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# City of East Point Annual Budget

From Governance to Government



## Mayor & City Council



Mayor Earnestine D. Pittman

### Ward A



Sharonda D. Hubbard  
At-Large



Steven L. Bennett

### Ward B



Pat Langford,  
At-Large

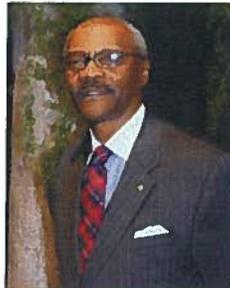


Lance Rhodes

### Ward C



Marcel L. Reed,  
At-Large



Myron B. Cook

### Ward D



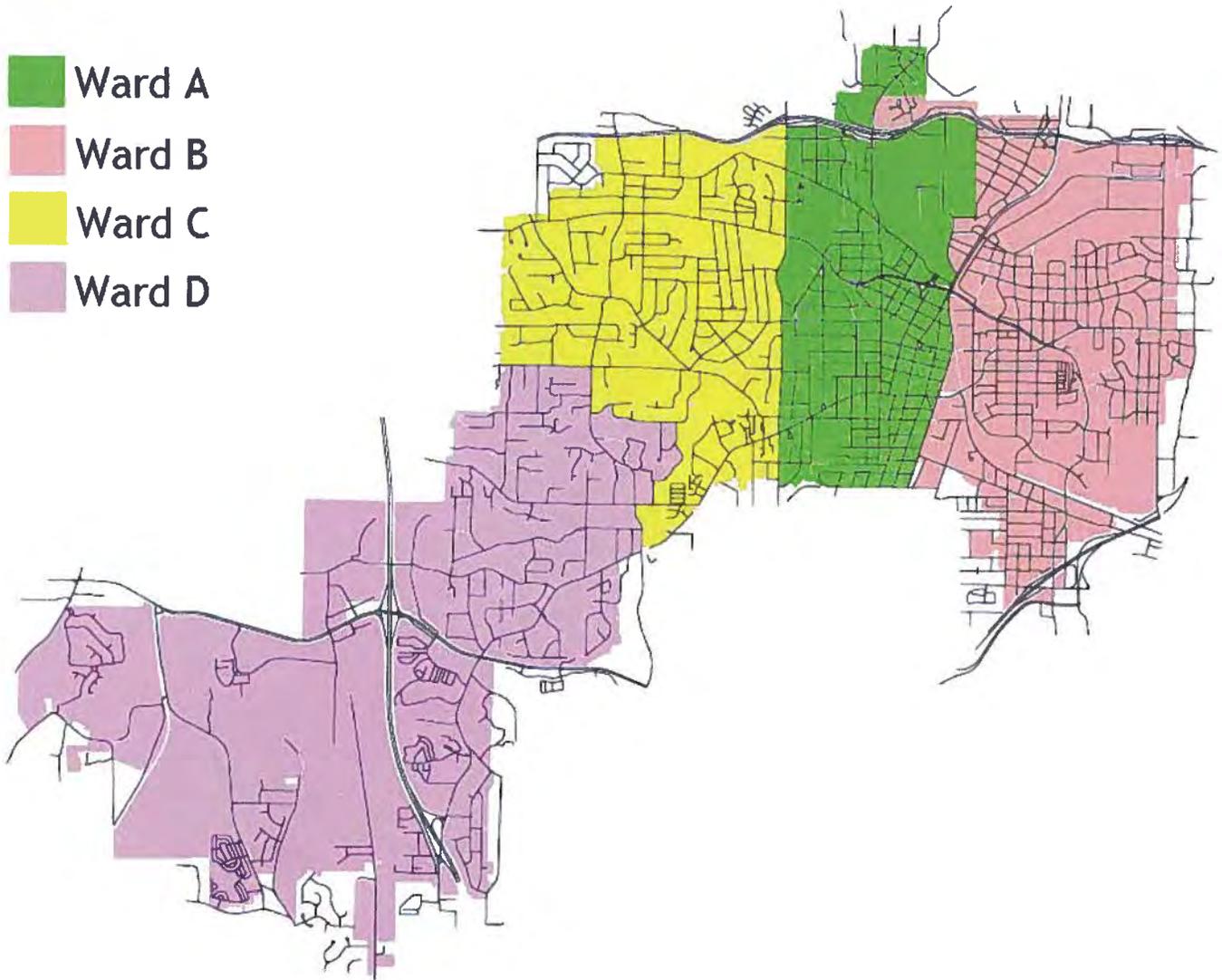
Jacqueline Slaughter-Gibbons,  
At-Large



Clyde K. Mitchell

The City of East Point is divided into 4 wards. Each ward is represented by 2 elected Council Members.

## City of East Point Ward Map



The City of East Point is divided into 4 wards.

Each ward is represented by 2 elected Council Members.

**City of East Point, Georgia**

**Annual Budget**

**For the Fiscal Year Ended June 30, 2012**



**Crandall O. Jones  
City Manager**

**Angela D. Montgomery  
Deputy City Manager**

**Gregory Clay  
Special Assistant to City Manager**

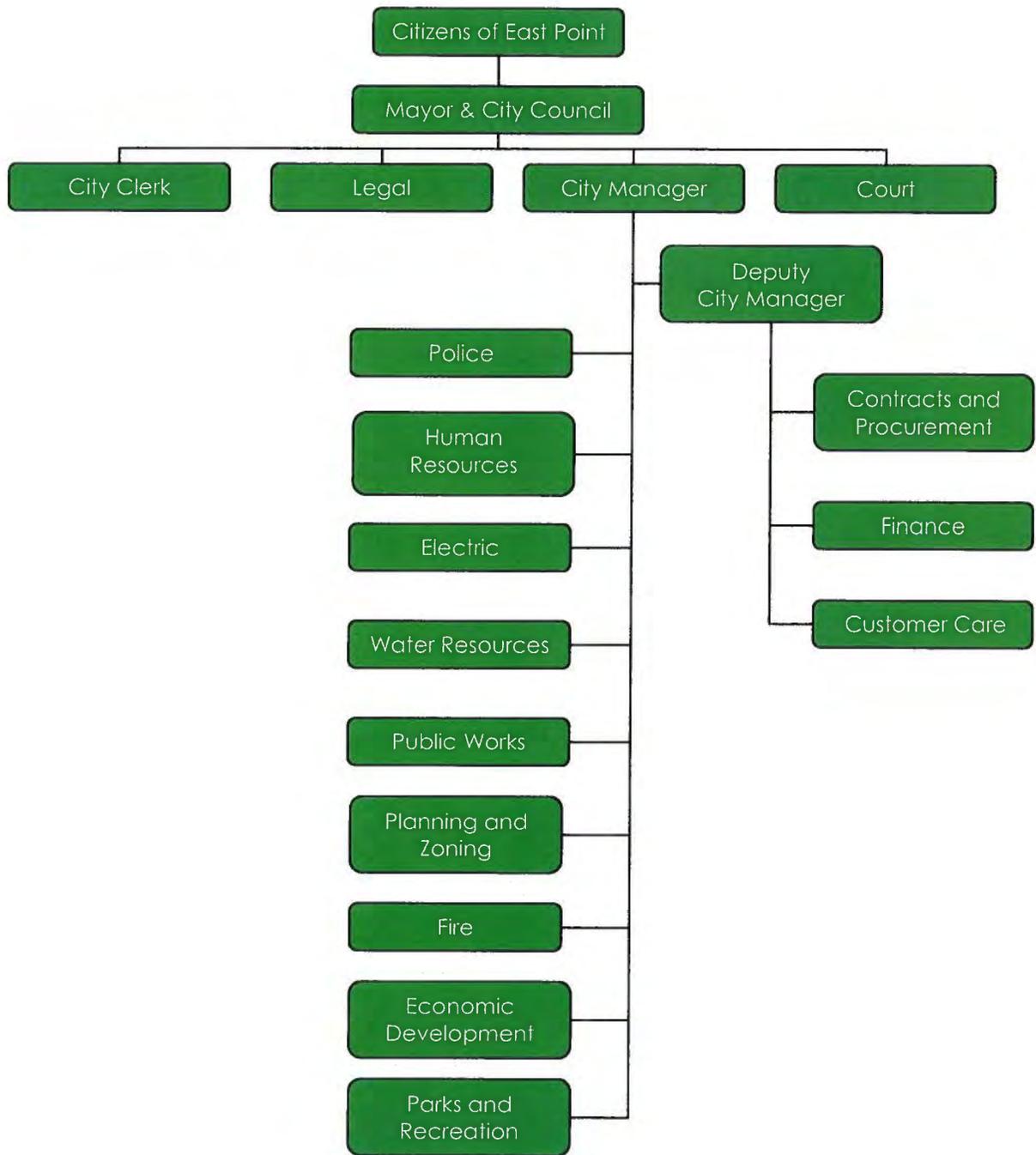
**James Schuster  
Finance Director**

**Julie R. Keener  
Budget Manager**

The city of  
**EAST POINT**  
Georgia

**City of East Point  
2777 East Point Street  
East Point, GA 30344  
404-669-4301**

# City of East Point Organization Chart



## Mission Statement of the City of East Point

*To provide exceptional city services in the most professional, courteous and effective manner to enhance the quality of life in the City of East Point.*

# CITY OF EAST POINT'S STANDARDS FOR PUBLIC SERVICE DELIVERY

## FIVE STRATEGIC PRINCIPLES

### **EFFECTIVE BUSINESS MANAGEMENT**

WE PLEDGE TO MAKE ETHICAL, COST-EFFECTIVE USE OF THE RESOURCES AVAILABLE TO US IN CARRYING OUT OUR DUTIES.

### **ADVOCACY FOR THE CITY OF EAST POINT**

WE TAKE PRIDE IN WORKING FOR THE CITY OF EAST POINT, VALUE OUR SERVICE TO THE COMMUNITY AND SEEK OPPORTUNITIES TO SHOW IT.

### **FOCUS ON EMPLOYEE AND CUSTOMER SAFETY**

WE PLEDGE TO VALUE SAFE WORKING CONDITIONS FOR OURSELVES, OUR CO-WORKERS AND THOSE WE SERVE IN THE COMMUNITY.

### **EXCELLENCE IN EMPLOYEE DEVELOPMENT**

WE PLEDGE TO CONTINUOUSLY PURSUE PROFESSIONAL EXCELLENCE FOR OURSELVES AND THE CITY OF EAST POINT THROUGH FOSTERING SERVICE, TRAINING, MENTORING, COACHING, TEAMING AND LEADERSHIP AMONG ALL EMPLOYEES.

### **EXCEPTIONAL CUSTOMER SERVICE**

WE PLEDGE TO DELIVER EXCEPTIONAL SERVICE TO ALL OUR CUSTOMERS - INTERNAL & EXTERNAL - TO CONTINUALLY SEEK WAYS TO IMPROVE OUR SERVICE DELIVERY AND TO FOSTER A "CUSTOMER FIRST" MIND-SET IN THE CITY OF EAST POINT.

# ***Table of Contents***

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## **FINE PRINT**

This section includes the City Manager's Budget Message, the City of East Point's vision for the future, policies and procedures and specific budgetary goals for FY 2012. Discussion of the budget plan and process provides insight into the operation of the City of East Point.

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## **JUST THE FACTS**

This section provides selected demographics, economic statistics and general information about the City of East Point. Also included in this section is a summary of recent accomplishments. This section is intended to inform the reader of the relationship between local government and its residents.

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## **ON THE JOB**

This section describes the City's workforce and changes that have occurred.

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## **THE BOTTOM LINE**

The final budgets that are a product of the policy outlined in the *Fine Print* section are presented here. The following are included for each fund: Fund Structure; Issues & Trends; Revenue & Expenditure Summary; Sources of Revenue; Debt Summary; Fund Balance Summary; and Budget Basis. These sections demonstrate the significance of each operating budget to the City of East Point.

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## **BEHIND THE SCENES**

This section provides information relative to each department. The following elements make up the department's profile: Mission Statement; Description; FY 2012 Goals and Objectives; Key Performance Objective; Key Performance Measure; Performance Measures; Personnel structure; and a Budget Summary.

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### **CAPITAL IDEAS**

This section describes City of East Point's capital funds. While The *Bottom Line* section provides an overview of the budgets at the fund level, this section gives a more detailed description of the capital projects in the capital fund. Specific operating impacts of capital projects are discussed and then summarized for all funds affected.

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### **DEFINING TERMS**

This section defines the terms, both budgetary and department specific, that need clarification for the general public.

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EARNESTINE D. PITTMAN  
MAYOR

June 20, 2011

**COUNCIL MEMBERS**

SHARONDA D. HUBBARD  
STEVE BENNETT

PAT LANGFORD  
LANCE RHODES

MARCEL L. REED  
MYRON B. COOK

J. SLAUGHTER-GIBBONS  
CLYDE K. MITCHELL

**CITY MANAGER**

CRANDALL O. JONES  
CITY MANAGER



Honorable Mayor, Members of the City Council, and Citizens:

Transmitted herewith is the City of East Point's balanced budget for the fiscal year 2011-2012. This budget is the product of input from elected officials, the community, and each department that aims to provide excellent East Point services.

***FY 12 Budget Goals***

The preparation of the Fiscal Year 2012 Budget was exceptionally challenging, as there were needs to compensate for the loss of significant property tax revenues while simultaneously dealing with sharp increases in utility wholesale supply and debt service costs.

***The Fiscal Year 2012 Budget includes the implementation of new financial policies in line with sound business management, fiscal responsibility, long-term sustainability and good governance:***

- The allocation of Administrative & General expenses to the utilities, thereby relieving the indirect subsidy from the General Fund;
- The accommodation of a significant increase in Water & Sewer debt service approaching \$3.7 million;
- The inclusion of capital leases necessary to fund the capital purchases made during fiscal year 2011;
- The inclusion of a 5% franchise fee on the City's utilities, excluding the Water & Sewer Department, which equates to the franchise fee levied on private sector utilities;
- The funding of depreciation in order to provide the resources for the capital improvements necessary to sustain the utility systems; and
- The establishment of a commercial trash hauler's franchise fee.

The above policies are incorporated in the East Point Power, East Point Water & Sewer, East Point Solid Waste and East Point Stormwater Utility cost of service studies, which form the basis of the utilities' fiscal year 2012 budgets.

### **Funding for the Capital Fund**

- Capital requirements of the utilities will be funded through the cash produced from the increase in rates.
- Capital Projects of \$2,615,652 have been proposed utilizing MEAG Municipal Competitive Trust (MCT) funding.
- The policy changes inherent in the cost of service studies are critical to maintaining a strong capital replacement program for healthy utilities.

### **BUDGET AT-A-GLANCE**

The overall adopted budget is \$114,016,339, which represents a 17% increase from FY 2011, delineated as follows:

**General Fund:** \$32,350,682 - 3.79% decrease;

**East Point Power:** \$42,244,139 - 22% increase;

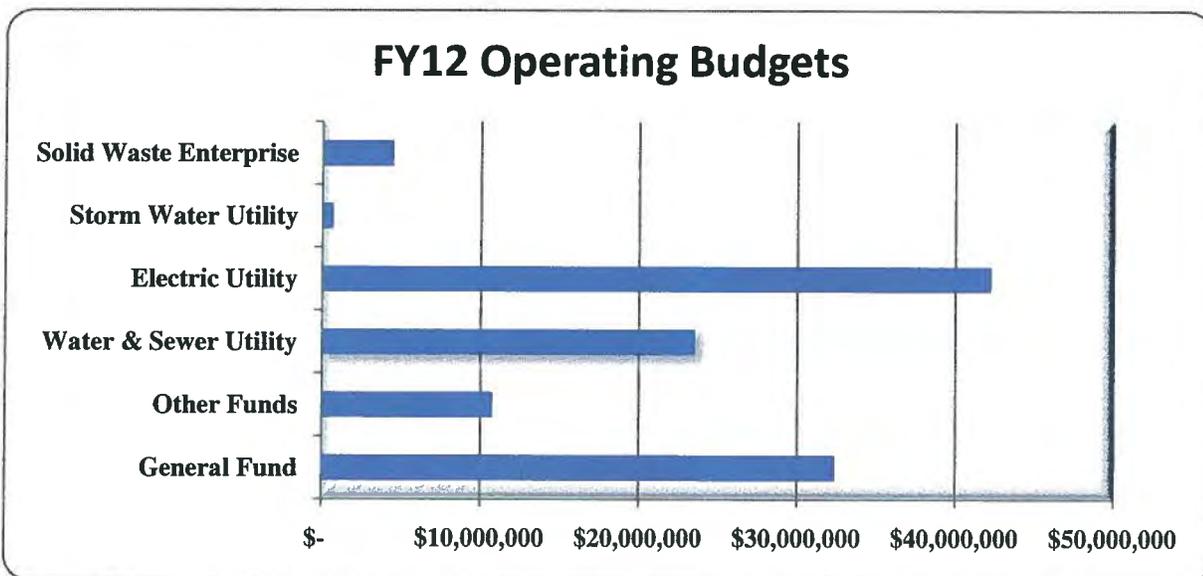
**Water & Sewer Utility:** \$23,539,207 - 49% increase;

**Solid Waste:** \$4,467,911 - 29% increase;

**Storm Water:** \$670,710 - **(New Utility)**;

**Other Funds:** \$10,743,690 - 23% increase;

**Capital Projects:** \$2,615,652 – MEAG MCT-funded for capital improvements.



	<b>FY 11 Total</b>	<b>FY12 O&amp;M</b>	<b>Changes</b>
<b>FY11 Current Budget</b>	94,652,326	96,762,688	2,110,362
<b>Policy Changes: A&amp;G Allocation</b>	2,923,850	3,571,022	647,172
	97,576,176	100,333,710	2,757,534
<b>Proposed Changes to Budget:</b>			
Franchise Fee		2,355,642	2,355,642
Debt Service (Water & Sewer)		3,679,495	3,679,495
Depreciation		2,867,442	2,867,442
MEAG Wholesale Cost		4,338,359	4,338,359
Capital Leases		441,691	441,691
	97,576,176	114,016,339	16,440,163

Excluding the new changes to policies and operating costs, the total operating budget of \$100.3 million compares favorably with prior year's total of \$97.5 million with an increase of \$2.7 million, or approximately a 3% increase over fiscal year 2011.

While economic conditions and the fiscal policies adopted necessitated rate increases, the budget includes over \$3 million in subsidies to residential utility rates (from use of MCT reserves, year-end settlement funds and proceeds from substation low-side sales).

### **Personnel**

For Fiscal Year 2012, 10 positions were closed and reallocated to accommodate 19 new, necessary positions which will improve efficiency and customer service levels in the departments. This is a net effect of nine 9 new positions in the FY 12 budget.

To assist with service level demands in IT, (1) Technician will be added. The Police department required 6 Police Officers for sufficient FY12 staffing (3 of the 6 will be 100% grant funded). To address City projects and repairs, Roads and Drainage and Sewer Line Maintenance Departments will add 6 staff members. The Sanitation Department will add 3 positions after realizing a salary savings from seven abolished positions. The Customer Care area will add the following: (1) Billing/Auditor position, (1) Customer Service Representative, (2) Call Center staff, and (2) Cashiers to help improve level of service to the citizens of East Point.

## Operating Funds

The following is a breakdown of the General Fund revenue and expenditures budget.

	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Amended</b>	<b>FY12 Proposed</b>
<b>General Fund Revenues:</b>				
Property Taxes	28,977,173	26,617,235	28,362,200	25,390,200
Licenses and Permits	1,531,733	1,359,044	696,600	1,436,000
Intergovernmental Revenues	28,502	-	5,040	5,040
Charges for Services	242,630	318,515	161,656	208,000
Fines and Forfeitures	2,119,186	1,397,035	2,132,000	1,902,000
Miscellaneous Revenue	110,652	4,227,532	458,250	93,000
Other Financing Sources	2,332,393	4,294,446	1,808,522	3,316,442
	35,365,533	38,323,330	33,624,308	32,350,682
<b>Expenditures:</b>				
Personnel Services	20,371,841	22,085,343	25,794,273	26,398,433
Operating	9,644,012	4,934,115	5,240,360	5,191,040
Capital	269,711	571,191	201,450	311,656
Debt Service	2,512,504	2,413,536	2,388,225	449,554
Transfers In/Out	202,966	271,452	-	-
Total Expenditures	33,001,034	30,275,637	33,624,308	32,350,682

	FY 09 Actual	FY 10 Actual	FY 11 Amended	FY12 Proposed
<b>Enterprise Funds:</b>				
Water & Sewer Utility	15,265,680	15,640,281	15,801,517	23,539,207
Electric Utility	31,010,864	30,523,073	34,635,876	42,244,139
Storm Water Utility	-	-	-	670,710
Solid Waste Enterprise	3,746,501	4,048,509	3,468,700	4,467,911
Total Expenditures	50,023,045	50,211,863	53,906,093	70,921,967

### ***Storm Water Fund***

The Fiscal Year 2012 anticipates the implementation of a storm water utility and, as such, allocates \$670,710 for qualified storm water activities, rather than continue to subsidize these projects in the General Fund.

### ***East Point Power Fund***

Historically the City of East Point has balanced East Point Power deficits by use of MCT fund. Two million in MCT funds were utilized in the prior year and the General Fund absorbed an additional \$1 million in costs.

In FY 2012, wholesale power cost increases will result in a \$4 million deficit without action; and, the deficit is projected to grow to a total of \$6 million by 2013. This shortfall, coupled with the lack of funding for annual system maintenance/improvement, has resulted in an accumulation of deferred capital maintenance. Per the Electric Cities of Georgia (ECG) system assessment performed in 2010, the lack of scheduled capital maintenance has resulted in the necessity for \$1.4 million in annual repair, beginning fiscal year 2012.

The new rate structure incorporates a policy of assessing a 5% franchise fee for the utility and maintaining the system's share of administrative and general expenses, providing relief to the General Fund.

### ***East Point Water & Sewer Fund***

Three major categories of expenditures must be met annually from revenues:

- Operating expenses
- Debt service payments
- Funding of renewals and replacements and minor capital outlays

Appreciable increases in certain cost components are projected to occur in Fiscal Year 2012. The most significant of these items are as follows:

- Budgeted A&G allocation - \$2.3 million
- Increase in debt service payments due to the 2007 restructuring of the bond payment schedule - \$2.2 million

The overall result of these components is an increase in total expenditures from \$15.8M in Fiscal Year 2011 to \$23.5M in Fiscal Year 2012. Thereafter, and annually through Fiscal Year 2015, expenditures are projected to increase at an annual rate of approximately of 2.4 percent.

The current plan identified to meet the total increases in expenditures for Fiscal Year 2012 is described in below:

- \$2M of MCT Funds to continue rate subsidies to residential customers - \$17.15/month for base service usage;\$21.57/month for 5,000 gallon per month usage.

## **BUDGET SUMMARY**

While Fiscal Year 2012 presents both daunting challenges and intriguing opportunities for the City of East Point, the fallacy of the past few years has been the belief by some that the City's utilities were subsidizing the General Fund. In fact, the opposite has been true, a fact confirmed by the results of the FY 2010 fiscal audit.

All three utilities have been drains on General Fund cash flow and have not maintained the necessary rates to sustain their respective operations, allocation of administrative and general costs and capital maintenance/improvement. These factors and increases in wholesale costs and debt service made rate adjustments this fiscal year critical to sustainability of the utilities.

By taking actions outlined and adopting the policies/ordinances to enact strategies noted herein, we will change a decade long adverse paradigm and move the City government to operating from a posture of long-term sustainability.

## **LOOKING FORWARD**

While we continue conversations related to a new Government Center, this fiscal year we plan to receive pertinent information related to the project and financing alternatives. With responses from an RFP already received, we look forward to the opportunity to spur economic development by civically investing in the heart of our downtown area. We currently spend nearly \$460,000 a year on rented space for our government offices, in addition to approximately \$100,000 for operating a City Hall that does not satisfy the needs of staff or citizens.

Within the scope of the government center project, we are considering a multi-purpose civic center as an additional and much needed amenity at the site. A civic center would enable our downtown area to come alive in many ways and enhance current City-sponsored programs and offerings that exist today. Additionally, we have strategically partnered with the Atlanta Convention & Visitors Bureau (ACVB) as our Direct Marketing Organization (DMO) to maximize our opportunities with an increased hotel/motel tax- which will yield an additional \$2 million per year. Additional revenues associated with the tax will not only go towards highlighting the many great things East Point has to offer, but will also fund the construction and operation of the civic center. With only 22% of hotel/motel tax revenue going to the ACVB, we will utilize 78% of our hotel/motel tax revenues on actual projects and marketing East Point as a metro area destination.

Additionally, the City looks forward to energizing our economic development plan with opportunities that exist with the Fort McPherson Military Base Redevelopment; as well as a comprehensive plan that includes our downtown corridors. The Economic Development department has been working aggressively to take advantage of prime opportunities on the horizon for the City of East Point and its stakeholders.

Lastly, with our focus on improving the way we do business, our leadership team has been charged with defining new, innovative ways to provide the many city services we offer. Throughout the development and adoption of this year's budget, our leadership has been asked to do more with less. As with the budget preparation and implementation from years past, our entire team has continuously worked to provide excellent services at minimal cost. I applaud them in their efforts and look forward to seeing the full strength of our senior leadership team through the hiring of three department heads; East Point Water & Sewer; Customer Care; and a new Police Chief.

Respectfully,



Crandall O. Jones, ICMA Credentialed Manager  
City Manager

## ***HOW TO USE THIS BUDGET***

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### **WHAT IS A BUDGET?**

A budget is a financial plan for a city. It includes both estimates of resources available, including revenues and fund balance, and appropriations that are the authority to spend money for specific purposes. After extensive input from the various departments, as well as the public, the budget is prepared by the Finance Department. The City Manager presents the budget for adoption to the Mayor & City Council.

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

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

- An explanation of the financial budgetary structure and policies of the City;
- Detailed financial data and summaries;
- Detailed explanations of major capital expenditures (the capital budget), including operating cost impacts;
- The departmental budgets, which are subdivided into programs to account for the costs associated with specific activities or to account for the use of funds received from specific revenue sources;
- An appendix, which includes 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 Financial Summary Section 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. 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 East Point. 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?**

## ***HOW TO USE THIS BUDGET***

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A: Each December, City departments submit their capital projects and improvements for the upcoming year. The City Manager presents the preliminary budget to City Council in January. Each February, City departments submit their plans and needs for the coming year to Finance. Finance presents all the requests to the City Manager. The City Manager meets with all departments to review requests and make necessary adjustments. Finance consolidates them into the proposed budget. The City Manager then submits his recommended operating and capital budgets to the City Council in April. 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 grants, taxes, and licenses, in addition to payments for municipal services, such as water & sewer, electric, solid waste, and storm water.

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

A: It is used to provide services to residents, 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 East Point for the 2012 tax year is 13.75 mills, or \$13.75 per \$1,000 of taxable value. The Fulton 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 East Point residents are eligible for a \$2,000 homestead exemption for the 2012 tax year. After property is appraised by the County Tax Assessor, \$2,000 is subtracted from the assessed value leaving what is known as the taxable value. The taxable value is that amount based 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 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 \$2,000 homestead exemption is applied would be, with a millage rate of 13.75 mills, \$522.50.

## ***HOW TO USE THIS BUDGET***

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**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 eleven (11) separate funds, all of which perform distinct activities.

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

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

**Q: What is an operating budget?**

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

**Q: What is a capital improvement budget?**

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

**Q: What is an enterprise fund?**

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

**Q: What is a budget appropriation?**

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

**Q: What is a budget amendment?**

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

**Q: Who establishes the rules by which the City of East Point 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 East Point?**

A: The City Manager is the Chief Administrative Officer of the City of East Point. This individual is hired by and reports directly to the City Council. All employees except the City Clerk, City Judge and City Attorney report to the City Manager.

**Q: What are franchise fees, and why does the City of East Point 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's rights-of-way and other properties for locating pipes, wires, etc.

## ***BUDGET PROCESS***

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The FY 2012 City of East Point Annual Budget, created to support short and long-range planning, focuses on the use of financial resources over the next two fiscal years. Annually, The City of East Point receives and accounts for more than \$114 million from a variety of sources. The City of East Point is committed to providing low cost, high quality products and services to its residents, businesses, employees and visitors. The City of East Point is bound by a basic obligation to prudently oversee the collection and disbursement of all public funds. At the direction of the City Manager, the city's policies and procedures are strictly enforced to ensure that all financial and management decisions result in actions that reflect the best interests of the City of East Point.

This Annual Budget process varied much from prior annual cycles for several reasons. The national economic recession and, most significantly, the severe decline in real estate valuations led city management to modify the process with respect to deadlines and the overall sequence of the planning. It became clear in early 2009 that the City's Tax Digest for subsequent fiscal years would be significantly decreased for the first time in several years. These forecasted decreases would be large enough to lead management to consider potential cut-backs in most departments. Because of these actions and the projected decrease in FY 2012 revenues, the budget process was amended to fit management's need to restrict, constrain or contract budgets.

The Finance Department played a significant role in the FY 2012 Annual Budget process. Beginning this budget year, the Budget Analyst of the Finance Department served as liaison and facilitator for the City Manager, working with all city departments. The FY 2012 process incorporated new procedures that encouraged departments to work closely with the Budget Analyst at the outset to establish fiscally sound budget requests. The Budget Analyst assisted the City Manager in conducting several informational sessions to educate and guide department managers concerning the FY 2012 annual process. The most significant session was the annual City Budget Kickoff meeting in January 2011. The major efforts of the Budget Analyst and the departments began in early January 2011 and concluded in late April 2011.

The budget process is organized into these four segments:

- (1) Management Plan**
- (2) Financial Plan**
- (3) Capital Plan**
- (4) Consolidation**

## ***BUDGET PROCESS***

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### **Management Plan**

Each department is required to prepare and submit a Management Plan. In a normal budget cycle, once their Management Plan has been submitted, the Budget division distributes the Financial and Capital Plans. The Financial and Capital Plans are not distributed to departments until their Management Plans are received. However, for the FY 12 Annual process these Management Plans would be submitted after the Financial and Capital Plans. Management Plans were due to the Finance Office on February 28, 2011. Depending on the outcome of the budget compilation, it may be necessary to amend specific departments' management plans prior to publication to account for changes in mission, goals, performance measures, etc.

The Management Plan provides both narrative and performance statistical information, which lends support to the department's operations. This is helpful when considering staffing and funding levels. Additionally, this information provides an overview of how taxpayer dollars are being spent. The Management Plan includes the following components: mission statement, department description, goals and objectives, key performance objective, key performance measure and performance measures. Management Plans are reviewed and edited by the Finance Department for incorporation into the Annual Budget Book.

In an effort to assist departments with the development of an effective and useful Management Plan, the Finance Department distributed a comprehensive instruction booklet that included a budget calendar, key points to remember and specific related examples. In addition to the booklet, departments requiring additional assistance with their management plans could schedule individual work sessions with the Budget Analyst.

### **Financial Plan**

The Financial Plan outlines the funding levels required to carry out planned activities during the upcoming fiscal years. State law mandates a balanced Financial Plan, which means budgeted expenditures must equal budgeted revenues. Although departments within funds are not required to have balanced budgets, each fund as a whole must be balanced.

The City of East Point employs the traditional Line-Item (objects of expenditure and sources of revenue) method of budgeting at departmental level. Some departments budget activities or programs. However, eventually accounts for its financial resources within the framework of their departmental line-item budget. Although the city tracks activity and program performance, it is not directly tied to budgeted dollars in the budget system.

## ***BUDGET PROCESS***

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On February 28, 2011 departmental continuation budgets (Financial Plan) and justification/explanation forms were due to the Budget Analyst. All Financial Plan information, draft Management Plans, two-year history of spending patterns, and city directives were used to formulate the Budget recommendations for FY 2012 budgets.

During March and April 2011, the City Manager and Finance staff met with each department to review the budget recommendations and outstanding issues. At the direction of the City Manager, approved outstanding items were incorporated into, and other disapproved items were deleted from the department's recommendations. The City Manager reviewed the changes in departments' discretionary budgets.

### **Capital Plan**

The Capital Plan by City Charter is due to City Council three months prior to the submission of the Operating Budget. Departments were asked to submit their Capital requests to Finance by January 15<sup>th</sup>. The City Manager and Finance reviewed all requests and made changes prior to submitting to City Council. The Capital Plan was then discussed again during department budget meetings for final consideration.

### **Consolidation**

After the first three budget segments were complete, Finance compiled the information and completed the FY 2012 Annual Budget Book. This document included all elements contained in the Management, Financial and Capital Plans used to formulate the Operating and Capital Budgets.

On April 26, 2011 the FY 2012 Proposed Budget was transmitted to the Mayor and City Council. On April 27, 2011 the City Manager presented the FY 2012 Proposed Budget to the Budget Committee for review.

The Operating and Capital Budgets were advertised in the South Fulton Neighbor on May 4<sup>th</sup> and May 18<sup>th</sup>, 2011. Public hearings were held on June 6<sup>th</sup> and June 13<sup>th</sup>, 2011. At these hearings, citizens were invited to comment on the FY 2012 Proposed Budget. Consistent with Georgia law, the FY 2012 Operating and Capital Budgets were adopted, and was approved at the City Council's regularly scheduled meeting on June 20, 2011.

## ***BUDGET PROCESS***

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### **BUDGET AMENDMENTS**

From time to time, it becomes necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed. One type of change (budget adjustment) does not affect the "bottom line" total for a department. The City Manager 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.
- the appropriation of additional funding if expenditures are projected to exceed budgeted amounts.
- the re-appropriation of monies from one department to another when deemed necessary. Budget amendments, as opposed to adjustments, require Council approval in the form of an ordinance.

### **KEY ACTORS**

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

**Mayor & City Council:** The Mayor and City Council set policies with drive the development of the budget, appoint a Budget Committee (which consists of the Mayor, Council members and one appointed resident), conduct public hearings and the first reading of the budget ordinance.

**City Manager:** The City Manager conducts meetings with each department to go over the budget line item by line item accordingly. The City Manager presents budget document to Mayor and City Council for approval.

**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 Finance.

**Finance Director:** The Finance Director is primarily responsible for providing direction for the Budget Analyst and overseeing the budget process.

**Budget Analyst:** The Budget Analyst is primarily responsible for coordinating, developing and putting the actual budget document together. The Budget Analyst is involved in all departmental budget meetings and completes the data entry changes needed on all aspects of the budget document for the upcoming year. The Budget Analyst works closely with the City Manager and all other Department Directors to make

## ***BUDGET PROCESS***

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certain the budget document properly reflects the correct information for the new fiscal year. The Budget Analyst also completes revenue projections for all funds. Coordinates both the capital improvement plan and personnel request process, and prepares the operating budget request packets to department directors. The budget document must be completed for the City Manager to present to City Council. If revisions are required, they must be completed. Once the budget is approved, the budget book is prepared and submitted to the GFOA for the distinguished budget award.

## **BUDGET CALENDAR**

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<b>ACTIVITY</b>	<b>TIME FRAME</b>	<b>PARTICIPANTS</b>
Capital Budget forms released	12-17-2010	Departments
Departmental Budget Kickoff Meeting	01-06-2011	Departments
Capital Budgets Due	01-07-2011	Departments
<b>TRANSMITTAL SUBMITTED OF THE PRELIMINARY CAPITAL BUDGET REQUESTS: TO MAYOR, CITY COUNCIL (PER CITY CHARTER SECTION: 5-104)</b>	<b>01-21-2011</b>	<b>CITY MANAGER</b>
Load H.T.E. Access to Departments	01-19-2011	Finance
Capital Budget Workshop	01-31-2011	<b>MAYOR, CITY COUNCIL</b>
Generate Personnel Roster with Fringe Benefits	02-01-2011	Human Resources
Meet with Department Heads for personnel roster review (current and new hires)	02-02-2011 through 02-04-2011	Human Resources
Upload personnel roster and benefit costs to the FY12 Budget Preparation module	02-07-2011	Human Resources
Generate and distribute FY2012 Department Budget Worksheets to Department Heads	02-08-2011	Finance
Enter FY2012 departmental budget requests	02-09-2011 through 03-04-2011	Departments
H.T.E. Budget Training	02-24-2011	Finance, Departments
<b>BUDGET ENTRY PERIOD ENDS</b>	<b>03-04-2011</b>	
<b>CITY MANAGER REVIEW OF DEPARTMENTAL BUDGET REQUESTS Begins</b>	03-11-2011 through 04-01-2011	City Manager, Departments, Finance, HR
<b>City Manager Meetings :</b> Parks & Recreation	03-11-2011	Parks & Recreation
<b>City Manager Meetings:</b> Police	03-17-2011	Police
<b>City Manager Meetings :</b>		

## **BUDGET CALENDAR**

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Fire	03-18-2011	Fire
<b>City Manager Meetings</b> Economic Development, Planning & Zoning	03-21-2011	Economic Development, Planning & Zoning
<b>City Manager Meetings :</b> City Clerk, City Attorney, Finance, IT, Tax	03-28-2011	City Clerk, City Attorney, Finance, IT, Tax
<b>City Manager Meetings:</b> Court	03-29-2011	Court
<b>City Manager Meetings:</b> Public Works, City Manager, HR	03-30-2011	Public Works, City Manager, HR
<b>City Manager Meetings:</b> Communications, Purchasing, Customer Care	04-04-2011	Communications, Purchasing, Customer Care
<b>City Manager Meeting(s):</b> Revenue Projections	04-06-2011	Finance
<b>City Manager Meetings:</b> Public Utilities, Public Works (cont'd)	04-07-2011	Public Utilities
<b>City Manager Meetings:</b> Storm Water	04-11-2011	Storm Water
<b>City Manager Meetings:</b> Water Resources, Solid Waste	04-18-2011	Water Resources, Solid Waste
<b>CITY MANAGER BUDGET ENTRY PERIOD ENDS</b>	04-18-2011	
<b>TRANSMITTAL OF PROPOSED FY2012 BUDGET &amp; COMPLETED STANDARDIZED BUDGET FORMS: TO BUDGET COMMITTEE, CC: CITY COUNCIL (PER SECTION 2-2003 OF CITY ORDINANCE)</b>	04-25-2011	CITY MANAGER
<b>Department Presentations to Budget Committee</b>	04-26-2011 (11 a.m. – 2 p.m.)	City Clerk, Legal, HR, Economic Development, C&P, Tax, Court, Customer Care
<b>Department Presentations to Budget Committee</b>	04-27-2011 (11 a.m. – 2 p.m.)	Planning & Zoning, Fire, Police, Parks & Recreation, Public Works, Public Utilities, Water Resources, Solid Waste, Storm Water
<b>Department Presentations to Budget Committee</b>	05-03-2011 (11 a.m. – 2 p.m.)	Finance, IT, CMO, Communications, Public Works, Public

## **BUDGET CALENDAR**

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		Utilities, Water Resources, Solid Waste, Storm Water
<b>REVIEW OF RECOMMENDED BUDGET: MAYOR, CITY COUNCIL, BUDGET &amp; FINANCE COMMITTEES</b>	05-03-2011 through 06-20-2011	MAYOR, CITY COUNCIL, BUDGET AND FINANCE COMMITTEES
<b>BUDGET WORKSHOP</b>	05-23-2011	CITY COUNCIL
<b>PREPARATION OF BUDGET ORDINANCE</b>	05-23-2011	FINANCE
<b>BUDGET WORKSHOP</b>	05-31-2011	CITY COUNCIL
<b>FIRST READING OF BUDGET &amp; PUBLIC HEARING</b>	<b>06-06-2011-RECOMMENDED</b>	CITY COUNCIL
<b>SECOND READING OF BUDGET &amp; PUBLIC HEARING</b>	<b>06-13-2011-RECOMMENDED</b>	CITY COUNCIL
<b>FINAL ADOPTION OF FY2012 BUDGET (PER SECTION 5-101 OF CITY CHARTER)</b>	<b>06-20-2011-RECOMMENDED</b>	CITY COUNCIL
<b>TAX PROCESS:</b> Receive Property Tax Digest	TBD	Fulton County Tax Assessor
Millage ads: Millage Hearing 1	TBD	Tax, Finance
Millage ads: Millage Hearing 2	TBD	Tax, Finance, City Clerk
File Property Tax Millage	TBD	Tax, Finance
FINANCE DEPARTMENT EDITS BUDGET	06-21-2011 through 06-24-2011	Finance
FINANCE DEPARTMENT LOADS BUDGET	06-27-2010 through 06-30-2011	Finance
FINANCE DEPARTMENT CREATES ACCOUNTS	06-27-2010 through 06-30-2011	Finance

# **FINANCIAL POLICIES**

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## **GENERAL BUDGET AND FINANCIAL POLICIES**

*These policies, once approved by City Council will govern the way the City operates its operating budget. They are in place to ensure that the City of East Point 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 on or before the first city council meeting in June. However, if for good and sufficient reasons the budget cannot be adopted by this date, the amount appropriated for current operations for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items in it prorated accordingly, until such time as the city council adopts a budget for the ensuing fiscal year.

## **BALANCED BUDGET REQUIREMENTS**

The Georgia State law 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 due to revenue projections being 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) Where possible, the City will integrate performance measurement, service level, and productivity indicators within the budget.

## **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 be implemented. 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

## **FINANCIAL POLICIES**

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realizing their projection, Finance will contact the department to inquire as to the extenuating circumstances that may have affected revenues. If the problem is of a serious nature, Finance will work with the department in resolving the problem. The Finance Director makes the determination as to whether the City Manager and City Council need to be involved.

### **EXPENDITURE POLICIES**

- 1) An operational control of departmental budgets is maintained by preliminary check of funds availability on a line-item basis;
- 2) The City of East Point's 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 City Manager has the authority to allow departments 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

Each year, receivables at June 30<sup>th</sup>, consists of taxes, accounts (billings for user charges) and intergovernmental receivables arising from grants.

Receivables and payables are recorded on the City's financial statements to the extent that the amounts are determined to be material and substantiated not only by supporting documentation, but also by a reasonable, systematic method of determining their existence, completeness, valuation, and in the case of receivables, collectability.

Property taxes for June 30, 2010 fiscal year were levied July 1, 2010, based on property values assess as of January 1, 2010. The taxes were billed October 1<sup>st</sup> and payable within 60 days of the billing date. An interest penalty of 10% per annum is charged on property taxes not paid within 90 days of the due date. Property taxes become an enforceable lien on January 31<sup>st</sup>.

## **FINANCIAL POLICIES**

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### **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 East Point's 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. 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.

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.

## **FINANCIAL POLICIES**

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– **Capital Projects Fund:** Budgets for capital projects shall lapse at the end of a fiscal year. The project can remain in effect until project completion, but re-appropriation by City Council ordinance is required.

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

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

– **E-911 Fund:** The E-911 fund accounts for system fee collections, and the operation of the Emergency 911 System within the City of East Point.

– **Restricted Grant Fund:** Grants that have a grantor requirement to have funds deposited into a separate bank account from the General Fund.

–**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 a 3% 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:**

–**Water & Sewer Enterprise Fund:**

The Water & Sewer Fund is used to account for provision of water, the collection and disposal of water & wastewater services of the City.

–**Electric Enterprise Fund:**

The Electric Fund is used to account for the collection of electricity services of the City.

–**Sanitation Enterprise 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.

–**Fleet Maintenance Internal Fund:**

The Fleet Maintenance Fund supports all vehicle repair and maintenance to all City departments.

## **FINANCIAL POLICIES**

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### **-Customer Care Internal Fund:**

The Customer Care Fund collects all revenues received for the City.

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 Water & Sewer, Electric, Sanitation, and Stormwater Enterprise Funds are considered Proprietary Funds and budgeted for using the full accrual basis for accounting.

### **-Fiduciary Funds:**

Fiduciary fund reporting focuses on net assets. The City's fiduciary funds include a pension trust funds and an agency fund. The pension trust fund provides pensions to City employees and City elected officials. The agency fund collects municipal court fines and forwards them to the General Fund. The agency fund is custodial in nature (assets=liabilities) and does not involve measurement of results of operations.

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

### **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. 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.

## ***FINANCIAL POLICIES***

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### ***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**

Budgets are adopted on a basis consistent with GAAP with the exception of the capital projects fund, which have project length budgets, rather than annual budgets. The City adopts budgets for its enterprise funds and internal service funds; however, the reporting of the budget to actual comparison is not required.

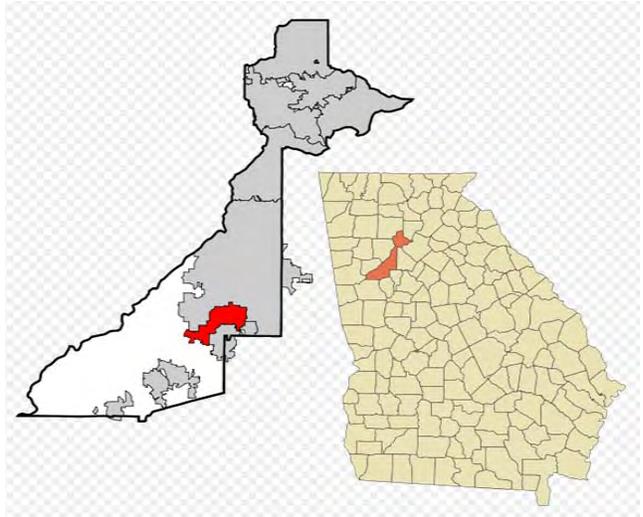
### **TAX MILLAGE RATE**

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 2012 is 13.75 mills which reflect a decrease from the previous year.

## Just the Facts

State of Georgia Population  
9,687,653

East Point Population 33,712



Black or African American  
63.9%

Hispanic or Latino  
18.0%

White  
16.3%

Asian  
0.8%

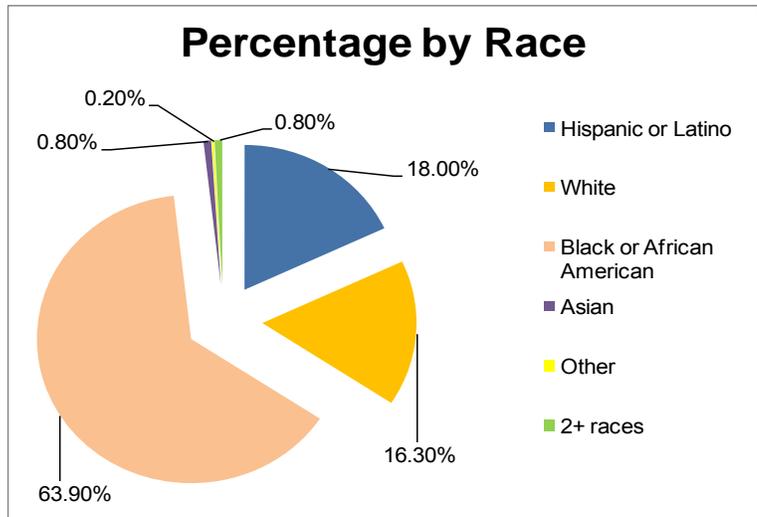
Other  
0.2%

2+ races  
0.8%

Male – 49.6%

Female – 50.4%

Percentage by Race



Median Age 33 years

Age 0-19 28%

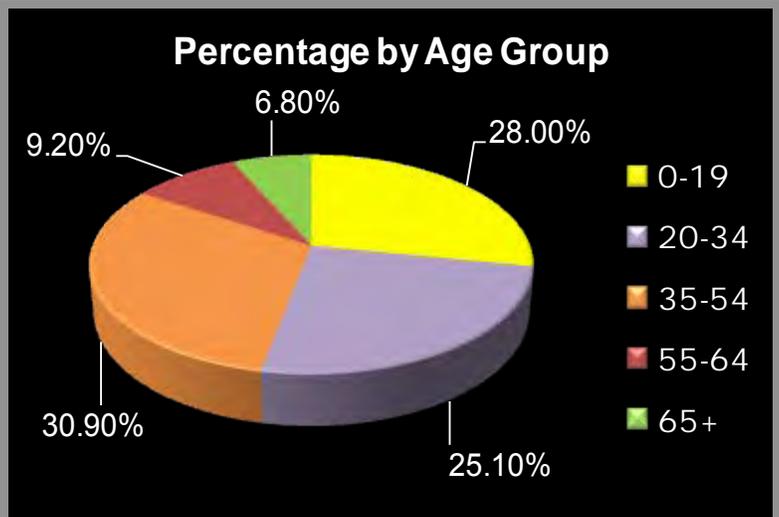
Age 20-34 25.1%

Age 35-54 30.9%

Age 55-64 9.2%

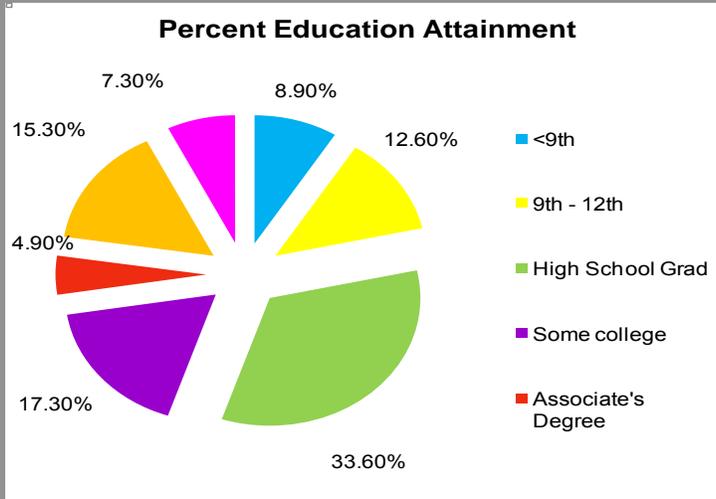
Age 65+ 6.8%

Percentage by Age Group



Source: U.S. Census Bureau December 2010

## Just the Facts



## East Point - 2009 Estimates

Population 25 years and older

Less than 9th Grade	8.9%
9th thru 12th Grade (no diploma)	12.6%
High School Graduate	33.6%
Some college (no degree)	17.3%
Associate's Degree	4.9%
Bachelor's Degree	15.3%
Graduate or professional Degree	7.3%

### Household Income & Benefits

Median \$40,637  
Mean \$51,913

### Family Income

Median \$42,941  
Mean \$57,060  
Per capita \$20,329



### % Houses built between

1939 & earlier	5.7%
1940-1949	9.5%
1950-1979	65.2
1980-1999	9.1%

### Total Housing Units 18,199

Vacant	4,315
Occupied	13,884
owner	49.7%
renter	50.3%

Homeowner vacancy rate	10.5%
Rental vacancy rate	21.2%
Average household size	
owner-occupied	2.95
renter-occupied	3.15

Median house value	<b>\$154,400</b>
Median gross rent	<b>\$835</b>

Source: U.S. Census Bureau December 2010



## Introduction to East Point

[www.twitter.com/cityofeastpoint](http://www.twitter.com/cityofeastpoint)

[www.facebook.com/cityofeastpoint](http://www.facebook.com/cityofeastpoint)

### City of East Point Top Employers

Tenet - South Fulton Medical Center	875
City of East Point	523
Owens-Brockway Glass Company, Inc	416
Newell Recycling	325
Bonterra Nursing Center	157
Lowe's	155
Target	151
Holiday Inn	140
Crowne Plaza Hotel - Atlanta Airport	133
PPG Industries, Inc	105
Doubletree Club Hotel	72

*“East Point was established due to an 1847 Act incorporating the Atlanta & LaGrange RR (now the Atlanta & West Point RR). It stated that its’ eastern most terminus should be at a convenient point along the Macon & Western RR (now Central of Georgia RR) between “the City of Griffin and the Town of Atlanta”. This exact location is marked by a bronze disk set in a concrete post. This point of reference was used, as a part of East Point’s charter in 1887, to establish the limits of the town, all beginning from this point. East Point is sometimes candidly referred to as “The Point”.*

*East Point boasts what many cities long for . . . location, location, location. Located next to the busiest airport in the world, Atlanta Hartsfield-Jackson International Air-port, just nine miles from downtown Atlanta, situated between four major inter-states: I-75, I-85, I-20 & I-285 and boasting its own MARTA train stop, East Point’s location is hard to rival! In addition, East Point is located in the sought after ITP area (Inside The Perimeter) with abundant quality, affordable housing stock. These are just a few more reasons we consider East Point a hidden jewel in Metro Atlanta*



# Just the Facts

## DOWNTOWN HAS A "SMALL TOWN" FEEL



## UNIQUE SPORTING VENUE: VELODROME



## SHOPPING: CAMP CREEK MARKETPLACE



## LARGE SPORTING VENUE: GA SPORTS COMPLEX



## HISTORICAL SOCIETY MUSEUM



## EVENTS



For more information or site selection assistance, contact:

The City of East Point  
Economic Development Department  
404.270.7037  
[www.eastpointcity.org](http://www.eastpointcity.org)

## ***All About East Point***

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### **History of East Point**

The land on which East Point is located once belonged to the Creek Indians. In January 1821 the United States government purchased the land for approximately \$120,000. Five counties were created from the land and East Point has been included in the formation of three counties at various times: Henry County in 1821, DeKalb County in 1822 and Fulton County in 1853.

East Point's land was granted to 48 residents through a lottery system. These residents were not required to cultivate the land, and most of the original owners promptly sold their property to others. Families soon moved into the area and established farms and plantations.

Railroads came to East Point on their way to Atlanta in the 1840's and 50's. In 1845 the Macon and Western Railroad (later the Central of Georgia Railroad) completed construction of its line from Macon into Atlanta. The Atlanta and LaGrange Railroad (later the Atlanta and West Point Railroad) played an important role in giving East Point its name. This line gave the area additional rail service and created a boom for industries located in East Point. The area around the junction of the two railroads became known as east point because the location was the eastern point of construction of the Atlanta and LaGrange Railroad's tracks. There was no formal name, but was simply a geographical reference in the Chief Engineer's report. The name East Point first occurred in the records indicating that a United States Post Office was established there in 1851.

During the Civil War, occupation of East Point by the Federal Army helped to destroy many homes and buildings. Fields were also devastated and little remained other than the water and wood tanks of the town's railroads. Churches were burned, but at least one gristmill was left standing. Many people left the area before the army occupation began and returned to their home sites only after the occupation had ended, but it would be impossible for them to resume their normal lifestyle for some time to come. Union soldiers had constructed a great number of shacks large enough to quarter one or two soldiers and citizens lived in these mud-floored shacks until materials could be procured to build new homes. Food was in short supply because the fields had been destroyed. Soon new homes were constructed and farming life resumed with cotton, wheat, corn, oats and garden vegetables being grown. Individuals began founding businesses in the 1860's and 70's --including a general store, three or four saloons, a shoe repair shop, blacksmith shop and one doctor built a drug store in 1869.

By the 1870's, a number of churches had come into existence -Mount Olive, Utoy and Flat Creek Baptist; Mount Gilead and Mount Zion Methodist. In 1873, the Nellie Chapel Methodist Episcopal Church was built. Later known as the East Point Avenue Methodist Church, it still stands across the street from City Hall. One of the oldest cemeteries in

## ***All About East Point***

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East Point is located behind the church. (*Historical Note:* The original sanctuary was destroyed by a fire in 1998 and had to be completely rebuilt. It was re-dedicated in an Easter Morning service in 1999.)

The Shady Grove Methodist Church, burned by Sherman's Army, reorganized in 1866 as the East Point Methodist Episcopal Church (later known as the First United Methodist Church) and was located at the corner of Church Street and Forrest Avenue. In 1894, the First Baptist Church building was erected. Thomas W. Connally's private school served the people of East Point without competition from 1845 until 1867 when Professor William C. Parker opened an academy. Approximately one hundred (100) pupils between the ages of five and twenty-five paid from \$2.00 to \$3.50 to attend the academy. The private school existed until the citizens established a free school system in 1891.

The town of East Point received its charter on August 10, 1887. The town's boundaries formed a rectangle extending three-fourths of a mile north of the junction of the railroads, five-eighths of a mile south of the junction and a half-mile east and west of this point. The government was to consist of a board of seven aldermen to be chosen annually in elections conforming to those by which members of the Georgia General Assembly were elected. The townspeople were to elect a chairman of the first Board of Alderman and any other officer needed to govern the town, such as a Marshal or Treasurer. The Marshal was to be the only paid officer.

The charter did not define the divisions between legislative and executive authority but listed responsibilities of the Board of Alderman. It granted the board the power to "pass and enact all laws which may seem to be proper and just, not repugnant to the laws of this state and the United States; to tax real and personal property exhibition and games; to punish offender; and to provide for the working and repairing of the streets and sidewalks. The board also possessed the right to sue and be sued. In addition, the Charter levied a street tax of \$2.50 on all men between the ages of sixteen and 50 who were unable or unwilling to work on the streets five days of the year. The act that created the municipality named the seven (7) men who were to compromise the first Board of Alderman: L.M. Hill, I.F. Allison, S.L. Holcomb, S.N. Thompson, I.W. Buck, J.B. Moore and Dr. S.A. Taylor. L.M. Hill was later elected chairman. Official records prior to 1896 are missing, but State records for the period show an Act was approved that established the Mayor and Council system of government and expressly granted Council powers that had not been delineated in the original charter. These included: ability to establish and regulate trade, to issue licenses and to regulate weights and measures. The Charter provided for the election of a Clerk and a Treasurer and defined the duties and powers of the Mayor, Marshal and Clerk. It also provided for the compensation of the Mayor and Clerk. Furthermore, the Act established a free school system for the municipality to be enacted upon the peoples' approval in a referendum, and a school fund to be supported with the revenue from business licenses.

## ***All About East Point***

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The Charter also gave City fathers the right to provide or authorize the erection of gas works, water works, and electric power plants. The ad valorem tax was raised and the street tax and annual elections were continued.

The new charter for East Point reflected the town's growth. In contrast to the 1887 Act, this charter enumerated in depth the responsibilities and powers of the municipality. In the late 1890's, the town council regularly exercised these powers and responsibilities in governing the town. The Council was divided into seven (7) committees, which attended to the town's finances, streets, schools, police, ordinances, sanitary conditions and park affairs. The Marshal inspected yards and outdoor toilets in this campaign and ordered persons to put their premises in a clean and healthy condition. The city had no organized fire department before 1899 and neighbors helped each other extinguish fires with the use of bucket lines. In 1899 the town council appointed a Chief of Volunteer Fire Department and instructed him to advise the Council in the organization of a fire department. The Council then organized the volunteer fire department that served the City well into the 20<sup>th</sup> century.

The free school system was an important step in the growth of the City. The Council encouraged every child between the ages of six and 16 to attend school. It maintained a separate school for Negro students. As in most places in the South, the white school was better equipped than the Negro school, and white teachers were paid better than Negro teachers were. Needing a new white school, the town held its first bond issue in 1894 to float \$10,000 bonds for construction of the same. The school was built and, in 1896, the city's white students transferred to the *Central School*, a modern and well-equipped building. The Negro pupils attended school in a church and lodge hall. The Council operated the *Central School* as a grammar school prior to 1899; in that year, it expanded the school to include the tenth (10th) grade. Non-resident students paid \$1.25 to \$2.50 tuition per month and all scholars in the higher grades paid from \$1.00 to \$2.00 per month. In 1898, 220 white children and 139 Negro children between the ages of six and 16 attended school in East Point. A wide variety of subjects were taught including spelling, reading, writing, arithmetic, grammar, rhetoric, geography, literature, Latin, geometry, algebra, astronomy and physical geography.

In summary, East Point by 1900 had grown from an Indian Territory to a town of 1,315 people. It had become a small municipality closely tied to a large city, but it had also developed an efficient government and good schools of its own. Despite its independent development in some areas, the town was already becoming a suburb of Atlanta. All of these developments would have lasting effects on East Point's future. A good transportation system, an abundant supply of open land and an active citizenry promised the town great possibilities in the 20<sup>th</sup> century.

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## ***Prior Year Highlights***

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### **City Manager's Office**

- Issued an RFP for the development of municipal government center
- Continued community outreach initiatives with the hosting of Neighborhood Association Presidents' Roundtable Meetings, the City Manager's Corporate Roundtables, and partnerships with local Fulton County schools
- Continued employee development through Senior Level Retreats, Carl Vinson Institute of Georgia MDP Training, and the newly established Employee Ambassador Program

### **Police**

- Crime Prevention:
  - Implemented the Burglary Awareness Prevention Unit under the command of the Criminal Investigations Division
  - Implementing a Police Officer Bicycle Patrol for summer
  - Purchased a new state of the art Evidence Collection Vehicle
  - Implemented the computer program G.E.A.R.S. which allows police officers to enter vehicle accident reports electronically via the internet to the State
  - Purchased a state-of-the-art Forensic Video Enhancement System Software by Ocean Systems which will allow the Detectives Division to enhance audio and video from crime scenes which will assist better in developing suspects
- Community Policing:
  - Implemented the 4th Safe Summer Initiative for school aged children during the summer months
  - Partnered with Tri-Cities High School for the Safe Prom Initiative for Juniors and Seniors
  - Coordinated a Child Safety Booster Seat Campaign to assist local families with children and promote child safety in motor vehicles
  - Conducted Citizens Police Academy classes promoting the East Point Police Department to local citizens
  - Participated in monthly Neighborhood Association meetings by management staff
  - Participated in the Annual National Night Out Program

### **Fire**

- Implemented Code Red Emergency Notification System
- Exceeded State of Georgia Fire Standards & Training Council Requirements
- Purchased (2) Fire Pumpers Apparatus
- Implemented (ARP) Apparatus Replacement Program
- Implemented Fire Station Improvement Projects

## ***Prior Year Highlights***

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- Implemented “Clean Air Projects”
  - Idle Reduction Technology – *New Apparatus Purchase*
  - Green Government Initiatives – *Energy Conservation*; – *Electronic Inspection Database – Paperless System*
- Be Cool About Fire Safety & Senior Stay Cool – Fan Giveaway (570)
- 6th Annual Health Fair – 975 participants
- Atlanta Airport Rotary Club "Firefighter of the Year"
- 148 Neighborhood Presentations

### **Finance**

- Successful debt service payment
- Processed Issuance of 2011 TAN
- Cleared audit responses for 2004 to 2009, Completed 2010 Single Audit
- Assisted with budget presentations for adoption before July 1st

### **Human Resources**

- Benefits
  - Improved employee communication by creating a wallet size informational contact card that was distributed to all employees who have insurance and to employees at New Hire Orientation
  - Launched SunTrust Bank at work program for employee enrollment, sign-up
  - Provided DeVry Lunch and Learn sessions; added to our employee offerings, the first two topics: Generations at Work and Time Management
  - Hosted Men & Women’s Health Week
  - Expanded Open Enrollment Vendor options
- Training
  - Working on securing NEOGOV which will automate the application process thereby saving time and resources
- Major Projects
  - Researched and compiled an ADA Transition Plan which was adopted by City Council
  - Updated the Intranet and Internet to include major initiatives in the HR Department-added the final ADA Transition Plan to the site for viewing and information
  - Served on the RFP Committees for a Property and Insurance Company and a Pension Consultant

## ***Prior Year Highlights***

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- Risk Management
  - Conducted AED and CPR Training in conjunction with the Fire Department
  - Held Defensive Driving Courses to ensure safe driving habits of our employees

### **Public Works**

Implementing biodiesel operation funded through grant opportunity. Will turn grease into fuel for the City fleet.

- Stormwater Division
  - Partnered with Keep East Point Beautiful for Environmental Educational Programs, Stream Walks, and Stenciling Program
  - Initiation of Floodplain Mapping program
  - Initiation of a Community Rating System
  - Initiation of the Stormwater Utility
  - Initiation of a complete GIS infrastructure project
  
- ROADS & DRAINAGE DIVISION
  - 100% Pothole Repairs completed within 48 hrs.
  - Cleaning and maintenance of 160 linear feet of storm drain.
  - 311 linear feet of unpaved roadway was asphalt resurfaced
  
- TRANSPORTATION DIVISION
  - Resurfacing Projects:
    - Stone Road – From Washington Road to Northern City Limits.
    - Redwine Road- North Dessert Drive to North Commerce.
    - Semmes Street/Stanton Road – From Normanberry to SR 166.
  
- SOLID WASTE DIVISION
  - City wide Street Sweeping Program Every two months
  - Privatization of Recycling Program
  - Procurement of two new Street Sweepers
  - Quality weekly garbage, trash, and bulk trash removable service

### **Water & Sewer**

- Water Treatment
  - SANITARY SURVEY: Water System's Overall Score 98.5% which is category of "Outstanding Performance"
  
- Waterline Maintenance
  - 500 Linear Feet. Mains/Service Line Installation/ Repair

## ***Prior Year Highlights***

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- 200 Linear Feet. Leak Detection and Repair
- 10 Fire Hydrant Repair/Replace/installation
  
- SEWERLINE MAINTENANCE DIVISION
  - 500 Linear Feet. Mains/Service Line Installation/ Repair
  - 5000 Linear Feet (ML) Cleaned/Per Month
  - 1500 Linear Feet CCTV/Per Month

### **Parks and Recreation**

#### **Administration**

- Secured Archery Grant – \$500.00; Secured National PAL Grant – \$30,000.00; Secured Take Me Fishing Grant – \$4,000.00; Secured LWCF Trail Grant – \$100,000.00
- Received 2010 “Playful City USA” designation

#### **New programs and services established**

- *Georgia Childcare And Parent Services (CAPS)* – a new program that provides financial support to qualifying participants for summer camp and afterschool programs with East Point Parks and Recreation.
- Archery - Archery is a sport everyone can enjoy! An archery club will be developed promoting participation in local, regional, and national competitions. The class will be taught by a certified Level II NAA coach.
- Zumba - The Latin-inspired, easy-to-follow, calorie-burning, feel-it-to-the-core fitness party!
- Fitness Boot Camp - This full-body workout gets your heart pumping while jump starting your morning for an energy-filled day! The intensity of the class will increase each week giving you that progression that you need to improve your strength, stamina and flexibility.
- Massage Therapy – Full body, deep tissue, and detoxification techniques will be provided.
- Performing Arts class - Hip Hop/Break dancing, Lyrical Jazz/Funk, Drama, and Voice/ Musical Theater

### **Economic Development**

- Opportunity Zone Designation
  - Researched, wrote and submitted Opportunity Zone applications for the Camp Creek TAD and Corridors TAD areas. DCA requested additional data for the Corridors area which is presently be completed by staff. Approval will be a major economic incentive for new and expanding businesses.

## ***Prior Year Highlights***

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- Hotel Tax Increase
  - Drafted a budget and work program for a 3% to 8% increase, drafted the Scope of Work for the RFP, coordinated all meetings with DCA and ACVB, worked with Legal on the contract, coordinated the first Hotel Tax Review Committee meeting with ACVB. New rate is effective June 1, 2011.
- Downtown/Ft. McPherson Area Development Plan
  - Wrote application for a Supplemental Livable Centers Initiative Study provided by the Atlanta Regional Commission. \$40,000 grant awarded in February 2011.

### City Events

- Destination East Point
  - Staff worked closely with EPMSA to coordinate and manage all facets of the October 2, 2010 event and was responsible for coordinating the downtown carnival held September 29 - October 3, 2010. The next DEP will take place October 1, 2011
- July 4<sup>th</sup> – Celebrate the Red, White and Blue
  - Staff worked with TMSA in all aspects of the planning, coordinating and managing of the event which drew in excess of 17,000 visitors and 75+ vendors
- Taste of East Point
  - Staff worked closely with EPMSA to coordinate and manage all facets of the May 7 event
- Friday Night Flicks
  - Staff created this event and coordinates and manages all showings. First event of 2011 was April 29. Subsequent events will be June 3, August 5 and September 2, 2011
- Farmer's Market
  - ED Staff is currently working with EPMSA on the establishment of a weekly farmer's market to begin late summer 2011. Three organizing committees have been formed, farmers are being registered and marketing materials are being created and produced

### East Point Power

- Hired Trees Unlimited, Inc. to help us restore our three year tree trimming cycle and to help reduce power outages due to trees
- Started periodic / scheduled night patrols of street /security lights
- Joined ECG Material Joint Purchasing Consortium to reduce material costs, expedite delivery and increase availability of materials
- Completed a Cost to Service study (ECG) establishing required rates/revenues to support all East Point Power costs

## ***Prior Year Highlights***

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### **City Clerk**

- Council meeting packets are now converted into PDF files. This allows Council, staff and the public to review the entire agenda in electronic format.
- Scanned all Ordinances and Resolutions from 1994 to present which has allowed quick retrieval of the records.
- Updated City Clerk's website to make information and documents available and transparent.

### **Customer Care**

- Initiated CREDITRON Remittance Processing System to process utility bills received in drop box and mail
- Initiated REGIONS BANK Quick Deposit – Create Lockbox to process mail payments for deposits electronically
- Partnered with local check cashing stores to accept East Point utility bill payments.

### **Planning & Zoning**

- Expand the Public Arts Program and explore additional funding opportunities  
Continue participation in other planning agency events, seminars, etc.
- Research compatible on-line permitting systems to interface with HTE

### **Contracts & Procurement**

- Increased awards of annual requirements contracts to promote efficiency and save money
- Award of cooperative purchasing programs and complex contracts to promote efficiency and cost saving
- Within full compliance of insurance risk audit from State

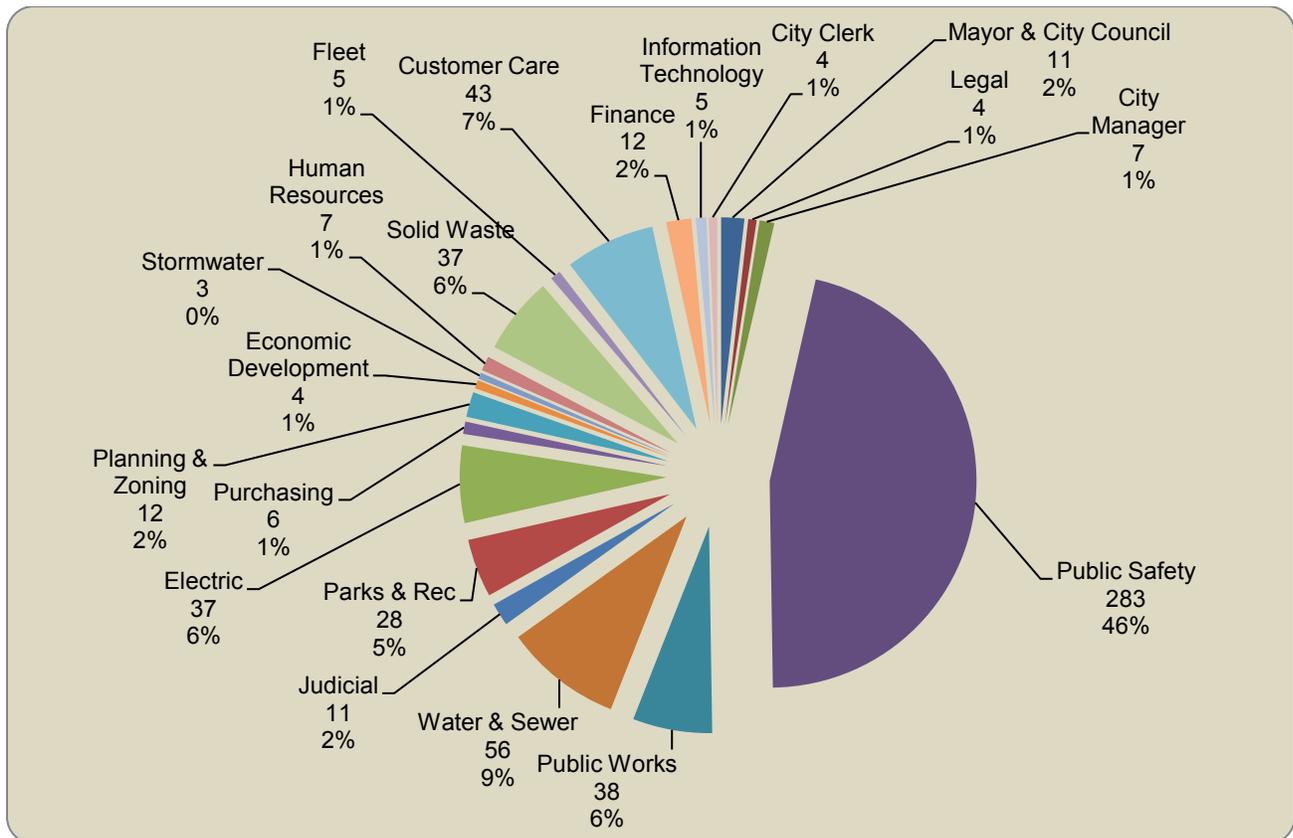
# Personnel Summary

## DEDICATED SERVICE

The City of East Point's number one priority is to provide the most effective and efficient services to its citizens. These services are delivered daily through 499 budgeted full-time employees and 43 part-time employees. These employees who comprise the City of East Point's work force are dedicated to providing the highest quality of services possible to each and every citizen in our community. The FY 2011-2012 personnel services budget funds the salary and fringe benefits package offered to all 499 full-time and 43 part-time personnel positions. The personnel 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, communication, and pension plan administration.

## HIGHLIGHTS

Over half the employees of the City provide a direct service to the citizens of East Point. As shown in the pie chart below, public safety makes up 46% of the total City of East Point's workforce. Water & Sewer makes up the next largest portion of the City of East Point's workforce.



\*This graph includes 77 unfilled positions budgeted.

## ***Personnel Summary***

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### **Significant Changes**

For Fiscal Year 2012, 10 positions were closed and reallocated to accommodate 19 new, necessary positions which will improve efficiency and customer service levels in the departments. This is a net effect of nine 9 new positions in the FY 12 budget.

To assist with service level demands in IT, (1) Technician will be added. The Police department required 6 Police Officers for sufficient FY12 staffing (3 of the 6 will be 100% grant funded). To address City projects and repairs, Roads and Drainage and Sewer Line Maintenance Departments will add 6 staff members. The Sanitation Department will add 3 positions after realizing a salary savings from seven abolished positions. The Customer Care area will add the following: (1) Billing/Auditor position, (1) Customer Service Representative, (2) Call Center staff, and (2) Cashiers to help improve level of service to the citizens of East Point.

# Revenue Assumptions

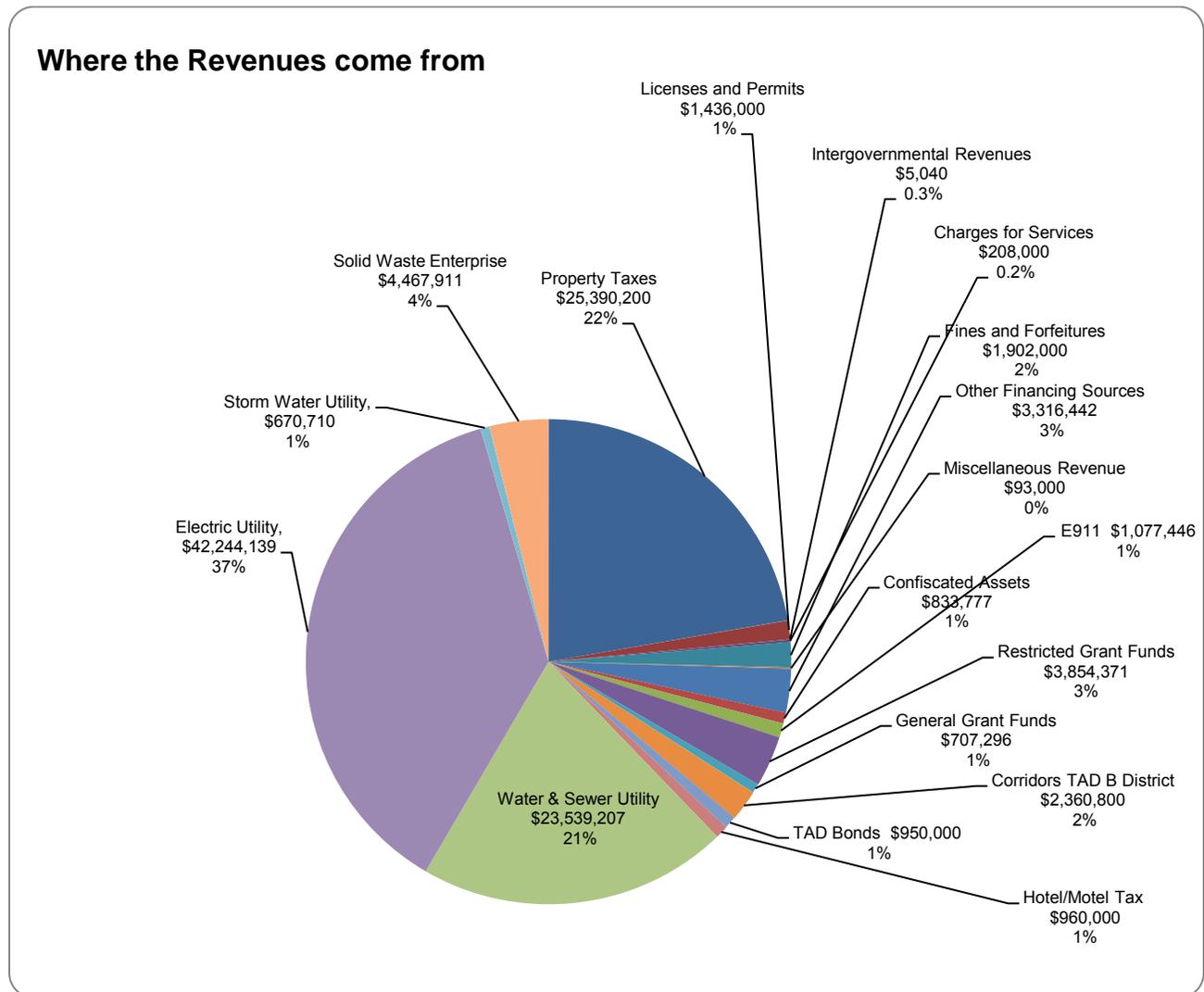
## MAJOR REVENUE SOURCES

The proposed budget for fiscal year 2011-2012 reflects revenues of \$114,016,339, an increase in projected revenues of \$16.4M from last year. This is mainly due to increased rates in the Enterprise Funds. In preparing revenue projections, which directly impact the estimated available fund balance, the following information was considered:

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

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

## Revenues/Sources

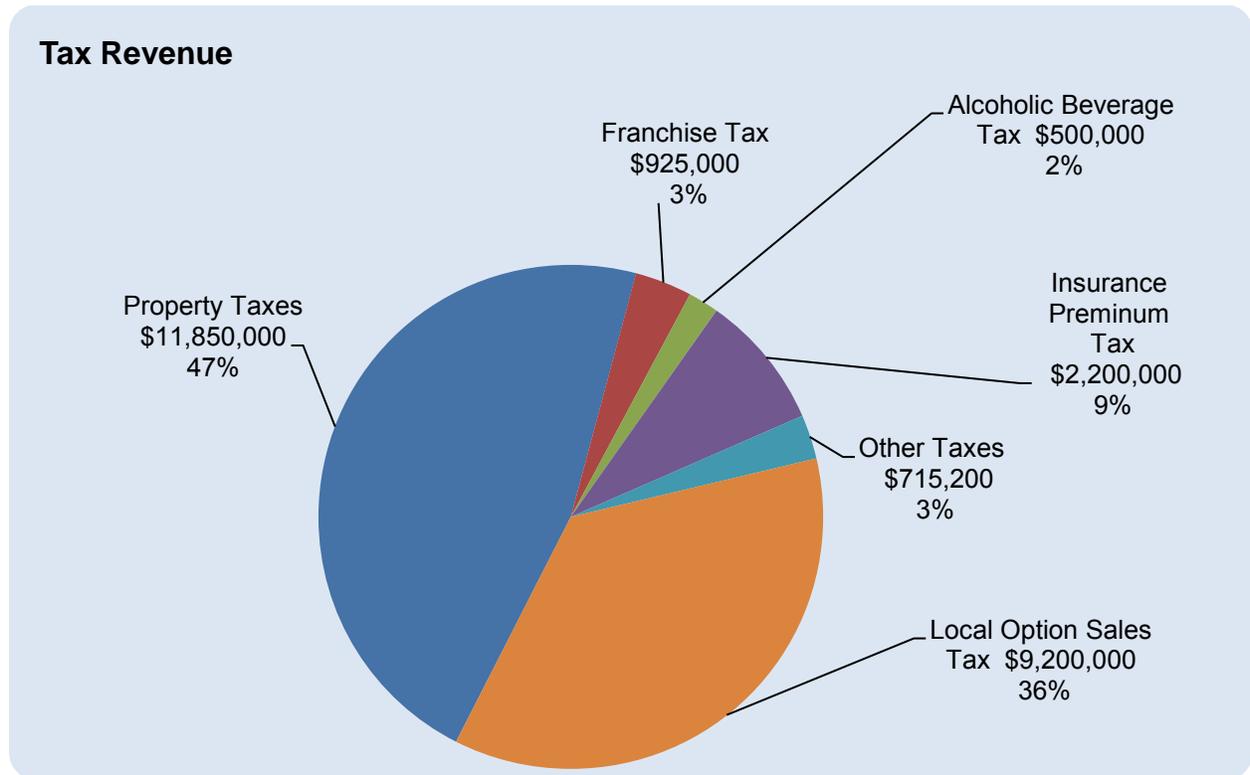


## Revenue Assumptions

### PRIMARY REVENUE SOURCES (ALL FUNDS)

#### TAXES

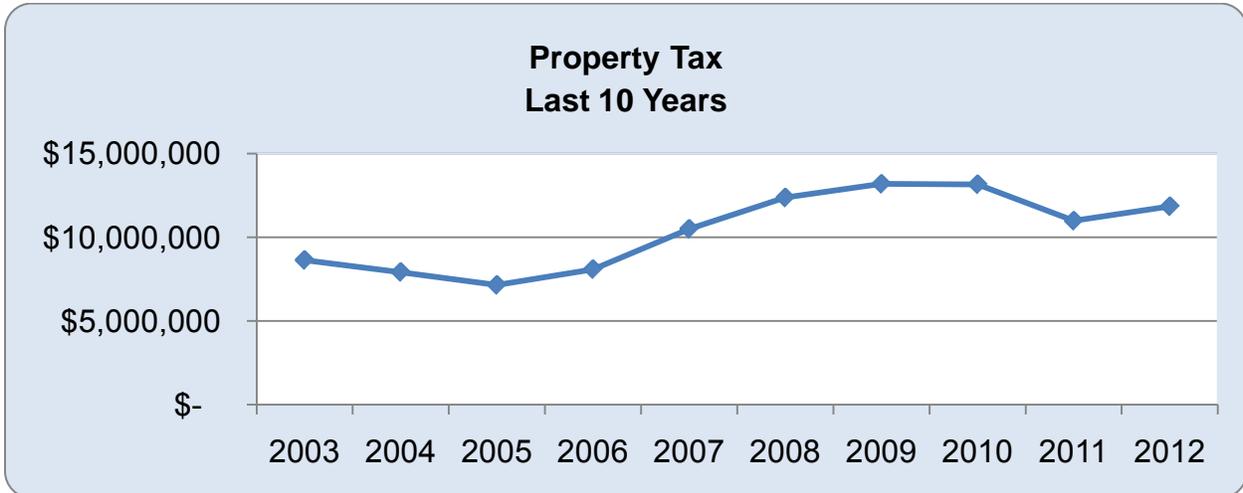
Property taxes make up about 22% of the revenues for the City of East Point. The General Fund has the following categories of taxes: Property Tax (Ad Valorem Tax), Insurance Premium Tax, Alcoholic Beverage Tax, Franchise Fees, and Other Fees.



This is revenue derived from a tax levy on real and personal property within the corporate limits of East Point. Bills are mailed each fall, after the tax digest has been reviewed and approved by the Georgia Department of Revenue. The Tax Commissioner of Fulton County is responsible for preparing the annual digest and submitting it to the state. The City of East Point has adopted a homestead exemption for year 2012 of \$2,000 for all residences of East Point that are occupied by the property homeowner. Each year, the East Point City Council adopts a property tax rate for the ensuing fiscal year. Property taxes are 47% of the total tax revenue in the General Fund.

The following graph shows the property tax trend for the past ten years. Due to the harsh economic conditions, city leadership opted to lessen the tax burden on citizens and businesses by lowering the previous year's rate.

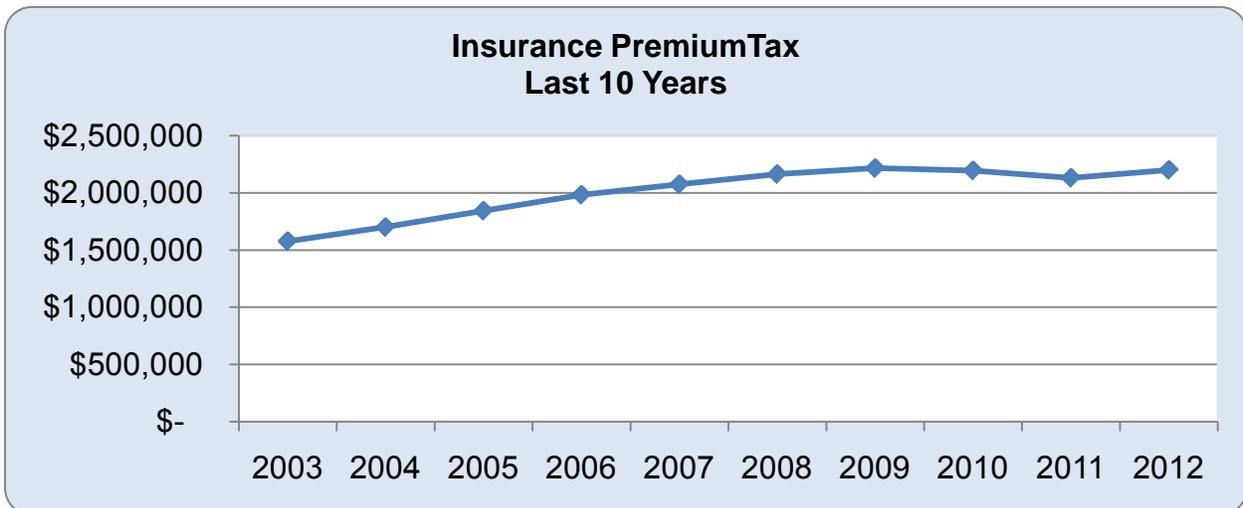
## Revenue Assumptions



\*Year 2012 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. It is expected to increase slightly in FY 2012, albeit at a lower rate in prior years due to the national economic downturn.



\*Year 2012 budgeted

### Hotel/Motel Tax

Georgia State Law allows municipalities to levy and collect an excise tax upon the furnishing for value to the public of any room or rooms, lodgings, or accommodations. The City implemented this tax of 3% as a way of raising additional revenue for the General Fund without increasing the tax burden of the residential community.

## Revenue Assumptions

In February 2010, Council adopted a resolution supporting a request to the General Assembly for an increase to 8%. The General Assembly approved the new rate and it was authorized by the Governor in June 2010. In October 2010, Council approved moving forward with soliciting bids for a Destination Marketing Organization (DMO) through a competitive RFP process. Pursuant to Georgia law, the increase hotel tax revenue must be accounted for, administer and spent in specific ways: the first 3% will continue to go to the General Fund. The next 2% can be used for tourism promotion dollar for a broad range of activities that promote tourism, convention and trade shows. The remaining dollars collected, up to 1.5%, are restricted and must be spent on tourism development projects, defined as the expenditure of fund for the creation or expansion of physical attractions which are available and open to the public and which improve destination appeal to visitors.

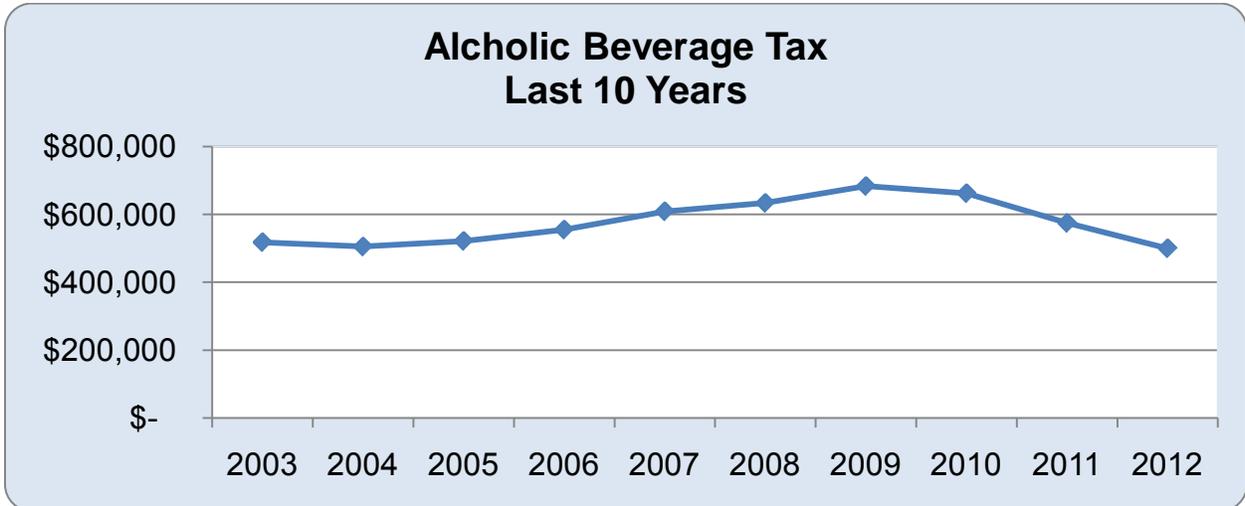


\*Year 2012 budgeted

### Alcoholic Beverage Tax

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

## Revenue Assumptions



\*Year 2012 budgeted

### Franchise Fee

Public utilities operating within the City of East Point 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 \$925,000 for fiscal year 2012.



\*Year 2012 budgeted

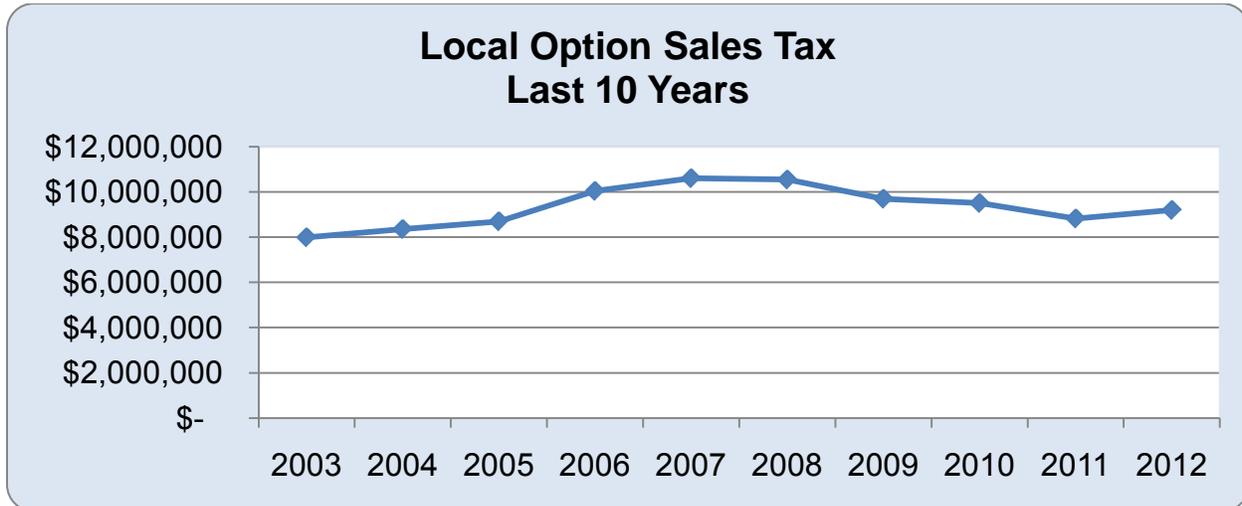
### Other Fees

Other taxes include motor vehicle tax, mobile homes tax, intangible tax, and Fi Fa collections tax. These are all expected to change at an immaterial rate.

## Revenue Assumptions

### LOST REVENUES

Local Option Sales Tax can be used for general government support. It becomes permanent once approved unless there is a referendum to remove it. Proceeds can be used to fund operating expenses, the law requires that the property tax millage rate be “rolled back” or reduced to offset the amount of revenue generated by the sales tax.

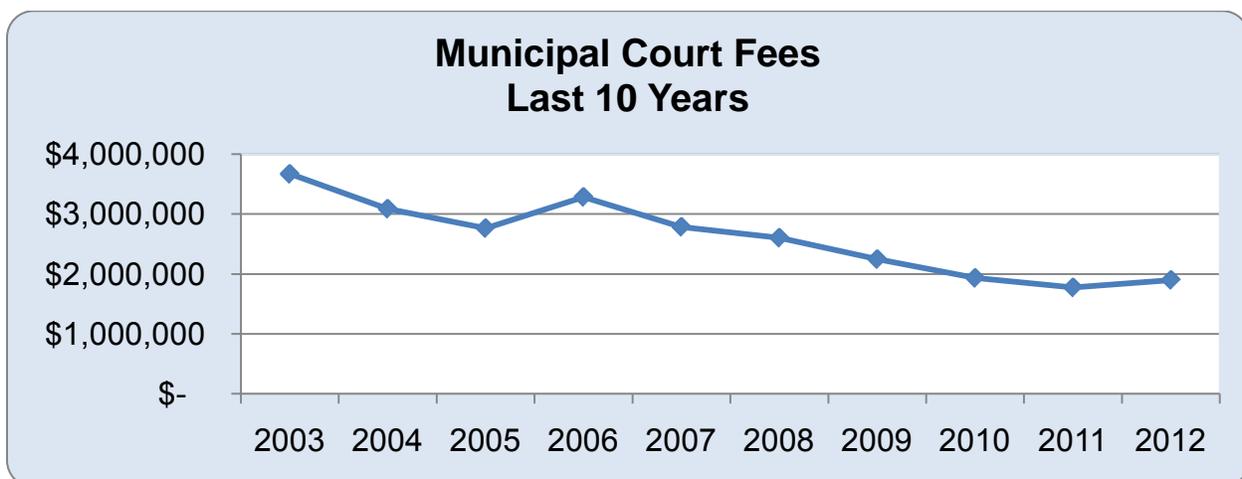


\*Year 2012 budgeted

### FINES & FORFEITURES

#### *Municipal Court Revenue*

This revenue is generated from fines and forfeitures in the East Point Municipal Court. State law and local ordinance govern these bond/fine schedules. Overall municipal court revenue is expected to increase in fiscal year 2012.



\*Year 2012 budgeted

## Revenue Assumptions

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### LICENSES & PERMITS

This section contains business licenses, non-business licenses and permits, regulatory fees and penalties and interest. Due to the current troubled economy, construction has nearly come to a halt resulting in a continued steady decrease in the expected revenue derived from permits in fiscal year 2012.



\*Year 2012 budgeted

## Operating Budgets Summary

### FY 2012 BUDGET - OPERATING & CAPITAL FUNDS

The FY 2012 Budget consists of two major components: 1) operating funds budgets and 2) capital funds' budget. The operating funds provide funding for the daily operations of the city government such as police, fire, courts, water & sewer and parks. The capital funds include funding for major capital items and projects such as transportation improvements, wastewater treatment facilities and the recapitalization plan. In FY 12 the operating budgets total more than \$114.0 million and the capital budgets total \$2.6 million, for a combined budget in excess of \$116.6 million.

### OPERATING BUDGETS - BY FUND

The FY 2012 operating budgets are a combination of multiple operating funds. The operating budgets account for about 98% of the total FY 12 budget of \$116.6 million. The table below summarizes East Point's operating budget expenditures for FY09 through FY12.

<b>Operating Fund</b>	<b>FY09 Actual</b>	<b>FY 10 Actual</b>	<b>FY11 Adopted</b>	<b>FY12 Proposed</b>
General Fund	\$ 35,365,533	\$ 37,476,178	\$ 33,231,308	\$ 32,350,682
Confiscated Assets	\$ 238,020	\$ 552,279	\$ 799,089	\$ 833,777
E911	\$ 614,663	\$ 984,162	\$ 1,035,809	\$ 1,077,446
Restricted Grant Funds	\$ 83,413	\$ 46,967	\$ 2,126,648	\$ 3,854,371
General Grant Funds	\$ 77,385	\$ 96,177	\$ 732,563	\$ 707,296
Camp Creek TAD A District	\$ 791	\$ -	\$ -	\$ -
Corridors TAD B District	\$ 3,027,873	\$ 3,642,259	\$ 2,332,800	\$ 2,360,800
TAD Bonds	\$ 262,115	\$ 748,168	\$ -	\$ 950,000
Hotel/Motel Tax	\$ 1,139,224	\$ 961,040	\$ -	\$ 960,000
Capital Improvements	\$ 331	\$ 289,712	\$ 1,318,866	\$ -
Water & Sewer Utility	\$ 16,334,198	\$ 15,507,295	\$ 15,801,517	\$ 23,539,207
Electric Utility	\$ 34,132,822	\$ 35,597,121	\$ 34,635,876	\$ 42,244,139
Storm Water Utility	\$ -	\$ -	\$ -	\$ 670,710
Solid Waste Enterprise	\$ 4,179,390	\$ 4,036,226	\$ 3,468,700	\$ 4,467,911
Customer Care	\$ -	\$ 258	\$ -	\$ -
Internal Service	\$ 1,103,529	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 96,559,287</b>	<b>\$ 99,937,842</b>	<b>\$ 95,483,176</b>	<b>\$ 114,016,339</b>

### OPERATING BUDGETS - BY CATEGORY

This table presents revenues and expenditures by category for all operating funds combined. It provides a four-year comparison of actual, adopted, and proposed budgets.

Note: The capital outlays or expenditures in the operating funds is considered 'routine' in nature, and is therefore part of the departments' and funds' on-going operations. We often refer to it as "operating-capital" because it is different in size, scope and purpose from the

## Operating Budgets Summary

“non-routine” major capital expenditures found in capital funds.

Category	Actual FY09	Actual FY10	Budget FY11	Budget FY12
<b>Revenues</b>				
Property Taxes	\$ 32,266,970	\$ 32,574,591	\$ 30,695,000	\$ 29,661,000
Licenses and Permits	\$ 1,531,733	\$ 1,376,269	\$ 696,600	\$ 1,436,000
Intergovernmental Revenues	\$ 185,937	\$ 146,604	\$ 2,864,251	\$ 4,566,707
Charges for Services	\$ 53,401,863	\$ 52,792,668	\$ 55,103,558	\$ 68,208,202
Fines and Forfeitures	\$ 2,355,410	\$ 2,488,211	\$ 2,931,089	\$ 2,735,777
Investment Income	\$ 1,337,743	\$ 1,105,235	\$ 40	\$ -
Miscellaneous Revenue	\$ 130,867	\$ 5,641,570	\$ 1,384,116	\$ 1,093,000
Other Financing Sources	\$ 4,259,871	\$ 3,812,694	\$ 1,808,522	\$ 6,315,653
<b>Total Revenues</b>	<b>\$ 95,470,394</b>	<b>\$ 99,937,842</b>	<b>\$ 95,483,176</b>	<b>\$ 114,016,339</b>
<b>Expenditures/Expenses:</b>				
Personnel Services	\$ 26,926,066	\$ 31,566,877	\$ 36,237,063	\$ 37,398,467
Operating	\$ 45,641,311	\$ 38,798,348	\$ 44,160,004	\$ 60,727,734
Capital	\$ 561,689	\$ 1,520,499	\$ 5,729,594	\$ 1,176,878
Debt Service	\$ 8,323,447	\$ 7,926,414	\$ 9,356,515	\$ 12,069,338
Depreciation	\$ 4,791,428	\$ 4,976,000	\$ -	\$ 2,283,923
Transfers In/Out	\$ 3,599,663	\$ 1,489,835	\$ -	\$ 360,000
<b>Total Expenditures/Expenses</b>	<b>89,843,604</b>	<b>86,277,973</b>	<b>95,483,176</b>	<b>114,016,339</b>

This table consolidates the FY 12 operating budgets by fund type and presents revenues and expenses/expenditures by category. Below that is a listing of the operating funds included in each fund type.

## Operating Budgets Summary

FY12 Adopted Revenues	Business-Type Funds	Governmental- Type Fund	Internal Service Funds	Total
Property Taxes	\$ -	\$ 29,661,000	\$ -	\$29,661,000
Licenses and Permits	\$ -	\$ 1,436,000	\$ -	\$ 1,436,000
Intergovernmental Revenues	\$ -	\$ 4,566,707	\$ -	\$ 4,566,707
Charges for Services	\$ 66,922,756	\$ 1,285,446	\$ -	\$68,208,202
Fines and Forfeitures	\$ -	\$ 2,735,777	\$ -	\$2,735,777
Miscellaneous Revenue	\$ 1,000,000	\$ 93,000	\$ -	\$ 1,093,000
Other Financing Sources	\$ 2,999,211	\$ 3,316,442	\$ -	\$ 6,315,653
<b>Total Revenues</b>	<b>\$ 70,921,967</b>	<b>\$ 43,094,372</b>	<b>\$ -</b>	<b>\$114,016,339</b>
<b>Expenditures/Expenses:</b>				
Personnel Services	\$ 7,351,144	\$ 27,547,940	\$2,499,383	\$ 37,398,467
Operating	\$ 52,395,656	\$ 11,119,323	\$(2,787,244)	\$ 60,727,734
Capital	\$ 582,261	\$ 306,756	\$ 287,861	\$ 1,176,878
Debt Service	\$ 8,308,984	\$ 3,760,354	\$ -	\$ 12,069,338
Depreciation	\$ 2,283,923	\$ -	\$ -	\$ 2,283,923
Transfers In/Out	\$ -	\$ 360,000	\$ -	\$ 360,000
<b>Total Expenditures/Expenses</b>	<b>\$ 70,921,968</b>	<b>\$ 43,094,372</b>	<b>\$ -</b>	<b>\$114,016,340</b>

<p style="text-align: center;"><b><u>Business- Type Funds</u></b></p> <p style="text-align: center;">Solid Waste Electric Water &amp; Sewer Stormwater</p>	<p style="text-align: center;"><b><u>Governmental- Type Funds</u></b></p> <p style="text-align: center;">General Fund Grants Debt Service E911 Hotel/Motel Confiscated Assets Capital Improvements</p>	<p style="text-align: center;"><b><u>Internal Service Funds</u></b></p> <p style="text-align: center;">Fleet Customer Care</p>
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## Operating Budgets Summary

<b>General Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	<b>\$ (6,251,857)</b>	<b>\$ (2,232,301)</b>	<b>\$ 3,317,418</b>	<b>\$ 3,317,418</b>
<b>Revenues:</b>				
Property Taxes	\$ 28,977,173	\$ 26,617,235	\$ 28,362,200	\$25,390,200
Licenses and Permits	1,531,733	1,359,044	696,600	1,436,000
Intergovernmental Revenues	28,502	-	5,040	5,040
Charges for Services	242,630	318,515	161,656	208,000
Fines and Forfeitures	2,119,186	1,397,035	2,132,000	1,902,000
Miscellaneous Revenue	110,652	4,227,532	458,250	93,000
Other Financing Sources	2,332,393	4,294,446	1,808,522	3,316,442
<b>Total</b>	<b>\$ 35,365,533</b>	<b>\$ 38,323,330</b>	<b>\$ 33,624,308</b>	<b>\$32,350,682</b>
<b>Expenditures:</b>				
Personnel Services	\$ 20,371,841	\$ 22,085,343	\$ 25,794,273	\$26,398,433
Operating	9,644,012	4,934,115	5,240,360	5,191,040
Capital	269,711	571,191	201,450	311,656
Debt Service	2,512,504	2,413,536	2,388,225	449,554
Transfers In/Out	202,966	271,452	-	-
<b>Total</b>	<b>\$ 33,001,034</b>	<b>\$ 30,275,637</b>	<b>\$ 33,624,308</b>	<b>\$32,350,682</b>
<b>Ending Balance</b>				
Reserved Fund Balance	\$ 175,528	\$ 31,887	\$ 31,887	\$ 31,887
Unreserved Fund Balance	(2,407,829)	3,285,531	3,285,531	3,285,531
<b>Total</b>	<b>\$ (2,232,301)</b>	<b>\$ 3,317,418</b>	<b>\$ 3,317,418</b>	<b>\$ 3,317,418</b>

<b>East Point Water &amp; Sewer Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	<b>\$ 5,783,519</b>	<b>\$ 6,854,716</b>	<b>\$ 6,139,540</b>	<b>\$ 6,139,540</b>
<b>Revenues:</b>				
Charges for Services	\$14,161,059	\$13,946,968	\$15,801,517	\$21,539,207
Miscellaneous	\$ -	\$ 5,197	\$ -	\$ -
Other Sources	(1,571,437)	(1,022,991)	-	2,000,000
<b>Total</b>	<b>\$12,589,622</b>	<b>\$12,929,174</b>	<b>\$15,801,517</b>	<b>\$23,539,207</b>
<b>Expenditures:</b>				
Personnel Services	\$ 2,587,366	\$ 2,707,714	\$ 2,825,028	\$ 2,967,687
Operating	6,276,878	7,379,010	12,976,489	18,764,778

## Operating Budgets Summary

Depreciation	3,521,546	3,557,626	-	1,806,742
Transfers In/Out	(867,365)	-	-	
<b>Total</b>	<b>\$11,518,425</b>	<b>\$13,644,350</b>	<b>\$15,801,517</b>	<b>\$23,539,207</b>

### Ending Balance

Reserved Fund Balance	\$21,298,016	\$ -	\$ -	\$ -
Invested in capital assets, net of related debt	(190,633)	\$ 4,110,070	\$ 4,110,070	\$ 4,110,070
Unreserved Fund Balance	(14,252,667)	2,029,470	2,029,470	2,029,470
<b>Total</b>	<b>\$ 6,854,716</b>	<b>\$ 6,139,540</b>	<b>\$ 6,139,540</b>	<b>\$ 6,139,540</b>

<b>East Point Electric Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	<b>\$ 1,585,529</b>	<b>\$ 2,585,686</b>	<b>\$ 7,211,512</b>	<b>\$ 7,211,512</b>
<b>Revenues:</b>				
Charges for Services	\$33,265,335	\$33,645,100	\$34,635,876	\$41,244,139
Miscellaneous	-	38,611	-	
Other Sources	1,998,967	3,717,066	-	1,000,000
<b>Total</b>	<b>\$35,264,302</b>	<b>\$37,400,777</b>	<b>\$34,635,876</b>	<b>\$42,244,139</b>
<b>Expenditures:</b>				
Personnel Services	\$ 2,543,268	\$ 2,157,184	\$ 2,363,574	\$ 2,306,946
Wholesale Electric	24,281,014	24,071,231	24,966,604	29,304,963
Operating	1,465,513	1,754,824	7,305,698	10,264,053
Depreciation	962,552	981,843	-	368,177
Transfers In/Out	5,011,798	3,809,809	-	-
<b>Total</b>	<b>\$34,264,145</b>	<b>\$32,774,891</b>	<b>\$34,635,876</b>	<b>\$42,244,139</b>
<b>Ending Balance</b>				
Invested in capital assets, net of related debt	3,861,818	\$ 3,935,098	\$ 3,935,098	\$ 3,935,098
Unreserved Fund Balance	(1,276,132)	3,276,414	3,276,414	3,276,414
<b>Total</b>	<b>\$ 2,585,686</b>	<b>\$ 7,211,512</b>	<b>\$ 7,211,512</b>	<b>\$ 7,211,512</b>

## Operating Budgets Summary

<b>East Point Solid Waste Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	\$ -	\$ 432,886	\$ 554,375	\$ 554,375
<b>Revenues:</b>				
Charges for Services	\$ 3,986,641	\$ 3,814,636	\$ 3,868,700	\$ 3,468,700
Miscellaneous	-	142,632	-	\$ -
Other Sources	(24,803)	(25,348)	-	999,211
<b>Total</b>	<b>\$ 3,961,838</b>	<b>\$ 3,931,920</b>	<b>\$ 3,868,700</b>	<b>\$ 4,467,911</b>
<b>Expenditures:</b>				
Personnel Services	\$ 1,598,881	\$ 1,780,974	\$ 1,950,012	\$ 1,861,596
Operating	1,849,648	1,755,296	1,518,688	2,556,026
Depreciation	273,171	274,161	-	40,289
Transfers In/Out	(192,748)	-	-	-
<b>Total</b>	<b>\$ 3,528,952</b>	<b>\$ 3,810,431</b>	<b>\$ 3,468,700</b>	<b>\$ 4,457,911</b>
<b>Ending Balance</b>				
Invested in capital assets, net of related debt	728,536	\$ 557,665	\$ 557,665	\$ 557,665
Unreserved Fund Balance	(295,650)	(3,290)	(3,290)	(3,290)
<b>Total</b>	<b>\$ 432,886</b>	<b>\$ 554,375</b>	<b>\$ 554,375</b>	<b>\$ 554,375</b>

<b>East Point Stormwater Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues:</b>				
Charges for Services	\$ -	\$ -	\$ -	\$ 670,710
Miscellaneous	-	-	-	-
Other Sources	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 670,710</b>
<b>Expenditures:</b>				
Personnel Services	\$ 160,975	\$ 124,745	\$ 141,884	\$ 214,975
Operating	147	13,982	(141,884)	387,080
Depreciation	-	-	-	68,715
Transfers In/Out	-	-	-	-
<b>Total</b>	<b>\$ 161,122</b>	<b>\$ 138,727</b>	<b>\$ -</b>	<b>\$ 670,770</b>
<b>Ending Balance</b>				
Invested in capital assets, net of related debt	\$ -	\$ -	\$ -	\$ -
Unreserved Fund Balance	-	-	-	-

## Operating Budgets Summary

<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
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<b>Internal Service Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	\$ (363,936)	\$ (405,472)	\$ -	\$ -
<b>Revenues:</b>				
Charges for Services	\$ 1,103,529	\$ 1,424,220	\$ -	\$ -
Miscellaneous	-	-	-	\$ -
Other Sources	-	-	-	-
<b>Total</b>	<b>\$ 1,103,529</b>	<b>\$ 1,424,220</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures:</b>				
Personnel Services	\$ 42,894	\$ 416,128	\$ 2,070,735	\$ 2,499,383
Operating	1,068,012	578,773	(2,070,735)	(2,499,383)
Depreciation	34,159	23,847	-	-
Transfers In/Out	-	-	-	-
<b>Total</b>	<b>\$ 1,145,065</b>	<b>\$ 1,018,748</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Balance</b>				
Invested in capital assets, net of related debt	\$ 362,797	\$ 338,950	\$ 338,950	\$ 338,950
Unreserved Fund Balance	(768,269)	(338,950)	(338,950)	(338,950)
<b>Total</b>	<b>\$ (405,472)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Hotel/Motel Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues:</b>				
Other Taxes	\$ 1,139,224	\$ 961,040	\$ 750,000	\$ 960,000
<b>Total</b>	<b>\$ 1,139,224</b>	<b>\$ 961,040</b>	<b>\$ 750,000</b>	<b>\$ 960,000</b>
<b>Expenditures:</b>				
Operating	1,139,224	961,040	750,000	960,000
<b>Total</b>	<b>\$ 1,139,224</b>	<b>\$ 961,040</b>	<b>\$ 750,000</b>	<b>\$ 960,000</b>
<b>Ending Balance</b>				
Invested in capital assets, net of related debt	\$ -	\$ -	\$ -	\$ -
Unreserved Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Operating Budgets Summary

<b>Restricted Grant Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	\$ 290,980	\$ -	\$ -	\$ -
<b>Revenues:</b>				
Investment Income	\$ 3,719	\$ 1,580	\$ -	\$ -
Intergovernmental revenues	79,694	180,920	2,126,648	3,854,371
<b>Total</b>	<b>\$ 83,413</b>	<b>\$ 182,500</b>	<b>\$ 2,126,648</b>	<b>\$ 3,854,371</b>
<b>Expenditures:</b>				
Operating	79,694	182,500	2,126,648	3,854,371
<b>Total</b>	<b>\$ 79,694</b>	<b>\$ 182,500</b>	<b>\$ 2,126,648</b>	<b>\$ 3,854,371</b>
<b>Ending Balance</b>				
Invested in capital assets, net of related debt	\$ -	\$ -	\$ -	\$ -
Unreserved Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>General Grant Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	\$ 97,688	\$ -	\$ -	\$ -
<b>Revenues:</b>				
Investment Income	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenues	77,386	385,760	732,563	707,296
<b>Total</b>	<b>\$ 77,386</b>	<b>\$ 385,760</b>	<b>\$ 732,563</b>	<b>\$ 707,296</b>
<b>Expenditures:</b>				
Operating	77,386	385,760	732,563	707,296
<b>Total</b>	<b>\$ 77,386</b>	<b>\$ 385,760</b>	<b>\$ 732,563</b>	<b>\$ 707,296</b>
<b>Ending Balance</b>				
Invested in capital assets, net of related debt	\$ -	\$ -	\$ -	\$ -
Unreserved Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Operating Budgets Summary

<b>E-911 Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenues:</b>				
Other Taxes	\$ 607,178	\$ 710,030	\$ 1,035,809	\$ 1,077,446
Investment Income	7,485	2,681	-	
<b>Total</b>	<b>\$ 614,663</b>	<b>\$ 712,711</b>	<b>\$ 1,035,809</b>	<b>\$ 1,077,446</b>
<b>Expenditures:</b>				
Operating	817,629	899,402	1,035,809	1,077,446
<b>Transfer In</b>	(202,966)	(186,691)	-	-
<b>Total</b>	<b>\$ 614,663</b>	<b>\$ 712,711</b>	<b>\$ 1,035,809</b>	<b>\$ 1,077,446</b>
<b>Ending Balance</b>				
Invested in capital assets, net of related debt	\$ -	\$ -	\$ -	\$ -
Unreserved Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Confiscated Assets Fund</b>	<b>FY 09 Actual</b>	<b>FY 10 Actual</b>	<b>FY 11 Adopted</b>	<b>FY12 Adopted</b>
<b>Beginning Balance</b>	\$ 239,364	\$ -	\$ 550,521	\$ 550,521
<b>Revenues:</b>				
Investment Income	\$ 1,796	\$ 369	\$ -	\$ -
Intergovernmental revenues	236,224	902,722	799,089	833,777
<b>Total</b>	<b>\$ 238,020</b>	<b>\$ 903,091</b>	<b>\$ 799,089</b>	<b>\$ 833,777</b>
<b>Expenditures:</b>				
Operating	155,546	352,570	799,089	833,777
<b>Total</b>	<b>\$ 155,546</b>	<b>\$ 352,570</b>	<b>\$ 799,089</b>	<b>\$ 833,777</b>
<b>Ending Balance</b>				
Reserved Fund Balance	\$ -	\$ 550,521	\$ 550,521	\$ 550,521
Unreserved Fund Balance	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 550,521</b>	<b>\$ 550,521</b>	<b>\$ 550,521</b>

## Operating Budgets Summary

Changes in Fund Balance						
ALL Funds						
Fiscal Year 2011*						
Fund	Beginning Balance	Revenues	Expenditures/ Expenses	Ending Balance	% Change in Fund Balance	\$ Change in Fund Balance
<b>General Fund</b>	\$3,317,418	\$29,255,562	\$ 31,780,965	\$ 792,015	-76.13%	\$ 2,525,403
<b>Confiscated Assets</b>	\$ 550,521	\$ 347,731	\$ 513,846	\$ 384,405	-30.17%	\$ 166,116
<b>E-911</b>	\$ -	\$ 590,842	\$ 934,653	\$ (343,811)	-100.00%	\$ (343,811)
<b>Restricted Grant Funds</b>	\$ -	\$ 152,225	\$ 189,422	\$ (37,197)	-100.00%	\$ (37,197)
<b>General Grant Funds</b>	\$ -	\$ 497,864	\$ 220,351	\$ 277,513	-100.00%	\$ (277,513)
<b>Camp Creek TAD A District</b>	\$2,757,740	\$ -	\$ -	\$2,757,740	0.00%	\$ -
<b>Corridors TAD B District</b>	\$1,070,872	\$ 2,945,066	\$ 841,400	\$3,174,538	196.44%	\$ (2,103,666)
<b>TAD Bonds</b>	\$ -	\$ 906,335	\$ 906,335	\$ -	0.00%	\$ -
<b>Hotel/Motel</b>	\$ -	\$ 1,056,812	\$ 1,056,812	\$ -	0.00%	\$ -
<b>Capital Improvements</b>	\$ -	\$ 1,205,610	\$ 1,205,610	\$ -	0.00%	\$ -
<b>Water &amp; Sewer Utility</b>	\$6,139,540	\$14,383,494	\$ 18,940,212	\$1,582,822	-74.22%	\$ 4,556,718
<b>Electric Utility</b>	\$7,211,512	\$38,954,192	\$ 37,861,675	\$8,304,030	15.15%	\$ 1,092,518
<b>Stormwater Utility</b>	\$ -	\$ -	\$ 13,861	\$ 13,861	100.00%	\$ 13,861
<b>Solid Waste</b>	\$ 554,375	\$ 4,043,734	\$ 4,782,653	\$ 184,544)	-133.29%	\$ 369,831

\* Unaudited numbers

The fund balance of the **General Fund** decreased by 76.1% or \$2.5 M. The primary reason for the decrease is the lower than expected property tax collections due to foreclosures and bankruptcies.

The fund balance of the **E-911 Fund** decreased by 100% or \$343K. This fund is subsidized by the general fund, because 911 fees are not sufficient to cover all of the communication expenses.

## ***Operating Budgets Summary***

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The fund balance of the **Confiscated Assets Fund** decreased by 30.1% or \$166K. This fund is a result of federal and local funds received from the enforcement of drug laws and shared revenues resulting from the confiscation of property from drug offender's arrests.

The net assets of the **Sanitation Fund** decreased by 133.2% or \$738K due to higher than projected maintenance costs and capital projects.

The net assets of the **Water & Sewer Fund** decreased by 74.2% or \$4.5M. Because this fund does not have any user fees to support it the fund is responsible for the expenses incurred and also increased cost in Debt Service and depreciation booked.

The net assets of the **Electric Fund** increased by 15.1% or \$1.0 M due to fees that were collected during the fiscal year.

The net assets of the **Stormwater Fund** increased by \$13K. This fund is subsidized by the general fund, because fees are not sufficient to cover all of the expenses.

**Debt Service Summary**

Debt service represents principal and interest payment on outstanding debt for all funds, (general, special revenue, and enterprise). The City of East Point' debt is divided into three categories: lease purchases, TAD Bonds, and revenue bonds. Revenue bonds consist of general fund and Water & Sewer fund. The City of East Point has no long-term general obligation bond debt, and therefore, does not have a current bond rating. The last general obligation bond was in 2004 and the City had a credit rating of AAA by the credit rating agency of Standard & Poor's Investors Service.

**2002A Tax Allocation Bonds**

In 2002, the City issued tax allocation bonds, Series A, in the amount of \$16,305,000 at an interest rate of 8%. Annual principal installments range from \$70,000 to \$1,665,000 with principal maturing February 1, 2026.

Tax Allocation Bonds were issued to undertake certain redevelopment projects within a tax allocation district established by the City to be used for site preparation, infrastructure construction and improvements for Camp Creek TAD.

<b>Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
07	\$ -	\$ 652,200.00	\$ 652,200.00
	\$ -	\$ 652,200.00	\$ 652,200.00
08	\$ -	\$ 652,200.00	\$ 652,200.00
	\$ 70,000.00	\$ 652,200.00	\$ 722,200.00
09	\$ -	\$ 649,400.00	\$ 649,400.00
	\$ 270,000.00	\$ 649,400.00	\$ 919,400.00
10	\$ -	\$ 638,600.00	\$ 638,600.00
	\$ 375,000.00	\$ 638,600.00	\$ 1,013,600.00
11		\$ 623,600.00	\$ 623,600.00
	\$ 480,000.00	\$ 623,600.00	\$ 1,103,600.00
12		\$ 604,400.00	\$ 604,400.00
	\$ 540,000.00	\$ 604,400.00	\$ 1,144,400.00
13		\$ 582,800.00	\$ 582,800.00
	\$ 590,000.00	\$ 582,800.00	\$ 1,172,800.00
14		\$ 559,200.00	\$ 559,200.00
	\$ 635,000.00	\$ 559,200.00	\$ 1,194,200.00
15		\$ 533,800.00	\$ 533,800.00
	\$ 690,000.00	\$ 533,800.00	\$ 1,223,800.00
16		\$ 506,200.00	\$ 506,200.00
	\$ 745,000.00	\$ 506,200.00	\$ 1,251,200.00
17		\$ 476,400.00	\$ 476,400.00
	\$ 810,000.00	\$ 476,400.00	\$ 1,286,400.00
18		\$ 444,000.00	\$ 444,000.00
	\$ 875,000.00	\$ 444,000.00	\$ 1,319,000.00
19		\$ 409,000.00	\$ 409,000.00

**Debt Service Summary**

	\$ 950,000.00	\$ 409,000.00	\$ 1,359,000.00
20		\$ 371,000.00	\$ 371,000.00
	\$ 1,030,000.00	\$ 371,000.00	\$ 1,401,000.00
21		\$ 329,800.00	\$ 329,800.00
	\$ 1,115,000.00	\$ 329,800.00	\$ 1,444,800.00
22		\$ 285,200.00	\$ 285,200.00
	\$ 1,205,000.00	\$ 285,200.00	\$ 1,490,200.00
23		\$ 237,000.00	\$ 237,000.00
	\$ 1,310,000.00	\$ 237,000.00	\$ 1,547,000.00
24		\$ 184,600.00	\$ 184,600.00
	\$ 1,415,000.00	\$ 184,600.00	\$ 1,599,600.00
25		\$ 128,000.00	\$ 128,000.00
	\$ 1,535,000.00	\$ 128,000.00	\$ 1,663,000.00
26		\$ 66,600.00	\$ 66,600.00
	\$ 1,665,000.00	\$ 66,600.00	\$ 1,731,600.00
	\$ 16,305,000.00	\$ 17,868,000.00	\$ 34,173,000.00

**2002B Tax Allocation Bonds**

In 2002, the City issued tax allocation bonds, Series B, in the amount of \$5,695,000 at an interest rate of 8%. Annual principal installments range from \$25,000 to \$805,000 with principal maturing February 1, 2026.

Tax Allocation Bonds were issued to undertake certain redevelopment projects within a tax allocation district established by the City to be used for site preparation, infrastructure construction and improvements for Camp Creek TAD.

Year	Principal	Interest	Total
07	\$ -	\$ 227,800.00	\$ 227,800.00
	\$ -	\$ 227,800.00	\$ 227,800.00
08	\$ -	\$ 227,800.00	\$ 227,800.00
	\$ 25,000.00	\$ 227,800.00	\$ 252,800.00
09		\$ 226,800.00	\$ 226,800.00
	\$ 95,000.00	\$ 226,800.00	\$ 321,800.00
10		\$ 223,000.00	\$ 223,000.00
	\$ 130,000.00	\$ 223,000.00	\$ 353,000.00
11		\$ 217,800.00	\$ 217,800.00
	\$ 170,000.00	\$ 217,800.00	\$ 387,800.00
12		\$ 211,000.00	\$ 211,000.00
	\$ 190,000.00	\$ 211,000.00	\$ 401,000.00
13		\$ 203,400.00	\$ 203,400.00

**Debt Service Summary**

	\$ 205,000.00	\$ 203,400.00	\$ 408,400.00
14		\$ 195,200.00	\$ 195,200.00
	\$ 225,000.00	\$ 195,200.00	\$ 420,200.00
15		\$ 186,200.00	\$ 186,200.00
	\$ 240,000.00	\$ 186,200.00	\$ 426,200.00
16		\$ 176,600.00	\$ 176,600.00
	\$ 260,000.00	\$ 176,600.00	\$ 436,600.00
17		\$ 166,200.00	\$ 166,200.00
	\$ 285,000.00	\$ 166,200.00	\$ 451,200.00
18		\$ 154,800.00	\$ 154,800.00
	\$ 305,000.00	\$ 154,800.00	\$ 459,800.00
19		\$ 142,600.00	\$ 142,600.00
	\$ 330,000.00	\$ 142,600.00	\$ 472,600.00
20		\$ 129,400.00	\$ 129,400.00
	\$ 360,000.00	\$ 129,400.00	\$ 489,400.00
21		\$ 115,000.00	\$ 115,000.00
	\$ 390,000.00	\$ 115,000.00	\$ 505,000.00
22		\$ 99,400.00	\$ 99,400.00
	\$ 420,000.00	\$ 99,400.00	\$ 519,400.00
23		\$ 82,600.00	\$ 82,600.00
	\$ 455,000.00	\$ 82,600.00	\$ 537,600.00
24		\$ 64,400.00	\$ 64,400.00
	\$ 495,000.00	\$ 64,400.00	\$ 559,400.00
25		\$ 44,600.00	\$ 44,600.00
	\$ 535,000.00	\$ 44,600.00	\$ 579,600.00
26		\$ 23,200.00	\$ 23,200.00
	\$ 580,000.00	\$ 23,200.00	\$ 603,200.00
	\$ 5,695,000.00	\$ 6,235,600.00	\$ 11,930,600.00

**Revenue Bonds**

**2006 Building Authority Revenue Bonds**

In June 2006, the City issued revenue bonds in the amount of \$50,195,000 at an interest rate ranging from 4% - 5%. Annual principal installments range from \$790,000 to \$3,190,000 with principal maturing in 2035.

This bond was issued for improvements to the City's water, sanitary sewer and stormwater systems in order to keep pace with the City's economic development growth and meet regulatory and public demands for reliable and safe drinking water and to provide sanitary sewer and stormwater improvements to serve the citizens and businesses in the City.

**Debt Service Summary**

Year	Principal	Interest	Total
07			\$ -
	\$ -	\$ 1,590,730.00	\$ 1,590,730.00
08		\$ 1,193,048.00	\$ -
	\$ 790,000.00	\$ 1,193,048.00	\$ 3,176,095.00
09		\$ 1,177,248.00	\$ -
	\$ 820,000.00	\$ 1,177,248.00	\$ 3,174,495.00
10		\$ 1,159,822.50	\$ -
	\$ 845,000.00	\$ 1,159,822.50	\$ 3,164,645.00
11		\$ 1,141,866.25	\$ 1,141,866.25
	\$ 1,055,000.00	\$ 1,141,866.25	\$ 2,196,866.25
12		\$ 1,119,447.50	\$ 1,119,447.50
	\$ 1,100,000.00	\$ 1,119,447.50	\$ 2,219,447.50
13		\$ 1,091,948.00	\$ 1,091,948.00
	\$ 1,150,000.00	\$ 1,091,948.00	\$ 2,241,948.00
14		\$ 1,063,198.00	\$ 1,063,198.00
	\$ 1,210,000.00	\$ 1,063,198.00	\$ 2,273,198.00
15		\$ 1,038,998.00	\$ 1,038,998.00
	\$ 1,260,000.00	\$ 1,038,998.00	\$ 2,298,998.00
16		\$ 1,013,798.00	\$ 1,013,798.00
	\$ 1,310,000.00	\$ 1,013,798.00	\$ 2,323,798.00
17		\$ 987,598.00	\$ 987,598.00
	\$ 1,360,000.00	\$ 987,598.00	\$ 2,347,598.00
18		\$ 960,398.00	\$ 960,398.00
	\$ 1,415,000.00	\$ 960,398.00	\$ 2,375,398.00
19		\$ 925,023.00	\$ 925,023.00
	\$ 1,485,000.00	\$ 925,023.00	\$ 2,410,023.00
20		\$ 887,898.00	\$ 887,898.00
	\$ 1,560,000.00	\$ 887,898.00	\$ 3,335,795.00
21		\$ 1,697,795.00	\$ 3,337,795.00
	\$ 1,640,000.00	\$ 1,697,795.00	\$ 3,337,795.00
22		\$ 1,627,275.00	\$ 3,337,275.00
	\$ 1,710,000.00	\$ 1,627,275.00	\$ 3,337,275.00
23		\$ 1,552,462.50	\$ 3,337,462.50
	\$ 1,785,000.00	\$ 1,552,462.50	\$ 3,337,462.50
24		\$ 1,463,212.50	\$ 3,338,212.50
	\$ 1,875,000.00	\$ 1,463,212.50	\$ 3,338,212.50
25		\$ 1,369,462.50	\$ 3,334,462.50
	\$ 1,965,000.00	\$ 1,369,462.50	\$ 3,334,462.50
26		\$ 1,281,037.50	\$ 3,336,037.50
	\$ 2,055,000.00	\$ 1,281,037.50	\$ 3,336,037.50
27		\$ 1,178,287.50	\$ 3,338,287.50
	\$ 2,160,000.00	\$ 1,178,287.50	\$ 3,338,287.50

## Debt Service Summary

28	\$ 2,265,000.00	\$ 1,070,287.50	\$ 3,335,287.50
29	\$ 2,380,000.00	\$ 957,037.50	\$ 3,337,037.50
30	\$ 2,500,000.00	\$ 838,037.50	\$ 3,338,037.50
31	\$ 2,625,000.00	\$ 713,037.50	\$ 3,338,037.50
32	\$ 2,755,000.00	\$ 581,787.50	\$ 3,336,787.50
33	\$ 2,895,000.00	\$ 444,037.50	\$ 3,339,037.50
34	\$ 3,035,000.00	\$ 299,287.50	\$ 3,334,287.50
35	\$ 3,190,000.00	\$ 147,537.50	\$ 3,337,537.50

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\$ 50,195,000.00	\$ 44,331,885.00	\$ 94,526,885.00
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### 2007 Building Authority Revenue Refunding Bond

In 2007, the City issued refunding bonds in the amount of \$27,595,000 at an interest rate ranging from 4% - 5%, to advance refund the \$22,923,407 of outstanding purchase U.S. Government securities the Refund EPBA Revenue Bond Series 2000. Annual principal installments range from \$360,000 to \$3,160,000 with principal maturing in 2020.

Year	Principal	Interest	Total
	\$ -	\$ -	\$ -
11		\$ 615,375.00	\$ 615,375.00
	\$ 360,000.00	\$ 615,375.00	\$ 975,375.00
12		\$ 608,175.00	\$ 608,175.00
	\$ 2,540,000.00	\$ 608,175.00	\$ 3,148,175.00
13		\$ 557,375.00	\$ 557,375.00
	\$ 2,640,000.00	\$ 557,375.00	\$ 3,197,375.00
14		\$ 504,575.00	\$ 504,575.00
	\$ 2,750,000.00	\$ 504,575.00	\$ 3,254,575.00
15		\$ 449,575.00	\$ 449,575.00
	\$ 2,860,000.00	\$ 449,575.00	\$ 3,309,575.00
16		\$ 378,075.00	\$ 378,075.00
	\$ 3,000,000.00	\$ 378,075.00	\$ 3,378,075.00
17		\$ 318,075.00	\$ 318,075.00
	\$ 3,120,000.00	\$ 318,075.00	\$ 3,438,075.00
18		\$ 240,075.00	\$ 240,075.00
	\$ 3,275,000.00	\$ 240,075.00	\$ 3,515,075.00
19		\$ 158,200.00	\$ 158,200.00
	\$ 3,440,000.00	\$ 158,200.00	\$ 3,598,200.00

## Debt Service Summary

20		\$ 72,200.00	\$ 72,200.00
	\$ 3,610,000.00	\$ 72,200.00	\$ 3,682,200.00
	\$ 27,595,000.00	\$ 7,803,400.00	\$ 35,398,400.00

### Business & Industrial Development Authority (BIDA)

In 2011, the City issued a revenue bond in the amount of \$1,150,000 at an interest rate of 6.1%. Annual principal installments range from \$61,675 to \$94,117 with principal maturing in December 2025.

The bond was issued to purchase the Wachovia Building on East Point Street to relocate the Customer Care and Property Tax Departments. The future use will ultimately be the new government center.

Period Ending	Principal	Interest	Debt Service	Annual Debt Service
3/30/2011				
6/1/2011		\$ 12,276.25	\$ 12,276.25	
12/1/2011	\$ 61,375.93	\$ 35,659.58	\$ 97,035.51	\$ 109,311.76
6/1/2012		\$ 33,756.42	\$ 33,756.42	
12/1/2012	\$ 63,279.09	\$ 33,756.42	\$ 97,035.51	\$ 130,791.93
6/1/2013		\$ 31,620.50	\$ 31,620.50	
12/1/2013	\$ 65,241.27	\$ 31,794.24	\$ 97,035.51	\$ 128,656.01
6/1/2014		\$ 29,608.53	\$ 29,608.53	
12/1/2014	\$ 67,264.29	\$ 29,771.22	\$ 97,035.51	\$ 126,644.04
6/1/2015		\$ 27,534.18	\$ 27,534.18	
12/1/2015	\$ 69,350.05	\$ 27,685.46	\$ 97,035.51	\$ 124,569.69
6/1/2016		\$ 25,535.03	\$ 25,535.03	
12/1/2016	\$ 71,500.48	\$ 25,535.03	\$ 97,035.51	\$ 122,570.54
6/1/2017		\$ 23,190.50	\$ 23,190.50	
12/1/2017	\$ 73,717.59	\$ 23,317.92	\$ 97,035.51	\$ 120,226.01
6/1/2018		\$ 20,917.13	\$ 20,917.13	
12/1/2018	\$ 76,003.45	\$ 21,032.06	\$ 97,035.51	\$ 117,952.64
6/1/2019		\$ 18,573.27	\$ 18,573.27	
12/1/2019	\$ 78,360.19	\$ 18,675.32	\$ 97,035.51	\$ 115,608.78
6/1/2020		\$ 16,245.50	\$ 16,245.50	
12/1/2020	\$ 80,790.01	\$ 16,245.50	\$ 97,035.51	\$ 113,281.01

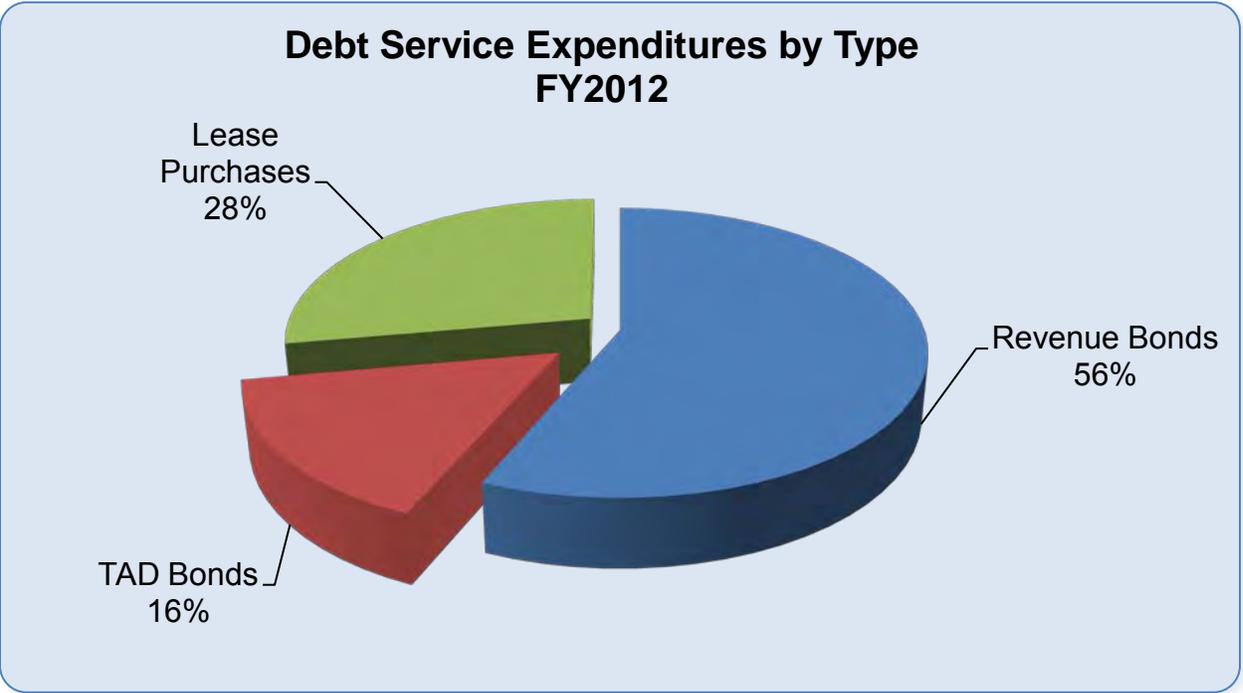
**Debt Service Summary**

6/1/2021		\$ 13,665.26			
12/1/2021	\$ 83,295.17	\$ 13,740.34	\$ 97,035.51	\$ 97,035.51	
6/1/2022		\$ 11,096.53			
12/1/2022	\$ 85,878.01	\$ 11,157.50	\$ 97,035.51	\$ 97,035.51	
6/1/2023		\$ 8,448.14			
12/1/2023	\$ 88,540.95	\$ 8,494.56	\$ 97,035.51	\$ 97,035.51	
6/1/2024		\$ 5,749.05			
12/1/2024	\$ 91,286.46	\$ 5,749.05	\$ 97,035.51	\$ 97,035.51	
6/1/2025		\$ 2,902.47			
12/1/2025	\$ 94,117.06	\$ 2,918.45	\$ 97,035.51	\$ 97,035.51	
		\$ 1,150,000.00	\$ 586,651.41	\$ 1,694,789.96	\$ 1,694,789.96

**Debt Service Summary**

**Projected Debt Service Expenditure by Type**

	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
Revenue Bonds	\$ 3,281,553	\$ 5,498,414	\$ 5,567,979	\$ 5,654,417	\$ 5,733,143
TAD Bonds	\$ 1,491,400	\$ 1,545,400	\$ 1,581,200	\$ 1,614,400	\$ 1,650,000
Lease Purchases	\$ 2,500,464	\$ 2,714,735	\$ 771,241	\$ 154,269	\$ 122,593
<b>Total Debt Service by FY</b>	<b>\$ 7,273,417</b>	<b>\$ 9,758,549</b>	<b>\$ 7,920,420</b>	<b>\$ 7,423,086</b>	<b>\$ 7,505,736</b>



Note: Revenue bonds figures include both the Water & Sewer bonds and refunding bonds debt service for all years.

# Debt Service Summary

## Lease Purchases (Vehicle/Equipment Purchases)

Lease #	Description	Original Date	Original Lease	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Lease Balance	Final Payment
7	Heil Trucks	2/11/2005	192,204	31,553	23,665				55,218	3/1/2012
8	Electrical Project #3	7/29/2005	1,668,953	277,801	277,801	46,300			601,903	8/1/2012
9	Electrical Project #4	12/19/2005	907,917	152,814	152,814	89,142			394,770	1/1/2013
11	Freightliners	3/1/2006	421,494	71,014	71,014	53,260			195,288	3/1/2013
12	Ben Hill Road Projects	3/1/2006	1,202,212	152,593	152,593	152,593	152,593	152,593	762,966	3/1/2016
14	Electrical Project #5	5/5/2006	751,961	127,552	127,552	116,922			372,026	5/1/2013
16	Pedestrian Bridge Elevator	6/30/2006	123,000	21,011	21,011	22,762			64,783	7/1/2013
18	Pothole Repair Equipment	6/30/2006	350,841	79,751	6,646				86,397	7/1/2011
19	Telephone System	6/30/2006	437,600	74,700	74,700	80,925			230,326	7/1/2013
20	Electrical Project #6	6/30/2006	117,819	20,106	20,106	20,106	1,676		61,992	7/1/2013
21	Roof Replacement Fire Station	6/30/2006	261,109	44,558	44,558	48,271			137,386	7/1/2013
22	Fire Pumper Apparatus	8/18/2006	338,704	57,511	57,511	71,889			186,911	9/1/2013
23	Tractor & Equipment	9/20/2006	183,632	31,119	31,119	41,492			103,731	10/1/2013
24	Fire Community Room	9/29/2006	122,569	20,684	20,684	27,578			68,946	10/1/2013
25	Sanitation Trucks	11/15/2006	165,259	27,959	27,959	27,959	13,979		97,856	12/1/2013
26	Electrical Project #7	12/29/2006	536,864	90,778	90,778	90,778	52,954		325,288	1/1/2014
27	Ladder 3 & Equipment	12/29/2006	738,824	124,927	124,927	124,927	72,874		447,656	1/1/2014
28	Generators & Breathing	1/12/2007	204,956	34,794	34,794	34,794	23,196		127,579	2/1/2014
30	Washington Road Project	3/15/2007	484,236	69,561	73,039	76,692	66,832		286,124	4/1/2014
31	Electrical Project #8	5/18/2007	1,067,937	181,516	181,516	181,516	181,516		726,065	6/1/2014
32	Electrical Project #9	7/30/2007	2,130,312	363,172	363,172	363,172	363,172	60,529	1,513,217	8/1/2014
100-01	Wachovia Buiding Lease	3/30/2011	1,150,000	109,378	130,792	128,656	126,644	124,570	620,039	12/1/2025
100-02	(2) Fire Pumpers	8/1/2011	734,101	139,177	139,177	139,177	139,177	139,177	695,883	8/1/2015
100-03	Ford 350 Crew Cab	1/11/2011	28,486	10,000	9,243	9,243			28,486	1/11/2013
100-04	Evidence Collection Vehicle	9/26/2011	109,866	37,068	36,399	36,399			109,866	9/26/2013
100-05	(2) Tymco Street Sweepers	1/20/2012	330,430	33,043	68,611	68,611	68,611	68,611	307,487	1/20/2016
100-06	John Deere Tractor w/Tiger HD Mower	7/10/2012	86,507		17,711	17,711	17,711	17,711	70,845	7/10/2016
100-07	Truck w/Body, Plow & Salt/Sand Spreader	7/10/2012	154,157		34,422	34,422	34,422	34,422	137,687	7/10/2016
100-08	Truck with Spalding Asphalt Equipment	7/10/2012	126,839		28,322	28,322	28,322	28,322	113,288	7/10/2016
100-09	(2) McNeilus Front Loader	9/23/2011	381,861	38,186	68,156	68,156	68,156	68,156	310,810	9/23/2016
100-10	McNeilus Auto Side Loader	2/11/2012	215,746		48,028	48,028	48,028	48,028	192,110	2/11/2015
100-11	New Rear-Load Refuse Truck	11/22/2011	138,000	41,974	28,174	28,174	28,174	28,174	154,668	11/22/2015
100-12	Mack GU713 w/Galbreath Roll of Hoist & Pioneer Tarper	7/10/2012	155,500	15,600	31,128	31,128	31,128	31,128	140,111	7/10/2016
100-13	Mack GU713 w/Lemco Brush Loader with 20' Bed	7/10/2012	198,807	19,931	39,769	39,769	39,769	39,769	179,007	7/10/2016
100-14	Mack LEU713 w/McNeilus Streetforce Autoreach 31 YD	7/10/2012	234,543	23,504	46,900	46,900	46,900	46,900	211,103	7/10/2016
100-15	Mack GU713 w/McNeilus 25 YD Rear Loader	7/10/2012	190,538	19,104	38,119	38,119	38,119	38,119	171,580	7/10/2016
			<b>\$16,643,783</b>	<b>\$2,542,438</b>	<b>\$2,742,908</b>	<b>\$771,241</b>	<b>\$154,269</b>	<b>\$152,593</b>	<b>\$3,322,643</b>	

### **MISSION & GOALS**

To provide exceptional city services in the most professional, courteous and effective manner to enhance the quality of life in the City of East Point

### **Department Goals:**

The City Attorney's Office is committed to providing excellent legal services to the City of East Point. It is our goal to be viewed as a "first-class" municipal legal department.

We will provide excellent legal advice, representation and perform legal work that is timely, thorough and in the best interest of The City of East Point.

### **OBJECTIVES**

1. To do more legal work in-house in an effort to reduce the cost paid for outside counsel
2. Continue to provide preventive counseling to reduce legal liability
3. To develop a more efficient claims process
4. To continue to provide reporting on trends impacting the City from a legal standpoint

### **FY 12 ISSUES**

- Redistricting arising out of 2010 census
- Large number of storm water flood cases
- Direct handling of claims
- Continued support to the Civil Service Board, Ethics Board, Finance Committee, Budget Committee and other Council approved Task Forces
- Providing legal support for special projects such as the proposed New City Government Center, Corridor's TAD, Commons Development, Legislative initiatives and "50 Worst Properties" filings in Superior Court, challenge to Census counts
- Litigation Prevention Training for Council and Senior Staff members
- Continued support of EPD Consent Order and compliance activities
- Handling increasing number of Chapter 7 and 11 bankruptcy petitions
- Increased number of contracts for review

### **PERFORMANCE MEASURES**

- Respond to all claims within 45 days (averages 72 claims a year)
- With the exception of litigation matters which insurance companies require to be handled by outside counsel, matters requiring an expertise that does not exist in the department and matters which cannot be handled by in-house counsel due to conflicts-of-interest as defined by the Georgia Bar Rules of Professional Conduct, reduce the usage of outside counsel and the attendant legal fees;
- Review all contracts which are fully documented within 72 hours;

## City Attorney

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- Review Open Records Requests responses, subpoenas and other legal requests for documents within the timeframes required by law;
- Prepare ordinances and resolutions requested by Council Members within 20 days;
- When notified, review ordinances and resolutions prepared by others within 20 days;
- Attend the 10 regularly scheduled monthly meetings of Council, Council committees, Planning and Zoning Commission (including the work session and Agenda meetings) and Senior Staff (This does not include ad hoc meetings scheduled by and on behalf of Department Heads, federal, state and local agencies, etc.);
- Attend all court ordered mediations, hearings, some depositions as the Client Representative (averages 12 per year);
- Provide legal opinions (written and oral) at Council request regarding procedural issues, internal disputes and other legal questions, unless prohibited by the Georgia Bar Rules of Professional Conduct within 96 hours.
- Provides legal coverage for personnel and grievance hearings assists in preparing written decision and schedules hearings as well as provide legal coverage for the Citizens Review Board hearings for appeals.

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
City Attorney	1	1	1	1
Assistant City Attorney	1	1	1	1
Executive Assistant	1	1	1	1
Paralegal	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 360,849	\$ 411,460	\$ 443,290	\$ 451,577
<b>Operating</b>	\$ 1,717,411	\$ 1,246,122	\$ 1,606,161	\$ 1,881,249
<b>Capital</b>	\$ -	\$ 4,362	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 2,078,260</b>	<b>\$ 1,661,944</b>	<b>\$ 2,049,451</b>	<b>\$ 2,332,826</b>

## **CITY CLERK**

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### **MISSION & GOALS**

The City Clerk's Office strives to provide courteous and professional service to elected officials, city staff and most importantly the citizens of East Point.

We protect and preserve official records and distribute information concerning policy and legislative issues of East Point City Council.

### **OBJECTIVES**

- To continue to seek improvement concepts and new technologies to improve in the following service areas:

Objective 1 - Improve on how we distribute policies and legislative information to City staff and the public.

Objective 2 – Amend the current records retention management plan and work with each department for the best way to classify, store, and secure permanent documents.

Objective 3 – Improve our central records storage area or seek an outside document storage company for archiving of city records.

Objective 4 – Implement a paperless agenda that also includes a legislative tracking system for citizens to research online.

Objective 5 – Provide certification training through the Carl Vinson Institute of Georgia, International Institute of Municipal Clerks, and the Georgia Municipal Association for the City Clerk and Assistant City Clerk.

Objective 6 – Provide professional development training for administrative staff to enhance job performance and customer service.

### **FY 12 ISSUES**

The City Clerk's Office is moving forward with being innovative by focusing on new technology to provide better service to Council, Staff, and to the Public. In order to meet our goal, we are requesting assistance with two main issues in our department. The first issue deals with the current agenda process and the time required for staff to develop, print, and distribute the agenda. Currently, the City Clerk's office produces 14 hard copies of the packets three times a month not including other special called meeting agendas or board meetings. The agenda is created when Department Heads and Council Members submit their agenda staff reports to the City Clerk, the Clerk then submits the hard copies of the agenda staff reports and supporting documents to the City Manager for his review. If the city manager makes any changes to the staff report the Department Head will then create another staff report, submit it back to the City Manager for his signature, and prepare a final submission to the City Clerk where packets are compiled in a three-ring binder containing the staff reports and supporting documents. In most cases, the binder may include 60 or fewer items with over 240

## **CITY CLERK**

pages which may take over six hours to copy and 4 additional hours to place into the binders. The times may vary of course if there are no additional changes or late submissions to the agenda. The City Clerk's office is requesting additional funding for FY12 to purchase a software product to allow internal staff the ability to submit their staff reports for the agenda electronically in which the City Manager can review and approve and enabling the City Clerk to generate agendas, manage meeting minutes, and allow Council, staff, and citizens the ability to research legislative information. In addition, we will work closely with the IT Department to purchase monitors for the Council Chambers for Council to review the agenda during meetings with easy bookmarks tagged to the agenda for easy browsing. A hard copy of the agenda will then have to be printed for the citizen's table.

The second issue we are facing is the lack of storage space for our legislative records, contracts, and other city documents. We are currently using the vault, located at City Hall, to house our legislative minutes, ordinances, and contracts that date back from 1887 to the present. This vault also houses the money for the cashier's office and has restricted access at times and this limits accessibility to the records. In addition to accessibility, this area is just too small to house all of our permanent records.

The other record storage area is located in the warehouse and this area does not have the proper shelving, equipment, or environmental controls to store our records properly. In case of a disaster, we are not properly equipped with the tools to save our records. The City Clerk's office is requesting additional funding for FY12 to seek assistance in this area. We also want to work with the Contracts and Procurement Department, which oversees the warehouse facilities, and begin to brainstorm ways to improve the warehouse and find ways to optimize space and improve accessibility. If more innovative strategies aren't implemented we will need to seek offsite storage until the new City Hall is completed.

<b>PERFORMANCE MEASURES</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
<b>Workload Measurement</b>				
Open Records processed	\$7,747	\$10,018	\$7,527	\$8,136
Notaries processed	279	280	358	355
City Councils Meetings Attended	43	50	70	53
Claims processed	89	103	74	70

## CITY CLERK

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
City Clerk	1	1	1	1
Administrative Assistant	1	1	1	1
Administrative Clerk	1	1	1	1
Assistant City Clerk	1	1	1	1
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$224,227	\$242,646	\$227,174	\$275,880
<b>Operating</b>	\$201,676	\$65,355	\$216,217	\$98,217
<b>Capital</b>	\$0	\$1,266	\$0	\$0
<b>TOTAL</b>	<b>\$425,903</b>	<b>\$309,267</b>	<b>\$443,391</b>	<b>\$374,097</b>

## ***City Council & Mayor***

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### **Mission**

To provide a vision and the policies necessary to meet the needs of the citizens of East Point.

### **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.

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
# of Council Meetings	24	24	24	24
# of Work Session	12	12	12	12
# of Special Called Meetings	8	12	10	10
# of Workshop	5	24	10	13
# of contracts awarded	30	18	25	24
# of ordinance adopted	24	20	13	19
# of resolutions adopted	35	27	14	25

**City Council & Mayor**

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Mayor	1	1	1	1
Executive Assistant	1	1	0	0
Administrative Assistant	0	0	2	2
City Council	8	8	8	8
<b>Total</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 198,411	\$ 193,077	\$ 125,814	\$ 130,388
<b>Operating</b>	\$ 45,874	\$ 220,902	\$ 305,744	\$ 307,396
<b>TOTAL</b>	<b>\$ 244,285</b>	<b>\$ 413,979</b>	<b>\$ 431,558</b>	<b>\$ 437,784</b>

# ***City Manager***

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## **MISSION & GOALS**

To manage City of East Point operations in accordance with the charter, state and federal law, local ordinances and policies adopted by the East Point City Council.

## **Department Goals**

1. Provide effective oversight over city functions to ensure service provision to citizens and customers;
2. Advise the Mayor and City Council regarding the management of the City, as well as on policy issues;
3. Work with all departments to ensure effective management of department budgets;
4. Meet with Council Finance, and Budget Committee to effectively communicate financial concerns and provide updates on budget performance;
5. See that all laws, provisions of the charter, and acts of the City Council are faithfully executed;
6. Prepare and submit the annual operating budget and capital budget to the City Council;
7. Encourage and provide staff support for regional and intergovernmental cooperation;
8. Promote partnerships among City Council, staff, and citizens in developing public policy and building a sense of community; and
9. Manage Public Information and Communication through various mediums.

## **OBJECTIVES**

1. Implementation of City Council's Approved Capital Projects
2. Pursue Cost Reduction Opportunities through Financial Recovery Plan
3. Effectively Bill and Collect Revenue Associated with Property Tax Collection
4. Implementation of Hotel/Motel Tax
5. Conduct Bi-Annual Citizen Assessment Survey of City Services
6. Public relations and marketing/branding enhancements to increase awareness of City initiatives and services
7. Enhancement of citizen outreach and access to information
8. Facilitate Employee Ambassador Program
9. Facilitate Citizen's Leadership Academy
10. Continue Neighborhood Association Presidents' Roundtable Meeting
11. Continue Corporate Roundtable Meeting
12. Continue Production of Monthly Executive Report to Communicate Departmental Activity
13. Continue research of Municipal Government Complex and Civic Center
14. Facilitate 2 Department Head Retreats
15. Provide Management Development Program Training through the Carl Vinson Institute of Government

## **FY 12 ISSUES**

- Economic conditions associated with providing municipal services; having to do more with less.

## City Manager

- Compensating for the decline in revenue associated with property taxes, permits and fees.
- Effectively managing the costs associated with providing Electric and Water & Sewer services
- Promoting creative management of departments in tough economic times while finding innovative ways to provide services.
- The implementation of much needed capital projects and items that enhance city services and quality of life.
- Continuing the analysis of position allocation within all departments to provide adequate staffing needs to provide excellent services.

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Workload Measures</b>				
Host MDP Program	N/A	1	1	1
Host Management Retreats	1	1	1	2
Host NHA Presidents' Roundtable	N/A	3	3	4
Host Corporate Roundtable	N/A	N/A	2	4

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
City Manager	1	1	1	1
Deputy City Manager	0	0	1	1
City Manager's Assistant	0	0	1	1
Administrative Assistant	1	1	1	1
Special Assistant to City Manager	1	1	1	1
Communications Coordinator	0	0	1	0
Videographer	1	1	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>5</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 309,720	\$ 315,739	\$ 469,309	\$ 445,878
<b>Operating</b>	\$ 258,648	\$ 141,458	\$ 196,724	\$ 166,950
<b>TOTAL</b>	<b>\$ 568,368</b>	<b>\$ 457,197</b>	<b>\$ 666,033</b>	<b>\$ 612,828</b>

# **Communications**

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## **MISSION & GOALS**

We aim to promote the City of East Point as a prime destination as the “Crown Jewel” of the metro Atlanta area and protect the integrity of the City of East Point’s Government as an efficient and effective organization that positively affects the community it serves.

The Communications Division provides a wide variety of services for the City of East Point Departments and serves as the Public Information Office for the City of East Point.

**Goal#1:** Promote the City as a prime destination in the metropolitan Atlanta Area.

**Goal #2:** Protect the Integrity of the City of East Point’s Government as an efficient and effective organization that positively affects the community it serves

**GOAL #3:** Expand the overall general reach and defined segmented reach of external communications efforts to provide information that is specific to the recipient’s interests.

**GOAL #4:** Increase the production quality and efficiency of video productions

## **OBJECTIVES**

1. Train personnel and effectively communicate messages (G1)
2. Upgrade communications equipment and repurpose existing equipment (G1)
3. Continue to protect and enhance the City’s Image (G1)
4. Maintain 24 hour operation of EPTV22 (G2)
6. Keep the community informed of city events via communications mediums. (G3)
7. Identify ways to increase production efficiency for all current programs produced by EPTV22 while continuing to meeting organizational objections. (G4)
8. Develop an enhanced playback schedule that minimizes replays while increase the appearance of East Point specific programs in prime time viewing slots by January 2012. (G4)

## **FY 12 ISSUES**

Replacement of Television Server  
Upgrades of Computer Equipment  
Relocation of EPTV Master Control  
Station Facilities (Repair/Improve/Replace)

## Communications

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Departments Utilizing Communications Division(TV and Web,)	N/A	N/A	8	12
Departments Utilizing Social Media Blasts	N/A	N/A	2	6
<b>Workload Measures</b>				
EPTV22 Field Produced Live to Tape Programs (monthly average)	N/A	N/A	3	5
Social Media messages(monthly Average)	N/A	N/A	60	140

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Communications Coordinator	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ -	\$ -	\$ -	\$ 60,904
<b>Operating</b>	\$ -	\$ -	\$ -	\$ 27,550
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 88,454</b>

## **Contracts & Procurement**

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### **MISSION & GOALS**

Contracts and Procurement is devoted to serving our customers in the most efficient and professional manner possible by procuring the highest quality of goods and services at the lowest price available, all within the City's procurement guidelines.

### **Department Goals**

Hold annual Contracts and Procurement Consulting Conferences  
Increase the Number of Annual Requirements Contracts  
Increase Department and City Procurement Compliance,  
Cost Savings and Customer Service through Technology /Innovation

### **OBJECTIVES**

Improving Compliance & Accountability  
Cost Avoidance / Savings  
Improving Customer Service  
Streamlining Warehouse Operations and Inventory  
Generating City Revenue  
Improve the City's Efficiency

### **FY 12 ISSUES**

In FY2011 the Contracts and Procurement department experienced a rash of procurement requests to solicit requests for proposals (RFP) and invitations for bids (ITB) for goods and services to support the City's initiatives and the City Manager's recovery plan. In an effort to manage the increases and demands C&P has submitted a realistic budget that explores ways of doing more with less through innovation and technology. Other issues that affect this budget request are: an outdated mainframe software systems that lacks specialty reporting, the need for more training and certifications to raise the professional expertise and the need for seasonal contract services to handle seasonal budget demands / year-end close out. In FY 2012, we are requesting capital funds to procure a new inventory system that will help the City gain greater control and compliance over the City's inventoried items.

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Decrease number of protest	n/a	1	3	1
<b>Workload Measures</b>				
Increase the number of annual requirements contracts	n/a	75	100	130
<b>Effectiveness Measures</b>				
Increase cost savings and avoidance	n/a	515,000	600,000	750,000

## Contracts & Procurement

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Contracts & Procurement Director	1	1	1	1
Buyer	1	1	1	1
Laborer II	1	1	1	0
Inventory Control Special	1	1	1	0
Administrative Assistant	1	1	1	1
Contract Specialist	1	1	1	0
Senior Buyer	0	0	0	1
Warehouse Logistics Supervisor	0	0	0	1
Warehouse Logistics Specialist II	0	0	0	1
Contract Compliance Administrator Supervisor	0	0	0	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 337,460	\$ 370,788	\$ 382,855	\$ 407,228
<b>Operating</b>	\$ 44,410	\$ 33,116	\$ 35,316	\$ 38,855
<b>Capital</b>	\$ 517	\$ 1,069	\$ 2,100	\$ 1,500
<b>TOTAL</b>	<b>\$ 382,387</b>	<b>\$ 404,973</b>	<b>\$ 420,271</b>	<b>\$ 447,583</b>

## East Point Customer Care

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### **MISSION & GOALS**

To provide excellent customer service to our internal and external customers while following sound fiscal, operational and procedural guidelines.

### **OBJECTIVES**

1. Create a comprehensive collection of policies and procedures for Customer Care.
2. Develop and enhance methods to communicate to East Point's utility customers.
3. Identify methods to incorporate technology into daily operations to improve efficiency.
4. Enhance communication between Department Divisions and internal stakeholders.
5. Continuously audit utility accounts to ensure proper billing practices.
6. Increase revenue by enhancing collections process on past due/closed accounts.
7. Serve as advocates for utility customers.

### **FY 12 ISSUES**

Currently the Department is unable to maximize call response time efficiency due to the absence of the following equipment which we have included in our Capital Equipment Request: Call Center Telephone Software; an Interactive Voice Response System (IVR); and Customer Kiosks. Purchase of this equipment will decrease call wait time, provide reports by which productivity may be measured and reduce customer walk-ins and wait time.

The impending move to the Wachovia Building will require an additional position to staff the drive-in window. Additionally, security cameras; and furniture for the Customer waiting area and staff will be required.

<b>Performance Measures: Meter Division</b>				
	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<b>Measurement Description</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measure</b>				
Meter Reading Accuracy	N/A	99.50%	99.80%	99.80%
<b>Workload Measure</b>				
Number of residential and commercial meters to be read per year	N/A	216,000	216,000	216,000
<b>Efficiency Measure</b>				
Number of mis-reads per year	N/A	1,040	520	520
<b>Effectiveness Measure</b>				
Percentage of customers who have their meters read correctly on the first attempt.	N/A	99.50%	99.80%	99.80%

## East Point Customer Care

Performance Measures: Customer Service				
	FY 2009	FY 2010	FY 2011	FY 2012
Measurement Description	Actual	Actual	Projected	Target
<b>Demand Measure</b>				
Theft of Service Recovery	N/A	99.50%	99.80%	99.80%
<b>Workload Measure</b>				
Number of residential and commercial thefts captured	N/A	1,300	1,040	1,040
<b>Efficiency Measure</b>				
Percentage of theft caught per assigned personnel	N/A	99.80%	99.80%	99.80%
<b>Effectiveness Measure</b>				
Percentage of captured thefts versus meters read	N/A	0.60%	0.40%	0.40%

Performance Measures: Cashiers				
	FY 2009	FY 2010	FY 2011	FY 2012
Measurement Description	Actual	Actual	Projected	Target
<b>Demand Measure</b>				
Cash Drawer over/under	N/A	99.70%	99.80%	99.80%
<b>Workload Measure</b>				
Measurement of cashier/cash transactions per year	N/A	216,000	216,000	216,000
<b>Efficiency Measure</b>				
Number of errors per staffed hours.	N/A	52	52	52
<b>Effectiveness Measure</b>				
Total transaction accuracy	N/A	99.80%	99.80%	99.80%

Personnel Summary	FY2009 Actual	FY2010 Actual	FY2011 Budget	FY2012 Budget
Administrative Assistant	1	1	1	1
Customer Care Director	1	1	1	1
Billing Coordinator	1	1	1	4
Customer Resources Specialist	0	0	0	2
Customer Service Rep I	7	7	7	8
Customer Service Manager	1	1	1	1

## East Point Customer Care

Customer Service Supervisor	1	1	1	1
Lead CRS	0	0	0	1
Utility Dispatcher	0	0	0	1
Meter Clerk	1	1	1	1
Meter Field Service Rep	2	2	2	2
Meter Lead	2	2	2	2
Meter Reader I	8	8	8	6
Meter Reader II	2	2	2	1
Meter Services Manager	1	1	1	1
Meter Specialist	1	1	1	1
Cashier Coordinator	1	1	1	1
Cashier II	5	5	5	7
Collections Manager	1	1	1	1
<b>Total</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>43</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ -	\$ 1,452,374	\$ 1,767,850	\$ 2,214,217
<b>Operating</b>	\$ 95	\$ (1,461,622)	\$ (1,767,850)	\$ (2,242,078)
<b>Capital</b>	\$ -	\$ 9,247	\$ -	\$ 27,861
<b>Transfer Out</b>	\$ 1,927,478			
<b>TOTAL</b>	<b>\$ 1,927,573</b>	<b>\$ (1)</b>	<b>\$ -</b>	<b>\$ -</b>

## ***East Point Power***

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### **MISSION & GOALS**

To provide excellent electrical energy service to our citizens and customers in a safe, reliable, and cost effective manner.

### **Department Goals.**

- Continually improve the department/city safety record by promoting safe work practices and a safe work environment for all Employees, Citizens, and Customers.
- Improve the overall quality of electrical energy and related service provided by the department to our Citizens and Customers.
- Continue to demonstrate effective utilization of department resources while improving the quality of service delivery to our Citizens and Customers.
- Promote excellence in Customer service through continuous employee training and development.
- Support the City Economic Development efforts through establishing a Customer and citizen friendly business plan.

### **DEVELOPMENT PLAN**

The Electrical Utilities Department consists of three (3) sections:

1. Line Operations - responsible for installing and maintaining all overhead and underground electrical distribution facilities, including lighting and metering.
2. Tree Trimming - responsible for maintaining all vegetation clear of electric distribution facilities.
3. System Control - responsible for installing and maintaining all traffic signals, large Customer metering, and all substation and related equipment.

The Electrical Utilities Department installs, operates and maintains a 12,400 Volt electrical distribution system , all city owned street and security lighting, and all traffic signals on city maintained intersections, and other related facilities serving the Citizens and Customers within the city limits and service territory boundaries of the City of East Point. The Department responds on a 24/7 basis to all reported power outages and other electrical and tree related emergencies. The department also responds to emergencies at the request of the Fire and Police department as well as requests from all other City departments.

The electrical utilities department purchases wholesale electrical energy from the Municipal Electric Authority of Georgia (MEAG) and works closely with customer Care & Customer Services Departments in the re-sale of such energy. The department also secures engineering, cost/rate studies, economic development support, material purchases, employee training and other services from Electric Cities of Georgia (ECG)

## ***East Point Power***

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### **OBJECTIVES**

Implement the following actions to improve overall system performance:

1. Achieve total system tree trimming thru contractor utilization so that 3 year cycle schedule is restored by end of FY 2012.
2. Implement overhead system visual inspection so all circuits are patrolled by December, 2011 and all documented repairs completed by the end of FY 2011.
3. Continue to perform night patrols to document non working street and city owned security lights. All repairs completed within 48 to 72 hours of finding.
4. Implement outage tracking documentation and database thru assistance from ECG and have at least one quarter of data available by June, 2011.
5. Develop industry standard outage indices reporting by Dec. 2011.
6. Complete a circuit power factor study and implementation by DEC 2011 to maximize system utilization while minimizing system line losses. Goal is to achieve a power factor of .95 or higher for each circuit.
7. Complete a circuit protection /coordination study by June, 2012.
8. Continue to safety inspections for all vehicles personal protective equipment. Have at least ten to twelve safety meetings thru the fiscal year, update all safety manuals and ensure all safe work practices are followed.
9. Join ECG material purchasing consortium to realize a 10-20 % savings in material thru economies of scale.
10. Operationally activate SCADA system by June, 2011. (Start of FY 2012)
11. Continue to support Citizens Leadership and Employee Ambassador programs.
12. Complete a review of the Electrical system practices and procedures for providing service to our Citizens and Customers by October, 2011.

### **FY 12 ISSUES**

Weather and natural disasters are major factors that can have a tremendous impact on the budget of East Point Power.

## East Point Power

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>
<b>Demand Measures</b>				
Monitor major load additions to increase base load megawatts.	N/A	N/A	N/A	1.2-2 %
Monitor net addition of security lights	N/A	N/A	N/A	100%
Minimize outstanding work orders	N/A	N/A	N/A	<5%
Patrol security and street lights	N/A	N/A	N/A	50%
Patrol circuits	N/A	N/A	N/A	100%
Realize a savings in material through ECG Joint Purchasing Membership	N/A	N/A	N/A	10-20%
Reduce outages due to trees and mechanical failure. (Circuit patrols)	N/A	N/A	N/A	20%
Insure average customer outage time	N/A	N/A	N/A	< 1 hr
Inspect, reinforce, and/or replace poles	N/A	N/A	N/A	10%

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Account Clerk	1	1	1	1
Administrative Assistant	1	1	1	1
Administrative Project Specialist	1	1	1	1
Electrical Utility Director	1	1	1	1
Utility Dispatcher	1	1	1	0
Apprentice Line Worker	1	1	1	1
Electric Line Worker	8	8	8	8
Electric Superintendent	1	1	1	1
Equipment Operator	1	1	1	1
Foreman	2	2	2	1
Laborer I	4	4	4	4
Line Crew Supervisor	2	2	2	2
Line Worker Laborer	3	3	3	3
Project Manager - Electric	1	1	1	1
System Control Supervisor	1	1	1	1
Systems Control Technician	3	3	3	3
Tree Trimmer	2	2	2	2
Tree Trimmer Helper	2	2	2	2
Tree Trimmer Supervisor	1	1	1	1
<b>Total</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>35</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 1,625,803	\$ 1,986,613	\$ 2,363,574	\$ 2,306,946
<b>Operating</b>	\$ 25,598,106	\$ 6,715,983	\$ 30,204,562	\$ 37,773,016
<b>Capital</b>	\$ 152,843	\$ 239,788	\$ 854,000	\$ 582,261
<b>Debt Service</b>	\$ 280,654	\$ 302,977	\$ 1,213,740	\$ 1,213,739
<b>Depreciation</b>	\$ 962,552	\$ 988,000	\$ -	\$ 368,177
<b>Transfers Out</b>	\$ -	\$ 289,712	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 28,619,958</b>	<b>\$30,523,073</b>	<b>\$ 34,635,876</b>	<b>\$ 42,244,139</b>

## ***East Point Solid Waste***

### **MISSION & GOALS**

To provide the highest level of service for Solid Waste Division.

### **Department Goals:**

The Solid Waste Division's goal is to continue to offer the highest level of service to the city residents regardless of the level of complexity & associated challenges

### **OBJECTIVES**

To provide code enforcement of City Ordinances.

### **FY 12 ISSUES**

- Sanitation Bulk Waste Pickup, Semi-annually Street Sweeping, and Recycling

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Verify that all employees are present using daily	260 daily reports	260 daily reports	260 daily reports	260 daily reports
Conduct daily equipment and vehicle inspections	260 inspections	260 inspections	260 inspections	260 inspections
Number of Customer Complaints	225	250	175	175
Number of Recycling tons collected	2,400	2,400	2,000	2,000
Street Sweeping (Citywide)	NA	NA	Every two (2) months	Bi-weekly
<b>Workload Measures</b>				
Verify that all employees are present using daily	260 daily reports	260 daily reports	260 daily reports	260 daily reports
Conduct daily equipment and vehicle inspections	260 inspections	260 inspections	260 inspections	260 inspections
Number of Customer Complaints	225	250	175	175
Number of Recycling tons collected	2,400	2,400	2,000	2,000
Street Sweeping (Citywide)	NA	NA	Every two (2) months	Bi-weekly
<b>Efficiency Measures</b>				
Weekly Garbage Collections	100%	100%	100%	100%
Number of Recycling tons collected	2,400	2,400	2,000	2,000
Street Sweeping (Citywide)	NA	NA	Every Two (2) months	Bi-weekly

## East Point Solid Waste

Effectiveness Measures				
Weekly Garbage Collections	100%	100%	100%	100%
Street Sweeping (Citywide)	NA	NA	45%	80%

Personnel Summary	FY2009 Actual	FY2010 Actual	FY2011 Budget	FY2012 Budget
Equipment Operator	2	2	2	2
Sanitation Collector	19	19	19	14
Sanitation Driver	8	8	17	16
Sanitation Officer	1	1	1	1
Sanitation Superintendent	1	1	1	1
Foreman	1	1	1	0
Solid Waste Specialist	0	0	0	1
Utility Operator	0	0	0	2
<b>Total</b>	<b>32</b>	<b>32</b>	<b>41</b>	<b>37</b>

BUDGET SUMMARY				
Category Description	FY09	FY 10	FY 11	FY 12
	Actual	Actual	Adopted	Adopted
<b>Expenditure Category</b>				
<b>Personal Services</b>	\$ 1,598,880	\$ 1,802,748	\$ 1,950,012	\$ 1,861,596
<b>Operating</b>	\$ 1,874,450	\$ 1,957,761	\$ 1,518,688	\$ 2,566,026
<b>Depreciation</b>	\$ 273,171	\$ 288,000	\$ -	\$ 40,289
<b>TOTAL</b>	<b>\$ 3,746,501</b>	<b>\$ 4,048,509</b>	<b>\$ 3,468,700</b>	<b>\$ 4,467,911</b>

# ***East Point Stormwater***

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## **MISSION & GOALS**

It is the mission of the Stormwater Division to protect and improve the quality of life of all the citizens of East Point, Georgia, and surrounding communities. Provide for the collection, and conveyance of stormwater runoff in accordance with all federal, state and local regulations in the safest, most efficient, and cost effective manner possible.

## **Department Goals**

Treat our customers, the citizens of East Point respectfully and proactively address their concerns by providing the services necessary to meet their needs in the most efficient manner possible.

- Build, operate, and maintain a quality infrastructure that promotes and protects the public health, safety, and welfare by efficiently collecting, and conveying storm water runoff.
- Develop, promote, and enforce sound engineering design and construction practices within the City that promote and encourage "No Adverse Impact".
- Protect and nurture the environment by enhancing the water quality in the City and surrounding area through the use of innovative practices and standards.
- Meet and/or exceed all federal, state, and local regulations and water quality standards.

## **OBJECTIVES**

1. Manage the proposed Stormwater Utility program
2. Implement a Community Rating System
3. Meet Federal and State Compliance of the NPDES Phase I MS4 requirements
4. Oversee the City Ordinance for Floodplain / Post Development Stormwater
5. Prohibit development in the 100-year floodplain
6. Mitigate repetitive loss properties
7. Acquire and relocate flood prone structures
8. Protect and restore open space
9. City wide Floodplain Home Ranking & Evaluation
10. Modification of Floodplain Map to 100 Ac/Basin

## **FY 12 ISSUES**

Illicit Discharge Detection and Elimination Program; The City has drafted a comprehensive ordinance that facilitates capital improvement implementation and a storm water fee, which is currently pending Council consideration and approval.

## East Point Stormwater

Performance Measures				
Measurement Description	FY09	FY 10	FY11	FY12
	Actual	Actual	Projected	Target
<b>Demand Measures</b>				
Stormwater Utility	0%	0%	20%	100%
Home Buyouts	0%	0%	0%	30%
Grants	0%	0%	0%	30%
Community Rating System (CRS)	0%	0%	10%	100%

Personnel Summary	FY2009 Actual	FY2010 Actual	FY2011 Budget	FY2012 Budget
Floodplain Coordinator	1	1	1	1
Senior Environmental Inspector	1	1	2	2
<b>Total</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>

BUDGET SUMMARY				
Category Description	FY09	FY 10	FY 11	FY 12
	Actual	Actual	Adopted	Adopted
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 160,975	\$ 124,745	\$ 141,884	\$ 214,915
<b>Operating</b>	\$ 147	\$ 13,982	\$ (141,884)	\$ 387,080
<b>Depreciation</b>	\$ -	\$ -	\$ -	\$ 68,715
<b>TOTAL</b>	<b>\$ 161,122</b>	<b>\$ 138,727</b>	<b>\$ -</b>	<b>\$ 670,710</b>

## ***East Point Water & Sewer***

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### **MISSION & GOALS**

The Water and Sewer Department provides municipal water and wastewater management services. Strives to provide progressive administrative oversight and management of resources to:

**Maximize** enterprise revenue growth.

**Protect** the City of East Point from regulatory non-compliance.

**Optimize** operational efficiency.

**Achieve** the organizational alignment and visibility needed to drive performance excellence.

**Promote** customer goodwill and satisfaction.

### **Department Goals:**

Over the next several years Water & Sewer Department envisions a program that meets the needs of an aging system and provides the product and services to those we serve. The challenge will be met with a renewed commitment to improve and expand operations and maintenance and C.I.P. services through comprehensive strategic planning and implementation designed to meet fully funded short term and long term goals.

### **OBJECTIVES**

1. To implement a work program based on 90% FY 2012 budget resources allocation.
2. To reduce and /or eliminate consent orders, fines and compliance issues.
3. To conduct timely and detailed plan review to assure that city requirements are met and comprehensive inspections to assure that infrastructure accepted for City of East Point maintenance meets required specifications and standards.
4. To provide code compliance and enforcement of City Ordinances.
5. To improve productivity by providing oversight and management of personnel, finance, procurement and budget matters necessary to insure goals, objectives and strategies are successfully implemented and on target.

### **FY 12 ISSUES**

**Water Plant-** Intermediate Pump Station – Intake Pump Station for Security Upgrades  
Laboratory and Equipment Upgrades – Our Security system is not fully functional, a new security system is needed to monitor or remote locations to prevent vandalism and break-ins.

Dry Fluoride Chemical Feeder.

Sedimentation Basins No.1 – 8 Valves replacement

WTP Building Improvements & Environmental Clean-up

Settled Solids Facility Upgrades

Fencing-all elevated tank locations with appropriate security fencing.

Replace/Repair sludge collection system No.7 sedimentation basin.

Repair/Replace the roof on distribution storage warehouse.

Elevated Storage Tank

Booster Pump-

## East Point Water & Sewer

2" & 4" Water Main Rehabilitation (Wards A, B, C, D) -  
16" Water Main Installation (Ward A) -

**Water & Sewer Maintenance-** Operation & Maintenance backlogs due to lack of operators and equipment to perform the backlog of work orders. Aged and failing infrastructure system.

**Meter Services-**Water Meter Testing Calibration; Federal and State regulations mandated yearly testing. Loss of revenue, water meters not being read adequately.

### Water & Sewer (4440) Waterline Maintenance Division

Performance Measures				
Measurement Description	FY09	FY 10	FY11	FY12
	Actual	Actual	Projected	Target
<b>Demand Measures</b>				
500 Linear Ft. Mains/Service Line Installation Repair	500 Lin. Ft.	500 Lin. Ft.	500 Lin. Ft.	1000 Lin. Ft.
200 Linear Ft. Leak Detection and Repair	200 Lin. Ft.	200 Lin. Ft.	200 Lin. Ft.	500 Lin. Ft.
30 Water Valves Repair/ Replace/ Installation	30	30	30	60
10 Fire Hydrant Repair/Replace/Installation	10	10	10	25
25 Water Taps/Service Lines Installed per Month	25	25	25	25
<b>Workload Measures</b>				
500 Linear Ft. Mains/Service Line Installation/ Repair	500 Lin. Ft.	500 Lin. Ft.	500 Lin. Ft.	1000 Lin. Ft.
200 Linear Ft. Leak Detection and Repair	200 Lin. Ft.	200 Lin. Ft.	200 Lin. Ft.	500 Lin. Ft.
30 Water Valves Repair/Replace/ Installation	30	30	30	60
10 Fire Hydrant Repair/Replace/Installation	10	10	10	25
25 Water Taps/Service Lines Installed per Month	25	25	25	25
<b>Efficiency Measures</b>				
Emergency Service 24hrs mobilization time 2 hours	100%	100%	100%	100%

### Water & Sewer (4331) Sewer line Maintenance Division

Performance Measures				
Measurement Description	FY09	FY 10	FY11	FY12
	Actual	Actual	Projected	Target
<b>Demand Measures</b>				
Linear ft. mains/service line installation /repair	500 Lin. Ft.	500 Lin. Ft.	500 Lin. Ft.	1500 Lin. Ft.

## East Point Water & Sewer

Linear Ft. (ML) Cleaned/Per Month	5000 Lin. Ft.	5000 Lin. Ft.	5000 Lin. Ft.	5000 Lin. Ft.
Linear Ft. CCTV/Per month	1500 Lin. Ft.	1500 Lin. Ft.	1500 Lin. Ft	1500 Lin. Ft
Sewer Taps/Service Lines Installed per month	25	25	25	25
<b>Workload Measures</b>				
Linear ft. mains/service line installation /repair	500 Lin. Ft.	500 Lin. Ft.	1500 Lin. Ft.	1500 Lin. Ft.
Linear Ft. (ML) Cleaned/Per Month	5000 Lin. Ft.	5000 Lin. Ft.	5000 Lin. Ft.	5000 Lin. Ft.
Linear Ft. CCTV/Per Month	1500 Lin. Ft.	1500 Lin. Ft.	1500 Lin. Ft.	1500 Lin. Ft.
Sewer Taps/ Service lines Installed per month	25	25	25	25
<b>Efficiency Measures</b>				
Emergency Service 24hrs mobilization time 2 hours	100%	100%	100%	100%

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
City Engineer	1	1	1	1
Water & Sewer Director	1	1	1	1
Engineer II	1	1	0	0
Office Manager	2	2	2	1
Construction Manager	1	1	0	1
Equipment Operator	3	3	2	3
Foreman	6	6	4	5
Laborer I	12	12	10	9
Laborer II	2	2	1	2
Laborer III	2	2	4	4
Assistant Water Superintendent	1	1	1	1
Distribution System Operator	4	4	0	0
Lab Analyst	1	1	1	1
Mechanic-Water Department	1	1	1	1
Senior Water Mechanic	1	1	1	1
Temporary Laborer	1	1	0	1
Water Maintenance Technician	1	1	0	1
Water Plant Operator I	2	2	3	3
Water Plant Operator II	1	1	1	1

## East Point Water & Sewer

Water Plant Operator III	1	1	6	6
Water Plant Operator Trainee	1	1	1	1
Water Superintendent	1	1	1	1
Water & Sewer Superintendent	1	1	1	1
Backflow Prevention Technician	1	1	1	1
Meter Reader	1	1	0	0
Meter Repair Worker	7	7	7	7
Meter Superintendent	1	1	1	1
Utility Locator	1	1	1	1
<b>Total</b>	<b>59</b>	<b>59</b>	<b>52</b>	<b>56</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 1,788,520	\$ 2,665,981	\$ 2,825,028	\$ 2,967,687
<b>Operating</b>	\$ 7,028,726	\$ 6,511,262	\$ 6,953,868	\$ 11,669,533
<b>Capital</b>	\$ 55,075	\$ 165,607	\$ 2,606,871	\$ -
<b>Debt Service</b>	\$ 2,871,813	\$ 2,597,431	\$ 3,415,750	\$ 7,095,245
<b>Depreciation</b>	\$ 3,521,546	\$ 3,700,000	\$ -	\$ 1,806,742
<b>TOTAL</b>	<b>\$ 15,265,680</b>	<b>\$ 15,640,281</b>	<b>\$ 15,801,517</b>	<b>\$ 23,539,207</b>

## ***Economic Development***

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### **MISSION & GOALS**

To provide resources and actively pursue opportunities in the areas of business retention, expansion and attraction as a means of stimulating the local economy and expanding the local sales and property tax base.

### **Department Goals:**

- Develop and implement a Citywide, Strategic Economic Development Action Plan
- Development and implement a Downtown Development Plan
- Market the City as a quality environment for residential, office, commercial and industrial development and job creation
- Ensure that existing businesses remain in East Point
- Promote downtown East Point development
- Engage in small business development activities
- Be a resource for information and assistance to individuals and businesses interested in East Point

### **OBJECTIVES**

1. To enhance a business friendly environment in order to stimulate new and increased business activity for the benefit of the business and residential communities
2. To diversify and enhance East Point's tax base
3. To encourage meaningful, new employment opportunities in East Point
4. Preparation of an incentive policy for consideration and adoption by Council
5. Development of strategic marketing materials in different media
6. Initiate a more formal Business Retention and Expansion Program
7. Better engage existing business community
8. Facilitate community building through events and programs

### **FY 12 ISSUES**

Several planning efforts and projects being undertaken in the latter part of FY2011 might ultimately lead to expenditure requests in FY2012. The most likely scenario involves City action necessary to spur redevelopment of the Commons area, such as project management, land acquisition, site development gap financing, etc. These topics will be discussed with Council upon completion of the Urban Land Institute Technical Assistance Panel Report due by the end of March.

The Economic Development Department will be overseeing two additional studies by the end of FY2011 – the Downtown/Ft. McPherson Area Redevelopment Plan and the Citywide Strategic Economic Development Plan, both of which will include implementation recommendations that could result in expenditure requests in FY2012.

**Economic Development**

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Vacancy rate (Industrial and Commercial)	NA	NA	15%/15%	10%/10%
<b>Workload Measures</b>				
Businesses/individuals assisted	NA	NA	50	75
Events/projects initiated	NA	5	6	10
Leads developed/worked on	NA	2	4	6
Business/community meetings held	NA	NA	5	6
Newsletters/materials created	NA	NA	14	17
Business/community surveys administered	NA	NA	200	250
Business site visits/interviews	NA	NA	150	175
<b>Effectiveness Measures</b>				
Number of new businesses	NA	NA	NA	10
Number of new jobs	NA	NA	NA	500

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Economic Development Director	1	1	1	1
Economic Development Specialist	0	0	1	1
Main Street Coordinator	1	1	1	1
Office Manager	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>

## *Economic Development*

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<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 842,560	\$ 815,250	\$ 829,661	\$ 856,472
<b>Operating</b>	\$ 53,986	\$ 49,692	\$ 196,948	\$ 191,700
<b>Capital</b>	\$ -	\$ -	\$ 1,300	\$ 3,500
<b>TOTAL</b>	<b>\$ 896,546</b>	<b>\$ 864,942</b>	<b>\$ 1,027,909</b>	<b>\$ 1,051,672</b>

## **Finance**

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### **MISSION**

To provide the overall financial and risk management service area of East Point government in a professional, efficient, and cost-effective manner. The department will operate under established management principles, and adhere to established policies, procedures and Generally Accepted Accounting Principles (GAAP) to protect the integrity of East Point's assets.

### **DESCRIPTION**

Serving the needs of the City Manager, all City departments, and the citizens and business community, the Finance Department is separated into the following: Administration, Payroll, Contracts/Projects (Payables), General Accounting/Grants, Information Resources and Budget.

All departments work together to measure and report on financial position and results of operations; project and manage cost; plan, recommend, and manage all short/long-term financial needs including City debt; and to maintain records of properties and inventories. The Finance Department is also responsible for advising the City Manager on financial matters; examining all casualty and liability claims against the City; and providing accurate, relevant financial/operational information to user departments on a timely basis.

### **FY 12 GOALS**

GOAL #1 - Maintain Triple-A credit ratings.

- Maintain open communication with the rating agencies through timely submission of annual disclosure requirements (i.e. Comprehensive Annual Financial Report (CAFR) by October each year.)
- Communicate with the rating agencies every December in association with the annual Tax Anticipation Note issuance.
- Conduct open discussion each spring with rating agencies' personnel regarding annual financial results and the City's financial direction.
- Obtain counsel of City's financial advisor in preparing the above requirements and discussion points as needed.

GOAL #2 - Maintain the City's Five-Year Capital Plan.

- Coordinate with City departments by December each year to ensure the ten-year capital plan is updated and consistent with City and departmental long-term goals.
- Present updated model at annual management retreat each winter.
- Update plan by March each year with annual audited numbers to provide a current base-year cost for future projections.

GOAL #3 - Continually monitor revisions to generally accepted accounting principles as well as key City policies for possible updates/revisions.

- Review all Governmental Accounting Standards Board activities and issue statements for its possible effects on East Point on an ongoing basis each year.

## Finance

GOAL #4 - Receive the Certificate of Achievement for Excellence in Financial Reporting and meet all financial and budgetary deadlines.

- Work with external auditors to submit the comprehensive Annual Financial Report within five months of the end of the fiscal year to GFOA, the State Department of Audits, and any granting agencies.
- Submit all state reports such as the Department of Community Affairs' Report of Local Government Finances, Authority Registration, Government Management Indicators Survey, Report of Registered Authority Finance, Hotel/Motel Tax Report, and the Solid Waste Management Report by the required deadlines.
- Submit the single audit to necessary granting agencies as required by the Single Audit Act of 1984, P.L. 98-502, and complete the SF-SAC Data Collection Form for Reporting on Audits of States, Local Governments.
- Submit the Annual Report of 911 Collections and Expenditures Form as required in compliance with the expenditure requirements of the Official Code of Georgia Annotated, Section 46-5-134.
- Submit the Budget Book within ninety days of adoption to GFOA.

### FY 2012 KEY PERFORMANCE OBJECTIVE

Continue to increase the accounts payable transactions per employee by 1% in each FY12.

PERFORMANCE MEASURES				
Description	FY 09	FY 10	FY 11	FY 12
	Actual	Actual	Target	Target
<b>Effectiveness Measurement</b>				
Accounts Payable Transactions Processed per Employee/per Day	80	95	100	105
<b>Workload Measurement</b>				
Interest Earnings				
Paychecks Issued (Including Election Payroll)	5,998	5,588	5,796	5,855

## Finance

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Finance Director	1	1	1	1
Executive Assistant	1	1	1	1
Chief Accountant	0	0	1	1
Accounting Coordinator	1	1	1	1
Accounting Technician	0	0	1	1
Accounts Payable Specialist	1	1	1	1
Budget Analyst	0	0	1	1
Grants Manager	1	1	1	1
Internal Auditor	0	0	1	1
Payroll Specialist	1	1	1	1
Property Accountant	1	1	1	1
Senior Accountant	1	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>12</b>	<b>12</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 502,541	\$ 592,975	\$ 821,370	\$ 821,370
<b>Operating</b>	\$ 312,015	\$ 231,562	\$ 223,450	\$ 241,450
<b>TOTAL</b>	<b>\$ 814,556</b>	<b>\$ 824,537</b>	<b>\$ 1,044,820</b>	<b>\$ 1,062,820</b>

## **Fire**

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### **MISSION & GOALS**

To prevent disastrous incidents from occurring and minimize damages to life, property, and the environment.

### **Department Goals**

The Fire Department provides a wide variety of emergency and community risk reduction services for the City of East Point community.

**Goal#1:** Maintain and refine emergency operations to ensure the highest level of emergency services are being delivered which includes minimizing or eliminating all hazards including protection from homeland security threats, and to continue satisfying the community's demand for core fire service delivery.

**Goal #2:** Maintain an exceptional level of customer service principals and practices whereby the organization is committed to our community outreach through our successful 20 community- based fire safety education programs.

**Goal#3:** Maintain a safe, efficient, and effective work environment along with meeting local and national training mandates for all East Point Fire-Rescue personnel.

### **OBJECTIVES**

1. Hire and train sworn fire personnel to fill all vacancies that occurs in FY12 (G1)
2. Initiate the ARP (Apparatus Replacement Program) to refine our fleet (G1)
3. Upgrade fire stations via maintenance & replacement of furnishings (G1)
4. Continue to provide smoke alarms, Co2 detectors & Home Inspections (G2)
5. Conduct annual inspections to all 1950 businesses and industries (G2)
6. Attend all HOA/NHA meetings and provide education material & BP eval (G2)
7. Maintain a safe and healthy environment by continuing our Wellness program (G3)
8. Ensures all fire Personnel are trained to State & National Standards (G3)

### **FY12 ISSUES**

FLSA Overtime

Equipment - Fire Trucks

Personal Protective Equipment (PPE)

Station Facilities (Repair/Improve/Replace)

Additional Exhaust Removal System (Fire station #2)

Educational Incentives

Apparatus Maintenance (Outsourcing)

Computer Replacement Cycle

MC 3000 (Digital Software Modules)

Erosion of Fire Station (Station #3)

## Fire

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Emergency dispatched calls which require EMS, Fire and all hazardous related incidents	6,310	6,415	6,500	6,550
Annual Inspections, Pre-Fire Planning, Certificate of Occupancy (CO): 100% Inspections Required per ISO Recommendations	1,585	1,562	1,750	1,933
<b>Workload Measures</b>				
Fire & EMS Personnel Training Hours	14,200	14,200	14,500	14,500
Fire Prevention Activities: Community Risk Reduction Programs, Fire Safety Education Programs	10,700	10,758	11,000	11,000
<b>Efficiency Measures</b>				
Total Training classes conducted	60	60	150	175
Inspections of 50 Worst properties and Existing Dilapidated and/or abated Buildings/Structures	189	187	290	365
<b>Effectiveness Measures</b>				
Reduction of Structures Fires	60	62	57	50
Customer Service: Respond to all community/customer service requests within 24 hours	100%	100%	100%	100%
Provide free home inspections & smoke and carbon monoxide detectors within 3 days of request 100% of the time	100%	100%	100%	100%

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Assistant Fire Marshall	1	1	1	1
EMS Training Officer	1	1	1	1
FAO/EMT	10	10	9	9
FAO/ Paramedic	1	1	1	1
Fire Battalion Chief	3	3	3	3
Fire Chief	1	1	1	1
Fire Fighter	7	7	7	7
Fire Fighter/EMT	34	34	30	30

## Fire

Fire Fighter/Paramedic	2	2	1	1
Fire Lieutenant/EMT	8	8	8	8
Fire Lieutenant/Paramedic	4	4	4	4
Fire Prevention Inspector	0	0	1	1
Fire Safety Officer	1	1	1	1
Office Manager	1	1	1	1
Operations Deputy Chief	1	1	1	1
Provisional FAO/EMT	2	2	3	3
Technical Services Office	1	1	1	1
<b>Total</b>	<b>78</b>	<b>78</b>	<b>74</b>	<b>74</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 4,577,185	\$ 5,089,799	\$ 5,333,637	\$ 5,858,285
<b>Operating</b>	\$ 417,857	\$ 469,730	\$ 430,315	\$ 520,689
<b>Capital</b>	\$ -	\$ 155,143	\$ -	\$ -
<b>Debt Service</b>	\$ 409,078	\$ 377,611	\$ 355,000	\$ 421,634
<b>TOTAL</b>	<b>\$ 5,404,120</b>	<b>\$ 6,092,283</b>	<b>\$ 6,118,952</b>	<b>\$ 6,800,608</b>

## ***Fleet Maintenance***

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### **MISSION & GOALS**

#### ***Mission Statement:***

The Fleet Maintenance Division's primary purpose is to provide preventive maintenance and repair service to 257 vehicles and 50 pieces of equipment within the City of East Point... i.e., earth moving equipment, sanitation trucks, fire engines and rescue trucks, utility trucks, sewage trucks, bush-hog, lawn-mowers, weed eaters, leaf blowers, portable generators.

#### ***Department Goals:***

Give satisfactory assessment of vehicle/equipment before repairing.

Practice safety at all times.

Assign priority to emergency vehicles.

Provide outstanding customer service.

### **OBJECTIVES**

#### ***Department Objectives:***

1. The core values may summarize as follows: BE PROFICIENT, BE SAFE, and BE COURTEOUS.
2. Practice safety at all times.

### **FY 12 ISSUES**

- High Equipment To Mechanic Ratio
- Project Management And Task Management Needs To Be Based An Comprehensive Operation And Maintenance Plan
- Aging Fleet
- Fleet Replacement Policy
- Establish Funding Schedules
- Compliance with Stormwater Pollution Prevention Plan(SWP3) for Fleet Facility

## Fleet Maintenance

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Preventive Maintenance	100%	100%	100%	100%
Heavy Mechanic & Body Works	100%	100%	0%	0%

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Auto Mechanic	4	4	4	4
Foreman	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 420,010	\$ 421,244	\$ 302,885	\$ 285,166
<b>Operating</b>	\$ 690,896	\$ (429,739)	\$ (302,885)	\$ (545,166)
<b>Capital</b>	\$ -	\$ 8,496	\$ -	\$ 260,000
<b>Depreciation</b>	\$ 34,159	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,145,065</b>	<b>\$ 1</b>	<b>\$ -</b>	<b>\$ -</b>

# Grant Fund

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## **MISSION & GOALS**

### **MISSION**

To meet municipal fundraising goals through grant writing and to properly steward funds granted and programs funded.

### **Goals**

1. Research all grant programs that meet municipal funding needs.
2. Write and submit applications for grants to support municipal funding needs.
3. Properly administer and facilitate grants from award notification to closure.
4. Fulfill all audit and reporting requirements.

### **OBJECTIVES**

1. Fully load and implement eCivis Grants Management System.
2. Assist award departments in facilitating grant programs and ensure adherence to audit, finance and legal requirement.
3. Manage performance of grant programs and evaluate outcomes.
4. Increase expertise of grant personnel.
5. Complete required tasks for successful annual financial audit, single audit and grantor audits.
6. Ensure that all procurement requirements are met.

### **FY 12 ISSUES**

Presently there are not significant issues facing the department that could impact the FY12 budget.

<b>Performance Measures</b>	
<b>Measurement Description</b>	<b>FY12</b>
Performance Measure: (Grants Research)	<ul style="list-style-type: none"><li>• Locate grants to support a communications center.</li><li>• Locate grants to support land purchase for flood mitigation.</li><li>• Locate grants to support water resource needs.</li><li>• Locate grants to support park &amp; recreation needs as outlined in the 10-Year Master Plan.</li><li>• Locate grants to support Economic Development priorities.</li><li>• Interview all department head to ascertain their funding priorities.</li><li>• Set up search agents in eCivis for department head funding priorities.</li></ul>

## Grant Fund

Performance Measure: (Grant Writing)	<ul style="list-style-type: none"> <li>• 100% award rate for grant applications.</li> <li>• Meet all grant application deadlines.</li> </ul>
Efficiency Measures (Grant Audits)	<ul style="list-style-type: none"> <li>• Annual Audit – No findings</li> <li>• Single Audit – No findings</li> <li>• Grantor Audits (DOJ, CDBG, etc.) - No findings</li> </ul>
Effectiveness Measures (System Expertise)	<ul style="list-style-type: none"> <li>• Grant personnel proficient with eCivis Grants Management System.</li> <li>• Grant personnel proficient with HTE Project Management Module.</li> </ul>

### Restricted Grants:

<b>BUDGET SUMMARY</b>				
Category Description	FY09	FY 10	FY 11	FY 12
	Actual	Actual	Adopted	Adopted
<b>Expenditure Category</b>				
Operating	\$ 60,372	\$ 36,160	\$ 1,953,480	\$ 3,059,371
Capital	\$ 19,322	\$ 146,340	\$ 173,168	\$ 715,000
<b>TOTAL</b>	<b>\$ 79,694</b>	<b>\$ 182,500</b>	<b>\$ 2,126,648</b>	<b>\$ 3,774,371</b>

### Grants Fund:

<b>BUDGET SUMMARY</b>				
Category Description	FY09	FY 10	FY 11	FY 12
	Actual	Actual	Adopted	Adopted
<b>Expenditure Category</b>				
Personnel Services	\$ -	\$ -	\$ 14,000	\$ -
Operating	\$ 44,870	\$ 98,860	\$ 103,106	\$ 707,296
Capital	\$ 32,515	\$ 286,899	\$ 615,457	\$ -
<b>TOTAL</b>	<b>\$ 77,385</b>	<b>\$ 385,759</b>	<b>\$ 732,563</b>	<b>\$ 707,296</b>

## ***Human Resources***

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### **MISSION & GOALS**

Human Resources Mission is to support the goals and challenges of the City of East Point by providing services which promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. We will seek and provide solutions to workplace issues that support and optimize the operating principles of the City.

### **Department Goals**

To continue to provide a service-oriented environment with the Human Resource team adding value to the organization by being responsive, courteous, and supporting our internal and external customers.

Some of our departmental services include:

- ❖ Supporting 15 municipal departments, a workforce of approximately 550 employees and 360 retired employees.
- ❖ Providing Customer Service to our internal employees for benefits, pension, compensation, employee relations issues, etc.
- ❖ Offering additional training, development and educational opportunities to our employees.
- ❖ Recruiting for open positions to keep the City at an optimum level of service.
- ❖ On boarding new employees and providing a clear benefits and policy overview of the City.
- ❖ Providing a fair and equitable salary plan for our employees.
- ❖ Ensuring a safe, protected and drug-free work place for our employees.
- ❖ Updating policies and procedures to stay current and in compliance with all federal regulations and guidelines.
- ❖ Implementing a City-wide Safety Training Program.
- ❖ Workers Compensation and Risk Management services.
- ❖ Completing an ADA Transition Plan for the City.

### **OBJECTIVES**

1. To improve efficiency in the Recruiting area by implementing an electronic Applicant Tracking System that will automate the process and provide time and monetary savings for the Department and the City.
2. Enhancing Human Resources Branding to include revision of the City's Employment Application and Expansion of the Pre-Employment Screening Process.
3. Implementation of a HRIS program that will automate the functions of the department, provide necessary reports and provide a monetary and resource savings to the Department and the City.
4. Updating and distribution of the Policies and Procedures Manual to ensure increased compliance.
5. Updating the employee intranet with events and benefit notices that will allow greater communication of City offerings.

## Human Resources

6. Establishing an Online Curriculum based Training for our employees for compliance issues as well as Personal Development.
7. Completing a current Salary Review Survey to ensure our salaries are competitive with the market.
8. Announcing a Safety Training program to enhance our safety and risk management compliance.

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Job Vacancies	N/A	83	90	65
<b>Workload Measures</b>				
Job Applications Received	N/A	6,000	4,000	4,000

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
HR Director	1	1	1	1
Assistant Director	1	1	1	1
HR Assistant	1	1	1	1
HR Generalist	1	1	1	1
Sr. HR Generalist	1	1	1	1
Receptionist	1	1	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 942,491	\$ 973,603	\$ 996,447	\$ 501,687
<b>Operating</b>	\$ 26,942	\$ 40,892	\$ 72,904	\$ 153,750
<b>Capital</b>	\$ -	\$ 2,226	\$ 2,000	\$ 8,600
<b>TOTAL</b>	<b>\$ 969,433</b>	<b>\$ 1,016,721</b>	<b>\$ 1,071,351</b>	<b>\$ 664,037</b>

## ***Information Resources***

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### **MISSION & GOALS**

The City of East Point Division of Information Technology is committed to providing excellent support to all clients of city government and implementing new solutions to better equip employees with up-to-date technologies.

### **Department Goals.**

- Provide better technologies to departments
- Update or upgrade software/hardware to today's standards
- Develop/Implement a true Disaster Recovery Plan to protect the City in case of an emergency
- Work closer with departments to better prepare and assist with interdepartmental projects

### **OBJECTIVES**

1. Begin installation of phase 1 of 3 for Disaster Recovery Plan
2. Upgrade Cisco Phone System
3. Set up old Wachovia Building for Customer Care
4. Continue upgrade from Office 2003 to Office 2007/2010 software
5. Begin process to upgrade/change from Sunguard HTE software
6. Add one staff position
7. Install Cisco call center software for Customer Care
8. Create/update network and department documentation
9. Begin to search for replacement of SAN
10. Implement network management/monitor software

### **FY 12 ISSUES**

The EMC SAN (Storage Area Network) is almost six years old and will soon need replacement.

The Cisco phone system has never been upgraded since its purchase in 2006. The system must be upgraded in order to allow for the Call Center software needed for Customer Care. In addition, the system must be upgraded in order to add new phone devices to the network and create new inboxes for voicemails.

There is a need for a real disaster recovery plan. Therefore, we must look at solutions and begin implementation. This will mean a commitment to disaster recovery, and preparation for cost. The Sungard HTE system needs to be upgraded or replaced.

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Users supported	500	500	509	525

## Information Resources

PCs, Laptops, Servers (Hardware & Virtual) supported	N/A	350	380	400
Copiers, Printers supported	68	68	53	58
Workload Measures				
Helpdesk Requests Opened	3,324	2,801	3,692	5,000
Efficiency Measures				
Percentage of Requests Closed	99%	79%	95%	85%
Effectiveness Measures				
Requests resolved within 1 business day	N/A	245	1,863	3,000
Requests resolved after 1 business day	N/A	2,556	1,829	2,000

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
IT Manager	1	1	1	1
IT Administrator	2	2	2	2
IT Technician	0	0	1	2
<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 186,456	\$ 301,064	\$ 339,552	\$ 405,269
<b>Operating</b>	\$ 960,719	\$ 748,658	\$ 671,164	\$ 523,885
<b>Capital</b>	\$ 177,562	\$ 147,139	\$ 155,800	\$ 177,000
<b>TOTAL</b>	<b>\$ 1,324,737</b>	<b>\$ 1,196,861</b>	<b>\$ 1,166,516</b>	<b>\$ 1,106,154</b>

## ***Municipal Court***

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### **MISSION & GOALS**

The mission of the City of East Point Municipal Court is to provide prompt courteous service in an efficient professional manner while promoting justice fairly and impartially.

Departmental goals are:

Educate the public about the rules and procedures of Municipal court;  
Continue to enhance access to the courts with appropriate audio and visual upgrades;  
Obtain and encourage dissemination of rehabilitative programs to persons at risk for recidivism; and  
Continue to encourage professional education enhancement opportunities for staff to ensure the highest level of customer service to the public.

### **OBJECTIVES**

1. Audio and visual upgrades to courtroom
2. Training of staff
3. Improved web access
4. Continued progress to paperless court procedures
5. Apply for grants to reduce recidivism and aid the mentally infirm

### **FY 12 ISSUES**

It is anticipated that based on current trends there will be an increase in indigent representation resulting in the need for increases in the miscellaneous legal expenses line item. This line item supports indigent defense and adherence to the ADA requirements for court access for language barriers and hearing impaired individuals.

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>
<b>Workload Measures</b>				
# JAIL CASES	924	1,413	2,282	3,588
# TRAFFIC CASES	6,611	8,761	10,503	13,255
*DUI CASES	33	55	107	193
# LOCAL ORDINANCES	2,295	3,032	3,671	4,645
*MISDEMEANORS CASES	449	737	1,041	1,589
*DRUG CASES	15	34	64	133
# PROBATED CASES	826	902	967	1,046
# COURT APPOINTED COUNSEL CASES	814	1,199	1,462	1,966

## Municipal Court

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Judge	1	1	1	1
Judge – Temporary (Pro Hac)	3	3	3	3
Clerk of Court	1	1	1	1
Deputy Clerk of Court	1	1	1	1
Court Liaison	1	1	1	1
Court Clerk	2	2	2	2
Data Entry Clerk	1	1	1	1
Receptionist	1	1	1	1
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 396,014	\$ 441,822	\$ 526,615	\$ 544,869
<b>Operating</b>	\$ 102,701	\$ 105,985	\$ 99,359	\$ 128,650
<b>TOTAL</b>	<b>\$ 498,715</b>	<b>\$ 547,807</b>	<b>\$ 625,974</b>	<b>\$ 673,519</b>

## Other Operating Funds

### Confiscated Assets

The City currently operates on 3 different Confiscated Assets accounts. The break down is Federal, US Customs and State. The Federal and US Customs accounts use East Point officers that are assigned to a Task Force Unit that concentrates on drug seizures on a large scale. The City obtains a percentage of the money and property that is confiscated from these statewide seizures after the courts condemn them. Once this condemnation takes place it can be used by the Police Department. The State confiscated account operates from the East Point Special Operations Unit. Special Ops conducts street level investigations such as controlled drug buys in order to make cases. Once these cases are made money and property can be confiscated and condemned through the court system. Once the condemnation takes place the City obtains these funds for the Police Department use.

The condemned funds can be used by the Police Department under certain restrictions. Permissible uses are law enforcement investigations, law enforcement training, law enforcement equipment, law enforcement awards and memorials, etc. Condemned fund monies are to supplement the Police Departments budget but not replace portions of it. All uses must be logged and accounted for in order to show proper justifications of the moneys use.

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ -	\$ -	\$ -	\$ -
<b>Operating</b>	\$ 123,905	\$ 259,640	\$ 799,089	\$ 833,777
<b>Capital</b>	\$ 31,641	\$ 92,931	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 155,546</b>	<b>\$ 352,571</b>	<b>\$ 799,089</b>	<b>\$ 833,777</b>

### E911 Fund

#### Mission:

The mission of the City of East Point 911 Communication Center is to provide optimum quality emergency dispatch service to the citizens of East Point in the most cost effective manner.

#### Goals:

1. Reduce crime by 5%
2. Enhance professionalism of communications personnel
3. Improve delivery of customer service

## Other Operating Funds

### OBJECTIVES

1. To provide high quality, efficient and cost effective communications support for the operations and administrative functions of the Police Department, which will aid in the reduction of crime by 5% by the end of the fiscal year.
2. To provide callers with prompt, courteous, and competent service, which will enhance the quality of life in the City of East Point.
3. To facilitate the development of highly trained, proficient personnel by ensuring communications personnel attend training specific to communications and dispatch functions. This will allow for continuous improvement of service delivery and steadfast quality customer service.
4. To constantly identify ways to enhance the quality of services delivered to citizens by 911 Communications personnel.

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
911 calls received	N/A	N/A	33,600	33,600
<b>Workload Measures</b>				
Police dispatched calls	61,580	56,236	55,221	55,000
Officer initiated calls	23,719	20,595	22,500	24,000
Fire dispatched calls	6,701	6,279	6,295	6,300
Open Records request processed	81	184	135	140

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Communication Shift Supervisor	3	3	3	3
Communications Manager	1	1	1	1
Communications Operator	10	10	9	9
Senior Communications Operator	3	3	3	3
<b>Total</b>	<b>17</b>	<b>17</b>	<b>16</b>	<b>16</b>

## Other Operating Funds

<b>BUDGET SUMMARY</b>				
Category Description	FY09	FY 10	FY 11	FY 12
	Actual	Actual	Adopted	Adopted
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 715,762	\$ 783,469	\$ 882,451	\$ 883,061
<b>Operating</b>	\$ 101,286	\$ 116,594	\$ 152,576	\$ 190,785
<b>Capital</b>	\$ 582	\$ -	\$ 782	\$ 3,600
<b>Transfer In</b>	\$ (202,966)	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 614,664</b>	<b>\$ 900,063</b>	<b>\$ 1,035,809</b>	<b>\$ 1,077,446</b>

### Hotel/Motel Fund

This Fund collects all tourism revenues for the City. This is the first year the Fund has been established with revenue generating formally in the General Fund. At the end of the each fiscal year, monies from Hotel/Motel Tax will be transferred to the General Fund.

<b>BUDGET SUMMARY</b>				
Category Description	FY09	FY 10	FY 11	FY 12
	Actual	Actual	Adopted	Adopted
<b>Expenditure Category</b>				
<b>Operating</b>	\$ -	\$ -	\$ -	\$ 600,000
<b>Transfer Out</b>	\$ 1,139,224	\$ 928,671	\$ -	\$ 360,000
<b>TOTAL</b>	<b>\$ 1,139,224</b>	<b>\$ 928,671</b>	<b>\$ -</b>	<b>\$ 960,000</b>

## ***Parks & Recreation***

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### **MISSION & GOALS**

The City of East Point Department of Parks and Recreation is committed to enhancing the quality of life of its residents through broad-based recreational and cultural opportunities which include providing well maintained facilities, park land acquisition and preservation of resources while working in concert with the City's leadership.

### **Vision**

The vision of the City of East Point Department of Parks & Recreation is to promote a healthy community where all residents participate in a broad range of parks, recreation and cultural enrichment activities offered at various well-maintained public facilities. Thereby, residents will be physically and mentally healthy and better connected to their neighbors and the community.

### **The programs offered will:**

- Be accessible
- Promote the efficient use of City facilities
- Be seen as a trusted community resource, and
- Be well coordinated with other recreational services

### **And the facilities will:**

- Be accessible
- Be attractive
- Meet the recreation needs of a diverse population, and
- Be well-maintained

### **“Our Motto”**

Active Citizens \* Healthy Lifestyles

\* Livable Communities

### **Department Goals**

1. Installation of picnic shelter/pavilions within City park
2. Construct restroom facility at Sykes Park
3. Complete phase II renovation at Rantin Park;
  - a. Install walking trail
  - b. Install lighting
  - c. Install fencing around rock garden
4. Acquisition of park land for park and facility construction
5. Initiate the 1<sup>st</sup> leg of the East Point Trail system
6. Initiate design and construction of nature trail within Sykes Park
7. Installation of walking path providing greater accessibility to the playground
8. Update surveillance system at various parks and facilities
9. Construct storage facility at Sports Complex
10. Installation of shade structures at Sports Complex

## ***Parks & Recreation***

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11. Secure landscape architect for project management responsibilities relating to the 2011 – 2020 Master Plan

### **OBJECTIVES**

Objectives (expected results) that support the Parks and Recreation goals are:

#### General Benefits

Improved quality of life.

Improved childhood obesity – a national concern.

Increased desirability as a place to live and work.

Increased tourism due to increase in number of events.

Increased opportunity for events by schools, Parks and Recreation Departments, wildlife viewing groups, and other outdoor enthusiasts.

Eventually the trail system could provide alternate means of transportation, which means energy conservation.

Increased facility rentals.

1. Installation of picnic shelters\pavilions within City parks would encourage citizens to utilize the parks more, increase facility rentals, and also support general benefits (see above).
2. Construct restroom facility at Sykes Park would add a needed and useful amenity encouraging citizens to utilize the park more, increase facility rentals, and also support general benefits (see above).
3. With the completion of phase II renovations at Rantin Park, to include installation of a walking trail, installation of lighting, and installation of fencing around a rock garden, park usage would increase, it would be an incredible amenity for walking and biking, encouraging and motivating citizens to live more healthy lifestyles, and take leaps toward alleviating childhood obesity – a national concern, as well as support general benefits (see above).
4. Acquisition of park land for park and facility construction would put the City in closer alignment with national park land ratio standards, and also support many of the general benefits (see above).
5. Initiation of the 1<sup>st</sup> leg of the East Point Trail system would link East Point's assets to neighboring cities, promote East Point as a forward-thinking city, add an incredible amenity for walking and biking, encouraging and motivating citizens to live more healthy lifestyles, and take leaps toward alleviating childhood obesity – a national concern, and also support general benefits (see above).
6. Initiating the design and construction of nature trail within Sykes Park is an incredible amenity for walking and biking, encouraging and motivating citizens to live more healthy lifestyles, and take leaps toward alleviating childhood obesity – a national concern, and also support general benefits (see above).

## ***Parks & Recreation***

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7. Installation of a walking path provides greater accessibility to the playground encouraging and motivating citizens to live more healthy lifestyles, and take leaps toward alleviating childhood obesity – a national concern, and also support many of the general benefits (see above).
8. Update surveillance system at various parks and facilities provides the opportunity to monitor activity within the park, including theft, vandalism and unwanted graffiti, as well as support some of the general benefits (see above).
9. Construct storage facility at Sports Complex would provide additionally needed storage for game and field equipment, and deter vandalism and theft resulting from less sturdily constructed facilities.
10. Installation of shade structures at Sports Complex could block up to 98% of the UV rays, and mean the difference for some to be outdoors or not.
11. Secure landscape architect for project management responsibilities relating to the 2011 – 2020 Master Plan will allow the city the best opportunity for excellence for intended park improvements.

### **FY 12 ISSUES**

- Lack of facilities in parks: shelters, restrooms, water fountains, ADA accessible features, and grills
- 1 recreation center in our inventory creating a challenge to meet current and future community needs
- Recreation staff at low levels creating a challenge to maintain and manage programs
- Park staff at low levels creating a challenge to provide the proper level of service and maintenance of City parks
- Mini-park parcels and green spaces remain in a natural state
- No Park-Land Acquisition Program in place to meet 2011-2012 Master Plan recommendations
- No Capital Maintenance funds available to address outstanding needs
- No aquatic facilities in City parks
- Need access to certified landscape architect to manage projects, programs, and plan review process: more specifically, to manage projects contained in the 2011-2012 Master Plan

## Parks & Recreation

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Workload Measures</b>				
Develop & implement a fee policy & standard that encourage rentals/reservations	100%	100%	100%	100%
# of rentable facilities	9	9	15	15
# of reservations/rentals	55	75	177	250
Training for staff & volunteers	8	5	19	20
# of sports specific training activities for volunteers	5	5	4	5
# of CPR & First Aid certificates granted	35	40	54	64
# of volunteers completing sports specific training	50	85	67	80
# of volunteer applications accepted	210	150	95	125
# of volunteers	205	250	94	105
# of background checks denied	5	8	1	2
# of volunteer hours documented	6,213	7,000	7,261	8,000
Value of volunteer hours documented	\$116,618	\$131,390	\$151,392	\$166,800
# of volunteer program opportunities	21	21	9	13
Operating procedures implemented	0%	75%	10%	15%
# of facilities maintained	6	6	4	4
# of acres maintained	187	187	187	200
# of acres mowed	74	74	74	82
# of playgrounds inspected	9	9	9	9

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Administrative Assistant	1	1	1	1
Parks & Recreation Director	1	1	1	1
Parks & Recreation Program Director	1	1	1	1
Recreation Leader	5	5	5	5
Recreation Temporary	11	11	11	11
Laborer I	3	3	3	3
Laborer II	2	2	2	2
Park Maintenance Supervisor	1	1	1	1
Parks Services Administrator	1	1	1	1
Temporary Laborer	2	2	2	2
<b>Total</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>

**Parks & Recreation**

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<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 727,196	\$ 803,879	\$ 914,295	\$ 945,588
<b>Operating</b>	\$ 229,544	\$ 222,347	\$ 298,950	\$ 339,340
<b>Capital</b>	\$ 90,327	\$ 250,171	\$ 3,000	\$ 2,236
<b>Debt Service</b>	\$ -	\$ 15,560	\$ 18,673	\$ 27,920
<b>TOTAL</b>	<b>\$ 1,047,067</b>	<b>\$ 1,291,957</b>	<b>\$ 1,234,918</b>	<b>\$ 1,315,084</b>

## ***Planning & Zoning***

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### **MISSION & GOALS**

**Mission Statement:** The Department of Planning & Zoning facilitates and supports all development processes and activities in the City of East Point by exhibiting an expertise in the areas of Administration, Planning, Permitting, Inspections and Licensing while providing a customer-friendly environment.

### **Planning Division**

**Vision:** The Planning Division is a progressive division of the Department of Planning & Zoning which promotes balanced policies and regulations that create sustainable development and communities within the City of East Point for current and future citizens.

**Mission:** The purpose of the Planning Division is to recommend policies that support existing communities while promoting future development and growth via the Comprehensive Plan and Future Land Use Map which serve as guides for the decision making body of the City of East Point.

### **Permits Division**

**Vision:** The Permits Division is an innovative division of the Department of Planning & Zoning which effectively and efficiently coordinates all permitting and plan review processes regarding renovations, tenant build-out and new construction development activities in the City of East Point.

**Mission:** The purpose of the Permits Division is to ensure plan review coordination occurs between the City's service delivery departments and issue permits in a timely and efficient manner.

### **Inspections Division**

**Vision:** The Inspections Division is an efficient division of the Department of Planning & Zoning which provides customer-friendly building inspections and remains abreast of current industry standards and modern technologies.

**Mission:** The purpose of the Inspections Division is to safeguard the public health,

### **Business License Division**

**Vision:** The Business License Division is an effective division of the Department of Planning & Zoning which creates and maintains a pleasant environment that fosters business registration and retention in the City.

**Mission:** The purpose of the Business License Division is to assess and track all existing and new businesses operating in the City of East Point via licensing and regulatory fees.

Describe Department Goals. Listed separately or include within the mission statement.

- ✓ Continue to implement procedures and policies that support FY 2011 goals
- ✓ Continue commitment to efficient customer service

## Planning & Zoning

- ✓ Continue to inform the community (at-large) of planning tools, techniques and processes
- ✓ Maintain website as a user-friendly and efficient information tool
- ✓ Continue cross-training of personnel
- ✓ Continue existing and establish departmental activities that boost employee morale
- ✓ Enhance Department's reference library to remain abreast of current topics
- ✓ Support continuing education and training for staff
- ✓ Support continuing education and training for Planning & Zoning Commissioners

### **OBJECTIVES**

1. Provide correct requested information to customers in a timely manner
2. Continuously update website, forms and applications available in office
3. Operations continue in the absence of personnel
4. Present new and innovative tools that can be implemented in East Point

### **FY 12 ISSUES**

1. Adequate and accessible storage facility for approved, permitted plans
2. Developing online permitting process
3. Staff members not having access to the same Micro-Soft software packages
4. Implementation of planning-related projects that require reimbursable funding mechanisms
5. Promoting enthusiasm for the City's Public Arts Program

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>
<b>Workload Measures</b>				
Application fees	\$467,953	\$418,026	\$484,642	\$456,874
# of applications received	2,532	2,258	2,567	2,452
License fees	\$1,002,469	\$958,039	\$763,836	\$908,115
# of license received	1,788	1,863	1,408	1,686
Total # of inspections	4,116	4,956	3,720	4,264
Total # of zoning applications	25	31	53	33

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Administrative Assistant	1	1	1	1
Assistant Permit Coordinator	1	1	1	1
Building Inspector	2	2	2	2
Business License Specialist	1	1	1	1
Chief Building Official	1	1	1	1
Permit Coordinator	1	1	1	1

## Planning & Zoning

Permits Manager	1	1	1	1
Planning & Zoning Director	1	1	1	1
Senior Building Inspector	1	1	1	1
Senior Planner	2	2	2	2
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

<b>BUDGET SUMMARY</b>				
Category Description	FY09	FY 10	FY 11	FY 12
	Actual	Actual	Adopted	Adopted
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 842,560	\$ 815,250	\$ 829,661	\$ 856,472
<b>Operating</b>	\$ 53,986	\$ 49,692	\$ 196,948	\$ 191,700
<b>Capital</b>	\$ -	\$ -	\$ 1,300	\$ 3,500
<b>TOTAL</b>	<b>\$ 896,546</b>	<b>\$ 864,942</b>	<b>\$ 1,027,909</b>	<b>\$ 1,051,672</b>

## ***Police - Administration***

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### **MISSION & GOALS**

To reduce crime in an ethical and cost effective manner; to provide a safe and secure environment for the community and police staff while promoting excellence in the delivery of police services

### **Goals:**

1. Reduce crime by 5% in the most cost effective manner
2. Maximize the delivery of customer service to enhance quality of life
3. Advance the professional development of police department personnel

### **OBJECTIVES**

1. Deploy patrol and investigative personnel based on an analysis of crime patterns and trends to reduce the occurrence of criminal activity.
2. Increase police visibility to deter illegal activities in high crime areas by utilizing administrative patrol assignments.
3. Employ a proactive approach to crime prevention and reduction through professional reporting, skilled investigation, apprehension, and aggressive prosecution of offenders.
4. Investigators will contact victims within 48 hours of receiving crime reports to provide exceptional customer service that contributes to a better quality of life.
5. To provide callers and visitors with prompt, courteous, and competent service to avoid and / or reduce complaints.
6. Enhance the professional development of personnel by facilitating requests to attend general, specialized, and advanced training that will increase the effectiveness and efficiency of the police department.

### **FY 12 ISSUES**

1. Addition of 10 (ten) Police Officers - Due to the state of the economy, and the always increasing population for our City, crime is always on the rise. These additions will allow the Department to maintain a superior level of service to the citizens of East Point and bring our staffing from a current 129 positions to 139 positions.
2. Purchase of 11 (eleven) new police vehicles – with an aging police fleet and an increasing maintenance cost, the Police Department will need to purchase 11 new police vehicles at an approximate cost of \$284,119. Police vehicles are operated 24 hours 7 days a week and with high mileage maintenance costs come into play as well as safety factors. If the fleet is replenished, the Police Department has identified 11 vehicles that can be auctioned or used within other departments.

## Police - Administration

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Calls for Service	61,580	56,236	55,221	55,000
Officer Initiated Calls	23,719	20,595	22,500	24,000
<b>Workload Measures</b>				
Arrests	3,183	2,968	3,462	3,500
Murders Investigated	9	7	6	6
Robberies Investigated	253	221	189	150
Burglaries Investigated	1,050	1,102	1,300	1,200
Auto Thefts Investigated	504	435	493	400

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Administrative Clerk	1	1	1	1
Code Enforcement Supervisor	1	1	1	1
Crime Scene Technician	4	4	4	4
Custodian	1	1	1	1
Deputy Chief	1	1	1	1
Lt. Building Maintenance Supervisor	1	1	1	1
Office Manager	1	1	1	1
Police Building Mechanic	1	1	1	1
Police Captain	5	5	7	7
Police Chief	1	1	1	1
Police Lieutenant	7	7	8	8
Police Major	4	4	4	4
Police Officer I	39	39	30	30
Police Officer II	33	33	32	32
Police Officer III	26	26	35	35
Police Records Clerk	2	2	2	2
Police Sergeant	12	12	18	18
Registered Nurse	1	1	1	1
Reserve Officer Coordinator	1	1	1	1
Reserve Police Officer	13	13	15	15
School Crossing Guard	3	3	3	3
UCR/Records Supervisor	1	1	1	1
<b>Total</b>	<b>159</b>	<b>159</b>	<b>169</b>	<b>169</b>

## **Police - Administration**

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<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 8,365,962	\$ 9,021,603	\$ 10,996,761	\$ 11,289,080
<b>Operating</b>	\$ 1,954,071	\$ 702,401	\$ 610,129	\$ 990,607
<b>Capital</b>	\$ 194	\$ 250	\$ 250	\$ 7,720
<b>TOTAL</b>	<b>\$ 10,320,227</b>	<b>\$ 9,724,254</b>	<b>\$ 11,607,140</b>	<b>\$ 12,287,407</b>

## ***Police - Code Enforcement***

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### **MISSION & GOALS**

Committed to a clean, safe, and beautiful East Point City for all to enjoy.

#### **Goals:**

1. Reduce crime by 5% to create a safer community
2. Maximize the delivery of customer service to enhance quality of life
3. Advance professional development of Code Enforcement personnel

### **OBJECTIVES**

1. Identify areas that contribute to crime (i.e. dilapidated houses, overgrown lots, and abandoned automobiles) and enforce the appropriate city code to aid in a 5% reduction in crime.
2. Report to the Field Operations Division criminal activity observed while conducting inspections to aid in the 5% crime reduction.
3. Respond to inquiries and complaints within 48 hours of receipt to provide excellent customer service that improves the quality of life for all citizens.
4. Increase positive interaction with property and business owners to encourage an environment conducive to voluntary compliance.
5. Annually, at least one member of the unit will attend code enforcement specific training to further enhance professional development.

### **FY 12 ISSUES**

No issues facing the department in FY 12 that could significantly impact the budget.

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Workload Measures</b>				
Inspections Conducted	20,151	18,670	18,000	18,000
Inspections Resolved	6,266	6,354	6,000	6,000

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Code Enforcement Officer II	2	2	2	2
Code Enforcement Officer	4	4	4	4
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## ***Police - Code Enforcement***

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<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 244,275	\$ 244,360	\$ 228,769	\$ 238,266
<b>Operating</b>	\$ -	\$ 5,745	\$ 4,451	\$ 1,700
<b>TOTAL</b>	<b>\$ 244,275</b>	<b>\$ 250,105</b>	<b>\$ 233,220</b>	<b>\$ 249,966</b>

## ***Police – Jail Division***

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### **MISSION & GOALS**

The mission of the City of East Point Municipal Jail is to ensure that the jail is operated in a safe, secure, humane, and legal manner.

### **Goals:**

1. To maintain effective security and control of the inmates
2. To improve jail operation
3. To provide training for jail staff
4. To improve delivery of customer service

### **OBJECTIVES**

1. To ensure that the Municipal Jail is in compliance with state guidelines pertaining to jail operations.
2. To inspect the Municipal Jail and review incident reports, inmate grievances, disciplinary actions, and related operational reports to identify problem areas on an annual basis.
3. To facilitate the development of highly trained, proficient personnel by having jailers attend courses specific to jail operations. This will allow for continuous improvement of the service delivery and steadfast quality customer service.

### **FY 12 ISSUES**

No issues facing the department in FY 12 that could significantly impact the budget.

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Workload Measures</b>				
Inmates Booked	3,183	2,968	3,462	3,889
Inmate Meals Served	31,148	36,056	33,063	36,000
Inmate Sick Call	343	361	272	325
Inmate Court Arraignment	1,472	2,508	3,273	3,700

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Detention Lieutenant	2	2	2	2
Detention Officer	10	10	10	10
Detention Sergeant	6	6	6	6
<b>Total</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>

## ***Police – Jail Division***

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<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 769,009	\$ 770,915	\$ 997,661	\$ 1,014,418
<b>Operating</b>	\$ 73,823	\$ 103,268	\$ 11,400	\$ 477,740
<b>TOTAL</b>	<b>\$ 842,832</b>	<b>\$ 874,183</b>	<b>\$ 1,009,061</b>	<b>\$ 1,492,158</b>

## Property Tax

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### **MISSION & GOALS**

Our office will utilize current technology to enhance services and improve the reach by those services throughout the city. We will operate efficiently to deliver the highest quality services at the lowest possible cost to the taxpayers of East Point.

### **Department Goals.**

To maintain the ability to collect property taxes in an efficient and effective manner while still providing excellent customer service to the taxpayers.

### **OBJECTIVES**

1. To meet or exceed the current collection rate.
2. Increase property tax payment through the use of online payment
3. Increase billing through correction on purging the homestead roll.

### **FY 12 ISSUES**

Reduction in property values  
Large number of foreclosures  
Unemployment

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Digest Evaluation	\$15,068,390	\$12,675,391	\$11,606,759	\$11,606,759
<b>Workload Measures</b>				
# of payments	11,985	9,846	9,000	9,000
<b>Efficiency Measures</b>				
Tax Collections	\$14,314,718	\$11,896,659	\$10,828,027	\$10,828,027
<b>Effectiveness Measures</b>				
# of payments by mail	6,400	,5928	5,125	5,125
Electronic Payments	5,485	3,568	3,825	3,825

## Property Tax

<b>Personnel Summary</b>	<b>FY2009 Actual</b>	<b>FY2010 Actual</b>	<b>FY2011 Budget</b>	<b>FY2012 Budget</b>
Tax Coordinator	1	1	1	1
Tax Representative	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 133,336	\$ 140,843	\$ 137,655	\$ 153,548
<b>Operating</b>	\$ 21,707	\$ 45,099	\$ 61,146	\$ 51,675
<b>Capital</b>	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 155,043</b>	<b>\$ 185,942</b>	<b>\$ 198,801</b>	<b>\$ 205,223</b>

## **Public Works**

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### **MISSION & GOALS**

To provide the highest level of service for Stormwater, Roads & Drainage, Transportation, Solid Waste, Fleet Maintenance, and maintenance of the City's Buildings & Grounds.

### **Department Goals:**

The Department of Public Works goal is to continue to offer the highest level of service to the city residents regardless of the level of complexity & associated challenges

### **OBJECTIVES**

1. To reduce maintenance backlog for roads and services and pedestrian transport systems.
2. To conduct timely and detailed plan review to assure that city requirements are met and comprehensive inspections to assure that infrastructure accepted for City maintenance meets required specification and standards.
3. To provide code enforcement of City Ordinances

### **FY 12 ISSUES**

- Citywide Roadway Rehabilitation Program
- Floodplain Services
- Sanitation Bulk Waste Pickup, Semi-annually Street Sweeping, and Recycling
- Failing roadway infrastructure
- Citywide Striping Program
- Citywide Sidewalk Repair
- Citywide Gateway Improvement

### **Public Works Buildings & Grounds Division**

<b>Performance Measures</b>				
<b>Measurement Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY11</b>	<b>FY12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Target</b>
<b>Demand Measures</b>				
Non-Commercial Areas mowing	60%	60%	70%	85%
Commercial/Industrial Mowing	60%	60%	70%	85%
Weekly grounds maintenance City Hall	100%	100%	100%	100%
Routine Building Maintenance	70%	70%	85%	85%
Daily Janitorial Service – 7 Buildings	100%	100%	100%	100%
<b>Workload Measures</b>				
Non-Commercial Areas 1 mowing every 6 weeks	60%	60%	70%	85%
Commercial/Industrial 1 mowing every 4 weeks	60%	60%	70%	85%
Weekly grounds maintenance City Hall	100%	100%	100%	100%
Routine Building Maintenance	70%	70%	85%	85%
Daily Janitorial Service 7 Buildings	100%	100%	100%	100%
DOT right-of-way	0%	0%	1/month	1/month

## Public Works

Effectiveness Measures				
Work Order Requests Completed	50%	50%	75%	80%

### Public Works - Transportation Division

Performance Measures				
Measurement Description	FY09	FY 10	FY11	FY12
	Actual	Actual	Projected	Target
<b>Demand Measures</b>				
New Sidewalk Installation	N/A	N/A	1 mi.	7.1 mi.
Roadway Rehabilitation Program	N/A	N/A	30%	70%
Roadway Striping	N/A	N/A	12 mi.	23 mi.
Gateway Improvements	N/A	N/A	25%	25%

### Public Works – Roads & Drainage

Performance Measures				
Measurement Description	FY09	FY 10	FY11	FY12
	Actual	Actual	Projected	Target
<b>Demand Measures</b>				
Pothole Repair	100%	100%	100%	100%
Sidewalk Replacement & Repairs	100%	100%	100%	100%
Storm Drain Maintenance and Repairs	100%	100%	100%	100%
Street Sign Replacement	100%	100%	100%	100%

Personnel Summary	FY2009	FY2010	FY2011	FY2012
	Actual	Actual	Budget	Budget
Buildings & Grounds Manager	2	2	2	2
Building Maintenance Tech	3	3	3	3
Foreman	2	2	2	2
Laborer I	6	6	6	6
Laborer II	1	1	1	1
Temporary Laborer	4	4	7	10
Administrative Assistant	1	1	1	0
Office Manager	0	0	0	1
Public Works Director	0	0	1	1
Construction Manager	1	1	1	1
Engineer II	0	0	0	1
Equipment Operator	1	1	1	2
Foreman	1	1	1	1
GIS Coordinator	0	0	1	0
Laborer I	1	1	1	3

## Public Works

Laborer II	1	1	1	2
Laborer III	6	6	2	2
Utility Dispatcher	1	1	1	0
<b>Total</b>	<b>31</b>	<b>31</b>	<b>32</b>	<b>38</b>

<b>BUDGET SUMMARY</b>				
<b>Category Description</b>	<b>FY09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>
<b>Expenditure Category</b>				
<b>Personnel Services</b>	\$ 1,191,949	\$ 1,265,510	\$ 1,590,644	\$ 1,590,644
<b>Operating</b>	\$ 918,231	\$ 936,478	\$ 700,609	\$ 697,609
<b>Capital</b>	\$ 1,111	\$ 8,300	\$ 2,000	\$ 25,000
<b>Debt Service</b>	\$ 100,000	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 2,211,291</b>	<b>\$ 2,210,288</b>	<b>\$ 2,293,253</b>	<b>\$ 2,313,253</b>

# ***Capital Improvement Program***

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## **CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2012-2016**

### **DEFINITION OF A CAPITAL IMPROVEMENT**

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

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

### **INTRODUCTION**

Planning for capital maintenance and improvements is a matter of prudent financial management as well as a sound development practice. The following Capital Improvements Program (CIP) represents a framework for planning the maintenance and replacement of existing capital equipment and facilities and for planning major investments in acquiring and building new public facilities. These improvements are approved each year through the budget process and funded thru the City's MCT funds. The City also has a Water & Sewer CIP. These projects are funded through the issuance of bonds.

### **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.

Examples of capital projects include:

- New physical facilities which are relatively large and expensive;

## ***Capital Improvement Program***

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- 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 PRORORITES**

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,

## ***Capital Improvement Program***

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

### **BENEFITS OF A CAPITAL IMPROVEMENTS PROGRAM**

The basic question, fundamental to the format and scope of the CIP, is why should such a study be undertaken in the first place? Probably the most important benefit that such a program, if properly prepared, will provide any municipality is that it will require all those who are involved with capital expenditures to plan beyond next year's budget and project future needs. If careful thought is given to such projections and they are realistic, a comprehensive municipal needs list for the time period of the program will be developed. Especially in larger municipalities where there can be a certain lack of communication from one department to another or even within a single department, no one person can possibly have an insight into all the capital projects which will be needed. The Capital Improvements Program thus serves as a mechanism of coordination. Once these needs are related to the fiscal capacity of the local unit of government, their financial feasibility will be apparent (i.e., whether all of them can be financed with the anticipated future revenues, or whether reductions in either the capital or operating expenditures or both will have to occur before certain capital improvements can be undertaken). The other benefits of a systematic approach to programming capital projects include:

#### ***Focusing Attention on Community Goals, Needs and Capabilities***

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

#### ***Achieving Optimum Use of the Taxpayer's Dollar***

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

#### ***Guiding Future Community Growth and Development***

Road network and sewer system locations and capacities shape the growth of the community. Local officials can use the CIP effectively to provide leadership in guiding future residential and economic development.

#### ***Serving Wider Community Interest***

## ***Capital Improvement Program***

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

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.

# Capital Improvement Program

## Capital Improvement Program Fiscal Years 2012-2016

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
<b>Police</b>						
Evidence Collection Vehicle	36,399	36,399				72,798
Vehicles	33,897					33,897
<b>Sub-Total</b>	70,296	36,399	-	-	-	106,695
<b>Fire</b>						
(2) Fire Pumpers	139,177	139,177	139,177	139,177		556,706
Ladder 3 & Equipment	124,927	124,927	124,927	72,874		447,656
Generators & Breathing	34,794	34,794	34,794	23,196		127,579
<b>Sub-Total</b>	298,898	298,898	298,898	235,247	-	1,131,942
<b>Public Works</b>						-
Ben Hill Road Projects	152,593	152,593	152,593	152,593		610,373
Pedestrian Bridge Elevator	21,011	22,762				43,772
Pothole Repair Equipment	6,646					6,646
Tractor & Equipment	31,119	41,492				72,612
Washington Road Project	73,039	76,692	66,832			216,564
(2) Tymco Street Sweepers	68,611	68,611	68,611	68,611		274,444
John Deere Tractor w/Tiger HD Mower	17,711	17,711	17,711	17,711		70,845
Truck w/Body, Plow & Salt/Sand Spreader	34,422	34,422	34,422	34,422		137,687
Truck with Spalding Asphalt Equipment	28,322	28,322	28,322	28,322		113,288
8 in Water Pump	8,000					8,000
12 Ton Towing Trailer	10,000					10,000
(2) Crew Cab PU Truck	30,000					30,000
Air Compressor	12,000					12,000
Riding Mowers (3)	16,700					16,700
F150 Pick Up Truck (2)	9,300					9,300
Bob Cat w/ Attach						

## **Capital Improvement Program**

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	21,700					21,700	
18 Ton Dump Truck	23,000					23,000	
12 Passenger Van	6,700					6,700	
Power Boom & Hoist Combo	20,000					20,000	
Landscape Truck	11,600					11,600	
Attachments /w Mower	12,500					12,500	
6 Yard Flat Bed Dump Truck	20,000						
Backhoe 14ft 4wd	20,000						
Pavement Management Program	325,000					325,000	
Citywide Striping	175,000					175,000	
City Gateway Improvements	200,000					200,000	
Sidewalk & Streetscape Projects	300,000					300,000	
	<b>Sub-Total</b>	1,654,975	442,605	368,491	301,659	-	2,727,730
							-
<b>Electric</b>							-
Electrical Project #3	277,801	46,300					324,101
Electrical Project #4	152,814	89,142					241,956
Electrical Project #5	127,552	116,922					244,474
Electrical Project #6	20,106	20,106	1,676				41,887
Electrical Project #7	90,778	90,778	52,954				234,510
Electrical Project #8	181,516	181,516	181,516				544,549
Electrical Project #9	363,172	363,172	363,172	60,529			1,150,045
	<b>Sub-Total</b>	1,213,739	907,936	599,318	60,529	-	2,781,521
<b>Solid Waste</b>							
Heil Trucks	23,665						23,665
Freightliners	71,014	53,260					124,274
Sanitation Trucks	27,959	27,959	13,979				69,897
(2) McNeilus Front Loader	68,156	68,156	68,156	68,156			272,624
McNeilus Auto Side Loader	48,028	48,028	48,028	48,028			192,110
New Rear-Load Refuse Truck	28,174	28,174	28,174	28,174			112,694

## **Capital Improvement Program**

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Mack GU713 w/Galbreath Roll of Hoist & Pioneer Tarper	31,128	31,128	31,128	31,128		124,511
Mack GU713 w/Lemco Brush Loader with 20' Bed	39,769	39,769	39,769	39,769		159,076
Mack LEU713 w/McNeilus Streetforce Autoreach 31 YD	46,900	46,900	46,900	46,900		187,599
Mack GU713 w/McNeilus 25 YD Rear Loader	38,119	38,119	38,119	38,119		152,476
<b>Sub-Total</b>	422,910	381,491	314,252	300,272	-	1,418,926
 <b>Parks &amp; Recreation</b>						
Ford 350 Crew Cab	9,243					9,243
<b>Sub-Total</b>	9,243	-	-	-	-	9,243
 <b>Courts</b>						
Audio/Visual Equipment	70,000					70,000
<b>Sub-Total</b>	70,000	-	-	-	-	70,000
 <b>Contracts &amp; Procurement</b>						
Replacement of Warehouse Roof	85,000					85,000
Inventory Software Scan System	20,000					20,000
<b>Sub-Total</b>	105,000	-	-	-	-	105,000
 <b>Information Technology</b>						
CAD upgrade / Conversion	20,000					20,000
<b>Sub-Total</b>	20,000	-	-	-	-	20,000
 <b>Planning &amp; Zoning</b>						
2011 Ford Explorer	10,000	10,000	7,500			27,500
<b>Sub-Total</b>	10,000	10,000	7,500	-	-	27,500
 <b>Communications</b>						
Camera	5,000					5,000
Media Teleprecense System	18,000					18,000
Server	12,000					12,000
<b>Sub-Total</b>	35,000	-	-	-	-	35,000
 <b>Citywide Project</b>						
50 Worst Properties	125,000					125,000
<b>Sub-Total</b>	125,000	-	-	-	-	125,000

## ***Capital Improvement Program***

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### **Non-Departmental**

Telephone System	<u>74,700</u>	<u>80,925</u>				<u>155,625</u>
<b>Sub-Total</b>	74,700	80,925	-	-	-	155,625

### **Customer Care**

Wachovia Building Lease	<u>130,792</u>	<u>128,656</u>	<u>126,644</u>	<u>124,570</u>		<u>510,662</u>
<b>Sub-Total</b>	130,792	128,656	126,644	124,570	-	510,662
	<u>4,240,553</u>	<u>2,286,911</u>	<u>1,715,103</u>	<u>1,022,277</u>	-	<u>9,224,844</u>

## ***Glossary & Definition Guide***

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**Account Number**: A system of numbering used to categorize or "group" accounting transactions into common areas, such as salaries, rent, and utilities expense. Account numbers are the numerical equivalent of descriptive terms; e.g., the number 512 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.

## ***Glossary & Definition Guide***

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

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

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

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

**Bond:** A written promise to repay a specified sum of borrowed money, called the face value of principal amount, at a specified date or does in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter typically runs for a longer period of time.

**Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any 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 East Point 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.

## ***Glossary & Definition Guide***

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**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 East Point 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 & Definition Guide***

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**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.

**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.

## ***Glossary & Definition Guide***

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**Fund Type**: In governmental accounting, all funds are classified into seven generic fund types: General, Special Revenue, Debt Service, Capital Projects, 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, Economic Development, Planning & Zoning, 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.

**H.T.E.**: software used to track all day-to-day City activities (i.e., accounts payable, HR, budget, purchasing).

**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.

## ***Glossary & Definition Guide***

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**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 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.

**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.

**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.

## ***Glossary & Definition Guide***

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**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.

**Statute**: A written law enacted by a duly organized and constituted legislative body.

**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 Fulton County are approved by the City Council and are within limits determined by the State.

**Tax Rate**: The amount of tax stated in terms of a unit of the tax base. For example, 25 mills per dollar of assessed valuation of taxable property.

**Taxable Value**: The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.

**Temporary Position**: A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular City benefits.

**User Charges**: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

## ***Glossary & Definition Guide***

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ACVB: Atlanta Convention & Visitors Bureau  
ADA: American Disabilities Act  
AED: Automatic External Defibrillator  
ARP: Apparatus Replacement Program  
C&P: Contracts and Procurement  
CAFR: Comprehensive Annual Financial Report  
CDBG: Community Development Block Grant  
CIP: Capital Improvement Program  
CO: Certificate of Occupancy  
CPR: Cardiopulmonary resuscitation  
CRS: Community Rating System  
DCA: Department of Cultural Affairs  
DMO: Direct Marketing Organization  
DOJ: Department of Justice  
DOT: Department of Transportation  
ECG: Electric Cities of Georgia  
EMS: Emergency Medical System  
EMT: Emergency Medical Technician  
EPMSA: East Point Main Street Association  
EPTV: East Point Television  
FAO: Fire Apparatus Operator  
FY: Fiscal Year  
GAAP: Generally Accepted Accounting Principles  
GEARS: Georgia Electronic Accident Reporting System  
GFOA: Government Finance Officers Association  
HOA: Homeowners Association  
HR: Human Resources  
HRIS: Human Resources Information System  
ISO: Insurance Service Office  
ITB: Invitation for bids  
ITP: Inside the Perimeter  
IT: Information Technology  
IVR: Interactive Voice Response System  
LWCF: Land and Water Conservation Fund  
MARTA: Metropolitan Atlanta Rapid Transit Authority  
MCT: Municipal Corporate Trust  
MDP: Management Development Program  
MEAG: Municipal Electric Authority of Georgia  
MS4: Municipal Separate Storm Sewer System  
NHA: Neighborhood Association  
NPDES: National Pollutant Elimination System  
PAL: Police Athletic League  
PPE: Personal Protective Equipment  
RFP: Request for proposal  
SAN: Storage Area Network  
SCADA: Supervisory Control and Data Acquisition

## ***Glossary & Definition Guide***

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SWP3: Stormwater Pollution Prevention Plan

TAD: Tax Allocation Bond

TAN: Tax Anticipation Note

TMSA: Total Molecular Surface Area

WTP: Weight Time Priority



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