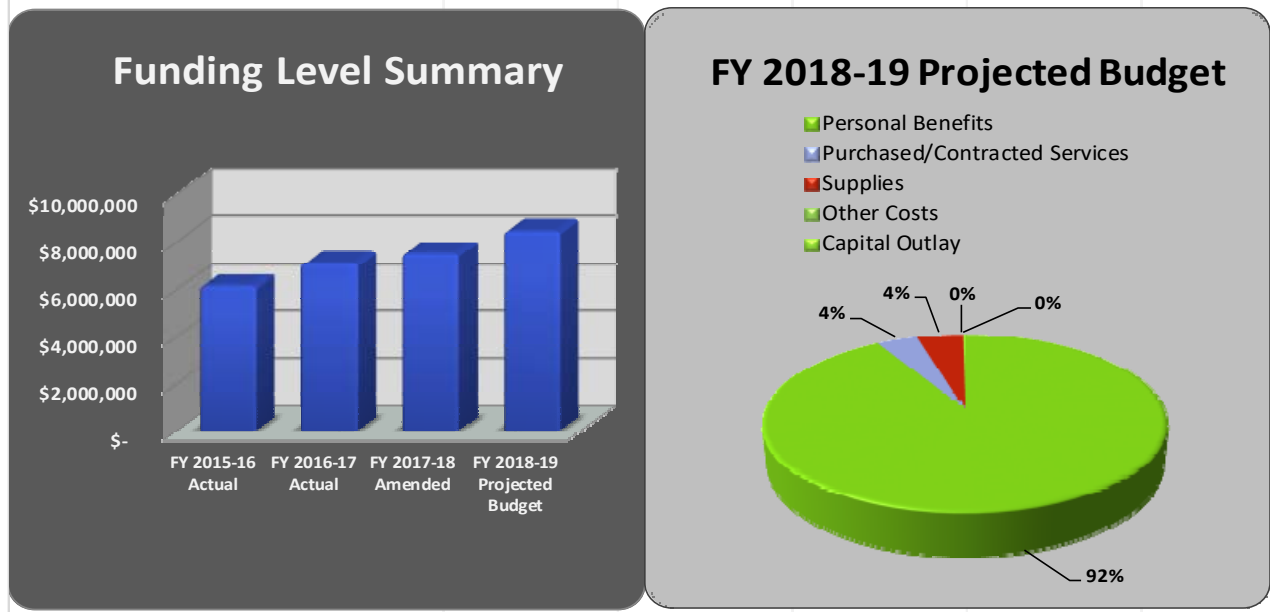


Conyers Security Alert



Public Safety FY 2018-19

| Funding Level Summary | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017-2018 |
|------------------------------|------------------------------|------------------------------|-------------------------------|--|---|
| Police | \$ 4,619,624 | \$ 5,426,649 | \$ 5,579,340 | \$ 6,331,639 | 13.5% |
| Communications | 636,032 | 701,288 | 814,050 | 969,953 | 19.2% |
| Conyers Security Alert | 277,497 | 275,384 | 349,414 | 382,427 | 9.4% |
| Court Services | 586,239 | 663,242 | 737,139 | 733,655 | -0.5% |
| Departmental Total | \$ 6,119,392 | \$ 7,066,563 | \$ 7,479,943 | \$ 8,417,674 | 12.5% |
| Personnel Summary | | | | | |
| Police | 72 | 73 | 76 | 79 | 3.9% |
| Communications | 14 | 14 | 14 | 14 | 0.0% |
| Conyers Security Alert | 2 | 2 | 2 | 3 | 50.0% |
| Court Services | 10 | 10 | 10 | 10 | 0.0% |
| Departmental Total | 98 | 99 | 102 | 106 | 3.9% |



FUTURE OUTLOOK – FISCAL YEAR 2018-2019

- To reduce crime in the categories of burglary, robbery, entered autos and motor vehicle thefts (taking into account the still unclear effects that NIBRS will have on our statistical data).
- Design and construct an area needed to decontaminate vehicles, equipment and personnel of bio-hazardous matter.

Public Safety *FY 2018-19*

- Conduct Emergency Incident Preparedness and Response practical exercises at RCHS. Planning and execution will be conducted in conjunction with RCPS personnel, RCSO, Rockdale Fire and EMS.
- Investigate the potential for and begin design and construction of a Conyers Police Department gun range.
- Maintain the City of Conyers UAS Program for the general purpose and SRT/backup drones. The pilot and observer pool will be expanded to a minimum of three officers per squad and CID. Weekly practice sessions will be developed and implemented and each pilot will log at least one documented flight per month. The Administrative sergeant will coordinate training and documentation.
- Complete the IACP “One Mind Campaign Pledge”. Currently, we have agreed to participate in the campaign. As part of the Pledge, we have completed the first two of four requirements. During this rating period, we will accomplish the remaining two requirements.
 - Establish a clearly defined and sustainable partnership with a community mental health organization(s),
 - Develop and implement a model policy addressing police response to persons affected by mental illness,
 - Train and certify 100% of the agency’s sworn officers (and selected non-sworn staff) in Mental Health first aid training or other equivalent mental health awareness program
 - Provide Crisis Intervention training to a minimum of 20% of the agency’s sworn officers (and selected non-sworn staff).
- In coordination with Rockdale County Public Schools and GIS, map and mark all access points of each school building in the City to include overhead photography utilizing the City drone.
- To maintain a departmental clearance rate that is within 10% in each category of the national clearance rate.
- To form and implement a Conyers Police Reserve/Auxiliary Investigative Unit to augment the investigative case load and work cold cases.

ACCOMPLISHMENTS – FISCAL YEAR 2017-2018

- ✓ Robberies decreased by 25%
- ✓ Added 4 full-time police officer positions bringing sworn manpower to 70 officers
- ✓ Received a COPS Hiring Grant for \$442,900 in federal grant funds.
- ✓ Had 6 successful audits in 2017.
 - FBI
 - GCIC
 - NCIC
 - CALEA
 - Underwriters Laboratory
 - Georgia Chief’s Association
- ✓ Received \$2,400 in forfeited funds to sponsor a student trip to Washington DC for the Public Safety Academy.
- ✓ Collaborated with Rockdale Career Academy to recruit qualified police applicants.
- ✓ Graduates of the first 2015 Cadets program are now sworn officers.

Public Safety FY 2018-19

KEY PERFORMANCE MEASURES

| Department of Public Safety | FY 2015-2016 Actual | FY 2016-2017 Actual | FY 2017-2018 Pre-Audit |
|---------------------------------------|------------------------|------------------------|---------------------------|
| Number of Full Time Sworn Officers | 66 | 70 | 70 |
| Number of Citations Issued | 7,089 | 5,981 | 6,535 |
| Number of Incidents Reported | 2,989 | 3,115 | 3,425 |
| Number of Accidents Reported | 1,913 | 1,816 | 1,865 |
| Number of Arrests | 2,100 | 2,142 | 2,121 |
| Number of DUI Arrests | 96 | 90 | 93 |
| Number of Underage Alcohol Offenses | 13 | 14 | 14 |
| Number of Adult Arrests | 1,935 | 1,980 | 2,025 |
| Number of Juvenile Arrests | 165 | 162 | 163 |
| Total Number of Part 1 Crimes | 831 | 881 | 931 |
| Total Number of Part 1 Crimes Cleared | 273 | 246 | 260 |
| Part 1 Crimes Clearance Rate | 32.85% | 27.92% | 30% |
| Number of Citizen Website Contacts | 182 | 149 | 165 |
| Number of Service Calls | 84,294 | 95,546 | 89,920 |
| Average Response for Emergency Calls | 8 minutes, 27 seconds | 4 minutes, 58 seconds | 4 minutes, 58 seconds |

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2018-2019 for the Police are \$6,331,639, which reflects an increase of 13.5% over last fiscal year amended budget of \$ 5,579,340. The police department is the city's largest department, therefore, the additional cost of health insurance and salary increases to eligible employees have a higher impact on the budget.

The communications budget reflects an increase of 19.2% over the previous fiscal year. Fiscal year 2018-2019 projected budget expenditures are \$969,953 compared to last years amended budget of \$814,050. This is primarily due to personnel benefits to include higher health insurance premiums, retirement and salary increases. Contracted services can also be seen in this increase.

The projected budget for Court Services reflects a decrease of 0.5% over last fiscal year. Fiscal year 2018-2019 budgeted expenditures for Court Services are \$733,655 compared to last year of \$737,139. This decrease can be seen in contracted services and in supply costs.

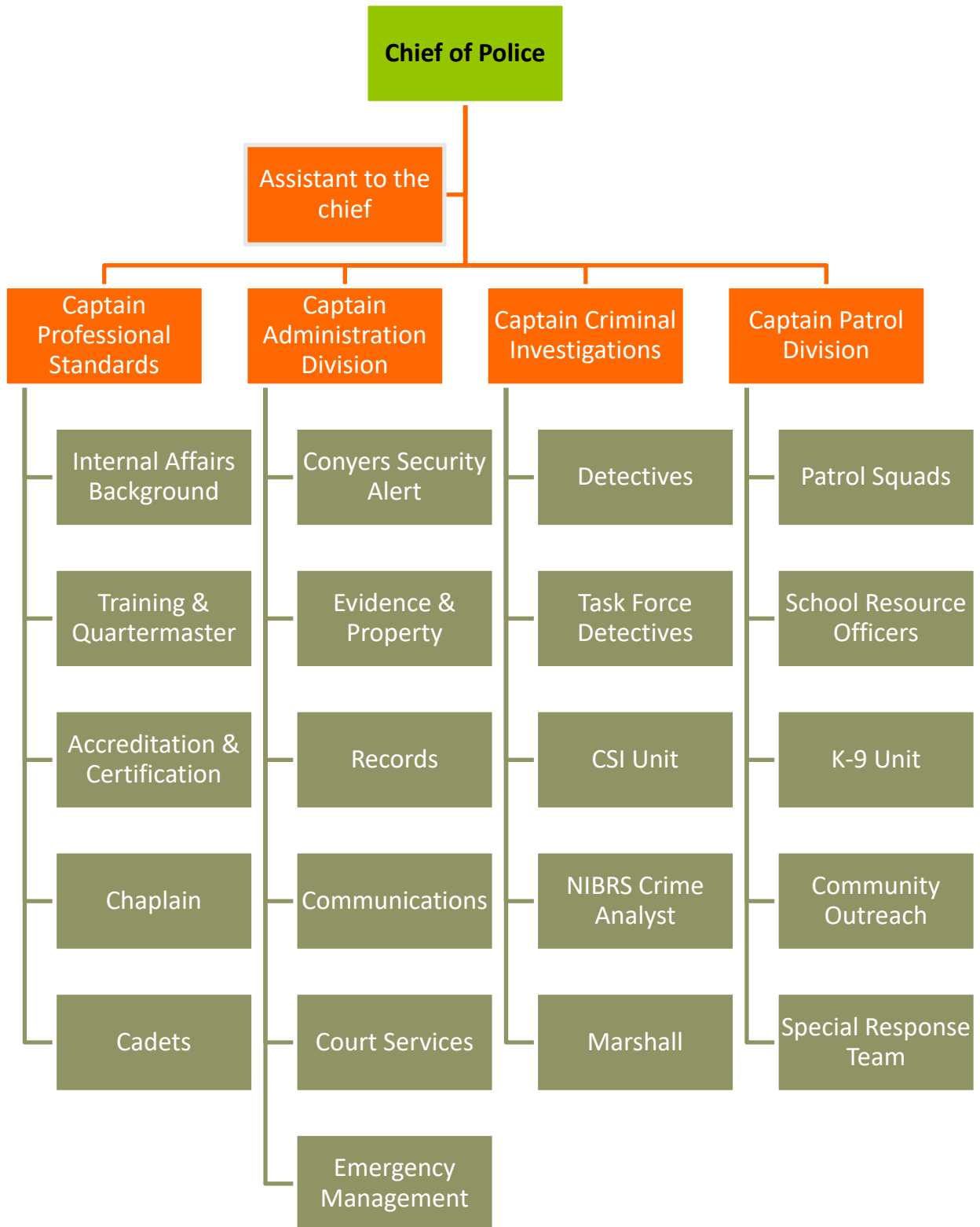
The budget for Conyers Security Alert reflects an increase of 9.4% over last fiscal year. Fiscal year 2018-2019 projected budget expenditures for Security Alert are \$382,427 compared to last years amended budget at \$349,414. This is primarily due to salary increases, health insurance premiums, and municipal retirement costs.

Public Safety FY 2018-19

PERSONNEL POSITIONS

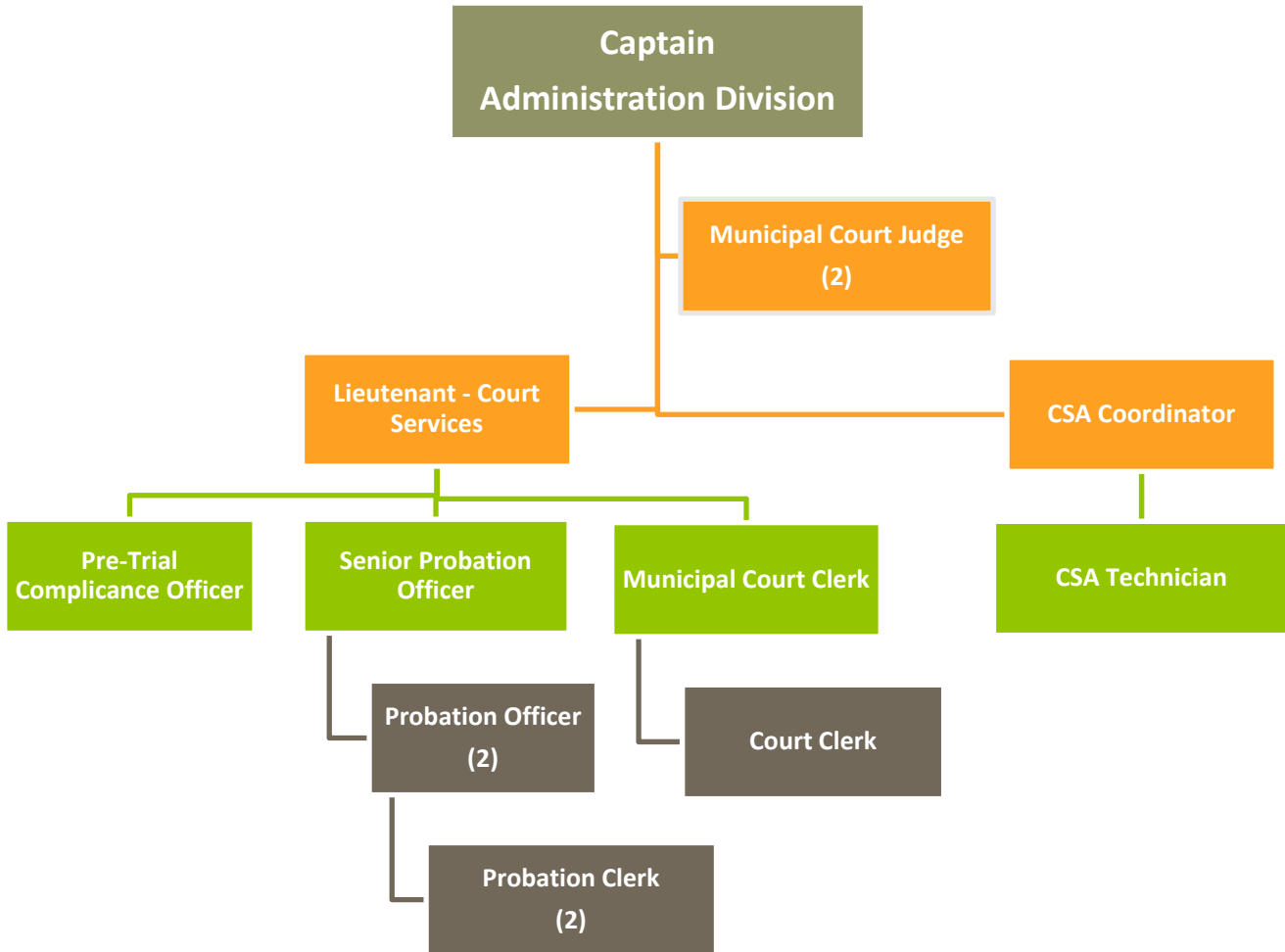
| Department | Salary Grade | FY 2016-17 Budgeted Positions | FY 2017-18 Budgeted Positions | FY 2018-19 Budgeted Positions |
|---|--------------|----------------------------------|----------------------------------|----------------------------------|
| Police | | | | |
| Chief of Police | UC | 1 | 1 | 1 |
| Sworn Police Officers | * | 63 | 70 | 70 |
| Assistant to the Chief of Police | 114 | 1 | 1 | 1 |
| NIBRS/ Crime Analyst | 113 | 0 | 1 | 0 |
| 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 | 108 | 1 | 1 | 1 |
| Civilian Code Enforcement Officer | 112 | 0 | 1 | 0 |
| Total Police | | 72 | 81 | 79 |
| <i>* See Pay & Classification Plan for Sworn Police Officers Pay Scale*</i> | | | | |
| Conyers Security Alert | | | | |
| CSA Coordinator | 120 | 1 | 1 | 1 |
| Senior CSA Technician | 115 | 1 | 1 | 1 |
| CSA Technician | 115 | 0 | 0 | 1 |
| Total Conyers Security Alert | | 2 | 2 | 3 |
| 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 | 107 | 106 |

Public Safety FY 2018-19



Public Safety FY 2018-19

Court Services and Conyers Security Alert



Public Safety FY 2018-19

| 10-3100-210 Police | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|---------------------------|--|--|--|-----------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 3,572,992 | \$ 4,150,000 | 16.1% |
| 1110-0 | Other Salaries & Wages | 20,215 | 19,742 | -2.3% |
| 1120-0 | Overtime Salaries & Wages | 325,000 | 300,000 | -7.7% |
| 2100-0 | Group Health Insurance | 470,000 | 535,000 | 13.8% |
| 2110-0 | Group Life Insurance | 11,585 | 12,919 | 11.5% |
| 2120-0 | Group Dental Insurance | 23,775 | 29,648 | 24.7% |
| 2130-0 | Group Vision Insurance | 5,660 | 6,447 | 13.9% |
| 2200-0 | FICA Expense | 301,602 | 337,687 | 12.0% |
| 2400-0 | Municipal Retirement | 512,345 | 578,702 | 13.0% |
| | Total Personal Benefits | \$ 5,243,174 | \$ 5,970,145 | 13.9% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Maintenance & Repair- Equipment | \$ 34,350 | \$ 41,967 | 22.2% |
| 2100-0 | Drug Testing Contracts | 5,000 | 7,245 | 44.9% |
| 2110-0 | Pre-Employment Test | 32,347 | 31,208 | -3.5% |
| 2400-0 | Printing & Publishing | 6,235 | 9,803 | 57.2% |
| 2500-0 | Postage | 1,200 | 1,200 | 0.0% |
| 3100-0 | Dues, Fees & Memberships | 12,775 | 15,000 | 17.4% |
| 3700-0 | Training & Travel | 37,637 | 40,000 | 6.3% |
| 3800-0 | New Personnel Equipment | - | 2,390 | N/A |
| 4200-0 | PE-PI Expenses | 1,500 | 1,500 | 0.0% |
| 4300-0 | Forensic Fees | 2,000 | 2,000 | 0.0% |
| | Total Purchased/Contracted Services | \$ 133,044 | \$ 152,313 | 14.5% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 20,000 | \$ 22,000 | 10.0% |
| 1125-0 | Police Supplies | 16,700 | 19,871 | 19.0% |
| 1150-0 | Investigators Supplies | 16,800 | 21,000 | 25.0% |
| 1300-0 | Arms & Ammunition | 46,880 | 45,000 | -4.0% |
| 1320-0 | Periodicals/Publications | 5,433 | 3,310 | -39.1% |
| 1325-0 | Prisoner Medical Drugs | 3,000 | 8,000 | 166.7% |
| 1335-0 | Canine Supplies | 1,600 | 1,600 | 0.0% |
| 1400-0 | Uniforms | 38,967 | 35,000 | -10.2% |
| 1401-0 | Bulletproof Vests | 18,381 | 26,728 | 45.4% |
| 3100-0 | Reward & Recognition Program | 200 | 500 | 150.0% |
| 3110-0 | Crime Prevention | 7,572 | 10,572 | 39.6% |
| | Total Supplies | \$ 175,533 | \$ 193,581 | 10.3% |
| 54 | Capital Outlay | | | |
| 5005-0 | Operating Capital | \$ 19,589 | \$ 15,600 | -20.4% |
| 9060-0 | Capital Outlay | 8,000 | - | -100.0% |
| | Total Capital Outlay | \$ 27,589 | \$ 15,600 | -43.5% |
| | Total Police | \$ 5,579,340 | \$ 6,331,639 | 13.5% |

Public Safety FY 2018-19

| 11-3200-212 E-911 | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|-----------------------------------|--------------------------------------|-----------------------------------|-------------------------------------|---------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 490,278 | \$ 575,152 | 17.3% |
| 1110-0 | Other Salaries & Wages | 9,608 | 10,195 | 6.1% |
| 1120-0 | Overtime Salaries & Wages | 40,000 | 30,000 | -25.0% |
| 2100-0 | Group Health Insurance | 71,056 | 128,735 | 81.2% |
| 2110-0 | Group Life Insurance | 1,151 | 1,794 | 55.9% |
| 2120-0 | Group Dental Insurance | 3,938 | 5,280 | 34.1% |
| 2130-0 | Group Vision Insurance | 913 | 1,148 | 25.7% |
| 2200-0 | FICA Expense | 41,331 | 47,074 | 13.9% |
| 2400-0 | Municipal Retirement | 68,422 | 80,672 | 17.9% |
| | Total Personal Benefits | \$ 726,697 | \$ 880,050 | 21.1% |
| <hr/> | | | | |
| 10-3200-212 Communications | | | | |
| 52 | Purchased/Contracted Services | | | |
| 1250-0 | Maintenance/Repairs - Communications | \$ 57,526 | \$ 56,400 | -2.0% |
| 2100-0 | Drug Testing Contracts | 580 | 4,995 | 761.2% |
| 2110-0 | Pre-Employment Test | 9,293 | 9,334 | 0.4% |
| 3100-0 | Dues, Fees & Memberships | 3,884 | 3,984 | 2.6% |
| 3700-0 | Training & Travel | 7,640 | 7,640 | 0.0% |
| | Purchased/Contracted Services | \$ 78,923 | \$ 82,353 | 4.3% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 3,500 | \$ 4,500 | 28.6% |
| 1400-0 | Uniforms | 1,550 | 1,550 | 0.0% |
| | Total Supplies | \$ 5,050 | \$ 6,050 | 19.8% |
| 54 | Capital Outlays | | | |
| 5005-0 | Operating Capital | \$ 3,380 | \$ 1,500 | -55.6% |
| | Total Capital Outlays | \$ 3,380 | \$ 1,500 | -55.6% |
| | Total E911/Communications | \$ 814,050 | \$ 969,953 | 19.2% |

Public Safety FY 2018-19

| 10-3300-215 Court Services | | FY:2017-2018 | FY:2018-2019 | |
|-----------------------------------|--|---------------------|---------------------|-----------------|
| | | Amended | Operating | |
| | | Budget | Budget | % Change |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 449,955 | \$ 445,000 | -1.1% |
| 1110-0 | Other Salaries & Wages | 5,000 | 9,382 | 87.6% |
| 1120-0 | Overtime Salaries & Wages | 10,000 | 11,000 | 10.0% |
| 2100-0 | Group Health Insurance | 53,000 | 58,939 | 11.2% |
| 2110-0 | Group Life Insurance | 1,500 | 1,442 | -3.9% |
| 2120-0 | Group Dental Insurance | 2,590 | 2,843 | 9.8% |
| 2130-0 | Group Vision Insurance | 592 | 618 | 4.4% |
| 2200-0 | FICA Expense | 35,722 | 36,902 | 3.3% |
| 2400-0 | Municipal Retirement | 59,164 | 63,240 | 6.9% |
| | Total Personal Benefits | \$ 617,523 | \$ 629,366 | 1.9% |
| 52 | Purchased/Contracted Services | | | |
| 1200-0 | Legal Counsel | \$ 85,000 | \$ 70,000 | -17.6% |
| 2100-0 | Drug Testing Contracts | 736 | 1,236 | 67.9% |
| 2400-0 | Publishing & Printing | 6,094 | 6,000 | -1.5% |
| 2500-0 | Postage | 2,700 | 1,700 | -37.0% |
| 3100-0 | Dues, Fees, & Memberships | 455 | 155 | -65.9% |
| 3700-0 | Training & Travel Expenses | 9,494 | 11,594 | 22.1% |
| | Total Purchases/Contract Services | \$ 104,479 | \$ 90,685 | -13.2% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 6,500 | \$ 6,500 | 0.0% |
| 1250-0 | Operating Supplies | 7,275 | 6,000 | -17.5% |
| 1400-0 | Uniforms | 1,362 | 1,104 | -18.9% |
| | Total Supplies | \$ 15,137 | \$ 13,604 | -10.1% |
| | Total Court Services | \$ 737,139 | \$ 733,655 | -0.5% |

Public Safety FY 2018-19

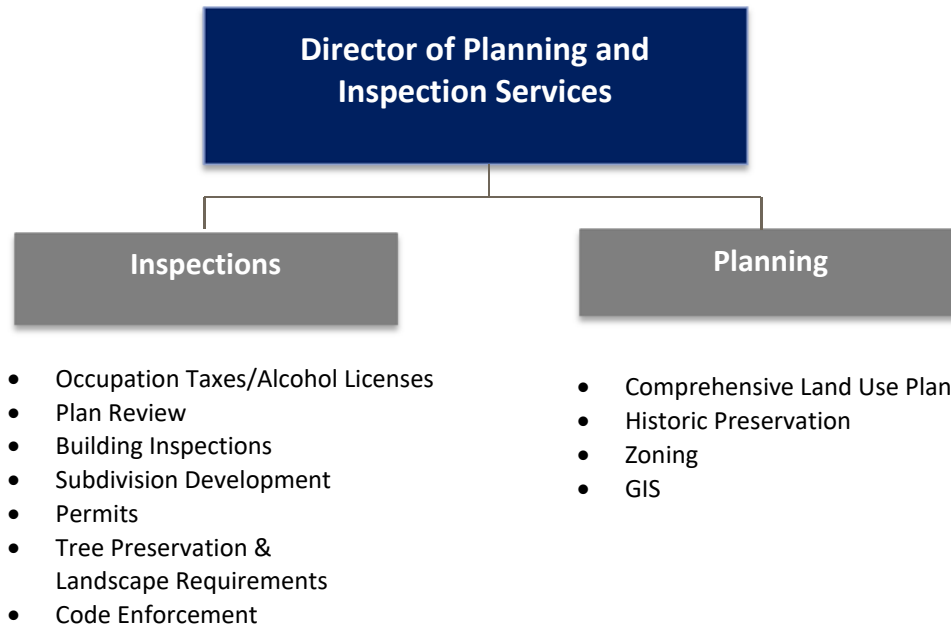
| 10-1500-050 Conyers Security Alert | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|---|--|--|--|-----------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 135,664 | \$ 159,806 | 17.8% |
| 1110-0 | Other Salaries & Wages | 3,434 | - | -100.0% |
| 1120-0 | Overtime Salaries & Wages | 2,000 | 1,000 | -50.0% |
| 2100-0 | Group Health Insurance | 18,736 | 25,000 | 33.4% |
| 2110-0 | Group Life Insurance | 377 | 513 | 36.1% |
| 2120-0 | Group Dental Insurance | 740 | 1,218 | 64.6% |
| 2130-0 | Group Vision Insurance | 169 | 265 | 56.8% |
| 2200-0 | FICA Expense | 10,756 | 12,575 | 16.9% |
| 2400-0 | Municipal Retirement | 16,158 | 21,550 | 33.4% |
| | Total Personal Benefits | \$ 188,034 | \$ 221,927 | 18.0% |
| 52 | Purchased/Contracted Services | | | |
| 1200-0 | Equipment Rental | \$ 320 | \$ 500 | 56.3% |
| 2100-0 | Drug Testing Contracts | 180 | 200 | 11.1% |
| 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 | \$ 7,200 | 2.9% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 4,880 | \$ 300 | -93.9% |
| 1250-0 | Operating Supplies | 3,500 | 3,500 | 0.0% |
| 1400-0 | Uniforms | 1,000 | 1,500 | 50.0% |
| 1550-0 | Cellular Monitoring | 37,000 | 40,000 | 8.1% |
| 2800-0 | Inventory-Parts | 105,000 | 105,000 | 0.0% |
| 4500-0 | Small Tools | 3,000 | 3,000 | 0.0% |
| | Total Supplies | \$ 154,380 | \$ 153,300 | -0.7% |
| | Total Conyers Security Alert | \$ 349,414 | \$ 382,427 | 9.4% |

Planning & Inspections



Planning & Inspections *FY 2018-19*

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 2018-19*

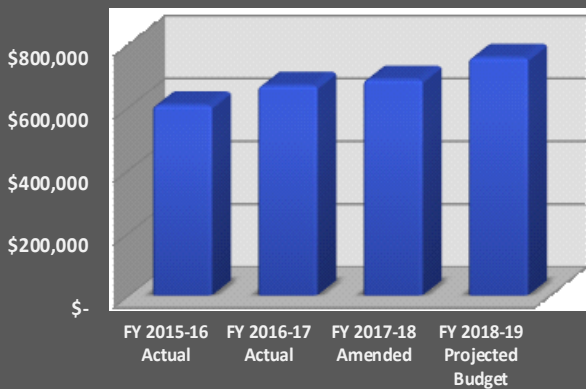
KEY OBJECTIVES

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

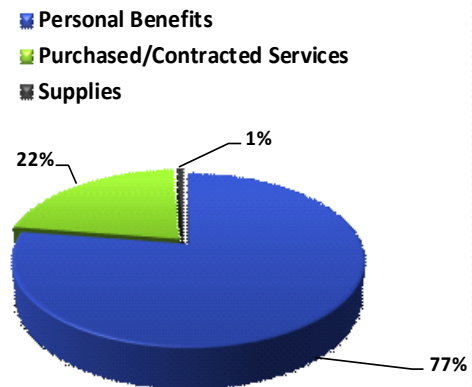


| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017-2018 |
|-------------------------------|----------------------|----------------------|-----------------------|-----------------------------------|----------------------------------|
| Funding Level Summary | | | | | |
| Planning & Zoning | \$ 339,304 | \$ 378,043 | \$ 428,896 | \$ 459,221 | 7.1% |
| Inspections | 266,143 | 289,686 | 258,274 | 297,505 | 15.2% |
| Departmental Total | \$ 605,447 | \$ 667,729 | \$ 687,170 | \$ 756,726 | 10.1% |
| | | | | | |
| Personal Benefits | \$ 587,546 | \$ 645,153 | \$ 623,820 | \$ 585,376 | -6.2% |
| Purchased/Contracted Services | 13,549 | 19,024 | 57,700 | 165,700 | 187.2% |
| Supplies | 4,352 | 3,552 | 5,650 | 5,650 | 0.0% |
| Capital Outlay | - | - | - | - | N/A |
| Departmental Total | \$ 605,447 | \$ 667,729 | \$ 687,170 | \$ 756,726 | 10.1% |
| | | | | | |
| Personnel Summary | | | | | |
| Planning & Zoning | 4 | 4 | 4 | 4 | 0.0% |
| Inspections | 4 | 4 | 4 | 3 | -25.0% |
| Departmental Total | 8 | 8 | 8 | 7 | -12.5% |

Funding Level Summary



FY 2018-19 Projected Budget



Planning & Inspections *FY 2018-19*

FUTURE OUTLOOK – FISCAL YEAR 2018-2019

- Revise Traditional Neighborhood District (TND) Regulations.
- Revise Noise Regulations.
- Revise Vicious Dog Regulations.
- Revise Exterior Lighting Regulations.
- Explore the implementation of electronic plan review.
- Explore the submission of Occupation Registration via on-line process.
- Upgrade the permit software to improve the efficiency of inspections input and output process.
- Update GIS Field Equipment.
- Update the Planning Departments section of the city website

ACCOMPLISHMENTS – FISCAL YEAR 2017-2018

- ✓ 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 of mayors that have served as mayor's for the City of Conyers and user-friendly links to access pertinent data and forms.
- ✓ Update city website to include city parks and trails.

Planning & Inspections *FY 2018-19*

KEY PERFORMANCE MEASURES

| Department of Planning and Inspection Services | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 |
|--|--------------|--------------|--------------|
| Planning & Inspection Services | Actual | Actual | Pre-Audit |
| Number of Building Permits Issued | 88 | 120 | 225 |
| New Occupational Tax | 181 | 201 | 217 |

BUDGET HIGHLIGHTS

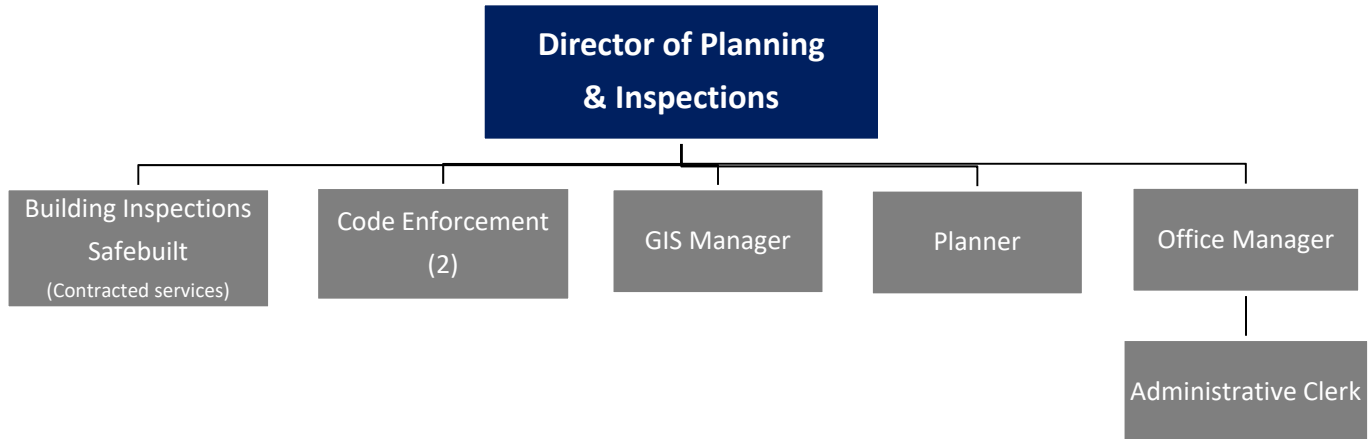
The projected expenditures for Planning and Zoning for fiscal year 2018-2019 are \$459,221, an increase of 7.1% over the previous year's amended budget of \$428,896. The increase is due primarily to higher health insurance costs, retirement as well as budgeting for salary increases. The projected expenditures for the Inspections division are \$297,505, an increase of 15.2% from the previous year's amended budget of \$258,274. This increase is due to higher contracted services costs.

PERSONNEL POSITIONS

| Planning & Inspection Services Positions | Salary Grade | FY 2016-17 Budgeted Positions | FY 2017-18 Budgeted Positions | FY 2018-19 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 | 0 |
| Code Enforcement Officer | 115 | 0 | 0 | 2 |
| Office Manager | 113 | 1 | 1 | 1 |
| Inspector | 113 | 3 | 3 | 0 |
| Administrative Clerk – Planning | 107 | 0 | 0 | 1 |
| Total | | 8 | 8 | 7 |

Planning & Inspections FY 2018-19

Organizational Chart Department of Planning & Inspections



Planning & Inspections *FY 2018-19*

| 10-4100-310 Planning & Zoning | | FY:2017-2018 | FY:2018-2019 | |
|--|--|---------------------|---------------------|-----------------|
| | | Amended | Operating | |
| | | Budget | Budget | % Change |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 289,129 | \$ 320,000 | 10.7% |
| 1110-0 | Other Salaries & Wages | 23,982 | 22,853 | -4.7% |
| 2100-0 | Group Health Insurance | 27,680 | 30,000 | 8.4% |
| 2110-0 | Group Life Insurance | 1,000 | 1,025 | 2.5% |
| 2120-0 | Group Dental Insurance | 1,109 | 1,625 | 46.5% |
| 2130-0 | Group Vision Insurance | 253 | 353 | 39.5% |
| 2200-0 | FICA Expense | 24,581 | 26,869 | 9.3% |
| 2400-0 | Municipal Retirement | 40,712 | 46,046 | 13.1% |
| | Total Personal Benefits | \$ 408,446 | \$ 448,771 | 9.9% |
| 52 | Purchased/Contracted Services | | | |
| 1100-2 | Contract Labor | 10,000 | - | -100.0% |
| 3100-0 | Dues, Fees, & Memberships | 600 | 600 | 0.0% |
| 3700-0 | Training & Travel | 6,000 | 6,000 | 0.0% |
| | Total Purchased/Contracted Services | \$ 16,600 | \$ 6,600 | -60.2% |
| 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 | \$ 428,896 | \$ 459,221 | 7.1% |

Planning & Inspections *FY 2018-19*

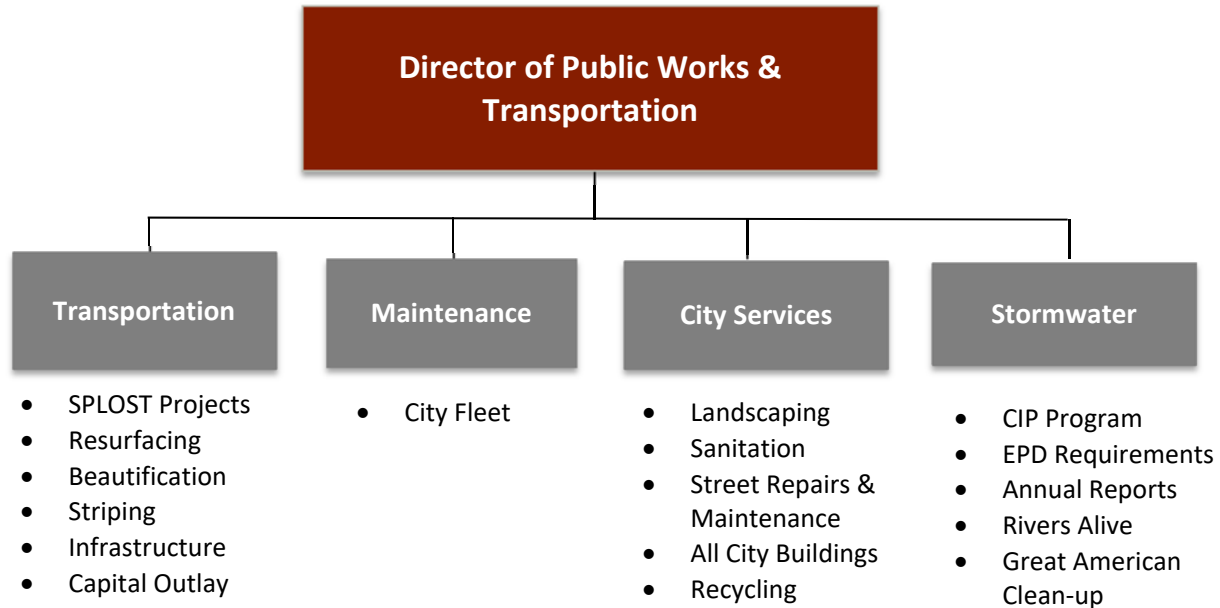
| 10-4200-315 Inspections | | FY:2017-2018 | FY:2018-2019 | % Change |
|-------------------------|--|-------------------|---------------------|---------------|
| | | Amended Budget | Operating Budget | |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 145,000 | \$ 90,000 | -37.9% |
| 1110-0 | Other Salaries & Wages | 5,382 | 4,844 | -10.0% |
| 2100-0 | Group Health Insurance | 25,840 | 19,354 | -25.1% |
| 2110-0 | Group Life Insurance | 1,000 | 302 | -69.8% |
| 2120-0 | Group Dental Insurance | 1,500 | 812 | -45.9% |
| 2130-0 | Group Vision Insurance | 338 | 177 | -47.6% |
| 2200-0 | FICA Expense | 12,436 | 7,781 | -37.4% |
| 2400-0 | Municipal Retirement | 23,878 | 13,335 | -44.2% |
| | Total Personal Benefits | \$ 215,374 | \$ 136,605 | -36.6% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Services | \$ 33,500 | \$ 150,000 | 347.8% |
| 1300-0 | Dues, Fees & Memberships | 300 | 300 | 0.0% |
| 1400-0 | Advertising | 1,500 | 2,500 | 66.7% |
| 2400-0 | Publishing/Printing | 800 | 800 | 0.0% |
| 2500-0 | Postage | 2,500 | 2,500 | 0.0% |
| 3700-0 | Training & Travel | 2,500 | 3,000 | 20.0% |
| | Total Purchased/Contracted Services | \$ 41,100 | \$ 159,100 | 287.1% |
| 53 | Supplies | | | |
| 1300-0 | Periodicals & Publications | \$ 600 | \$ 600 | 0.0% |
| 1400-0 | Uniforms | \$ 1,200 | \$ 1,200 | 0.0% |
| | Total Supplies | \$ 1,800 | \$ 1,800 | 0.0% |
| | Total Planning & Inspections | \$ 258,274 | \$ 297,505 | 15.2% |

Public Works & Transportation



Public Works & Transportation FY 2018-19

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 refuse for the low fee of \$20/month. Residents are provided with one 100-gallon garbage receptacle at no additional cost. For those residents who are unable to place their carts at the curbside and who live alone, special pick up options are available at no additional cost with a doctor's note.

The City of Conyers offers a special leaf vacuum service from October through February each year. Residents simply rake their leaves to the curb, and the leaf vacuum sweeps them away. Large limbs cut into 4' to 6' sections are also picked up at curbside once each week for Conyers residents' convenience. Do you have an old appliance or piece of furniture you need to get rid of? Simply place it curbside and our sanitation crew will remove it at no charge.

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

Public Works & Transportation *FY 2018-19*

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.

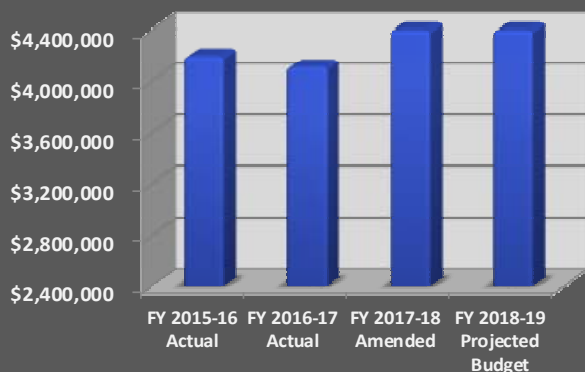
KEY OBJECTIVES

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

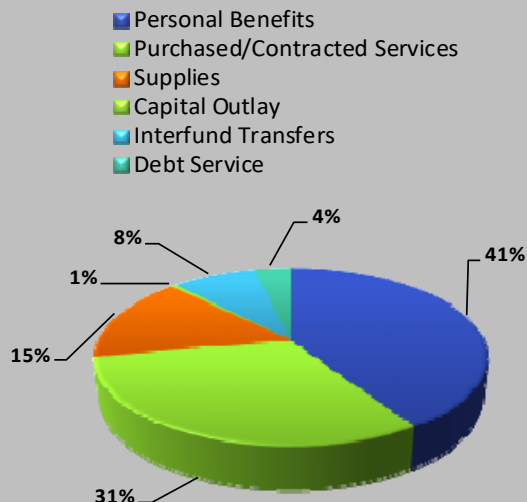
Public Works & Transportation FY 2018-19

| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017-2018 |
|-------------------------------|----------------------|----------------------|-----------------------|-----------------------------------|----------------------------------|
| Funding Level Summary | | | | | |
| Building Maintenance | \$ 339,633 | \$ 348,241 | \$ 398,132 | \$ 398,000 | 0.0% |
| Vehicle Maintenance | 428,070 | 614,905 | 656,953 | 677,523 | 3.1% |
| Landscaping Services | 218,299 | 236,457 | 307,675 | 328,026 | 6.6% |
| Sanitation | 1,644,129 | 1,543,636 | 1,551,091 | 1,457,418 | -6.0% |
| Infrastructure | 718,011 | 864,456 | 1,040,791 | 1,131,996 | 8.8% |
| Stormwater Management | 848,672 | 501,485 | 480,450 | 500,000 | 4.1% |
| Departmental Total | \$ 4,196,814 | \$ 4,109,180 | \$ 4,435,092 | \$ 4,492,963 | 1.3% |
| | | | | | |
| Personal Benefits | \$ 1,706,445 | \$ 1,812,434 | \$ 1,836,646 | \$ 1,839,863 | 0.2% |
| Purchased/Contracted Services | 1,121,302 | 1,173,985 | 1,310,352 | 1,408,800 | 7.5% |
| Supplies | 661,346 | 637,941 | 774,333 | 681,300 | -12.0% |
| Capital Outlay | 95,716 | 83,102 | - | 22,691 | N/A |
| Interfund Transfers | 545,244 | 374,259 | 346,405 | 370,000 | 6.8% |
| Debt Service | 33,898 | 27,459 | 167,356 | 170,309 | 1.8% |
| Other Costs | 32,863 | - | - | - | N/A |
| Departmental Total | \$ 4,196,814 | \$ 4,109,180 | \$ 4,435,092 | \$ 4,492,963 | 1.3% |
| | | | | | |
| Personnel Summary | | | | | |
| Building Maintenance | - | - | - | - | 0.0% |
| Vehicle Maintenance | 4 | 4 | 4 | 4 | 0.0% |
| Landscaping Services | 7 | 7 | 7 | 7 | 0.0% |
| Sanitation | 5 | 5 | 5 | 4 | -20.0% |
| Infrastructure | 9 | 9 | 10 | 10 | 0.0% |
| Stormwater Management | 4 | 4 | 4 | 6 | 50.0% |
| Departmental Total | 29 | 29 | 30 | 31 | 3.3% |

Funding Level Summary



FY 2018-19 Projected Budget



Public Works & Transportation *FY 2018-19*

FUTURE OUTLOOK – FISCAL YEAR 2018-2019

- Begin construction for the O’Kelly & Hardin Street improvements.
- Complete upgrades to 10 traffic signals throughout the city with the Georgia Department of Transportation.
- Upgrades to City Parks.
- Bid and implement Local Maintenance Incentive Grant from GDOT estimated at \$200,000 for street markings.
- Submit for new Municipal Stormwater 4 Permit and approval from EPD.
- Begin Construction on New City Hall.

ACCOMPLISHMENTS – FISCAL YEAR 2017-2018

- Completed East View Road Improvements.
- Completed right of way on the O’Kelly Hardin Street project.
- Received approval for \$1,673,000 additional federal funds for construction of O’Kelly & Hardin Street complete streets improvements.
- Completed construction Multi-Purpose Trail from Rockdale County Library to Pine Log Park.
- Completed purchase of property for ingress/egress from Bank Street to new Main Street parking area parking lot.
- Received funds from Hazardous Waste Trust fund application in the amount of \$338,420.
- Received LMIG funds for street markings.
- Upgraded fueling system software and fuel dispensers.
- Completed new Main Street Parking lot.
- Submitted Notice of intent for NPDES Stormwater Permit No.GAG610000 to EPD.
- Annual Report approved by EPD.
- Updated storm drain, catch basins and outfall mapping.

Public Works & Transportation *FY 2018-19*

KEY PERFORMANCE MEASURES

| Department of Public Works and Transportation | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 |
|--|---------------------|---------------------|---------------------|
| Vehicle Maintenance | Actual | Actual | Pre-Audit |
| Total Number of Full Time Equivalent Employees | 4 | 4 | 4 |
| Number of Work Orders | 1,650 | 1319 | 1400 |
| Average Cost per Maintenance Request | 150 | 109 | 120 |
| Average Time Spent per Work Order | 6 hrs. | 4.9 hrs. | 5 hrs |

| Department of Public Works and Transportation | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 |
|--|---------------------|---------------------|---------------------|
| Infrastructure | Actual | Actual | Pre-Audit |
| Total Number of Full Time Equivalent Employees | 10 | 12 | 12 |
| Feet of New Sidewalk | 2,000 | 3,900 | 8,000 |
| Street Signs Repaired & Replaced | 200 | 300 | 200 |
| Percentage of Potholes Repaired Within Two Days of Request | 100% | 100% | 100% |
| Potholes Repaired / Tons Asphalt Used | 200 | 102 | 200 |
| Drainage Repaired | 6 | 10 | 12 |
| Traffic Lights Repaired | 110 | 30 | 20 |

| Department of Public Works and Transportation | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 |
|--|---------------------|---------------------|---------------------|
| Sanitation | Actual | Actual | Pre-Audit |
| Number of Full Time Equivalents | 7 | 4 | 4 |
| Tons of Residential & Commercial Refuse Collected | 10,000 | 10,545 | 11,000 |
| Number of Residential Customers Served | 3,900 | 3,339 | 4,000 |
| Refuse Collection Cost per Household per Month | 20.00 | 20.00 | 20.00 |
| Tipping Fees per Ton Taken to the Landfill | 38.87 | 48.81 | 49.0 |
| Miles of Roads Cleaned | 130 | 800 | 700 |
| Recycled Tons | 800 | 1086 | 1200 |
| Brush | 17,000 yds | 12,615 yds | 13,000 yds |

Public Works & Transportation *FY 2018-19*

BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2018-2019 are \$4,492,963, an increase of \$57,871 or (1.3%) over the previous year's amended numbers of \$4,435,092. The following are some of the major highlights for each division within the Public Works & Transportation Department:

- Vehicle Maintenance
 - There is an increase of \$20,570 (3.1%) primarily due to higher auto parts costs.
- Landscaping
 - There is an increase of \$20,351 (6.6%) from last fiscal year primarily due to an increase in salaries and contract labor costs.
- Infrastructure
 - There is an increase of \$91,205 (8.8%) due to the increase of salaries and municipal retirement costs.
- Building Maintenance
 - There is no increase or decrease from last years amended budget.
- Stormwater
 - There is an increase of \$19,550 (4.1%) due to increased contracted services as well as well as Capital outlay.
- Sanitation
 - There is a decrease of \$93,673 (-6%) due to lower fuel costs.

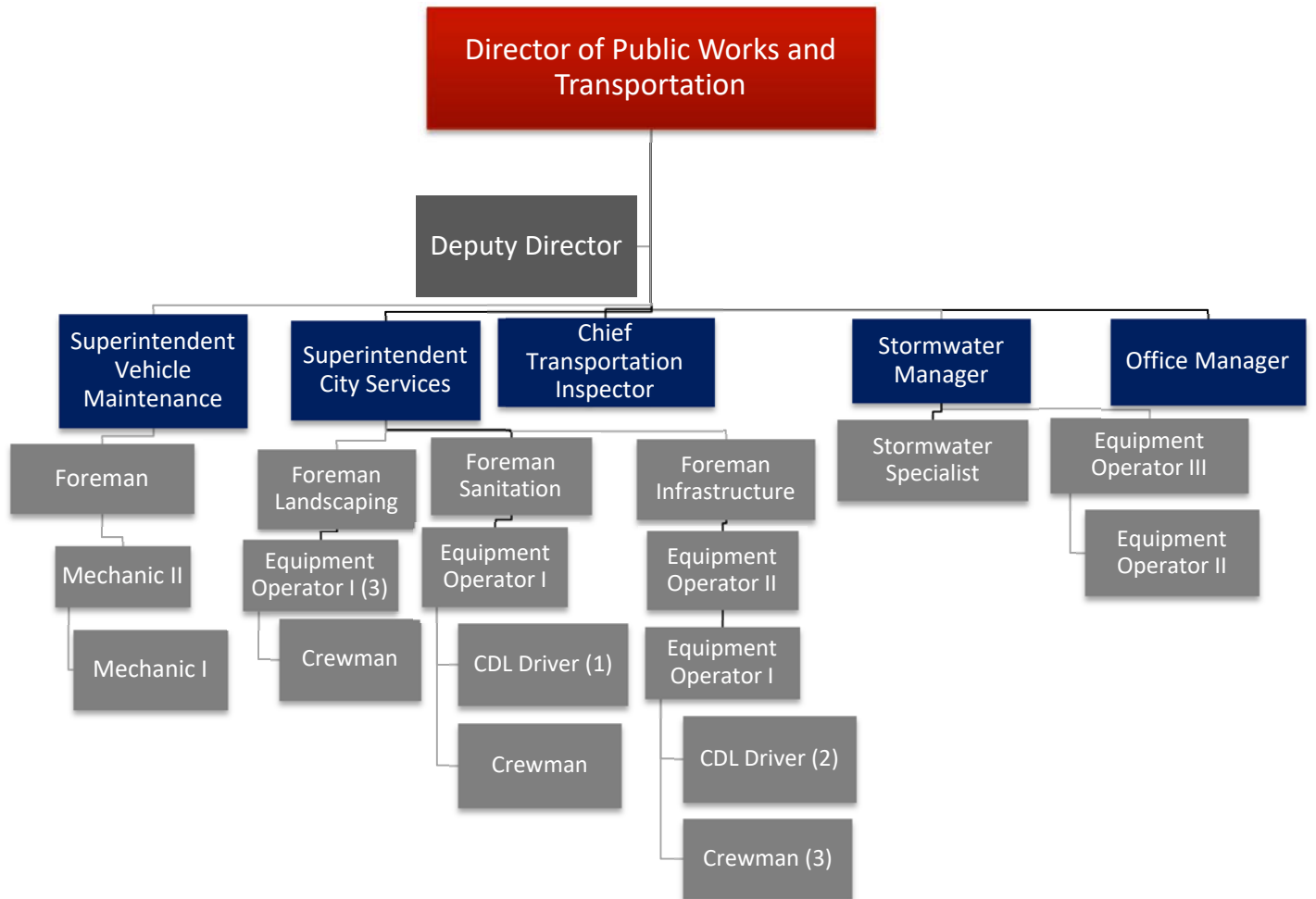
Public Works & Transportation *FY 2018-19*

PERSONNEL POSITIONS

| Public Works and Transportation Positions | Salary Grade | FY 2016–17 Budgeted Positions | FY 2017–18 Budgeted Positions | FY 2018–19 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 | 1 | 1 |
| Stormwater Coordinator | 115 | 0 | 1 | 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 | 31 | 31 |

Public Works & Transportation FY 2018-19

Organizational Chart Department of Public Works & Transportation



Public Works & Transportation *FY 2018-19*

| | | FY:2017-2018 | FY:2018-2019 | |
|-------------|--|-------------------|-------------------|--------------|
| | | Amended | Operating | |
| 10-1400-040 | Building Maintenance | Budget | Budget | % Change |
| 52 | Purchased/Contracted Services | | | |
| 1150-0 | Building Maintenance | \$ 90,132 | \$ 90,000 | -0.1% |
| 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 | \$ 156,132 | \$ 156,000 | -0.1% |
| 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 | \$ 398,132 | \$ 398,000 | 0.0% |

Public Works & Transportation *FY 2018-19*

| | | FY:2017-2018 | FY:2018-2019 | |
|--|--|-------------------|-------------------|---------------|
| | | Amended | Operating | |
| 10-1600-060 Vehicle Maintenance | | Budget | Budget | % Change |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 196,410 | \$ 190,000 | -3.3% |
| 1110-0 | Other Salaries & Wages | 7,942 | 10,000 | 25.9% |
| 1120-0 | Overtime Salaries & Wages | 1,000 | 500 | -50.0% |
| 2100-0 | Group Health Insurance | 31,792 | 32,841 | 3.3% |
| 2110-0 | Group Life Insurance | 664 | 673 | 1.4% |
| 2120-0 | Group Dental Insurance | 1,480 | 1,625 | 9.8% |
| 2130-0 | Group Vision Insurance | 338 | 353 | 4.4% |
| 2200-0 | FICA Expense | 16,754 | 17,331 | 3.4% |
| 2400-0 | Municipal Retirement | 27,748 | 29,700 | 7.0% |
| | Total Personal Benefits | \$ 284,128 | \$ 283,023 | -0.4% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Maintenance & Repairs- Equipment | \$ 5,000 | \$ 3,500 | -30.0% |
| 2100-0 | Drug Testing Contracts | 220 | - | -100.0% |
| 3700-0 | Training & Travel Expenses | 1,200 | 1,000 | -16.7% |
| | Total Purchased/Contracted Services | \$ 6,420 | \$ 4,500 | -29.9% |
| 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 | 10,000 | 10,000 | 0.0% |
| | Total Supplies | \$ 20,000 | \$ 20,000 | 0.0% |
| 55 | Interfund Transfers | | | |
| 1100-0 | Auto Parts | \$ 114,405 | \$ 135,000 | 18.0% |
| 1200-0 | Tires | 25,000 | 30,000 | 20.0% |
| 1300-0 | Oil & Fluids | 7,000 | 5,000 | -28.6% |
| 1400-0 | Fuel | 200,000 | 200,000 | 0.0% |
| | Total Interfund Transfers | \$ 346,405 | \$ 370,000 | 6.8% |
| | Total Vehicle Maintenance | \$ 656,953 | \$ 677,523 | 3.1% |

Public Works & Transportation FY 2018-19

| 10-4300-320 Landscaping Services | | FY:2017-2018 | FY:2018-2019 | % Change |
|----------------------------------|--|-------------------|-------------------|--------------|
| | | Amended Budget | Operating Budget | |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 141,000 | \$ 146,000 | 3.5% |
| 1110-0 | Other Salaries & Wages | 4,475 | 4,603 | 2.9% |
| 1120-0 | Overtime Salaries & Wages | 4,000 | 1,000 | -75.0% |
| 2100-0 | Group Health Insurance | 25,986 | 26,974 | 3.8% |
| 2110-0 | Group Life Insurance | 485 | 485 | 0.0% |
| 2120-0 | Group Dental Insurance | 1,480 | 1,625 | 9.8% |
| 2130-0 | Group Vision Insurance | 338 | 353 | 4.4% |
| 2200-0 | FICA Expense | 11,277 | 12,229 | 8.4% |
| 2400-0 | Municipal Retirement | 20,334 | 20,957 | 3.1% |
| | Total Personal Benefits | \$ 209,375 | \$ 214,226 | 2.3% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Labor | \$ 75,000 | \$ 90,000 | 20.0% |
| 2100-0 | Drug Testing Contracts | 50 | 50 | 0.0% |
| 3700-0 | Training & Travel | 500 | 500 | 0.0% |
| 4600-0 | Tree Bank | - | - | N/A |
| | Total Purchased/Contracted Services | \$ 75,550 | \$ 90,550 | 19.9% |
| 53 | Supplies | | | |
| 1250-0 | Operating Supplies | \$ 4,000 | \$ 4,500 | 12.5% |
| 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 | \$ 22,750 | \$ 23,250 | 2.2% |
| | Total Landscaping Services | \$ 307,675 | \$ 328,026 | 6.6% |

Public Works & Transportation FY 2018-19

| 10-4500-340 Infrastructure | | FY:2017-2018 | FY:2018-2019 | % Change |
|----------------------------|--|---------------------|---------------------|--------------|
| | | Amended Budget | Operating Budget | |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 450,000 | \$ 545,000 | 21.1% |
| 1110-0 | Other Salaries & Wages | 24,980 | 23,202 | -7.1% |
| 1120-0 | Overtime Salaries & Wages | 3,500 | 1,500 | -57.1% |
| 2100-0 | Group Health Insurance | 70,960 | 70,000 | -1.4% |
| 2110-0 | Group Life Insurance | 1,776 | 1,721 | -3.1% |
| 2120-0 | Group Dental Insurance | 3,700 | 4,061 | 9.8% |
| 2130-0 | Group Vision Insurance | 845 | 883 | 4.5% |
| 2200-0 | FICA Expense | 43,400 | 43,991 | 1.4% |
| 2400-0 | Municipal Retirement | 71,880 | 75,388 | 4.9% |
| | Total Personal Benefits | \$ 671,041 | \$ 765,746 | 14.1% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Labor | \$ 15,000 | \$ 15,000 | 0.0% |
| 1110-0 | Maintenance/Repairs - EQ | 2,000 | - | -100.0% |
| 2100-0 | Drug Testing Contracts | - | - | N/A |
| 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 | \$ 29,500 | \$ 27,500 | -6.8% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 1,250 | \$ 750 | -40.0% |
| 1300-0 | Electricity | 300,000 | 300,000 | 0.0% |
| 1355-0 | Concrete | 10,000 | 10,000 | 0.0% |
| 1360-0 | Stone & Gravel | 2,500 | 2,500 | 0.0% |
| 1365-0 | Asphalt | 500 | 1,000 | 100.0% |
| 1375-0 | Landscaping Supplies | 1,000 | 1,000 | 0.0% |
| 1390-0 | Streets Signs | 7,500 | 10,000 | 33.3% |
| 1395-0 | Street Maintenance Supplies | 5,000 | 5,000 | 0.0% |
| 1400-0 | Uniforms | 9,500 | 5,500 | -42.1% |
| 4500-0 | Small Tools | 3,000 | 3,000 | 0.0% |
| | Total Supplies | \$ 340,250 | \$ 338,750 | -0.4% |
| 54 | Capital Outlay | | | |
| 9060-0 | Capital Outlay | \$ - | \$ - | N/A |
| | Total Capital Outlay | \$ - | \$ - | N/A |
| | Total Infrastructure | \$ 1,040,791 | \$ 1,131,996 | 8.8% |

Public Works & Transportation FY 2018-19

| | | FY:2017-2018 | FY:2018-2019 | |
|--|--|---------------------|---------------------|---------------|
| | | Amended | Operating | |
| 14-4400-330 Sanitation Services | | Budget | Budget | % Change |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 243,812 | \$ 231,382 | -5.1% |
| 1110-0 | Other Salaries & Wages | 8,491 | 10,299 | 21.3% |
| 1120-0 | Overtime Salaries & Wages | 1,000 | 1,000 | 0.0% |
| 2100-0 | Group Health Insurance | 49,680 | 51,319 | 3.3% |
| 2110-0 | Group Life Insurance | 761 | 722 | -5.1% |
| 2120-0 | Group Dental Insurance | 1,849 | 2,031 | 9.8% |
| 2130-0 | Group Vision Insurance | 422 | 442 | 4.7% |
| 2200-0 | FICA Expense | 19,950 | 18,489 | -7.3% |
| 2400-0 | Municipal Retirement | 33,043 | 31,684 | -4.1% |
| | Total Personal Benefits | \$ 359,008 | \$ 347,368 | -3.2% |
| 52 | Purchased/Contracted Services | | | |
| 1111-0 | Pratt - Residential Services | \$ 420,000 | \$ 420,000 | 0.0% |
| 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 | 15,000 | 0.0% |
| 5300-0 | Liability Insurance | 125,000 | 125,000 | 0.0% |
| 5500-0 | Landfill Tipping Fees | 20,000 | 30,000 | 50.0% |
| | Total Purchased/Contracted Services | \$ 1,042,750 | \$ 1,052,750 | 1.0% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 500 | \$ 500 | 0.0% |
| 1101-0 | Auto Parts | 25,033 | 20,000 | -20.1% |
| 1201-0 | Tires | 10,000 | 5,000 | -50.0% |
| 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 | 100,000 | 18,000 | -82.0% |
| 4500-0 | Small Tools | 1,000 | 1,000 | 0.0% |
| | Total Supplies | \$ 149,333 | \$ 57,300 | -61.6% |
| | Total Sanitation | \$ 1,551,091 | \$ 1,457,418 | -6.0% |

Public Works & Transportation *FY 2018-19*

| 18-4850-620 Stormwater Management | | FY:2017-2018 | FY:2018-2019 | % Change |
|--|--------------------------------------|---------------------------|-----------------------------|-----------------|
| | | Amended Budget | Operating Budget | |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 243,507 | \$ 155,952 | -36.0% |
| 1110-0 | Other Salaries & Wages | 3,434 | - | -100.0% |
| 2100-0 | Group Health Insurance | 44,000 | 38,708 | -12.0% |
| 2110-0 | Group Life Insurance | 727 | 487 | -33.0% |
| 2120-0 | Group Dental Insurance | 1,850 | 1,625 | -12.2% |
| 2130-0 | Group Vision Insurance | 422 | 353 | -16.4% |
| 2200-0 | FICA Expense | 19,154 | 11,930 | -37.7% |
| 2400-0 | Municipal Retirement | - | 20,445 | N/A |
| | Total Personal Benefits | \$ 313,094 | \$ 229,500 | -26.7% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Labor | \$ - | \$ 2,500 | N/A |
| 1210-0 | Audit | - | 60,000 | N/A |
| 5300-0 | Liability Insurance | - | 15,000 | N/A |
| | Purchased/Contracted Services | \$ - | \$ 77,500 | N/A |
| 54 | Capital Outlays | | | |
| 9060-0 | Capital Outlay | \$ - | \$ 22,691 | N/A |
| | Total Capital Outlay | \$ - | \$ 22,691 | N/A |
| 58 | Debt Service | | | |
| 1610-0 | 2005 Stormwater Bonds | 167,356 | 170,309 | N/A |
| | Total Debt Service | \$ 167,356 | \$ 170,309 | N/A |
| | Total Stormwater Management | \$ 480,450 | \$ 500,000 | 4.1% |

Georgia International Horse Park



Georgia International Horse Park FY 2018-19

Functional Organizational Chart Department of Georgia International Horse Park

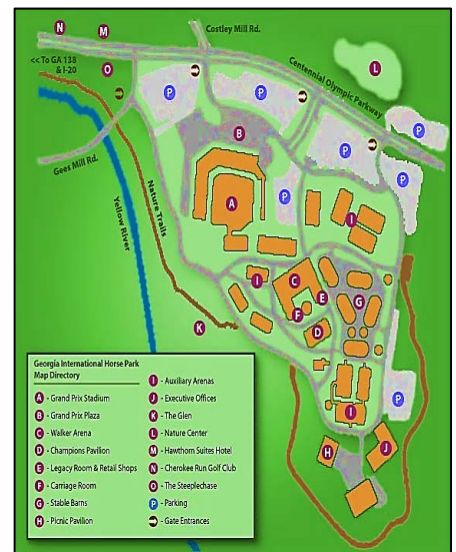


DEPARTMENT DESCRIPTION

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 23 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 2018-19

KEY OBJECTIVES

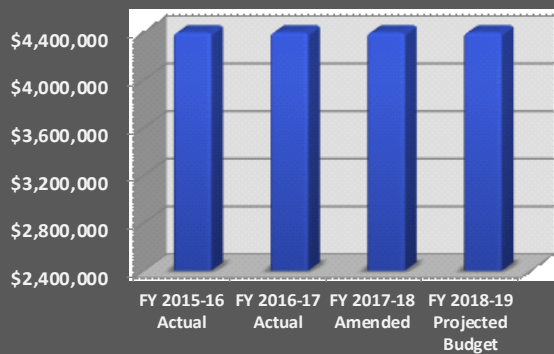
- GIHP Policies.
- GIHP Revenue Maximization.
- GIHP Sponsorship.
- GIHP Customer Satisfaction.
- GIHP Computer System Functionality.
- GIHP Contracts
- GIHP Marketing.
- GIHP Facility Maintenance.

Georgia Municipal Association's City Hall Selfie Day!

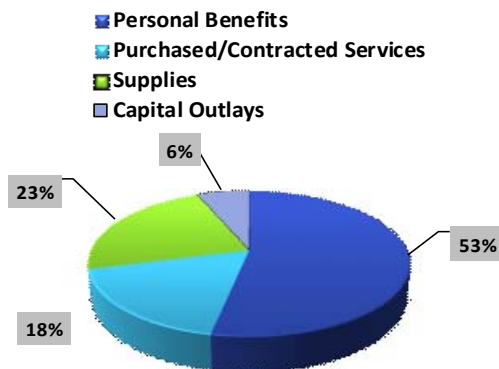


| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017-2018 |
|-------------------------------|----------------------|----------------------|-----------------------|-----------------------------------|----------------------------------|
| Funding Level Summary | | | | | |
| GIHP Administration | \$ 215,548 | \$ 235,744 | \$ 281,793 | \$ 279,308 | -0.9% |
| GIHP Maintenance | 1,031,066 | 1,126,470 | 1,211,759 | 1,167,845 | -3.6% |
| GIHP Events | 138,695 | 145,972 | 154,000 | 153,000 | -0.6% |
| Departmental Total | \$ 1,385,309 | \$ 1,508,186 | \$ 1,647,552 | \$ 1,600,153 | -2.9% |
| | | | | | |
| Personal Benefits | \$ 702,993 | \$ 747,818 | \$ 805,394 | \$ 851,098 | 5.7% |
| Purchased/Contracted Services | 248,405 | 257,550 | 298,568 | 282,325 | -5.4% |
| Supplies | 325,651 | 353,717 | 387,090 | 366,290 | -5.4% |
| Capital Outlays | 108,260 | 149,101 | 156,500 | 100,440 | -35.8% |
| Departmental Total | \$ 1,385,309 | \$ 1,508,186 | \$ 1,647,552 | \$ 1,600,153 | -2.9% |
| | | | | | |
| Personnel Summary | | | | | |
| GIHP Administration | 2 | 2 | 2 | 2 | 0.0% |
| GIHP Maintenance | 13 | 13 | 13 | 13 | 0.0% |
| Departmental Total | 15 | 15 | 15 | 15 | 0% |

Funding Level Summary



FY 2018-19 Projected Budget



Georgia International Horse Park *FY 2018-19*

FUTURE OUTLOOK – FISCAL YEAR 2018-2019

- 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 allows 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 Facebook 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 project list. This list addresses needs throughout the Park that prepares the facility for our extensive event 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 mileage for many shows, it is imperative that we maintain a pristine facility with the most up-to-date accommodations possible.

ACCOMPLISHMENTS – FISCAL YEAR 2017-2018

- ✓ The Park experienced a very strong year, hosting 177 events, of which 71 can be attributed to equine. Equine events continue to be our driving economic factor in the Conyers/Rockdale County community for 24 years.

Georgia International Horse Park FY 2018-19

- ✓ The Park experienced another healthy revenue year, holding its own in the current competitive marketplace. 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. The Georgia Quarter Horse Association’s Stars and Stripes and Big A shows 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: Horseman’s Quarter Horse Association’s The Stock Show, Georgia Quarter Horse Association’s Summer Kick Off, The FAME Expo, Vintage Market Days, Brookwood Horse Show Series, 4-PAW Agility Club, AKC Agility Trial, U.S. Mounted Games Georgia Friendly, Connemara Celebration.
- ✓ Corporate Business, Company Outings and Family Reunions continue to increase. When the economy declined, these types of events did as well. They are slowly building their way back, which adds an important revenue stream.
- ✓ In-house marketing was again utilized to reach business and social markets alike. Articles were written for several equine publications as well as for special events. Ads and editorials were created by GIHP staff for the publications as a savings to the City.
- ✓ The new design of the Georgia International Horse Park’s website continues to be an instrumental tool for sales as well as providing user-friendly maps, many more visual components, barn charts and other useful material often asked for by our clients. The Park’s Social Media campaign continues to be successful with over 7,582 likes and 53,000 engagements to our Facebook page. Our Twitter feed has well over 850 followers. Both the website as well as the Social Media outlets are maintained by GIHP staff.
- ✓ Virtual tours are now available on Google Maps for GIHP roadways and venues again, enhancing sales opportunities.
- ✓ 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, events 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.
- ✓ Directional signage was installed throughout the Park, as well as leading into the Park to make visitors’ experience easier. The signs were designed by GIHP staff to reduce the cost of the project.



Georgia International Horse Park *FY 2018-19*

- ✓ Footing maintenance took place in arenas that included screening out larger pieces of material.
- ✓ New LED lights were installed in barns 1-5 and the Charles Walker Arena in an effort to save energy and maintenance costs.
- ✓ New fans were installed in the barns to replace those that were not operational.
- ✓ Sod was added to the Grand Prix arena, replacing overgrown and unhealthy plants that were becoming an eyesore. The new sod gives the area a refined and pristine look.
- ✓ 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. Lonnie Abercrombie, Facility Manager, achieved recognition for earning his Certified Manager of Equine Facilities designation 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.
- ✓ Jill Miller, Event Coordinator with the Park, serves on the Board of Directors of the Southeast Festival and Events Association.
- ✓ The Southeast Festivals and Events Association recognized the Conyers Cherry Blossom Festival with a Gold Award for Best Photograph within its Budget Category, a Silver Award for Best Marketing Campaign within its Budget Category, a Bronze Award for Best Festival within its Budget Category and a Bronze Award for TV Ad or PSA within its Budget Category. The Festival was also named a Top 20 Event in the Southeast by the Southeast Tourism Society.

This year the Festival had a special welcoming ceremony with Mayor Vince Evans and the Consul General of Japan in Atlanta, along with other special guests, as an act of goodwill and friendship.
- ✓ 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.
- ✓ New tables and benches were installed at the Big Haynes Creek Nature Center. In addition, as part of the in-house Team Building series, the GIHP staff conducted a low-cost Pollinator Space and Beautification Project at the Nature Center, planting over 20 varieties of wildflower species. This project is in support of Georgia's statewide program to boost local impact of pollinators.
- ✓ Park Staff completed the date sensitive action items in the City of Conyers Strategic Vision & Plan. 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.

Georgia's horse industry has a \$2.5 billion impact on the state's economy every year. There are more than 74,000 horses in Georgia today, with the breeding and care of all of these horses generating more than \$750 million for the state yearly.

Georgia International Horse Park *FY 2018-19*

Equestrian events (which are the Park’s “bread and butter”,) continue to be the driver of economic impact in our community. The dollars generated while visiting our community are astounding. The 2016 Travel Economic Impact on Georgia State, Counties and Regions conducted by the U.S. Travel Association indicated the economic impact from tourism in Rockdale County in was over \$136 million. 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 \$102 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 2015-2016 Actual | FY 2016-2017 Actual | FY 2017-2018 Pre-Audit |
|---|---------------------|---------------------|------------------------|
| Number of Equestrian Events Conducted at GIHP | 69 | 64 | 71 |
| Number of Special Events Conducted at GIHP | 46 | 49 | 48 |
| Number of Concerts Conducted at GIHP | 0 | 0 | 0 |
| Number of Mountain Biking Events | 3 | 3 | 2 |
| Number of Special Events | 70 | 70 | 56 |

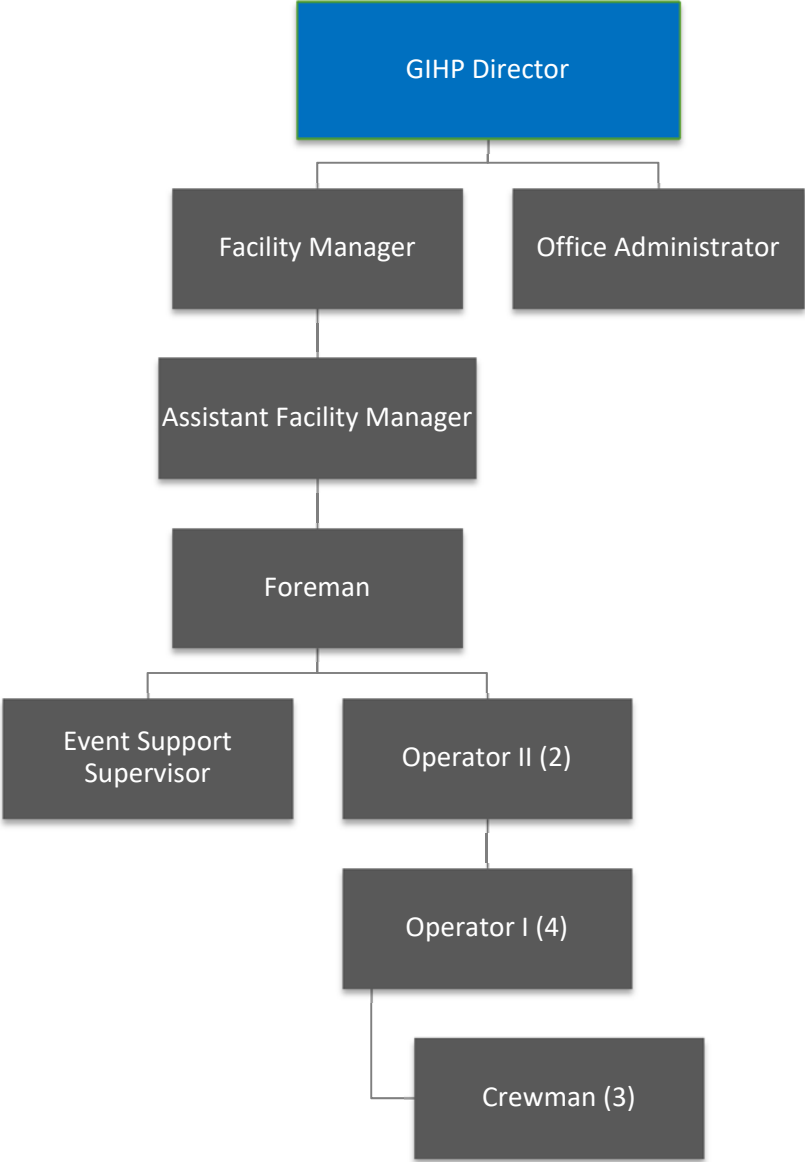
BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2018-2019 are \$1,600,153, a decrease of \$47,399 (-2.9%) over the previous year's amended budget of \$1,647,552. This decrease is due to small variances in the department.

PERSONNEL POSITIONS

| Georgia International Horse Park | Salary Grade | FY 2016-17 Budgeted Positions | FY 2017-18 Budgeted Positions | FY 2018-19 Budgeted Positions |
|----------------------------------|--------------|-------------------------------|-------------------------------|-------------------------------|
| Director of GIHP | UC | 1 | 1 | 1 |
| Facility Manager | 117 | 1 | 1 | 1 |
| 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 |
| Office Administrator - GIHP | 110 | 1 | 1 | 1 |
| Equipment Operator I | 106 | 4 | 4 | 4 |
| Crewman | 104 | 3 | 3 | 3 |
| Total | | 15 | 15 | 15 |

**Organizational Chart
Georgia International Horse Park**



Georgia International Horse Park FY 2018-19

| 10-6100-410 GIHP Administration | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|---------------------------------|--|-----------------------------------|-------------------------------------|--------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 172,607 | \$ 166,000 | -3.8% |
| 1110-0 | Other Salaries & Wages | 19,428 | 20,974 | 8.0% |
| 2100-0 | Group Health Insurance | 12,056 | 15,000 | 24.4% |
| 2110-0 | Group Life Insurance | 481 | 531 | 10.4% |
| 2120-0 | Group Dental Insurance | 740 | 812 | 9.7% |
| 2130-0 | Group Vision Insurance | 170 | 177 | 4.1% |
| 2200-0 | FICA Expense | 15,029 | 14,629 | -2.7% |
| 2400-0 | Municipal Retirement | 24,892 | 25,070 | 0.7% |
| | Total Personal Benefits | \$ 245,403 | \$ 243,193 | -0.9% |
| 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 | 15,275 | 15,000 | -1.8% |
| | Total Purchased/Contracted Services | \$ 26,600 | \$ 26,325 | -1.0% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 4,600 | \$ 4,600 | 0.0% |
| 1300-1 | Periodicals/Publications | 140 | 140 | 0.0% |
| 1400-0 | Uniforms | 2,000 | 2,000 | 0.0% |
| 1475-0 | Promotional Supplies | 3,050 | 3,050 | 0.0% |
| | Total Supplies | \$ 9,790 | \$ 9,790 | 0.0% |
| | Total GIHP Administration | \$ 281,793 | \$ 279,308 | -0.9% |

Georgia International Horse Park FY 2018-19

| 10-6200-420 GIHP Maintenance | | FY:2017-2018 | FY:2018-2019 | % Change |
|------------------------------|--|---------------------|---------------------|---------------|
| | | Amended Budget | Operating Budget | |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 387,000 | \$ 420,000 | 8.5% |
| 1110-0 | Other Salaries & Wages | 7,291 | 7,500 | 2.9% |
| 1120-0 | Overtime Salaries & Wages | 5,000 | 5,000 | 0.0% |
| 2100-0 | Group Health Insurance | 65,500 | 75,000 | 14.5% |
| 2110-0 | Group Life Insurance | 1,372 | 1,376 | 0.3% |
| 2120-0 | Group Dental Insurance | 4,069 | 4,874 | 19.8% |
| 2130-0 | Group Vision Insurance | 929 | 1,060 | 14.1% |
| 2200-0 | FICA Expense | 31,260 | 34,305 | 9.7% |
| 2400-0 | Municipal Retirement | 57,570 | 58,790 | 2.1% |
| | Total Personal Benefits | \$ 559,991 | \$ 607,905 | 8.6% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Labor | \$ 12,000 | \$ 12,000 | 0.0% |
| 1110-0 | Maintenance/Repairs Equipment | 30,000 | 30,000 | 0.0% |
| 1120-0 | Temporary Labor | 52,000 | 55,000 | 5.8% |
| 1150-0 | Maintenance/Repairs Building | 9,000 | 9,000 | 0.0% |
| 2100-0 | Drug Testing Contracts | - | - | N/A |
| 3115-0 | Irrigation Pump Station Repair | 37,968 | 20,000 | -47.3% |
| | Total Purchased/Contracted Services | \$ 140,968 | \$ 126,000 | -10.6% |
| 53 | Supplies | | | |
| 1250-0 | Operating Supplies | \$ 24,000 | \$ 25,000 | 4.2% |
| 1300-0 | Electricity | 245,000 | 230,000 | -6.1% |
| 1345-0 | Electric Supplies | 6,000 | 6,000 | 0.0% |
| 1360-0 | Stone/Gravel | 22,500 | 15,000 | -33.3% |
| 1375-0 | Landscaping Supplies | 38,000 | 38,000 | 0.0% |
| 1390-0 | Signage | 3,000 | 3,500 | 16.7% |
| 1400-0 | Uniforms | 15,800 | 16,000 | 1.3% |
| | Total Supplies | \$ 354,300 | \$ 333,500 | -5.9% |
| 54 | Capital Outlays | | | |
| 5005-0 | Operating Capital | \$ 26,500 | \$ 27,500 | 3.8% |
| 9060-0 | Capital Outlay | \$ 130,000 | \$ 72,940 | -43.9% |
| | Total Capital Outlay | \$ 156,500 | \$ 100,440 | -35.8% |
| | Total GIHP Maintenance | \$ 1,211,759 | \$ 1,167,845 | -3.6% |

Georgia International Horse Park *FY 2018-19*

| | | FY:2017-2018 | FY:2018-2019 | |
|--------------------------------|--|-------------------|-------------------|--------------|
| | | Amended | Operating | |
| 10-6300-430 GIHP Events | | Budget | Budget | % Change |
| 52 | Purchased/Contract Services | | | |
| 7105-0 | Stall Cleaning | \$ 76,000 | \$ 75,000 | -1.3% |
| 8402-0 | Cherry Blossom Festival Expenses | 55,000 | 55,000 | 0.0% |
| | Total Purchased/Contract Services | \$ 131,000 | \$ 130,000 | -0.8% |
| 53 | Supplies | | | |
| 1200-0 | Janitorial Supplies | \$ 23,000 | \$ 23,000 | 0.0% |
| | Total Supplies | \$ 23,000 | \$ 23,000 | 0.0% |
| | Total GIHP Events | \$ 154,000 | \$ 153,000 | -0.6% |

Tourism & Public Relations



Tourism & Public Relations FY 2018-19

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.

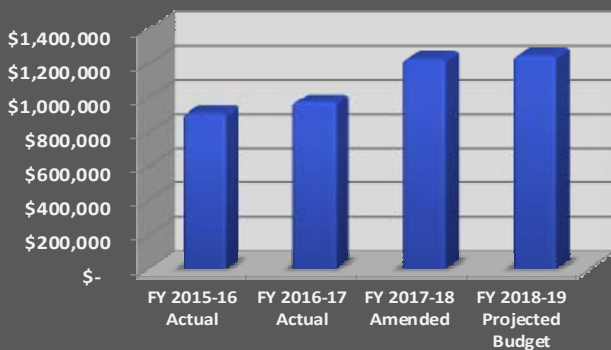
Tourism & Public Relations FY 2018-19

KEY OBJECTIVES

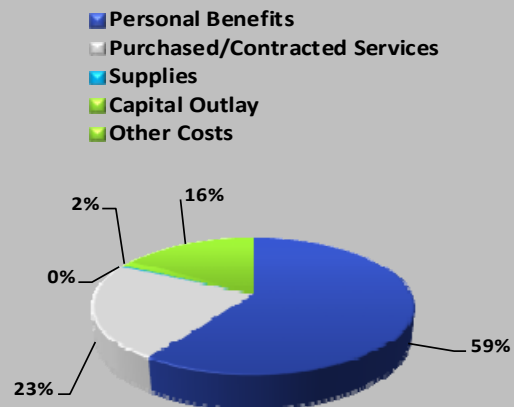
- Organize and host successful city-sponsored signature events while helping facilitate other events to bring and draw interest to Olde Town Conyers.
- Leverage Conyers' tourism presence in our region and throughout the state through the Conyers Convention and Visitors Bureau and its association with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

| | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017-2018 |
|-------------------------------|----------------------|----------------------|-----------------------|-----------------------------------|----------------------------------|
| Funding Level Summary | | | | | |
| Tourism & Public Relations | \$ 867,840 | \$ 940,936 | \$ 1,190,841 | \$ 1,192,044 | 0.1% |
| Big Haynes Creek Nature Ctr. | 40,548 | 34,780 | 40,592 | 57,956 | 42.8% |
| Department Total | \$ 908,388 | \$ 975,716 | \$ 1,231,433 | \$ 1,250,000 | 1.5% |
| | | | | | |
| Personal Benefits | \$ 633,742 | \$ 696,862 | \$ 690,978 | \$ 743,875 | 7.7% |
| Purchased/Contracted Services | 83,878 | 117,537 | 344,535 | 282,060 | -18.1% |
| Supplies | 6,965 | 4,858 | 12,750 | 3,500 | -72.5% |
| Capital Outlay | - | - | - | 20,015 | N/A |
| Other Costs | 183,803 | 156,459 | 183,170 | 200,550 | 9.5% |
| Departmental Total | \$ 908,388 | \$ 975,716 | \$ 1,231,433 | \$ 1,250,000 | 1.5% |
| | | | | | |
| Personnel Summary | | | | | |
| Tourism & Public Relations | 9 | 9 | 9 | 11 | 22.2% |
| Departmental Total | 9 | 9 | 9 | 11 | 22.2% |

Funding Level Summary



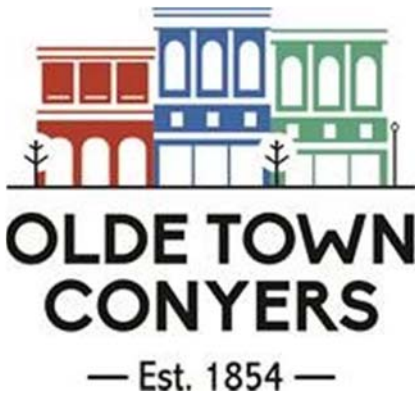
FY 2018-19 Projected Budget



Tourism & Public Relations FY 2018-19

FUTURE OUTLOOK – FISCAL YEAR 2018-2019

- 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 to 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 film tourism.
 - Further enhance the visitor experience in Conyers by identifying and bringing new tourism opportunities to fruition where possible.
- Begin installation of wayfinding and directional signage in Phase I of the wayfinding signage program.

ACCOMPLISHMENTS – FISCAL YEAR 2017-2018

- Launched new city-wide logo rebrand with tagline “Celebration of Community”.
- Designed and printed Self-Guided Historical Walking Tour of Olde Town Conyers brochure and integrated tour into Conyers mobile app, Guide to Conyers.
- Launched new website for the Georgia International Horse Park, www.georgiahorsepark.com.
- Organized a styled photo shoot in Olde Town Conyers for publication *Southern Distinction* and to utilize photos from the shoot in future advertising for Conyers advertising and promotion.
- Organized and held inaugural Celebrate Community Parade on the Saturday before July 4 holiday.
- Hosted ribbon cutting of new PATH Trail at Nancy Guinn Memorial Library on October 19, 2017 and new city parking lot on Main Street on December 19, 2017.
- Produced three promotional videos on the Georgia International Horse Park, Cherokee Run Golf Club, and Olde Town Conyers.
- Partnered with Olde Town merchants to host series of “The Resurgence of Downtowns” videos by Roger Brooks at e-station in Olde Town Conyers.

Tourism & Public Relations *FY 2018-19*

- Continued business development efforts in Olde Town Conyers including meeting with prospective new businesses and those seeking to expand or relocate to downtown.
- Organized and/or assisted with the following events: State of the City Address, St Patrick's Day Parade, Arbor Day, Cherry Blossom Festival, Olde Town Christmas Party, Conyers Christmas Parade, Taste of Conyers and Car Show, Celebrate Community Parade, Olde Town Fall Festival, Olde Town Summer Film Series and Hands of Literacy Parade.
- Issued news releases and newsletters, created proclamations and correspondence on behalf of city officials, monitored and managed social media, and addressed media requests as needed.

KEY PERFORMANCE MEASURES

| Department of Public Relations & Tourism | FY 2015-2016 Actual | FY 2016-2017 Actual | FY 2017-2018 Pre-Audit |
|--|---------------------|---------------------|------------------------|
| Number of visitors to Conyers Welcome Center | 5,243 | 5254 | 5514 |
| Number of Events in Olde Town | 115 | 136 | 140 |
| Number of Volunteers | 92 | 118 | 127 |

BUDGET HIGHLIGHTS

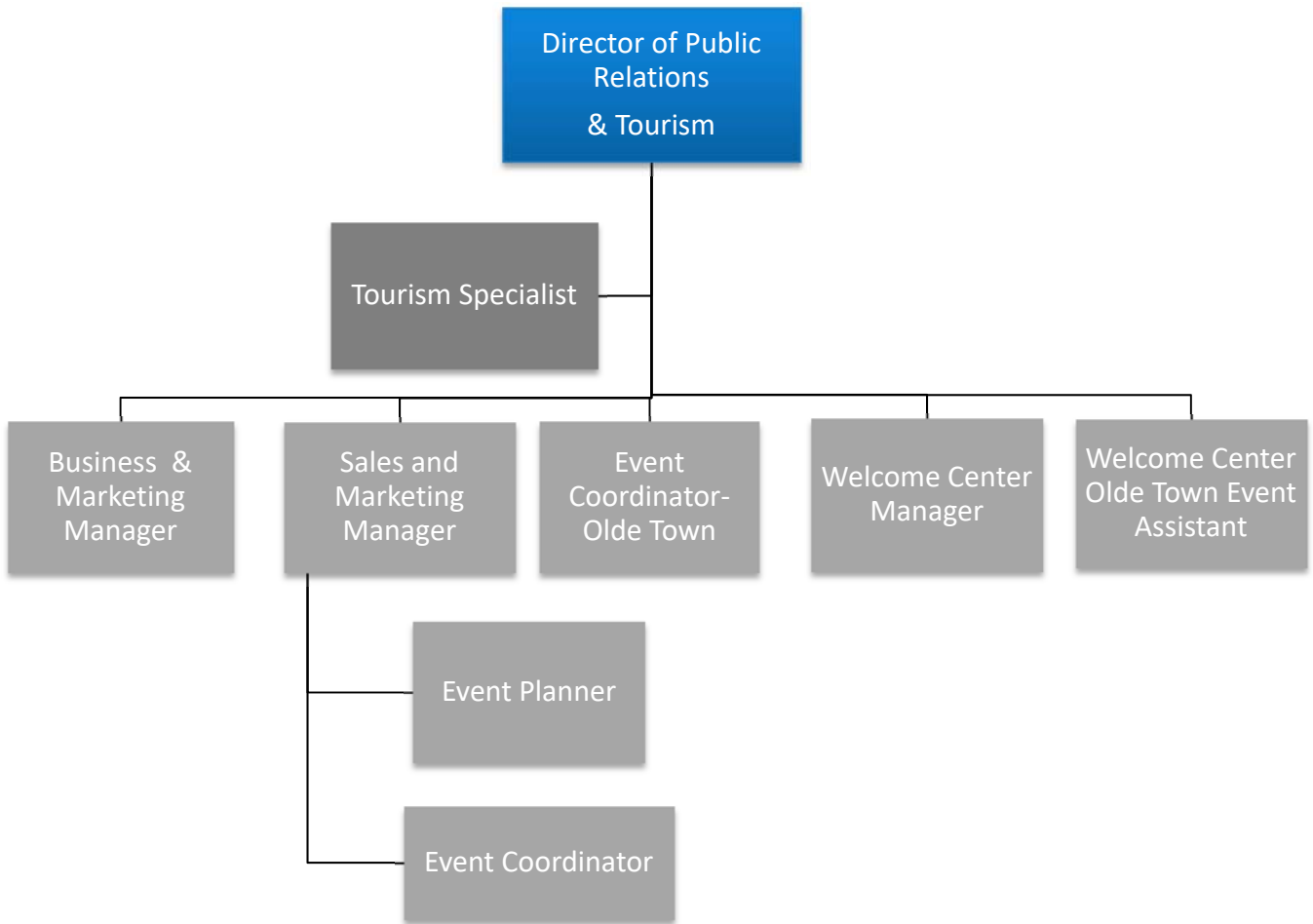
The projected expenditures for fiscal year 2018-2019 are \$1,250,000, an increase of \$18,567 (1.5%) over the previous year's amended budget of \$1,231,433. The primary reasons for the increase is the costs associated with salaries, Olde Town events and Capital outlay.

PERSONNEL POSITIONS

| Public Relations & Tourism Positions | Salary Grade | FY 2016-17 Budgeted Positions | FY 2017-18 Budgeted Positions | FY 2018-19 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 | 112 | 1 | 1 | 1 |
| Welcome Center Manager | 108 | 1 | 1 | 1 |
| Events Assistant | 106 | 0 | 0 | 1 |
| Total | | 9 | 9 | 10 |

Tourism & Public Relations FY 2018-19

Organizational Chart Department of Tourism and Public Relations



Tourism & Public Relations FY 2018-19

| 13-6400-510 Tourism & Public Relations | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|---|---|--|--|-----------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 459,015 | \$ 492,488 | 7.3% |
| 1110-0 | Other Salaries & Wages | 18,203 | 12,408 | -31.8% |
| 2100-0 | Group Health Insurance | 73,680 | 90,027 | 22.2% |
| 2110-0 | Group Life Insurance | 1,650 | 1,537 | -6.8% |
| 2120-0 | Group Dental Insurance | 3,698 | 3,655 | -1.2% |
| 2130-0 | Group Vision Insurance | 845 | 795 | -5.9% |
| 2200-0 | FICA Expense | 37,255 | 38,701 | 3.9% |
| 2400-0 | Municipal Retirement | 71,640 | 66,323 | -7.4% |
| | Total Personal Benefits | \$ 665,986 | \$ 705,934 | 6.0% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Labor | 160,000 | - | N/A |
| 1110-0 | Maintenance/Repairs Equipment | \$ 8,000 | \$ 8,000 | 0.0% |
| 2205-0 | Way-Finding Signage | 50,000 | 150,000 | 200.0% |
| 2300-0 | Advertising | 67,265 | 77,085 | 14.6% |
| 2400-0 | Publishing/Printing | 22,880 | 16,560 | -27.6% |
| 2500-0 | Postage | 12,000 | 12,000 | 0.0% |
| 3100-0 | Dues, Fees & Memberships | 12,040 | 12,165 | 1.0% |
| 3700-0 | Training and Travel | 5,350 | 6,250 | 16.8% |
| | Purchased/Contracted Services | \$ 337,535 | \$ 282,060 | -16.4% |
| 53 | Supplies | | | |
| 1100-0 | Office Supplies | \$ 4,000 | \$ 3,500 | -12.5% |
| 1300-0 | Periodicals/Publications | 150 | - | N/A |
| | Total Supplies | \$ 4,150 | \$ 3,500 | -15.7% |
| 57 | Other Costs | | | |
| 5950-0 | Economic Development | \$ 90,000 | \$ 90,000 | 0.0% |
| 5956-0 | Arts Council | 25,000 | 25,000 | 0.0% |
| 5957-0 | New Depot Players | 5,000 | 5,000 | 0.0% |
| 6001-0 | Historical Society | 6,000 | 6,000 | 0.0% |
| 8510-0 | Special Events | 12,050 | 1,050 | -91.3% |
| 8535-0 | Olde Town Events | 45,120 | 73,500 | 62.9% |
| | Total Other Costs | \$ 183,170 | \$ 200,550 | 9.5% |
| | Total Tourism & Public Relations | \$ 1,190,841 | \$ 1,192,044 | 0.1% |

Tourism & Public Relations FY 2018-19

| 13-6450-530 Big Haynes Creek Nature Center | | FY:2017-2018 | FY:2018-2019 | % Change |
|---|---|---------------------------|-----------------------------|-----------------|
| | | Amended Budget | Operating Budget | |
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 16,829 | \$ 25,360 | 50.7% |
| 1120-0 | Overtime Salaries & Wages | 100 | - | -100.0% |
| 2100-0 | Group Health Insurance | 4,028 | 6,743 | 67.4% |
| 2110-0 | Group Life Insurance | 81 | 79 | -2.5% |
| 2120-0 | Group Dental Insurance | 370 | 406 | 9.7% |
| 2130-0 | Group Vision Insurance | 85 | 88 | 3.5% |
| 2200-0 | FICA Expense | 1,226 | 1,940 | 58.2% |
| 2400-0 | Municipal Retirement | 2,273 | 3,325 | 46.3% |
| | Total Personal Benefits | \$ 24,992 | \$ 37,941 | 51.8% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Contract Labor | \$ 7,000 | \$ - | -100.0% |
| | Total Supplies | \$ 7,000 | \$ - | -100.0% |
| 53 | Supplies | | | |
| 1250-0 | Operating Supplies | \$ 6,000 | \$ - | -100.0% |
| 1300-0 | Landscaping Supplies | 2,000 | - | -100.0% |
| 1345-0 | Signage | 600 | - | -100.0% |
| | Total Supplies | \$ 8,600 | \$ - | -100.0% |
| 54 | Capital Outlay | | | |
| 8100-0 | Construction-in-Progress | \$ - | \$ 20,015 | N/A |
| | Total Capital Outlay | \$ - | \$ 20,015 | N/A |
| | Total Big Haynes Creek Nature Center | \$ 40,592 | \$ 57,956 | 42.8% |

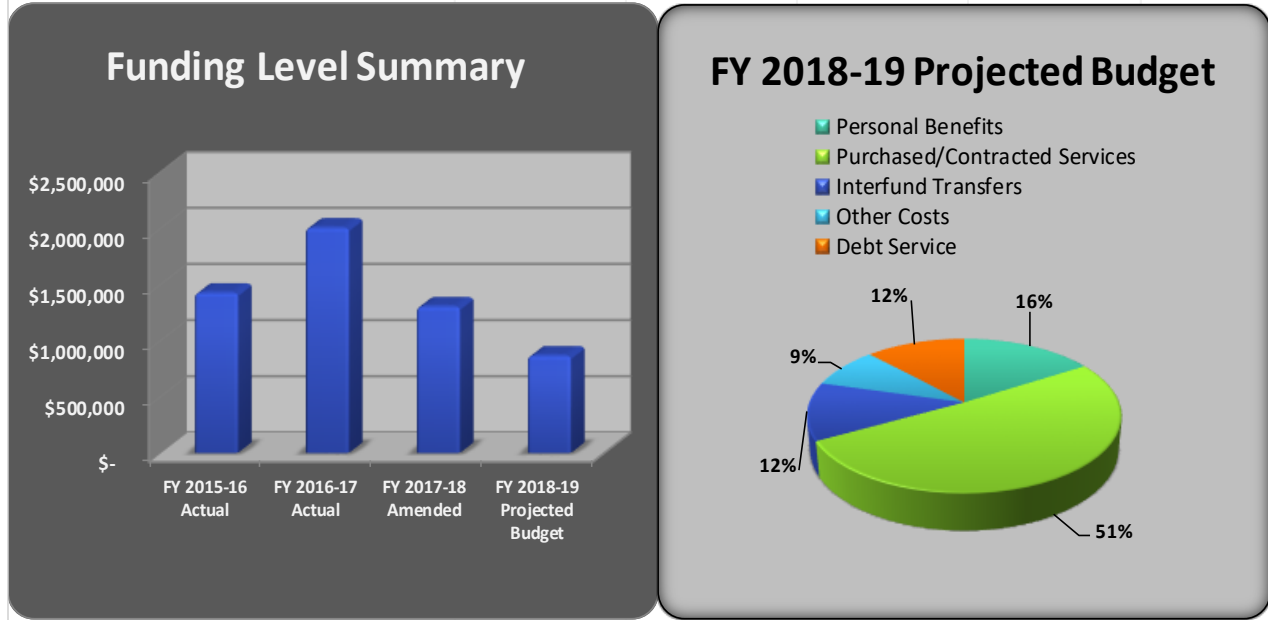
Note: The Big Haynes Creek Nature Center is a Special Revenue Fund under the Hotel-Motel Fund. However, this department is managed and maintained under the Georgia International Horse Park.

Non-Departmental FY 2018-19

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. This cost center also covers debt service and interfund transfers.

| Funding Level Summary | FY 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017-2018 |
|-------------------------------|------------------------------|------------------------------|-------------------------------|--|---|
| Personal Benefits | \$ 119,351 | \$ 142,149 | \$ 128,057 | \$ 140,190 | 9.5% |
| Purchased/Contracted Services | 379,862 | 373,035 | 482,500 | 442,500 | -8.3% |
| Interfund Transfers | 679,234 | 1,218,158 | 480,824 | 106,065 | -77.9% |
| Other Costs | 66,358 | 90,038 | 85,000 | 75,000 | -11.8% |
| Debt Service | 184,930 | 185,362 | 130,000 | 105,000 | -19.2% |
| Departmental Total | \$ 1,429,735 | \$ 2,008,742 | \$ 1,306,381 | \$ 868,755 | -33.5% |



BUDGET HIGHLIGHTS

The projected expenditures for fiscal year 2018-2019 are \$868,755, a decrease of \$437,626 (-33.5%) over last year's amended budget of \$1,306,381. 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 2018-19

| 10-9100-900 Non-Departmental | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|-------------------------------------|--------------------------------------|--|--|-----------------|
| 51 | Personal Benefits | | | |
| 4300-0 | Retiree Health & Life Insurance | \$ 123,057 | \$ 135,190 | 9.9% |
| 4350-0 | Unemployment Compensation | 5,000 | 5,000 | 0.0% |
| | Total Personal Benefits | \$ 128,057 | \$ 140,190 | 9.5% |
| 52 | Purchased/Contracted Services | | | |
| 3100-0 | Dues, Fees & Memberships | \$ 7,500 | \$ 7,500 | 0.0% |
| 5200-0 | Workers Compensation Insurance | 250,000 | 200,000 | -20.0% |
| 5300-0 | Liability Insurance | 225,000 | 235,000 | 4.4% |
| | Purchased/Contracted Services | \$ 482,500 | \$ 442,500 | -8.3% |
| 55 | Interfund Transfers | | | |
| 9600-0 | Operating Transfers Out | \$ 480,824 | \$ 106,065 | -77.9% |
| | Total Interfund Transfers | \$ 480,824 | \$ 106,065 | -77.9% |
| 57 | Other Costs | | | |
| 1500-0 | Fiscal Agent Charges | \$ 50,000 | \$ 40,000 | -20.0% |
| 1600-0 | Stormwater Fees | 35,000 | 35,000 | 0.0% |
| | Total Other Costs | \$ 85,000 | \$ 75,000 | -11.8% |
| 58 | Debt Service | | | |
| 1600-0 | C.I.P. Leases Current | \$ 100,000 | \$ 75,000 | -25.0% |
| 1602-0 | Interest Expense | 30,000 | 30,000 | 0.0% |
| | Total Debt Service | \$ 130,000 | \$ 105,000 | -19.2% |
| | Total Non-Departmental | \$ 1,306,381 | \$ 868,755 | -33.5% |

Cherokee Run Golf Club



Functional Organizational Chart Department of Cherokee Run Golf Club



DEPARTMENT DESCRIPTION

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



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

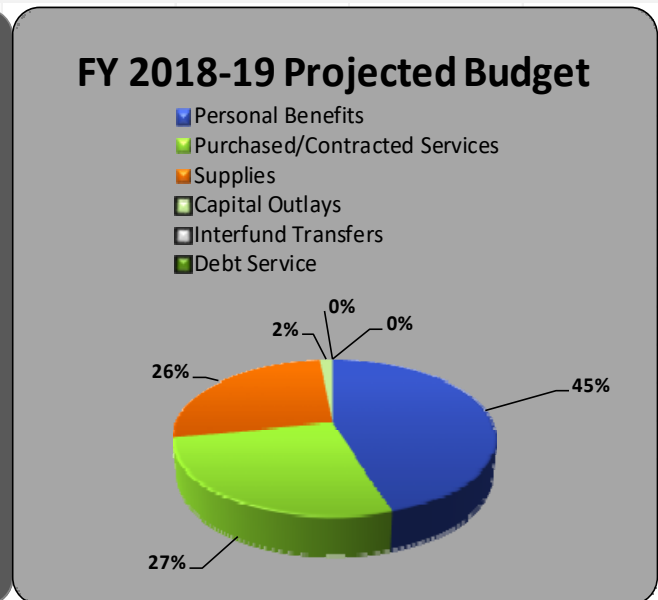
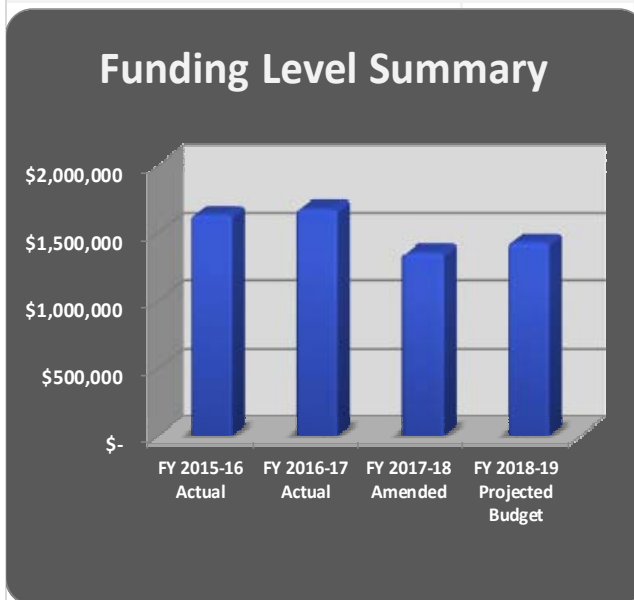
Cherokee Run Golf Club features a pro shop stocked with top-of-the-line logo merchandise as well as superior equipment like golf balls, golf bags and golf clubs. The Palmer Banquet Room provides space for banquets, wedding receptions and corporate meetings. The chef prepares a weekly Sunday brunch, daily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

Cherokee Run Golf Club FY 2018-19

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 2015-16 Actual | FY 2016-17 Actual | FY 2017-18 Amended | FY 2018-19 Projected Budget | % Change From FY 2017- 2018 |
|-------------------------------|----------------------|----------------------|-----------------------|-----------------------------------|-----------------------------------|
| Funding Level Summary | | | | | |
| Cherokee Run Administration | \$ 827,861 | \$ 767,456 | \$ 501,144 | \$ 535,152 | 6.8% |
| Cherokee Run Maintenance | 508,414 | 576,244 | 556,636 | 558,375 | 0.3% |
| Cherokee Run Food & Beverage | 295,133 | 330,001 | 293,261 | 327,927 | 11.8% |
| Departmental Total | \$ 1,631,408 | \$ 1,673,701 | \$ 1,351,041 | \$ 1,421,454 | 5.2% |
| | | | | | |
| Personal Benefits | \$ 540,720 | \$ 653,531 | \$ 610,341 | \$ 639,854 | 4.8% |
| Purchased/Contracted Services | 470,580 | 441,149 | 350,700 | 388,850 | 10.9% |
| Supplies | 417,992 | 442,406 | 367,000 | 370,750 | 1.0% |
| Capital Outlays | 180,575 | 113,812 | - | 22,000 | N/A |
| Interfund Transfers | 20,958 | 22,803 | 23,000 | - | -100.0% |
| Debt Service | 583 | - | - | - | N/A |
| Departmental Total | \$ 1,631,408 | \$ 1,673,701 | \$ 1,351,041 | \$ 1,421,454 | 5.2% |
| | | | | | |
| Personnel Summary | | | | | |
| Cherokee Run Administration | 5 | 5 | 6 | 3 | -50.0% |
| Cherokee Run Maintenance | 3 | 4 | 4 | 4 | 0.0% |
| Cherokee Run Food & Beverage | 1 | 1 | 1 | 1 | 0.0% |
| Departmental Total | 9 | 10 | 11 | 8 | -27.3% |



Cherokee Run Golf Club *FY 2018-19*

FUTURE OUTLOOK – FISCAL YEAR 2018-2019

- Our goal always is to be as efficient as possible while striving to deliver a very upscale experience.
- Market and establish Cherokee Run Golf Club as the best municipal golf course in the state of Georgia.
- Be a host site for state qualifiers and state championships. Cherokee Run Golf Club is hosting the 2018 Georgia Public Links Championship on September 8 & 9, 2018.
- Continue our partnership with Golf Now and The Golf Channel, 680 The Fan radio, channel 46, which gives Cherokee Run Golf Club exposure outside our normal marketing area, and establishes Cherokee Run Golf Club as a true destination golf course.
- 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.
- Establish Cherokee Run clubhouse as the place to have meetings, weddings, receptions, and parties.
- To have Cherokee Run Golf Club as a profitable asset for the citizens of Conyers.

ACCOMPLISHMENTS – FISCAL YEAR 2017-2018

- ✓ Maintained a 4.3 out of 5.0 customer satisfaction rating by Golf Advisory.
- ✓ Set records in April 2018 with our best Masters week, and our overall record month.
- ✓ Established Cherokee Run Golf Club as the place to enjoy Easter, and Mother's Day Brunch. Over 200 customers enjoyed each brunch.
- ✓ 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 2018-19

KEY PERFORMANCE MEASURES

| Cherokee Run Golf Club | FY 2015-2016 Actual | FY 2016-2017 Actual | FY 2017-2018 Pre-Audit |
|-------------------------|------------------------|------------------------|---------------------------|
| Rounds of Golf | 26,566 | 28,197 | 27,200 |
| Number of Events | 88 | 70 | 84 |

BUDGET HIGHLIGHTS

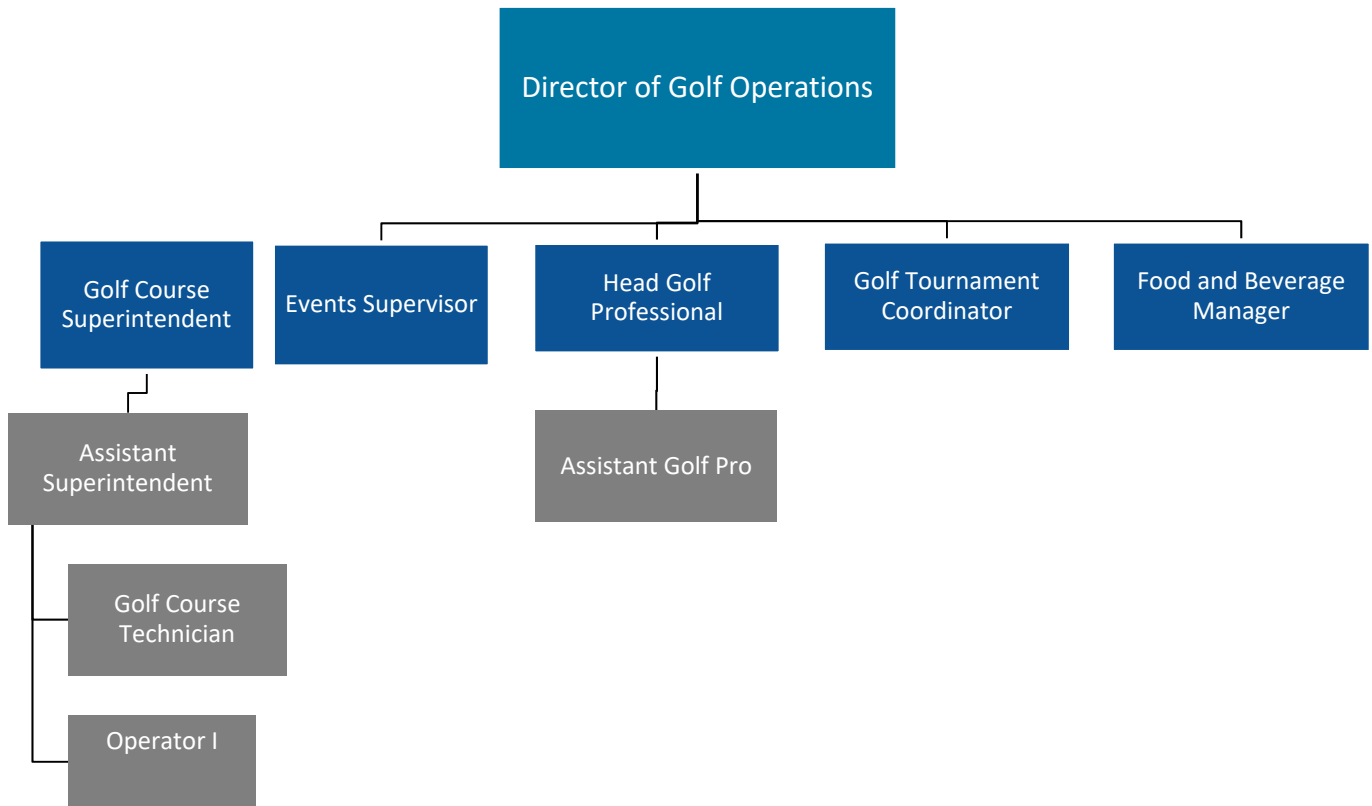
The projected expenditures for fiscal year 2018-2019 are \$1,421,454, an increase of \$70,413 (5%) from the previous year's unaudited budget of \$1,351,041. Cherokee Run is comprised of three different divisions: Administration, Maintenance, and Food and Beverage. The primary reason for the increase is due to salaries and building maintenance costs.

PERSONNEL POSITIONS

| Cherokee Run Golf Course | Salary Grade | FY 2016-17 Budgeted Positions | FY 2017-18 Budgeted Positions | FY 2018-19 Budgeted Positions |
|-----------------------------|-----------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Director of Golf Operations | UC | 1 | 1 | 1 |
| Golf Course Superintendent | 117 | 1 | 1 | 1 |
| Business Operations Manager | 116 | 1 | 1 | 0 |
| Sales and Marketing Manager | 115 | 1 | 1 | 0 |
| Food and Beverage Manager | 115 | 1 | 1 | 1 |
| Head Golf Professional | 115 | 0 | 1 | 1 |
| Golf Course Technician | 115 | 1 | 1 | 1 |
| Assistant Superintendent | 110 | 1 | 1 | 1 |
| Golf Tournament Coordinator | 107 | 1 | 1 | 1 |
| Assistant Golf Pro | 106 | 1 | 1 | 0 |
| Operator I | 106 | 1 | 1 | 1 |
| Total | | 10 | 11 | 8 |

Cherokee Run Golf Club FY 2018-19

Organizational Chart Department of Cherokee Run Golf Club



Cherokee Run Golf Club FY 2018-19

| 17-1700-018 Cherokee Run Administration | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|---|--|-----------------------------------|-------------------------------------|--------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 179,824 | \$ 182,818 | 1.7% |
| 1110-0 | Other Salaries & Wages | 15,749 | 16,670 | 5.8% |
| 2100-0 | Group Health Insurance | 18,735 | 19,354 | 3.3% |
| 2110-0 | Group Life Insurance | 536 | 558 | 4.1% |
| 2120-0 | Group Dental Insurance | 740 | 812 | 9.7% |
| 2130-0 | Group Vision Insurance | 169 | 177 | 4.7% |
| 2200-0 | FICA Expense | 16,166 | 15,260 | -5.6% |
| 2300-0 | Workers Comp Insurance | - | 5,000 | N/A |
| 2400-0 | Municipal Retirement | 26,775 | 26,153 | -2.3% |
| 2400-A | Pension Expense | - | 5,000 | N/A |
| | Total Personal Benefits | \$ 258,694 | \$ 271,802 | 5.1% |
| 52 | Purchased/Contracted Services | | | |
| 1120-0 | Temporary Labor | \$ 55,000 | \$ 65,000 | 18.2% |
| 1150-0 | Building Maintenance | 10,000 | 20,000 | 100.0% |
| 1155-0 | Computer Services | 13,200 | 12,500 | -5.3% |
| 1200-0 | Pest Control Services | 1,000 | 1,000 | 0.0% |
| 2100-0 | Drug Testing Contracts | - | 100 | N/A |
| 2200-0 | Telephone/Cable | 5,000 | 5,000 | 0.0% |
| 2300-0 | Advertising | 10,000 | 10,000 | 0.0% |
| 2500-0 | Postage | 250 | 250 | 0.0% |
| 3100-0 | Dues, Fees, & Memberships | 17,000 | 20,000 | 17.6% |
| 3700-0 | Training & Travel | 2,500 | 2,000 | -20.0% |
| 5300-0 | Liability Insurance | 6,000 | - | -100.0% |
| 6000-0 | Reward Program Expense | 15,000 | 20,000 | 33.3% |
| | Total Purchased/Contracted Services | \$ 134,950 | \$ 155,850 | 15.5% |
| 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 | 500 | -75.0% |
| 1250-0 | Operating Equipment/supplies | 6,000 | 6,000 | 0.0% |
| 1300-0 | Electricity | 36,000 | 35,000 | -2.8% |
| 1380-0 | Machinery Parts/Repairs | 1,000 | 1,000 | 0.0% |
| 1400-0 | Uniforms | 3,000 | 500 | -83.3% |
| 1515-0 | Pro-Shop Merchandise | 55,000 | 60,000 | 9.1% |
| | Total Supplies | \$ 107,500 | \$ 107,500 | 0.0% |
| | Total Cherokee Run Administration | \$ 501,144 | \$ 535,152 | 6.8% |

Cherokee Run Golf Club FY 2018-19

| 17-1710-018 Cherokee Run Maintenance | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|--------------------------------------|--|-----------------------------------|-------------------------------------|--------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 195,290 | \$ 204,093 | 4.5% |
| 2100-0 | Group Health Insurance | 30,943 | 31,965 | 3.3% |
| 2110-0 | Group Life Insurance | 609 | 607 | -0.3% |
| 2120-0 | Group Dental Insurance | 1,109 | 1,218 | 9.8% |
| 2130-0 | Group Vision Insurance | 253 | 265 | 4.7% |
| 2200-0 | FICA Expense | 14,939 | 16,021 | 7.2% |
| 2400-0 | Municipal Retirement | 24,743 | 27,456 | 11.0% |
| | Total Personal Benefits | \$ 267,886 | \$ 281,625 | 5.1% |
| 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 | - | -100.0% |
| 1150-0 | Building Maintenance | 1,000 | 1,000 | 0.0% |
| 1155-0 | Computer Services | 250 | - | -100.0% |
| 1160-0 | Equipment Rental | 1,000 | 1,000 | 0.0% |
| 1222-0 | Computer Equipment | 500 | - | -100.0% |
| 3100-0 | Dues, Fees & Memberships | 500 | 250 | -50.0% |
| 3700-0 | Training & Travel | 500 | 250 | -50.0% |
| | Total Purchased/Contracted Services | \$ 132,750 | \$ 130,000 | -2.1% |
| 53 | Supplies | | | |
| 1250-0 | Operating Equipment/Supplies | \$ 6,000 | \$ 10,000 | 66.7% |
| 1350-0 | Chemicals/Fertilizer | 73,000 | 65,000 | -11.0% |
| 1357-0 | Sand, Top Dressing | 8,000 | 10,000 | 25.0% |
| 1375-0 | Landscaping Supplies | 8,000 | 7,500 | -6.3% |
| 1380-0 | Machinery Parts/Repairs | 34,000 | 30,000 | -11.8% |
| 1400-0 | Uniforms | 2,000 | 2,000 | 100.0% |
| 4500-0 | Small Tools | 2,000 | 250 | -87.5% |
| | Total Supplies | \$ 133,000 | \$ 124,750 | -6.2% |
| 55 | Interfund Transfers | | | |
| 1200-0 | Tires | \$ 1,500 | \$ 500 | -66.7% |
| 1300-0 | Oil & Fluids | 1,500 | 1,500 | 0.0% |
| 1400-0 | Fuel | 20,000 | 20,000 | 0.0% |
| | Total Interfund Transfers | \$ 23,000 | \$ 22,000 | -4.3% |
| | Total Cherokee Run Maintenance | \$ 556,636 | \$ 558,375 | 0.3% |

Cherokee Run Golf Club FY 2018-19

| 17-1720-018 Cherokee Run Food & Beverage | | FY:2017-2018 Amended Budget | FY:2018-2019 Operating Budget | % Change |
|---|---|--|--|-----------------|
| 51 | Personal Benefits | | | |
| 1100-0 | Regular Salaries & Wages | \$ 58,945 | \$ 61,075 | 3.6% |
| 2100-0 | Group Health Insurance | 12,207 | 12,610 | 3.3% |
| 2110-0 | Group Life Insurance | 176 | 181 | 2.8% |
| 2120-0 | Group Dental Insurance | 370 | 406 | 9.7% |
| 2130-0 | Group Vision Insurance | 85 | 88 | 3.5% |
| 2200-0 | FICA Expense | 4,509 | 4,447 | -1.4% |
| 2400-0 | Municipal Retirement | 7,469 | 7,620 | 2.0% |
| | Total Personal Benefits | \$ 83,761 | \$ 86,427 | 3.2% |
| 52 | Purchased/Contracted Services | | | |
| 1100-0 | Maintenance & Repairs Equipment | \$ 5,000 | \$ 5,000 | 0.0% |
| 1120-0 | Temporary Labor | 70,000 | 90,000 | 28.6% |
| 1210-0 | Janitorial Services | 8,000 | 8,000 | 0.0% |
| | Total Purchased/Contracted Services | \$ 83,000 | \$ 103,000 | 24.1% |
| 53 | Supplies | | | |
| 1103-0 | Beer | \$ 18,000 | \$ 20,000 | 11.1% |
| 1104-0 | Wine | 2,000 | 2,000 | 0.0% |
| 1105-0 | Liquor | 8,500 | 8,500 | 0.0% |
| 1107-0 | Food Expenses | 75,000 | 85,000 | 13.3% |
| 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 | \$ 138,500 | 9.5% |
| | Total Cherokee Run Food & Beverage | \$ 293,261 | \$ 327,927 | 11.8% |

Capital Improvement Plan FY 2018-19



CITY OF
CONYERS
Celebration of Community

CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2019-2023

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.

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.

Capital Improvement Plan *FY 2018-19*

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.

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

Capital Improvement Plan *FY 2018-19*

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.

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

Capital Improvement Plan *FY 2018-19*

attention on the existing condition of the streets, bridges, public buildings, equipment, and so on, before expanding the capital inventory.

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

There are federal and state programs that a municipality may draw upon for planning, constructing and financing capital improvements.

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

CIP COMMON MISTAKES TO BE AVOIDED

To limit the opportunity for things to go wrong now or in the future years of the CIP, the following common mistakes are to be avoided:

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

FISCAL POLICIES AND ANALYSIS

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

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- 2) the new debt structure of the community and its ability to incur new debt; and
- 3) policy statements dealing with revenues, operating expenditures, capital improvements, bonds, and the relations among and between them.

CAPITAL IMPROVEMENT PROGRAM POLICIES

- 1) A clear, explicit, and definite series of policy statements should be developed as guides in capital programming. The following represents the capital improvement budget policies of Conyers:
 - 2) The City will make all capital improvements in accordance with an adopted Capital Improvements Program.
 - 3) The City will develop a multi-year plan for capital improvements and update it annually.
 - 4) The City will enact an annual capital budget based on the multi-year Capital Improvements Program. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.
 - 5) The City will coordinate development of the capital improvements budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
 - 6) The City will use intergovernmental assistance to finance those capital improvements that are consistent with the Capital Improvements Program and City priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
 - 7) The City will maintain all its assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.

- 8) The City will project its equipment replacement and maintenance needs for the next several years, and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- 9) The City will identify the estimated costs and potential funding sources for each capital 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.

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

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

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

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

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

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

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

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

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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.

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

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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 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.

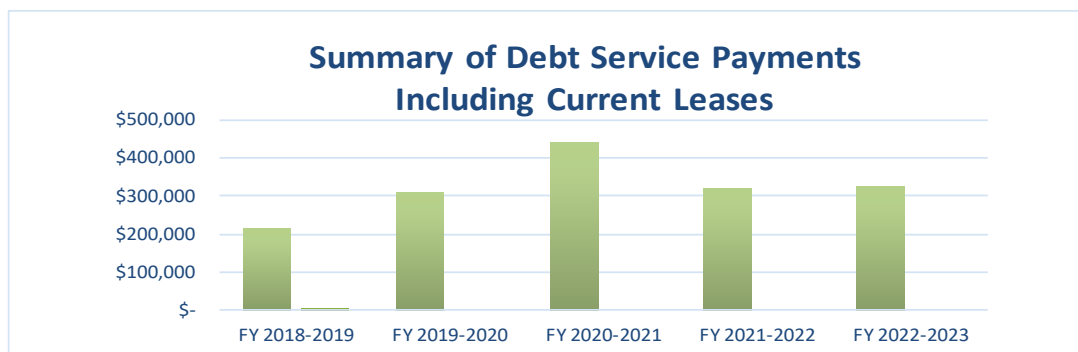
Capital Improvement Plan FY 2018-19

| Capital Improvement Plan | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|--|
| Fiscal Years 2019-2023 | | | | | | | |
| DIVISION/FUND | | | | | | | |
| List of Equipment | FY 2018-2019 | FY 2019-2020 | FY 2020-2021 | FY 2021-2022 | FY 2022-2023 | Total | |
| Georgia International Horse Park | | | | | | | |
| Tables | \$ 5,000 | \$ - | \$ - | \$ - | \$ - | 5,000 | |
| Resealing Grand Prix Plaza | \$ 60,440 | \$ - | \$ - | \$ - | \$ - | 60,440 | |
| Drags | \$ - | \$ - | \$ 7,500 | \$ - | \$ - | 7,500 | |
| Covering Arena 8 | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 | 2,000,000 | |
| Tractors | \$ - | \$ 40,000 | \$ 32,000 | \$ - | \$ - | 72,000 | |
| Paving Retail Parking Lot | \$ - | \$ - | \$ 65,000 | \$ - | \$ - | 65,000 | |
| Barricades | \$ 7,500 | \$ 7,500 | \$ - | \$ - | \$ - | 15,000 | |
| Remodel Meeting Rooms | \$ - | \$ 17,000 | \$ - | \$ - | \$ - | 17,000 | |
| Chairs for Outdoor Events | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 | 10,000 | |
| Fencing | \$ - | \$ - | \$ 30,000 | \$ - | \$ - | 30,000 | |
| Mowers | \$ - | \$ - | \$ 40,000 | \$ - | \$ - | 40,000 | |
| Bush Hog | \$ - | \$ 7,400 | \$ - | \$ - | \$ - | 7,400 | |
| Landcape Trailer | \$ - | \$ - | \$ - | \$ 10,000 | \$ - | 10,000 | |
| Light Fixtures | \$ - | \$ 57,000 | \$ - | \$ - | \$ - | 57,000 | |
| Golf Carts/Gators | \$ - | \$ 18,000 | \$ 32,000 | \$ - | \$ - | 50,000 | |
| Passenger Vehicle | \$ - | \$ - | \$ 25,000 | \$ - | \$ - | 25,000 | |
| Dump Truck | \$ - | \$ - | \$ - | \$ 47,000 | \$ - | 47,000 | |
| Utility Vehicle | \$ - | \$ - | \$ - | \$ 9,000 | \$ 9,000 | 18,000 | |
| Paint Charles Walker Arena | \$ - | \$ 40,000 | \$ - | \$ - | \$ - | 40,000 | |
| Rebuild Footing | \$ - | \$ 25,000 | \$ - | \$ 25,000 | \$ - | 50,000 | |
| Total GIHP | \$ 72,940 | \$ 211,900 | \$ 231,500 | \$ 96,000 | \$ 2,014,000 | \$ 2,626,340 | |
| Public Safety | | | | | | | |
| Replacement Patrol Vehicles | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | 1,250,000 | |
| 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 | |
| Total Public Safety | \$ 654,150 | \$ 325,000 | \$ 325,000 | \$ 325,000 | \$ 250,000 | \$ 1,879,150 | |
| Public Works & Transportation | | | | | | | |
| Portable Air Compressor | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | 15,000 | |
| Bucket Truck | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | 100,000 | |
| F-250 Ford Trucks | \$ - | \$ 76,000 | \$ - | \$ - | \$ - | 76,000 | |
| Asphalt Roller | \$ 35,000 | \$ - | \$ - | \$ - | \$ - | 35,000 | |
| Rubber Tire Loader/Backhoe | \$ 120,000 | \$ - | \$ - | \$ - | \$ - | 120,000 | |
| Ford F-550 Dump Truck | \$ - | \$ 60,000 | \$ - | \$ - | \$ - | 60,000 | |
| Total Public Works & Transportation | \$ 255,000 | \$ 151,000 | \$ - | \$ - | \$ - | \$ 406,000 | |
| GENERAL FUND | \$ 982,090 | \$ 687,900 | \$ 556,500 | \$ 421,000 | \$ 2,264,000 | \$ 4,911,490 | |

Capital Improvement Plan FY 2018-19

| Stormwater | | | | | | | |
|-------------------------------------|-----------|------------------|-----------|----------------|-----------|----------------|---|
| Single Axle Dump Truck | \$ | - | \$ | - | \$ | 80,000 | \$ - \$ 80,000 |
| Total Stormwater | \$ | - | \$ | - | \$ | 80,000 | \$ - \$ 80,000 |
| STORMWATER FUND | \$ | - | \$ | - | \$ | 80,000 | \$ - \$ 80,000 |
| Sanitation | | | | | | | |
| 1 Ton Flat Bed Trucks | \$ | - | \$ | 168,000 | \$ | 168,000 | \$ - \$ 336,000 |
| Leaf Vacuum | \$ | 42,000 | \$ | - | \$ | - | \$ - \$ 42,000 |
| 22 Foot Dump Trailer | \$ | - | \$ | 15,000 | \$ | - | \$ - \$ 15,000 |
| Total Sanitation | \$ | 42,000 | \$ | 183,000 | \$ | 168,000 | \$ - \$ 393,000 |
| SANITATION FUND | \$ | 42,000 | \$ | 183,000 | \$ | 168,000 | \$ - \$ 393,000 |
| Cherokee Run Golf Club | | | | | | | |
| John Deere 2500 Greens Mower | \$ | 35,000 | \$ | 35,000 | \$ | - | \$ - \$ 70,000 |
| Toro Fairway Mower | \$ | - | \$ | 55,000 | \$ | - | \$ - \$ 55,000 |
| 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 | \$ | 95,000 | \$ | 125,000 | \$ | - | \$ - \$ 220,000 |
| GOLF FUND | \$ | 95,000 | \$ | 125,000 | \$ | - | \$ - \$ 220,000 |
| Total All Funds | \$ | 1,119,090 | \$ | 995,900 | \$ | 804,500 | \$ 421,000 \$ 2,264,000 \$ 5,604,490 |

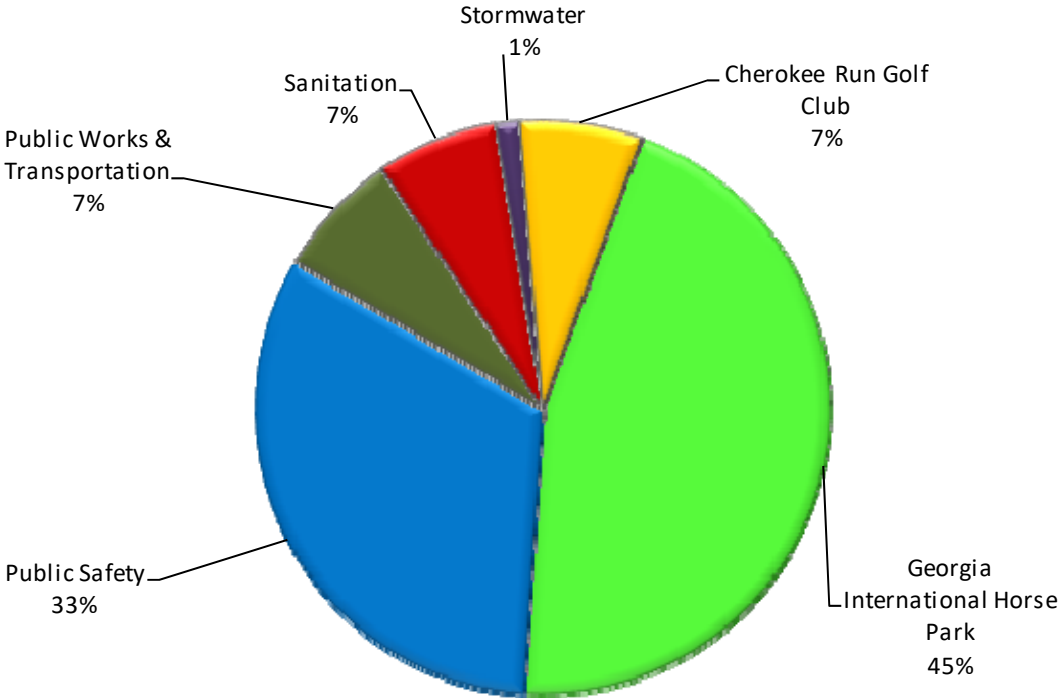
| Capital Improvement Plan Fiscal Years 2019-2023 Summary of Debt Service Payments | | | | | | | ALL DEPARTMENTS |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-----------------|
| Department | FY 2018-2019 | FY 2019-2020 | FY 2020-2021 | FY 2021-2022 | FY 2022-2023 | Total | |
| Current Lease Purchases | \$ 214,251 | \$ 214,251 | \$ 149,200 | \$ 45,196 | \$ 35,362 | \$ 658,260 | |
| Georgia International Horse Park | \$ - | \$ 8,732 | \$ 25,094 | \$ 53,256 | \$ 65,481 | \$ 152,563 | |
| Public Works & Transportation | \$ - | \$ 55,666 | \$ 88,630 | \$ 88,630 | \$ 88,630 | \$ 321,556 | |
| Stormwater | \$ - | \$ - | \$ 80,000 | \$ - | \$ - | \$ 80,000 | |
| Cherokee Run | \$ - | \$ 20,738 | \$ 48,026 | \$ 48,026 | \$ 48,026 | \$ 164,816 | |
| Sanitation | \$ - | \$ 9,169 | \$ 49,119 | \$ 85,794 | \$ 85,794 | \$ 229,876 | |
| Total Lease Purchases Debt | \$ 214,251 | \$ 308,556 | \$ 440,069 | \$ 320,902 | \$ 323,293 | \$ 1,607,071 | |



Capital Improvement Plan *FY 2018-19*

Fiscal Years 2019-2023

Capital Leases (ALL DEPARTMENTS)





CITY OF
CONYERS

Celebration of Community



Capital Improvement Plan

Fiscal Years 2019-2023

Georgia International Horse Park

(GIHP)

Georgia International Horse Park - CIP FY 2018-19

City of Conyers

Capital Improvement Plan

Fiscal Years 2019-2023

Summary of Debt Service Payments

GIHP

| Debt Service | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Georgia International Horse Park | FY 2018-2019 | FY 2019-2020 | FY 2020-2021 | FY 2021-2022 | FY 2022-2023 | Total |
| Tractors | \$ - | \$ 8,732 | \$ 8,732 | \$ 15,718 | \$ 15,718 | \$ 48,900 |
| Mowers | \$ - | \$ - | \$ - | \$ 8,732 | \$ 8,732 | \$ 17,464 |
| Light Fixtures | \$ - | \$ - | \$ 12,433 | \$ 12,433 | \$ 12,433 | \$ 37,299 |
| Golf Carts | \$ - | \$ - | \$ 3,929 | \$ 10,915 | \$ 10,915 | \$ 25,759 |
| Passenger Vehicle | \$ - | \$ - | \$ - | \$ 5,458 | \$ 5,458 | \$ 10,916 |
| Dump Truck | \$ - | \$ - | \$ - | \$ - | \$ 10,260 | \$ 10,260 |
| Utility Vehicle | \$ - | \$ - | \$ - | \$ - | \$ 1,965 | \$ 1,965 |
| Total GIHP | \$ - | \$ 8,732 | \$ 25,094 | \$ 53,256 | \$ 65,481 | \$ 152,563 |

Georgia International Horse Park - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | |
|-----------------------------|----------------|--------------------|
| Project # | GIHP-01 | |
| Project Name | Tables | |
| New or Replacement Category | New Furniture | Contact Department |



| | | |
|--|------------------------------|--------------|
| Description | Total Project Cost \$ | 5,000 |
| 25 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. This is on-going purchase.

| Expenditures | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-----------------|-------------|-------------|-------------|-------------|-----------------|
| Capital Outlay | \$ 5,000 | \$ - | \$ - | \$ - | \$ - | \$ 5,000 |
| Quantity | 25 | | | | | 25 |
| Total | \$ 5,000 | \$ - | \$ - | \$ - | \$ - | \$ 5,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-----------------|-------------|-------------|-------------|-------------|-----------------|
| General Fund Cash | \$ 5,000 | \$ - | \$ - | \$ - | \$ - | \$ 5,000 |
| Total | \$ 5,000 | \$ - | \$ - | \$ - | \$ - | \$ 5,000 |

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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| GIHP Revenue | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 12,500 |
| Total | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 12,500 |

Georgia International Horse Park - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

Project # **GIHP-02**
Project Name **Resealing the Asphalt in the Grand Prix**

New or Replacement Category **New Improvements** Contact Department



Description **Total Project Cost \$ 60,440**

Applying a product to seal the cracks and holes in the asphalt of the Grand Prix.

Justification

Over time, due to weather and events, the asphalt at the Grand Prix gets damages with cracks and holes from tent stakes. The last time this project was done was over 10 years ago and the asphalt is deteriorating as a result. A sealer needs to be applied to protect it from further damage.

| Expenditures | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 60,440 | \$ - | \$ - | \$ - | \$ - | \$ 60,440 |
| Total | \$ 60,440 | \$ - | \$ - | \$ - | \$ - | \$ 60,440 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|------------------|-------------|-------------|-------------|-------------|------------------|
| General Fund Cash | \$ 60,440 | \$ - | \$ - | \$ - | \$ - | \$ 60,440 |
| Total | \$ 60,440 | \$ - | \$ - | \$ - | \$ - | \$ 60,440 |

Operational Impact/Other

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

Georgia International Horse Park - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|-----------------------|--|------------|
| Project # | GIHP-03 | | |
| Project Name | Drags | | |
| New or Replacement Category | Replacement Equipment | | 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|-----------------|-------------|-------------|-----------------|
| Capital Outlay | \$ - | \$ - | \$ 7,500 | \$ - | \$ - | \$ 7,500 |
| Quantity | | | 1 | | | 1 |
| Total | \$ - | \$ - | \$ 7,500 | \$ - | \$ - | \$ 7,500 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-------------|-------------|-----------------|-------------|-------------|-----------------|
| General Fund Cash | \$ - | \$ - | \$ 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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|-------------------------|--------------------|-------------------------------|
| Project # | GIHP-04 | | |
| Project Name | Covering Arena 8 | | |
| New or Replacement Category | New Improvements | Contact Department | Jennifer Bexley Horse Park |



| | | |
|--------------------|---------------------------|---------------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|-------------|-------------|---------------------|---------------------|
| Capital Outlay | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 | \$ 2,000,000 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ 2,000,000 | \$ 2,000,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | 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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|------------------|--------------------|----------------------------|
| Project # | GIHP-05 | | |
| Project Name | Tractors | | |
| New or Replacement Category | New Improvements | Contact Department | Jennifer Bexley Horse Park |



| | | |
|---|---------------------------|------------------|
| Description | Total Project Cost | \$ 72,000 |
| One 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|------------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 40,000 | \$ 32,000 | \$ - | \$ - | \$ 72,000 |
| Quantity | | 1 | 1 | | | 2 |
| Total | \$ - | \$ 40,000 | \$ 32,000 | \$ - | \$ - | \$ 72,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-----------------|-----------------|------------------|------------------|------------------|
| GMA Direct Lease | \$ - | \$ 8,732 | \$ 8,732 | \$ 15,718 | \$ 15,718 | \$ 48,900 |
| Total | \$ - | \$ 8,732 | \$ 8,732 | \$ 15,718 | \$ 15,718 | \$ 48,900 |

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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | |
|-----------------------------|----------------------------------|--------------------|
| Project # | GIHP-06 | |
| Project Name | Paving Retail Parking Lot | |
| New or Replacement Category | New Improvements | Contact Department |



| | | |
|---|---------------------------|------------------|
| 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. Further, if the area was paved and striped, many more cars could fit in the area, thus increasing the capacity.

| Expenditures | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|------------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ - | \$ 65,000 | \$ - | \$ - | \$ 65,000 |
| Total | \$ - | \$ - | \$ 65,000 | \$ - | \$ - | \$ 65,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-------------|-------------|------------------|-------------|-------------|------------------|
| General Fund Cash | \$ - | \$ - | \$ 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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|-------------------|
| Project # | GIHP-07 |
| Project Name | Barricades |

| | | |
|------------------------------------|-----------------------|---------------------------|
| New or Replacement Category | Replacement Equipment | Contact Department |
|------------------------------------|-----------------------|---------------------------|



| | | | |
|--------------------|---------------------------|-----------|---------------|
| Description | Total Project Cost | \$ | 15,000 |
|--------------------|---------------------------|-----------|---------------|

One hundred galvanized plated barricades.

Justification

Many of the existing barricades were purchased prior to the Olympics 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|---------------------|-----------------|-----------------|----------------|----------------|----------------|------------------|
| Capital Outlay | \$ 7,500 | \$ 7,500 | \$ - | \$ - | \$ - | \$ 15,000 |
| Quantity | 50 | 50 | | | | 100 |
| Total | \$ 7,500 | \$ 7,500 | \$ - | \$ - | \$ - | \$ 15,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-----------------------|-----------------|-----------------|----------------|----------------|----------------|------------------|
| General Fund Cash | \$ 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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | |
|-----------------------------|--|--------------------|
| Project # | GIHP-08 | |
| Project Name | Remodeling of the Meeting Rooms | |
| New or Replacement Category | New Improvements | Contact Department |



| | | |
|--------------------|---------------------------|------------------|
| Description | Total Project Cost | \$ 17,000 |
|--------------------|---------------------------|------------------|

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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 17,000 | \$ - | \$ - | \$ - | \$ 17,000 |
| Total | \$ - | \$ 17,000 | \$ - | \$ - | \$ - | \$ 17,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-------------|------------------|-------------|-------------|-------------|------------------|
| General Fund Cash | \$ - | \$ 17,000 | \$ - | \$ - | \$ - | \$ 17,000 |
| Total | \$ - | \$ 17,000 | \$ - | \$ - | \$ - | \$ 17,000 |

Operational Impact/Other

There is no operating impact associated with this capital item.

Georgia International Horse Park - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|----------------------------------|
| Project # | GIHP-09 |
| Project Name | Chairs for Outdoor Events |

| | | |
|------------------------------------|-----------------------|---------------------------|
| New or Replacement Category | Replacement Furniture | Contact Department |
|------------------------------------|-----------------------|---------------------------|



| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|-------------|-----------------|-----------------|------------------|
| Capital Outlay | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 | \$ 10,000 |
| Total | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 | \$ 10,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-------------|-------------|-------------|-----------------|-----------------|------------------|
| General Fund Cash | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 | \$ 10,000 |
| Total | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 | \$ 10,000 |

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Georgia International Horse Park - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|----------------|
| Project # | GIHP-11 |
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|------------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ - | \$ 30,000 | \$ - | \$ - | \$ 30,000 |
| Total | \$ - | \$ - | \$ 30,000 | \$ - | \$ - | \$ 30,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-------------|-------------|------------------|-------------|-------------|------------------|
| General Fund Cash | \$ - | \$ - | \$ 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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | |
|-----------------------------|-----------------------|--------------------|
| Project # | GIHP-12 | |
| Project Name | Mowers | |
| New or Replacement Category | Replacement Equipment | Contact Department |



| | |
|-----------------------------|-------------------------------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|------------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ - | \$ 10,000 | \$ - | \$ - | \$ 10,000 |
| Quantity | | | 4 | | | 4 |
| Total | \$ - | \$ - | \$ 40,000 | \$ - | \$ - | \$ 40,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-------------|-------------|-----------------|-----------------|------------------|
| GMA Direct Lease | \$ - | \$ - | \$ - | \$ 8,732 | \$ 8,732 | \$ 17,464 |
| Total | \$ - | \$ - | \$ - | \$ 8,732 | \$ 8,732 | \$ 17,464 |

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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | |
|-----------------------------|-----------------------|--------------------|
| Project # | GIHP-13 | |
| Project Name | Bush Hog | |
| New or Replacement Category | Replacement Equipment | Contact Department |



| | | |
|---------------------|---------------------------|-----------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-----------------|-------------|-------------|-------------|-----------------|
| Capital Outlay | \$ - | \$ 7,400 | \$ - | \$ - | \$ - | \$ 7,400 |
| Quantity | | 1 | | | | 1 |
| Total | \$ - | \$ 7,400 | \$ - | \$ - | \$ - | \$ 7,400 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-------------|-----------------|-------------|-------------|-------------|-----------------|
| General Fund Cash | \$ - | \$ 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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|--------------------------|
| Project # | GIHP-14 |
| Project Name | Landscape Trailer |

| | | |
|------------------------------------|-----------------------|---------------------------|
| New or Replacement Category | Replacement Equipment | Contact Department |
|------------------------------------|-----------------------|---------------------------|



| | | |
|--------------------|------------------------------|---------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|-------------|------------------|-------------|------------------|
| Capital Outlay | \$ - | \$ - | \$ - | \$ 10,000 | \$ - | \$ 10,000 |
| Quantity | | | | 1 | | 1 |
| Total | \$ - | \$ - | \$ - | \$ 10,000 | \$ - | \$ 10,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-------------|-------------|-------------|------------------|-------------|------------------|
| General Fund Cash | \$ - | \$ - | \$ - | \$ 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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|---|
| Project # | GIHP-15 |
| Project Name | Replacing Light Fixtures and Retrofitting Existing Fixtures with LED |

| | | |
|------------------------------------|--------------------------|---------------------------|
| New or Replacement Category | Replacement Improvements | Contact Department |
|------------------------------------|--------------------------|---------------------------|



| | | |
|--------------------|------------------------------|---------------|
| Description | Total Project Cost \$ | 57,000 |
|--------------------|------------------------------|---------------|

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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 57,000 | \$ - | \$ - | \$ - | \$ 57,000 |
| Total | \$ - | \$ 57,000 | \$ - | \$ - | \$ - | \$ 57,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-------------|------------------|------------------|------------------|------------------|
| GMA Direct Lease | \$ - | \$ - | \$ 12,433 | \$ 12,433 | \$ 12,433 | \$ 37,299 |
| Total | \$ - | \$ - | \$ 12,433 | \$ 12,433 | \$ 12,433 | \$ 37,299 |

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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|--------------------------|
| Project # | GIHP-16 |
| Project Name | Golf Carts/Gators |

| | | |
|------------------------------------|-----------------------|---------------------------|
| New or Replacement Category | Replacement Equipment | Contact Department |
|------------------------------------|-----------------------|---------------------------|



| | | |
|--------------------|------------------------------|---------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|------------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 18,000 | \$ 32,000 | \$ - | \$ - | \$ 50,000 |
| Quantity | | 1 | 1 | | | 2 |
| Total | \$ - | \$ 18,000 | \$ 32,000 | \$ - | \$ - | \$ 50,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-------------|-----------------|------------------|------------------|------------------|
| GMA Direct Lease | \$ - | \$ - | \$ 3,929 | \$ 10,915 | \$ 10,915 | \$ 25,759 |
| Total | \$ - | \$ - | \$ 3,929 | \$ 10,915 | \$ 10,915 | \$ 25,759 |

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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|--------------------------|
| Project # | GIHP-17 |
| Project Name | Passenger Vehicle |

| | | |
|------------------------------------|---------------------|---------------------------|
| New or Replacement Category | Replacement Vehicle | Contact Department |
|------------------------------------|---------------------|---------------------------|



| | | |
|-------------------------------|------------------------------|---------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|------------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ - | \$ 25,000 | \$ - | \$ - | \$ 25,000 |
| Quantity | | | 1 | | | 1 |
| Total | \$ - | \$ - | \$ 25,000 | \$ - | \$ - | \$ 25,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-------------|-------------|-----------------|-----------------|------------------|
| GMA Direct Lease | \$ - | \$ - | \$ - | \$ 5,458 | \$ 5,458 | \$ 10,916 |
| Total | \$ - | \$ - | \$ - | \$ 5,458 | \$ 5,458 | \$ 10,916 |

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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|-------------------|
| Project # | GIHP-18 |
| Project Name | Dump Truck |

| | | |
|------------------------------------|-------------|---------------------------|
| New or Replacement Category | New Vehicle | Contact Department |
|------------------------------------|-------------|---------------------------|



| | |
|--|-------------------------------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|-------------|------------------|-------------|------------------|
| Capital Outlay | \$ - | \$ - | \$ - | \$ 47,000 | \$ - | \$ 47,000 |
| Total | \$ - | \$ - | \$ - | \$ 47,000 | \$ - | \$ 47,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-------------|-------------|-------------|------------------|------------------|
| GMA Direct Lease | \$ - | \$ - | \$ - | \$ - | \$ 10,260 | \$ 10,260 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ 10,260 | \$ 10,260 |

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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Liability Insurance | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 7,500 |
| Fuel | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 25,000 |
| Total | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 32,500 |

Georgia International Horse Park - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|------------------------|
| Project # | GIHP-19 |
| Project Name | Utility Vehicle |

| | | |
|-----------------------------|---------------------|--------------------|
| New or Replacement Category | Replacement Vehicle | Contact Department |
|-----------------------------|---------------------|--------------------|



| | | |
|--------------------------|------------------------------|---------------|
| Description | Total Project Cost \$ | 18,000 |
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|-------------|-----------------|-----------------|------------------|
| Capital Outlay | \$ - | \$ - | \$ - | \$ 9,000 | \$ 9,000 | \$ 18,000 |
| Total | \$ - | \$ - | \$ - | \$ 9,000 | \$ 9,000 | \$ 18,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-------------|-------------|-------------|-----------------|-----------------|
| GMA Direct Lease | \$ - | \$ - | \$ - | \$ - | \$ 1,965 | \$ 1,965 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ 1,965 | \$ 1,965 |

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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

Project # **GIHP-20**
Project Name **Painting of Charles Walker Arena**

New or Replacement Category Replacement Improvements Contact Department



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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 40,000 | \$ - | \$ - | \$ - | \$ 40,000 |
| Total | \$ - | \$ 40,000 | \$ - | \$ - | \$ - | \$ 40,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-------------|------------------|-------------|-------------|-------------|------------------|
| General Fund Cash | \$ - | \$ 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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|---|
| Project # | GIHP-21 |
| Project Name | Rebuild footing and base in arenas |

| | | |
|------------------------------------|--------------------------|---------------------------|
| New or Replacement Category | Replacement Improvements | Contact Department |
|------------------------------------|--------------------------|---------------------------|



| | | |
|--|------------------------------|---------------|
| Description | Total Project Cost \$ | 50,000 |
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|------------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 25,000 | \$ - | \$ 25,000 | \$ - | \$ 50,000 |
| Total | \$ - | \$ 25,000 | \$ - | \$ 25,000 | \$ - | \$ 50,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-------------------|-------------|------------------|-------------|------------------|-------------|------------------|
| General Fund Cash | \$ - | \$ 25,000 | \$ - | \$ 25,000 | \$ - | \$ 50,000 |
| Total | \$ - | \$ 25,000 | \$ - | \$ 25,000 | \$ - | \$ 50,000 |

Operational Impact/Other

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

Public Safety - CIP FY 2018-19



Capital Improvement Plan **Fiscal Years 2019-2023** ***Public Safety***

Public Safety - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|---------------------|------------------------------------|
| Project # | PD-01 |
| Project Name | Replacement Patrol Vehicles |

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



| | | |
|--|---------------------------|---------------------|
| Description | Total Project Cost | \$ 1,250,000 |
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Capital Outlay | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Quantity | 5 | 5 | 5 | 5 | 5 | 25 |
| Total | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,250,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| SPLOST | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,250,000 |
| Total | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 1,250,000 |

Operational Impact/Other

Since these are replacement vehicles, there is no impact on the operating budget.

Public Safety - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|---------------------|----------------------------------|
| Project # | PD-02 |
| Project Name | Vehicle for CID Commander |

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



| | | | |
|--------------------|---------------------------|-----------|---------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 52,650 | \$ - | \$ - | \$ - | \$ - | \$ 52,650 |
| Quantity | 1 | | | | | 1 |
| Total | \$ 52,650 | \$ - | \$ - | \$ - | \$ - | \$ 52,650 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | 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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|--------------------------------------|
| Project # | PD-03 |
| Project Name | Integration of Camera Systems |

| | | | |
|------------------------------------|---------------|---------------------------|------------------------------|
| New or Replacement Category | New Equipment | Contact Department | Gene Wilson 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ 10,000 |
| Total | \$ 10,000 | \$ - | \$ - | \$ - | \$ - | \$ 10,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| SPLOST | \$ - | \$ 10,000 | \$ - | \$ - | \$ - | \$ 10,000 |
| Total | \$ - | \$ 10,000 | \$ - | \$ - | \$ - | \$ 10,000 |

Operational Impact/Other

Regular camera maintenance costs apply.

Public Safety - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|---------------------------------------|
| Project # | PD-04 |
| Project Name | Fixed LPR Camera Installations |

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



| | | | |
|--------------------|---------------------------|-----------|---------------|
| Description | Total Project Cost | \$ | 48,000 |
|--------------------|---------------------------|-----------|---------------|

This request will provide for the acquisition and implementation of two fixed/permanent LPR (License Plate Reader) locations in the City.

Justification

LPR (License Plate Reader) data has proven invaluable in our efforts to produce leads in criminal investigations. Numerous very serious incidents have been cleared utilizing LPR data from our three existing LPR systems. Currently, we utilize two roving LPRs and one mobile/covert LPR. All three system units are credited with solving very serious crimes. The problem is that they cannot all be at the right place to capture LPR data all the time. We are constantly sacrificing coverage in one location to cover another.

| Expenditures | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 24,000 | \$ - | \$ - | \$ - | \$ - | \$ 24,000 |
| Quantity | 2 | | | | | 2 |
| Total | \$ 48,000 | \$ - | \$ - | \$ - | \$ - | \$ 48,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| SPLOST | \$ 48,000 | \$ - | \$ - | \$ - | \$ - | \$ 48,000 |
| Total | \$ 48,000 | \$ - | \$ - | \$ - | \$ - | \$ 48,000 |

Operational Impact/Other

Regular camera maintenance costs will apply.

Public Safety - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|---------------------------------------|
| Project # | PD-05 |
| Project Name | Covert LPR Camera Installation |

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



| | | | |
|--------------------|---------------------------|-----------|---------------|
| Description | Total Project Cost | \$ | 25,000 |
|--------------------|---------------------------|-----------|---------------|

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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ 25,000 |
| Quantity | 1 | | | | | 1 |
| Total | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ 25,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| SPLOST | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ 25,000 |
| Total | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ 25,000 |

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|--------------------|
| Project # | PD-06 |
| Project Name | Command Van |

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



| | | | |
|--------------------|---------------------------|-----------|---------------|
| Description | Total Project Cost | \$ | 95,000 |
|--------------------|---------------------------|-----------|---------------|

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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 95,000 | \$ - | \$ - | \$ - | \$ - | \$ 95,000 |
| Quantity | 1 | | | | | 1 |
| Total | \$ 95,000 | \$ - | \$ - | \$ - | \$ - | \$ 95,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| SPLOST | \$ 95,000 | \$ - | \$ - | \$ - | \$ - | \$ 95,000 |
| Total | \$ 95,000 | \$ - | \$ - | \$ - | \$ - | \$ 95,000 |

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | |
|--------------|------------------------------------|
| Project # | PD-07 |
| Project Name | Refurbished Armored Vehicle |

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



| | | | |
|--------------------|---------------------------|-----------|---------------|
| Description | Total Project Cost | \$ | 98,500 |
|--------------------|---------------------------|-----------|---------------|

This is to purchase a refurbished Ford F550 armored vehicle that will be used during high risk critical situations.

Justification

This vehicle may be used for hostage rescue of downed police officers and civilians. The vehicle is refurbished. The vehicle provides 360 degree top to bottom blast protection and protection for virtually every known rifle round up to .50 caliber.

| Expenditures | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 98,500 | \$ - | \$ - | \$ - | \$ - | \$ 98,500 |
| Quantity | 1 | | | | | 1 |
| Total | \$ 98,500 | \$ - | \$ - | \$ - | \$ - | \$ 98,500 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| SPLOST | \$ 98,500 | \$ - | \$ - | \$ - | \$ - | \$ 98,500 |
| Total | \$ 98,500 | \$ - | \$ - | \$ - | \$ - | \$ 98,500 |

Operational Impact/Other

Regular maintenance costs will apply.

Public Safety - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|-----------------------|--------------------|------------------------------|
| Project # | PD-08 | | |
| Project Name | Tilt Pan Zoom Cameras | | |
| New or Replacement Category | New Equipment | Contact Department | Gene Wilson Public Safety |



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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|------------------|------------------|------------------|-------------|-------------------|
| Capital Outlay | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ - | \$ 60,000 |
| Quantity | 5 | 5 | 5 | 5 | | \$ 20 |
| Total | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ - | \$ 300,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | 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.



CITY OF
CONYERS

Celebration of Community



Capital Improvement Plan

Fiscal Years 2019-2023

Public Works & Transportation

Public Works & Transportation - CIP FY 2018-19

City of Conyers

Capital Improvement Plan

Fiscal Years 2019-2023

Summary of Debt Service Payments

Public Works & Transportation

| Debt Service | | | | | | |
|--|--------------|------------------|------------------|------------------|------------------|-------------------|
| Public Works & Transportation | FY 2018-2019 | FY 2019-2020 | FY 2020-2021 | FY 2021-2022 | FY 2022-2023 | Total |
| Portable Air Compressor | \$ - | \$ - | \$ 3,275 | \$ 3,275 | \$ 3,275 | \$ 9,825 |
| Bucket Truck | \$ - | \$ 21,830 | \$ 21,830 | \$ 21,830 | \$ 21,830 | \$ 87,320 |
| F-250 Ford Trucks | \$ - | \$ - | \$ 16,591 | \$ 16,591 | \$ 16,591 | \$ 49,773 |
| Asphalt Roller | \$ - | \$ 7,640 | \$ 7,640 | \$ 7,640 | \$ 7,640 | \$ 30,560 |
| Rubber Tire Loader Backhoe | \$ - | \$ 26,196 | \$ 26,196 | \$ 26,196 | \$ 26,196 | \$ 104,784 |
| Ford F550 Dump Truck | \$ - | \$ - | \$ 13,098 | \$ 13,098 | \$ 13,098 | \$ 39,294 |
| Total Public Works & Transportation | \$ - | \$ 55,666 | \$ 88,630 | \$ 88,630 | \$ 88,630 | \$ 321,556 |

Summary of Debt Service Payments

Stormwater

| Debt Service | | | | | | |
|-------------------------|--------------|--------------|--------------|------------------|------------------|------------------|
| Stormwater | FY 2018-2019 | FY 2019-2020 | FY 2020-2021 | FY 2021-2022 | FY 2022-2023 | Total |
| Single Axle Dump Truck | \$ - | \$ - | \$ - | \$ 17,464 | \$ 17,464 | \$ 34,928 |
| Total Stormwater | \$ - | \$ - | \$ - | \$ 17,464 | \$ 17,464 | \$ 34,928 |

Public Works & Transportation - CIP FY 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|--------------------------------|--------------------|-----------------------------|
| Project # | PW-01 | | |
| Project Name | Portable Air Compressor | | |
| New or Replacement Category | Replacement Equipment | Contact Department | Brad Sutton Public Works |



| | |
|---|-------------------------------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | \$ 15,000 |
| Total | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | \$ 15,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|-----------------|-----------------|-----------------|-----------------|
| Lease Purchase | \$ - | \$ - | \$ 3,275 | \$ 3,275 | \$ 3,275 | \$ 9,825 |
| Total | \$ - | \$ - | \$ 3,275 | \$ 3,275 | \$ 3,275 | \$ 9,825 |

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 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|----------------------|--------------------|-----------------------------|
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Capital Outlay | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 100,000 |
| Total | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 100,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|------------------|------------------|------------------|------------------|
| Lease Purchase | \$ - | \$ 21,830 | \$ 21,830 | \$ 21,830 | \$ 21,830 | \$ 87,320 |
| Total | \$ - | \$ 21,830 | \$ 21,830 | \$ 21,830 | \$ 21,830 | \$ 87,320 |

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 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

Project # **PW-03**
 Project Name **F-250 Pickup Trucks**

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



Description **Total Project Cost \$ 76,000**

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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 38,000 | \$ - | \$ - | \$ - | \$ 38,000 |
| Quantity | | 2 | | | | 2 |
| Total | \$ - | \$ 76,000 | \$ - | \$ - | \$ - | \$ 76,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|------------------|------------------|------------------|------------------|
| Lease Purchase | \$ - | \$ - | \$ 16,591 | \$ 16,591 | \$ 16,591 | \$ 49,773 |
| Total | \$ - | \$ - | \$ 16,591 | \$ 16,591 | \$ 16,591 | \$ 49,773 |

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 2018-19

Capital Improvement Plan City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|------------------------------------|-----------------------|---------------------------|-----------------------------|
| Project # | PW-04 | | |
| Project Name | Asphalt Roller | | |
| New or Replacement Category | Replacement Equipment | Contact Department | Brad Sutton Public Works |



| | | |
|--|---------------------------|------------------|
| Description | Total Project Cost | \$ 35,000 |
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 35,000 | \$ - | \$ - | \$ - | \$ - | \$ 35,000 |
| Total | \$ 35,000 | \$ - | \$ - | \$ - | \$ - | \$ 35,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Lease Purchase | \$ - | \$ 7,640 | \$ 7,640 | \$ 7,640 | \$ 7,640 | \$ 30,560 |
| Total | \$ - | \$ 7,640 | \$ 7,640 | \$ 7,640 | \$ 7,640 | \$ 30,560 |

Operational Impact/Other

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

Public Works & Transportation - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|----------------------------|--------------------|-----------------------------|
| Project # | PW-05 | | |
| Project Name | Rubber Tire Loader Backhoe | | |
| New or Replacement Category | New Equipment | Contact Department | Brad Sutton 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Capital Outlay | \$ 120,000 | \$ - | \$ - | \$ - | \$ - | \$ 120,000 |
| Total | \$ 120,000 | \$ - | \$ - | \$ - | \$ - | \$ 120,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|------------------|------------------|------------------|-------------------|
| Lease Purchase | \$ - | \$ 26,196 | \$ 26,196 | \$ 26,196 | \$ 26,196 | \$ 104,784 |
| Total | \$ - | \$ 26,196 | \$ 26,196 | \$ 26,196 | \$ 26,196 | \$ 104,784 |

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 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|-----------------------|--------------------|-----------------------------|
| Project # | PW-06 | | |
| Project Name | Ford F-550 Dump Truck | | |
| New or Replacement Category | New Vehicle | Contact Department | Brad Sutton 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 60,000 | \$ - | \$ - | \$ - | \$ 60,000 |
| Total | \$ - | \$ 60,000 | \$ - | \$ - | \$ - | \$ 60,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|------------------|------------------|------------------|------------------|
| Lease Purchase | \$ - | \$ - | \$ 13,098 | \$ 13,098 | \$ 13,098 | \$ 39,294 |
| Total | \$ - | \$ - | \$ 13,098 | \$ 13,098 | \$ 13,098 | \$ 39,294 |

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 |

Public Works & Transportation - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|------------------------|--------------------|------------------------|
| Project # | PW-07 | | |
| Project Name | Single Axle Dump Truck | | |
| New or Replacement Category | New Equipment | Contact Department | Brad Sutton 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|------------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ - | \$ 80,000 | \$ - | \$ - | \$ 80,000 |
| Total | \$ - | \$ - | \$ 80,000 | \$ - | \$ - | \$ 80,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|-------------|------------------|------------------|------------------|
| Lease Purchase | \$ - | \$ - | \$ - | \$ 17,464 | \$ 17,464 | \$ 34,928 |
| Total | \$ - | \$ - | \$ - | \$ 17,464 | \$ 17,464 | \$ 34,928 |

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 |

Sanitation - CIP FY 2018-19



CITY OF
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Capital Improvement Plan

Fiscal Years 2019-2023

Sanitation

Sanitation - CIP *FY 2018-19*

City of Conyers
Capital Improvement Plan
Fiscal Years 2019-2023

Summary of Debt Service Payments Sanitation

| Debt Service | | | | | | |
|-----------------------|--------------|--------------|--------------|--------------|--------------|------------|
| Sanitation | FY 2018-2019 | FY 2019-2020 | FY 2020-2021 | FY 2021-2022 | FY 2022-2023 | Total |
| 1 Ton Flat Bed Trucks | \$ - | \$ - | \$ 36,675 | \$ 73,350 | \$ 73,350 | \$ 183,375 |
| Leaf Vacuum | \$ - | \$ 9,169 | \$ 9,169 | \$ 9,169 | \$ 9,169 | \$ 36,676 |
| 22 Foot Dump Trailer | \$ - | \$ - | \$ 3,275 | \$ 3,275 | \$ 3,275 | \$ 9,825 |
| Total Sanitation | \$ - | \$ 9,169 | \$ 49,119 | \$ 85,794 | \$ 85,794 | \$ 229,876 |

Sanitation - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|------------------------------------|------------------------------|---------------------------|------------------------|
| Project # | SD-01 | | |
| Project Name | 1 Ton Flat Bed Trucks | | |
| New or Replacement Category | Replacement Vehicles | Contact Department | Brad Sutton Sanitation |



| | | |
|---|------------------------------|----------------|
| Description | Total Project Cost \$ | 336,000 |
| Replacement pick up trucks to be used by the Sanitation Department. | | |

Justification

Replacement trucks for FY 2020 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|---------------------|----------------|-------------------|-------------------|----------------|----------------|-------------------|
| Capital Outlay | \$ - | \$ 56,000 | \$ 56,000 | | | \$ 112,000 |
| Quantity | | 3 | 3 | | | 6 |
| Total | \$ - | \$ 168,000 | \$ 168,000 | | | \$ 336,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|-----------------------|----------------|----------------|------------------|------------------|------------------|-------------------|
| Lease Purchase | \$ - | \$ - | \$ 36,675 | \$ 73,350 | \$ 73,350 | \$ 183,375 |
| Total | \$ - | \$ - | \$ 36,675 | \$ 73,350 | \$ 73,350 | \$ 183,375 |

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 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|-----------------------|--------------------|------------------------|
| Project # | SD-02 | | |
| Project Name | Leaf Vacuum | | |
| New or Replacement Category | Replacement Equipment | Contact Department | Brad Sutton Sanitation |



| | |
|--------------------------------------|-------------------------------------|
| 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.

| Expenditures | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 42,000 | \$ - | \$ - | \$ - | \$ - | \$ 42,000 |
| Total | \$ 42,000 | \$ - | \$ - | \$ - | \$ - | \$ 42,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Lease Purchase | \$ - | \$ 9,169 | \$ 9,169 | \$ 9,169 | \$ 9,169 | \$ 36,676 |
| Total | \$ - | \$ 9,169 | \$ 9,169 | \$ 9,169 | \$ 9,169 | \$ 36,676 |

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.

Sanitation - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|-----------------------|--------------------|------------------------|
| Project # | SD-03 | | |
| Project Name | 22 ft. Trailer | | |
| New or Replacement Category | Replacement Equipment | Contact Department | Brad Sutton Sanitation |



| | |
|--------------------|-------------------------------------|
| Description | Total Project Cost \$ 15,000 |
|--------------------|-------------------------------------|

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. Trailer will have 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.

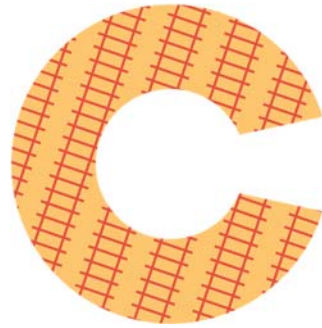
| Expenditures | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | \$ 15,000 |
| Total | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | \$ 15,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|-------------|-----------------|-----------------|-----------------|-----------------|
| Lease Purchase | \$ - | \$ - | \$ 3,275 | \$ 3,275 | \$ 3,275 | \$ 9,825 |
| Total | \$ - | \$ - | \$ 3,275 | \$ 3,275 | \$ 3,275 | \$ 9,825 |

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Cherokee Run - CIP FY 2018-19



CITY OF
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Celebration of Community



Capital Improvement Plan

Fiscal Years 2019-2023

Cherokee Run Golf Club

Cherokee Run - CIP FY 2018-19

City of Conyers
Capital Improvement Plan
Fiscal Years 2019- 2023

Summary of Debt Service Payments Cherokee Run Golf Club

| Debt Service | | | | | | | |
|-------------------------------------|--------------|------------------|------------------|------------------|------------------|-----------|----------------|
| Cherokee Run Golf Club | FY 2018-2019 | FY 2019-2020 | FY 2020-2021 | FY 2021-2022 | FY 2022-2023 | Total | |
| John Deere 2500 Greens Mower | \$ - | \$ 7,640 | \$ 15,281 | \$ 15,281 | \$ 15,281 | \$ | 53,483 |
| Toro Fairway Mower | \$ - | \$ - | \$ 12,006 | \$ 12,006 | \$ 12,006 | \$ | 36,018 |
| Carpet for Dining/Banquet Room | \$ - | \$ - | \$ 3,275 | \$ 3,275 | \$ 3,275 | \$ | 9,825 |
| New Batteries for Golf Carts | \$ - | \$ 13,098 | \$ 13,098 | \$ 13,098 | \$ 13,098 | \$ | 52,392 |
| Rough Mower | \$ - | \$ - | \$ 4,366 | \$ 4,366 | \$ 4,366 | \$ | 13,098 |
| Total Cherokee Run Golf Club | \$ - | \$ 20,738 | \$ 48,026 | \$ 48,026 | \$ 48,026 | \$ | 164,816 |

Cherokee Run - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|------------------------------------|-------------------------------------|---------------------------|----------------------------|
| Project # | CR-01 | | |
| Project Name | John Deere 2500 Greens Mower | | |
| New or Replacement Category | Replacement Equipment | Contact Department | Tommy Moon Cherokee Run |



| | | |
|--|---------------------------|---------------------|
| Description | Total Project Cost | \$ 70,000.00 |
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|------------------|-------------|---------|---------|------------------|
| Capital Outlay | \$ 35,000 | \$ 35,000 | | | | \$ 70,000 |
| Quantity | 1 | 1 | | | | 2 |
| Total | \$ 35,000 | \$ 35,000 | \$ - | | | \$ 70,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-----------------|------------------|------------------|------------------|------------------|
| GMA Direct Lease | \$ - | \$ 7,640 | \$ 15,281 | \$ 15,281 | \$ 15,281 | \$ 53,483 |
| Total | \$ - | \$ 7,640 | \$ 15,281 | \$ 15,281 | \$ 15,281 | \$ 53,483 |

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 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|---------------------------|--------------------|-------------------------|
| Project # | CR-02 | | |
| Project Name | Toro Fairway Mower | | |
| New or Replacement Category | Replacement Equipment | Contact Department | Tommy Moon Cherokee Run |



| | | |
|---|------------------------------|---------------|
| 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 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 55,000 | \$ - | \$ - | \$ - | \$ 55,000 |
| Total | \$ - | \$ 55,000 | \$ - | \$ - | \$ - | \$ 55,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-------------|------------------|------------------|------------------|------------------|
| GMA Direct Lease | \$ - | \$ - | \$ 12,006 | \$ 12,006 | \$ 12,006 | \$ 36,018 |
| Total | \$ - | \$ - | \$ 12,006 | \$ 12,006 | \$ 12,006 | \$ 36,018 |

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 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|------------------------------------|--------------------|----------------------------|
| Project # | CR-03 | | |
| Project Name | New carpet for Dining/Banquet Room | | |
| New or Replacement Category | Replacement Improvements | Contact Department | Tommy Moon Cherokee Run |



| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | \$ 15,000 |
| Total | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | \$ 15,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-------------|-----------------|-----------------|-----------------|-----------------|
| GMA Direct Lease | \$ - | \$ - | \$ 3,275 | \$ 3,275 | \$ 3,275 | \$ 9,825 |
| Total | \$ - | \$ - | \$ 3,275 | \$ 3,275 | \$ 3,275 | \$ 9,825 |

Operational Impact/Other

There is no operating impact associated with this capital purchase.

Cherokee Run - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|------------------------------------|-------------------------------------|---------------------------|----------------------------|
| Project # | CR-04 | | |
| Project Name | New Batteries for Golf Carts | | |
| New or Replacement Category | Replacement Equipment | Contact Department | Tommy Moon Cherokee Run |



| | |
|--------------------|-------------------------------------|
| 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.

| Expenditures | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ 60,000 |
| Total | \$ 60,000 | \$ - | \$ - | \$ - | \$ - | \$ 60,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|------------------|------------------|------------------|------------------|------------------|
| GMA Direct Lease | \$ - | \$ 13,098 | \$ 13,098 | \$ 13,098 | \$ 13,098 | \$ 52,392 |
| Total | \$ - | \$ 13,098 | \$ 13,098 | \$ 13,098 | \$ 13,098 | \$ 52,392 |

Operational Impact/Other

Due to the fact that this equipment is for replacement purposes, there is no operating impact associated with this capital purchase.

Cherokee Run - CIP FY 2018-19

Capital Improvement Plan
City of Conyers, Georgia

FY 2019 thru FY 2023

| | | | |
|-----------------------------|-------------------------|--------------------|-------------------------|
| Project # | CR-05 | | |
| Project Name | Pull Behind Rough Mower | | |
| New or Replacement Category | Replacement Equipment | Contact Department | Tommy Moon Cherokee Run |



| | | |
|--|---------------------------|------------------|
| Description | Total Project Cost | \$ 20,000 |
| 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 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|----------------|-------------|------------------|-------------|-------------|-------------|------------------|
| Capital Outlay | \$ - | \$ 20,000 | \$ - | | | \$ 20,000 |
| Total | \$ - | \$ 20,000 | \$ - | \$ - | \$ - | \$ 20,000 |

| Funding Source | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | Total |
|------------------|-------------|-------------|-----------------|-----------------|-----------------|------------------|
| GMA Direct Lease | \$ - | \$ - | \$ 4,366 | \$ 4,366 | \$ 4,366 | \$ 13,098 |
| Total | \$ - | \$ - | \$ 4,366 | \$ 4,366 | \$ 4,366 | \$ 13,098 |

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 2018-19



Capital Improvement Plan

Fiscal Years 2019-2023

SPLOST Projects

Splost Projects - CIP *FY 2018-19*

Hardin/O'Kelly Complete Street CONSTRUCTION IN PROGRESS, COMPLETE JULY 2019

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 FUTURE PROJECT

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) COMPLETE

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 COMPLETE

Cost Estimate: \$585,000

- Intersection improvements to include a GDOT traffic signal upgrade.

Bryant Street FUTURE PROJECT

Cost Estimate: \$521,000

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

Centennial Parkway FUTURE PROJECT

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 IN PROGRESS BY ROCKDALE COUNTY

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 FUTURE PROJECT

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 2018-19*

West Circle Sidewalks FUTURE PROJECT

Cost Estimate: \$787,000

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

Striping COMPLETED, BUT ONGOING FUTURE PROJECTS

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 FUTURE PROJECT

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 COMPLETED, PENDING PUNCHLIST

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 COMPLETED

Cost Estimate: \$150,000

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

Old Town Parking Lot COMPLETED

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 COMPLETED AND FUTURE PROJECT

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 FUTURE PROJECT

Cost Estimate: \$1,000,000

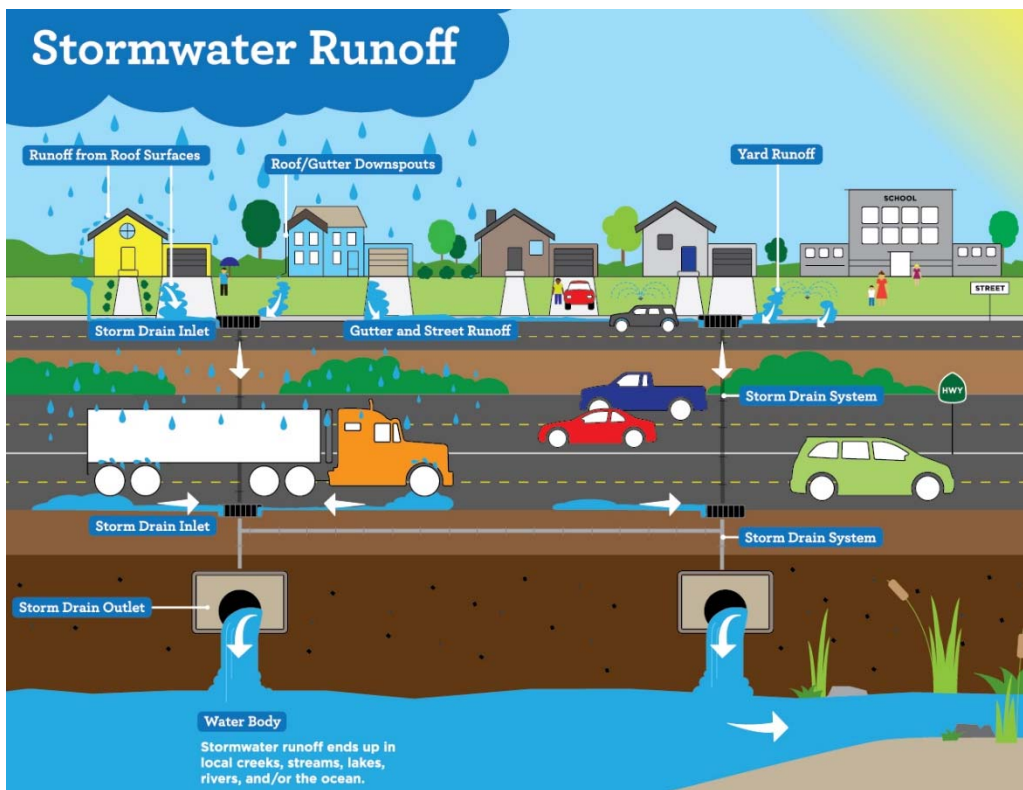
- Intersection improvement with construction of a possible roundabout or traffic signal.

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 2018-19



CITY OF
CONYERS



Capital Improvement Plan

Fiscal Years 2019-2023

Stormwater Projects

Stormwater Projects - CIP FY 2018-19

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 2018-19

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 2018-19

City of Conyers Pay Plan Effective July 1, 2018

| <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 |
| Event Support Supervisor | 108 | \$28,541.51 | \$40,160.78 |
| Welcome Center Manager | 108 | \$28,541.51 | \$40,160.78 |
| 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 |

Pay & Classification Plan FY 2018-19

City of Conyers Pay Plan Effective July 1, 2018

| <u>Job Title</u> | <u>Pay Grade</u> | <u>Minimum</u> Salary | <u>Maximum</u> Salary |
|---------------------------------|------------------|--------------------------|--------------------------|
| 110 | | | |
| Property and Evidence Custodian | 110 | \$31,467.02 | \$44,277.26 |
| CID Clerk | 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 |
| 112 | | | |
| Communications Supervisor | 112 | \$34,692.39 | \$48,815.68 |
| Municipal Court Clerk | 112 | \$34,692.39 | \$48,815.68 |
| Destination Development Manager | 112 | \$34,692.39 | \$48,815.68 |
| Budget Coordinator | 112 | \$34,692.39 | \$48,815.68 |
| NIBRS/Crime Analyst | 112 | \$34,692.39 | \$48,815.68 |
| Foreman - Landscaping | 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 |
| 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 |

Pay & Classification Plan FY 2018-19

City of Conyers Pay Plan Effective July 1, 2018

| <u>Job Title</u> | <u>Pay Grade</u> | <u>Minimum</u> Salary | <u>Maximum</u> Salary |
|--|------------------|--------------------------|--------------------------|
| 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 |
| 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 |
| Systems Engineer | 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 2018-19

City of Conyers Pay Plan Effective July 1, 2018

| <u>Job Title</u> | <u>Pay Grade</u> | <u>Minimum</u> Salary | <u>Maximum</u> Salary |
|------------------------------|------------------|--------------------------|--------------------------|
| 118 | | | |
| Systems Administrator | 118 | \$46,491.12 | \$65,417.68 |
| Assistant Director of GIHP | 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 |

Pay & Classification Plan FY 2018-19

For Employees Working 40-Hour Workweek EFFECTIVE July 1, 2018

| <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 2018-19

For Employees Working 40-Hour Workweek EFFECTIVE July 1, 2018

| <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 2018-19

POLICE OFFICERS PAY SCALE

| Position | Grade | Base Pay as 07/01/2018 | Maximum Pay as 07/01/2018 |
|----------------|--------|---------------------------|------------------------------|
| Cadet | Annual | \$ 27,188.44 | |
| | Hourly | \$ 13.07 | |
| Police Recruit | Annual | \$ 35,299.80 | |
| | Hourly | \$ 16.97 | |
| PO I | Annual | \$ 40,030.85 | \$ 45,333.30 |
| | Hourly | \$ 19.25 | \$ 21.79 |
| PO II | Annual | \$ 42,908.29 | \$ 56,655.77 |
| | Hourly | \$ 20.63 | \$ 27.24 |
| Detective | Annual | \$ 42,908.29 | \$ 60,311.79 |
| | Hourly | \$ 20.63 | \$ 29.00 |
| Corporal | Annual | \$ 47,669.73 | \$ 64,533.67 |
| | Hourly | \$ 22.92 | \$ 31.03 |
| Sergeant | Annual | \$ 50,994.85 | \$ 73,874.43 |
| | Hourly | \$ 24.52 | \$ 35.52 |
| Lieutenant | Annual | \$ 58,378.32 | \$ 84,606.61 |
| | Hourly | \$ 28.07 | \$ 40.68 |
| Captain | Annual | \$ 66,845.90 | \$ 96,825.46 |
| | Hourly | \$ 32.14 | \$ 46.55 |
| Major | Annual | \$ 71,515.71 | \$ 110,859.84 |
| | Hourly | \$ 34.38 | \$ 53.30 |

Pay & Classification Plan FY 2018-19

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)

No sworn police incentives during FY 2018-2019, other than the 3% pay performance.

Glossary & Abbreviation Guide FY 2018-19

Account Number: A system of numbering used to categorize or "group" accounting transactions into common areas, such as salaries, rent, and utilities expense. Account numbers are the numerical equivalent of descriptive terms; e.g., the number 4110 represents the account number for regular salaries.

Accounting Period: A period at the end of which and for which financial statements, budgets, or other reports are prepared, typically an annual period. The City's annual accounting period begins July 1 and ends June 30.

Accounting Procedures: All processes which identify, record, classify and summarize financial information to produce financial records.

Accounting System: The total structure of records and procedures which identify, record, classify, summarize and report information on the financial position and results of operations of a government.

Accounts Payable: A liability account reflecting amounts on open accounts owed to others for goods and services received by the City.

Accounts Receivable: An asset account reflecting amounts owed on open accounts from others for goods and services furnished by a government.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing or related cash flows.

Ad Valorem Tax: A tax levied on the assessed value of real property. This tax is also known as property tax.

Amortization: (1) Gradual reduction, redemption or liquidation of the balance of an intangible asset or liability according to a specified schedule of times and amounts. (2) Provision for the extinguishment of a debt by means of periodic payments.

Appraise: To make an estimate of value, particularly of the value of property. If the property is valued for purposes of taxation, the less-inclusive term "assess" is substituted for this term.

Appropriation: An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Assessment: (1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

Audit: A methodical examination of the utilization and changes in resources. It concludes in a written report of the findings. A financial audit is a test of management's financial statements and internal accounting control procedures to determine the extent to which: internal accounting controls are both available and being used; and to determine whether the financial statements fairly present the City's financial condition and results of operations.

Authority: A government or public agency created to perform a single function of a restricted group of related activities. Usually such units are financed from service charges, fees and tolls, but in some instances, they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing or the exercise of certain powers.

Available (Undesignated) Fund Balance: This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balanced Budget: A budget in which planned funds available equal planned expenditures.

Bond: A written promise to repay a specified sum of borrowed money, called the face value of principal amount, at a specified date or does in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between

Glossary & Abbreviation Guide *FY 2018-19*

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.

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.

Glossary & Abbreviation Guide FY 2018-19

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.

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,

Glossary & Abbreviation Guide FY 2018-19

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.

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.

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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.

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.

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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 2018-19*

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

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

DARE: Drug Abuse Resistance Education

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