

City of Hapeville

ADOPTED

ANNUAL OPERATING BUDGET

FISCAL YEAR Ending June 30, 2016

City of Hapeville Annual Budget Fiscal Year 2016

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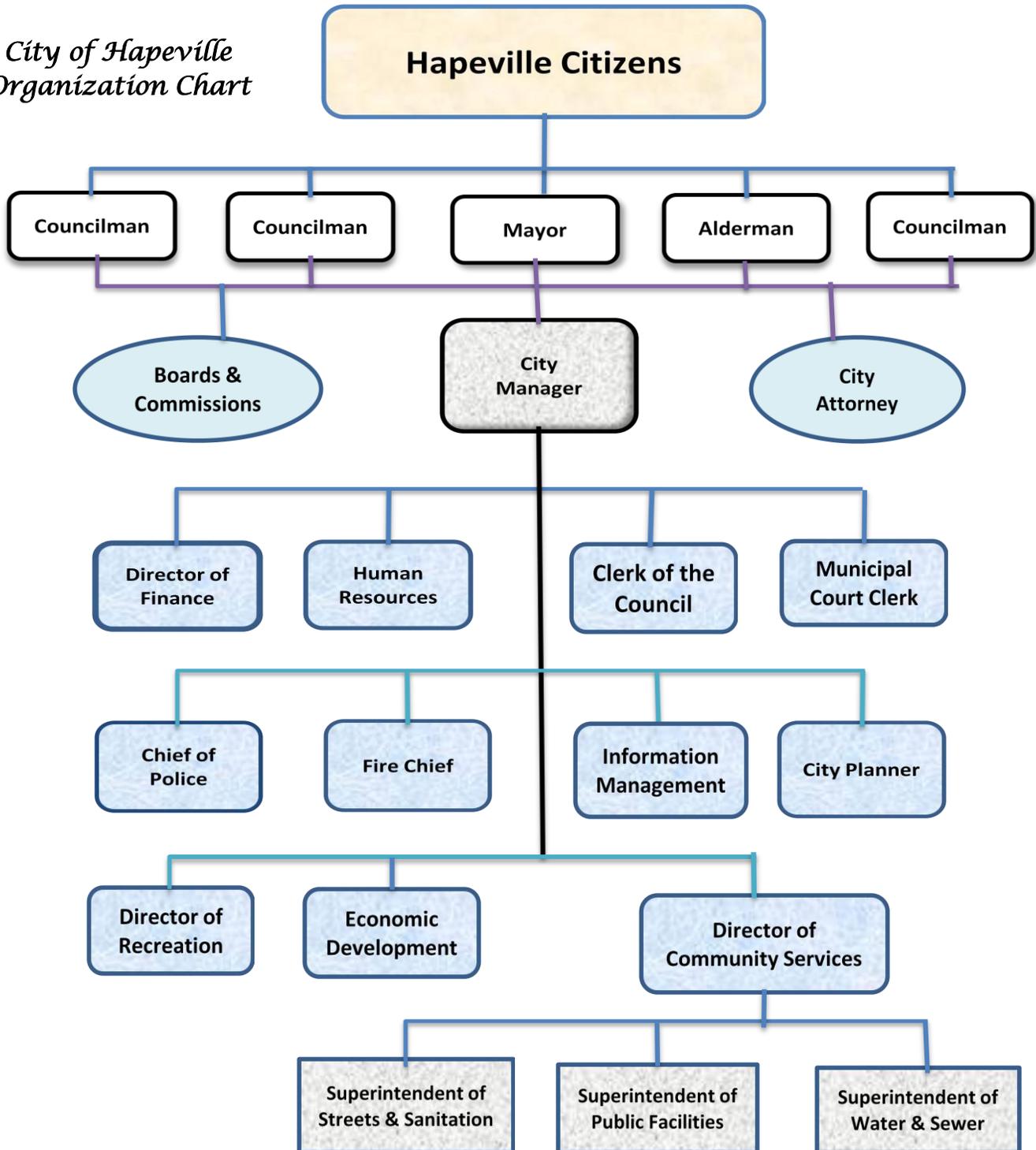
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City of Hapeville Annual Budget Fiscal Year 2016

*City of Hapeville
Organization Chart*



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ELECTED OFFICIALS

ALAN HALLMAN
MAYOR

ANN RAY
ADLERMAN AT LARGE

MICHAEL RANDMAN
COUNCILMAN AT LARGE

JOSH POWELL
COUNCILMAN WARD I

DIANE DEMMICK
COUNCILMAN WARD II

APPOINTED OFFICIALS

MONICA EWING
CITY JUDGE

WILLIAM WHITSON
CITY MANAGER

STEVE FINCHER
CITY ATTORNEY

J. K. BOATWRIGHT & CO, P. C.
CITYAUDITOR

BILL JOHNSON
PLANNING & ZONING DIRECTOR

DEPARTMENT DIRECTORS

CITY CLERK	JENNIFER ELKINS
CHIEF OF POLICE	RICK GLAVOSEK
FIRE CHIEF	TOM E. MORRIS, JR
CLERK OF THE COURT	JENNY COLEY
INFORMATION TECHNOLOGY	CONTRACT
PLANNING & ZONING (CONTRACT)	BILL JOHNSTON
RECREATION	TOD NICHOLS
FINANCE AND ACCOUNTING	JIM SCHUSTER
COMMUNITY SERVICES	LEE SUDDUTH

BUDGET FY 2015-16 MANAGEMENT OVERVIEW

To: Honorable Mayor and Members of City Council

From: William R. Whitson, City Manager

Subject: Transmittal Letter – 2015/16 Operating and Capital Budgets

I am pleased to provide to you a final draft of the FY 2015/16 budget for the City of Hapeville. This year's budget was challenging due to the vacancy of the City Manager's position for several months. However, our City Finance Director, the Mayor, staff and elected Officials pulled together and developed a solid budget plan which I have now had the opportunity to review and finalize with you all.

This year's total budget equals \$21,050,889 with all funds included. This slight growth in the overall budget is mainly due to one-time grants for capital projects as our General fund and Utility fund budgets have all been reduced. For the first time in several years, the City has now been able to balance the budget without drawing on our reserve funds. In fact, we are budgeting a small surplus of \$35,042 in our rainy day fund. This is a trend I hope to continue as we will be developing and proposing new fund balance policy for next fiscal year. Our goal will be to financially build our reserve funds to protect the City against any future emergency situations (economic or natural disasters) that may occur. This type of fiscal discipline will also help our bond ratings and financial strengthening years to come.

I am pleased to report that there are emerging signs of economic recovery and even vibrancy around the City. The recent location of Porsche Cars North America headquarters is now final. This will bring much needed jobs, growth and development opportunities to our area. Already we are at work doing the advance planning to capture opportunities that are developing from the location of Porsche HQ's and the rapidly emerging Areatropolis movement. This long-range effort will use the International Airport as an economic engine and our focus will be to secure economic and redevelopment opportunities that are long overdue. Hapeville will seek to take its place as a key partner in the economic recovery of our area.

We will soon complete the capital improvements including North Central Avenue and North Fulton Avenue which includes downtown Streetscapes and extensive parking improvements. We will also be initiating the Dogwood Railway project landscape improvement program in this budget as well. We will continue our emphasis on being a destination for the arts. This will help us define our identity as a community of choice in the metro area of Atlanta.

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With improvement to the National and Regional economy, long standing economic erosion is ending. Staff is now prepared to pursue opportunities to capture new revenue streams that will benefit our citizens by supporting the delivery and improvement of urban services they need.

As to City operations, I am pleased to report the spirit of public service is alive and well in Hapeville as we will continue to review and improve our organizational structure and the responsiveness to the needs of the community.

I am proud of our team and the dedication they continue to show each and every day. In this budget we have incorporated (for the first time) the Hapeville Association of Tourism and Trade (HATT) fund as a needed economic development tool. Staff will focus on developing strong working alliances to help grow the local economy.

"One purpose-one team" will be our theme and overall approach.

Financially, we will continue to have some challenges next year. The long-standing use of fund balance in the General Fund emphasizes the need for us to review the sustainability of all the things we do and how we do them. Already we have committed to look at our future pension programs, storm water management practices, IT support operations, and our Utility operations. All options must be evaluated carefully and looked at. I am confident with the assistance of our team (both Council and employees) we will find solutions needed to preserve resources, promote efficiency and provide top quality services to our residents and visitors.

Finally, we will embark on new efforts to listen to our residents and staff. We will recognize valued citizen volunteers, city staff, and measure public satisfaction with our overall performance as an organization. We will also initiate a new spirit of listening to the public and learning from them. Along the way take the opportunity to work hard, grow professionally and educate the public on the difficult tasks we have to serve, protect and lead.

In closing, attached in your budget packet you will find a brief cover memo that summarizes the actions staff took since our budget workshop discussion on June 16th. I appreciate your support in the challenging role I have been called to accept as your new City Manager. I look forward to serving with you as we implement this budget and rise to meet challenges we will face together in the coming financial year.

This Budget GUIDE is provided to assist the reader in understanding the financial organization of the Budget Budgetary and Financial Structure

The ANNUAL BUDGET serves a multiple purposes:

1. As required by statute, it is the financial plan for the upcoming fiscal year and is composed of revenues and expenditures, organized by Funds, each having a separate balanced budget.
2. Equally as important the Budget is also a managerial plan with a description of the programs and services to be provided, achievements, and Goals and Objectives as offered by the City's Departments and agencies in a narrative Section.
3. The Budget matches the necessary resources to the Management plan, thereby authorizing the planned activities and services.

Furthermore, each Fund Budget has the appropriations, or legally authorized uses of resources, necessary to carry out the mission of each department within that Fund.

Operationally and financially the budget is organized as "fund" accounting:

- General Fund:** The General Fund is the primary operating fund that provides for legislative, managerial and administrative government services, such as Mayor and Council, Administrative and Financial Services, Human Resources, and Clerk of the Council. Service divisions include Municipal Court, Police and Fire Protection, Code Enforcement, Recreation, Parks, Grounds and Buildings, Planning and Zoning, Economic and Community Development, and Highway and Streets Maintenance. Each service is organized by functional categories, departments, and appropriations.
- Enterprise Fund:** The City maintains two enterprise funds, the Water Sewer fund and the Solid Waste fund. These funds' activities include all aspects of establishing, operating and maintaining the water sewer system and costs associated with solid waste operations. Costs are the basis for charges to the customers. Expenses have been summarized by class of expenditure: personal, contracted services, capital outlays, supplies, and debt service.
- Capital Projects Fund** The Capital Projects Fund accounts for the current on-going capital projects and the respective funding sources.
- Special Revenue Fund** The Special Revenue Fund(s) account for revenues which are legally restricted as to use, and the respective expenditures thereof. Hotel Motel taxes are by far the major special revenue. By law it must have its own fund.
- Department:** Sub-classified under major function; the major organizational unit of the City generally charged with attaining the goals and objectives of the City.
- Category of expense:** summarizes line items by type
- Line Item:** This section serves as a reference for City departments giving specific authorizations of personnel, supplies, capital equipment, etc. The section contains the "line item" detail of revenues and expenditures-the specific authorizations to expend City revenues.

BUDGET CALENDAR

- 15-Feb-15 PREPARE / SET UP Budget Prep Worksheets on InCode Software
- 28-Feb-15 Revise all account balances - Budgetary & actual to "restructured" accounts.
- 28-Feb-15 Prepare necessary schedules-- debt, fringe benefits, etc
- 7-Mar-15 Distribute Budget Preparation Worksheets and instructions to Directors to collect Operating and Capital Data
- 7-Mar-15 Distribute Personnel Services Worksheets and instructions to Directors
- 24-Apr-15 Preliminary Budget Worksheets returned to Finance Director
Include Goals and Objectives
- 25-Apr-15 Continue to Load Departments Budget Worksheets to Incode
- 15-May-14 Finish Revenue analysis and load estimates
- 20-May-15 Load Final Budget Preparation and *Personnel/Benefit* costs data
- 22-May-15 Send Copy to Departments
- 29-May-15 Departments prepare justification/presentation for Council
- 21-May-15 Draft Summary Budget (Excel) Worksheets
Presentation file with Dollars, charts, Graphs
- 2-Jun-15 Preliminary Budget Presentation to City Council
- 3-Jun-15 City Council discussions and public hearings to adopt final Budget
- 29-Jun-15 City Council discussions and public hearings to adopt final Budget
- 30-Jun-15 Adopt final Budget

City of Hapeville Annual Budget Fiscal Year 2016

BUDGET HIGHLIGHTS

FINANCIAL FORMAT: THE CITY FUNDS

The City uses "**Funds**" to account for operations. A "fund" is a single entity, similar in concept to corporate subsidiaries, having asset, liability, equity, revenue and expense accounts. "Appropriations" are authorizations to spend City revenues on designated activities of the City's Departments. The ANNUAL BUDGET applies to the Fiscal Year 2016 beginning on July 1 for the upcoming fiscal year ending June 30, 2016. Only "Governmental Funds" are required to be budgeted. Enterprise funds have managerial guidelines for operations. The following table summarizes the City Budget by fund as adopted for the Fiscal Year :

ANNUAL BUDGET: ALL FUNDS

	FY 2013	FY 2014	FY 2015	FY 2016	% change
OPERATING FUNDS:					
GENERAL FUND	11,426,394	11,538,901	9,943,913	10,104,771	1.6%
SPECIAL REVENUE FUND	1,200,969	203,602	132,500	132,500	0.0%
TRADE & TOURISM FUND	0	1,119,736	1,601,052	1,635,000	2.1%
CAPITAL PROJECTS FUND	1,200,079	842,855	1,773,129	4,741,250	167.4%
WATER & SEWER	4,732,747	3,469,870	4,321,000	3,867,319	-10.5%
SOLID WASTE/RECYCLING	587,099	561,813	613,420	570,049	-7.1%
Total Budget	19,147,288	17,736,777	18,385,014	21,050,889	14.5%
SERVICE FUNDS					
HOTEL /MOTEL TAX FUND				2,442,000	
DEVELOPMENT AUTHORITY				916,6543	

THE GENERAL FUND This fund is financed by \$4.3 million in property taxes which increased by 1.5% before appeals. In previous years, appeals reduced estimated revenues by \$50,000 - \$100,000.

Residential taxable values have declined by 58% since the "housing bubble". This historic drop in taxable values and associated revenues has shown a some sign of abating.

Other Financing Sources reflect the recordation of Hotel / Motel revenues as a transfer from the Hotel/Motel Fund. Virtually all other revenue estimates remain the same.

General Fund Expenditures have increased by 1.6% over the previous year.

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The **Special Revenue Fund** remained the same as FY 2015. In 2015 the City created the **Trade and Tourism Fund** as required by State law, to account for the expenditure of the Hotel/Motel Tax, three cents of which is transferred to the General Fund and 4 cents to the Trade and Tourism Fund or to Capital Projects.

The **Capital Projects Fund** increased 145.9% with the addition of a major new project, the North Avenue Streetscape Project funded partly with a \$720,000 grant.

The **Water and Sewer Fund** decreased due to lower supply, maintenance or usage costs. This fund is an "enterprise" fund intended to support itself by user charges.

The **Solid Waste Fund** increased by 7.1% and will be subsidized by the Water and Sewer Fund as service charges do not pay total operating costs.

The City's **Total Budget** increased by **16.2%** due to large capital project costs.

The General Fund is proposed to increase by **1.6%**. Significant "cuts" were made to sustain a budget using current year's revenue.

Insurance for Health benefits increased on average 10% under renewed annual contracts.

Pension plan contributions were taken from the January, 2015 actuarial study and were significantly reduced due to the high percentage of plan funding.

Worker's Compensation costs were decreased significantly due to superior reduction in claims experience.

BUDGET MAINTENANCE

State determined **budgetary levels of control** are **Department levels** and Fund levels. Any expenditure in excess of these controls must be by budgetary amendment.

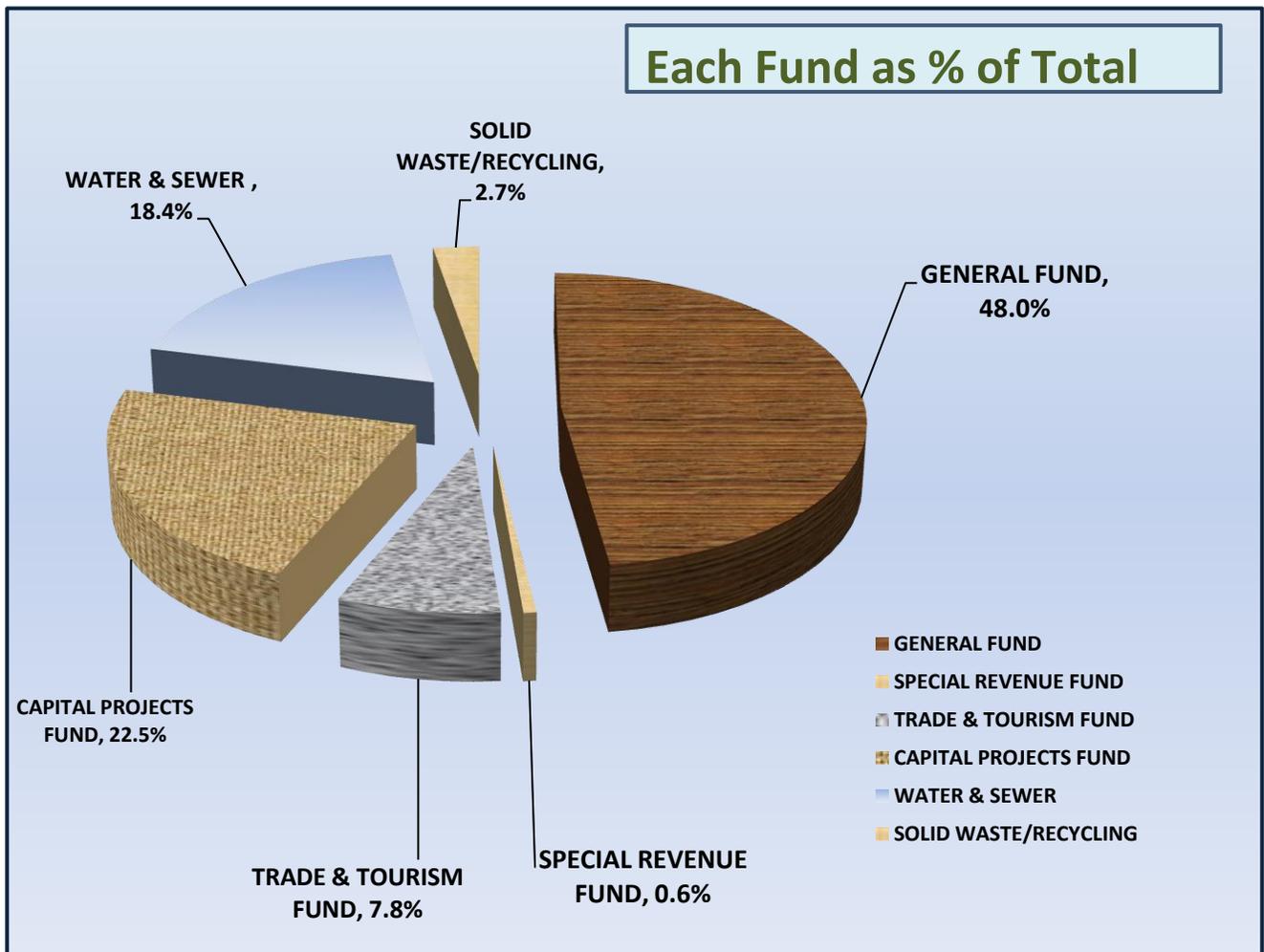
Therefore any proposed or additional spending must be provided with a source of funds and approval by the City Council by formal action.

"Enterprise Funds" are no subject to such budget constraints.

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F Y 2016 BUDGET ALL FUNDS: As % of Total Budget

	FY 2013	FY 2014	FY 2015	FY 2016	% of Total
GENERAL FUND	11,426,394	11,538,901	9,943,913	10,104,771	48%
SPECIAL REVENUE FUND	1,200,969	203,602	132,500	132,500	1%
TRADE & TOURISM FUND	0	1,119,736	1,601,052	1,635,000	8%
CAPITAL PROJECTS FUND	1,200,079	842,855	1,773,129	4,741,250	23%
WATER & SEWER	4,732,747	3,469,870	4,321,000	3,867,319	18%
SOLID WASTE/RECYCLING	587,099	561,813	613,420	570,049	3%
Total Budget	19,147,288	17,736,777	18,385,014	21,050,889	1



GENERAL FUND

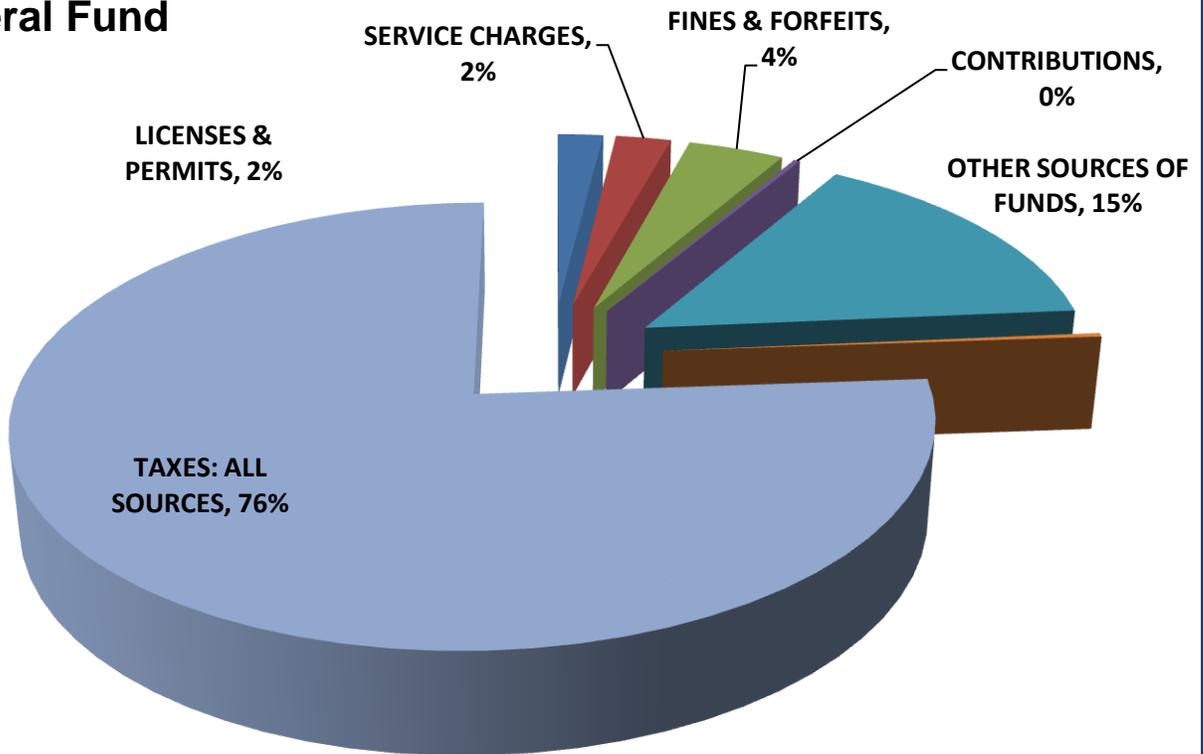
The General Fund is the general government's operating fund including the budgets the operation and maintenance all major services except utilities and Hapeville Economic Development.

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GENERAL FUND REVENUE SUMMARY

	2012-2013 ACTUAL	2013-2014 BUDGET	2014-15 BUDGET	2015-16 REQUEST
TAXES: ALL SOURCES	7,484,834	8,510,500	7,842,900	7,738,458
LICENSES AND PERMITS	235,456	223,000	203,000	189,000
INTERGOVERNMENTAL	45,419	-	-	-
CHARGES FOR SERVICES	1,158,562	1,091,549	292,112	230,500
FINES AND FORFEITURES	494,250	500,000	500,000	400,000
INVESTMENT INCOME	979	-	-	-
CONTRIBUTIONS	20,945	3,000	19,500	10,550
MISC REVENUE	30,588	22,500	31,100	57,763
OTHER SOURCES OF FUNDS	<u>1,200,804</u>	<u>1,228,352</u>	<u>1,205,301</u>	<u>1,478,500</u>
TOTAL	10,671,837	11,578,901	10,093,913	10,104,771

General Fund

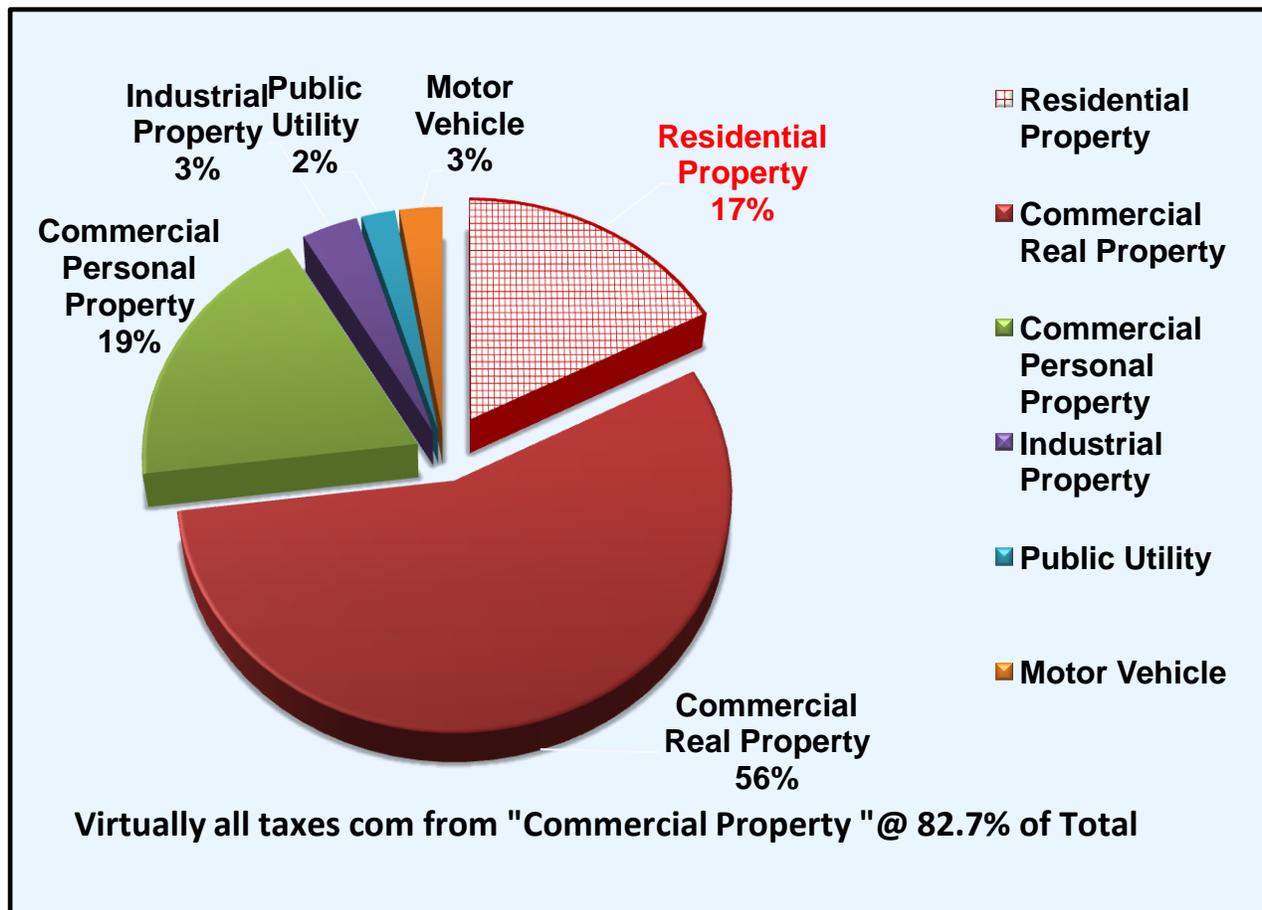


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GENERAL FUND

ASSESSED VALUE OF TAXABLE PROPERTY -----BY SOURCE

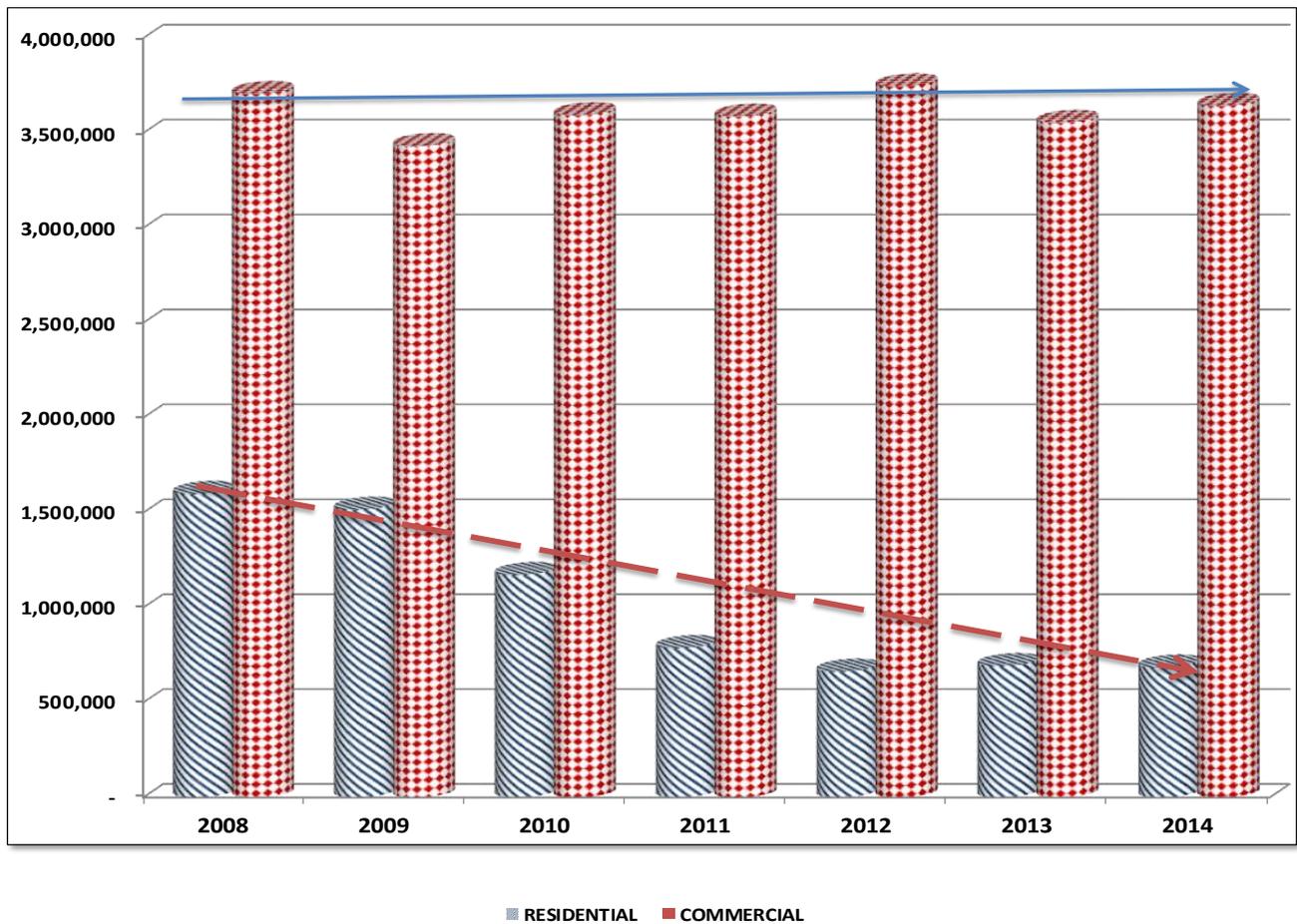
	2013	2014	2015	Total
Residential Property	39,722,520	41,617,080	46,151,350	17.25%
Commercial Real Property	149,074,650	145,358,690	149,120,850	55.74%
Commercial Personal Property	64,110,140	57,379,520	50,234,410	18.78%
Industrial Property	3,709,280	4,295,200	9,342,080	3.49%
Public Utility	6,958,930	6,895,880	5,585,087	2.09%
Motor Vehicle	8,258,170	8,426,420	7,102,350	2.65%
Total Taxable Property	271,833,690	263,972,790	267,536,127	100.00%
 Residential	 46,151,350	 17.3%		
Non Residential	221,384,777	82.7%		



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PROPERTY TAX VALUES AND TAXES									
Changes in Values and Taxes									
TAX YEARS -2008 to 2014									
	2008	2009	2010	2011	2012	2013	2014	\$ Change	% Chg
RESIDENTIAL PROPERTY VALUES									
Assessed Value (000)	96,232,880	91,194,780	70,509,990	47,329,540	39,851,960	41,614,540	41,151,360	(55,081,520)	-57.2%
# Residential Units	2,043	2,065	2,075	2,078	2,085	2,079	2,077	34	1.7%
Ave Res Assessed Value ***	47,104	44,162	33,981	22,776	19,114	20,017	19,812.88	(27,291)	-57.9%
Market Value (40%)	117,759	110,405	84,952	56,941	47,784	50,042	49,532	(68,227)	-57.9%
Annual % Change	-	-5.2%	-22.7%	-32.9%	-15.8%	4.4%	-1.1%		
								2008 vs 2014	
RESIDENTIAL TAX REVENUES									
Residential Taxes	1,598,428	1,514,745	1,171,171	786,144	661,941	691,218	683,524	(914,904)	-57.2%
Ave Tax Bill	\$ 782.39	\$ 733.53	\$ 564.42	\$ 378.32	\$ 317.48	\$ 332.48	\$ 329.09	(453.30)	-57.9%
Cumulative Lost taxes	-	(83,683)	(427,257)	(812,284)	(936,487)	(907,211)	(914,904)		
								COMMERCIAL PROPERTY TAX	
Assessed Values	223,100,425	206,515,662	216,333,496	215,915,976	225,457,451	213,931,830	219,301,507	3,798,918	-1.7%
Property Taxes	\$ 3,705,698	\$ 3,430,225	\$ 3,593,299	\$ 3,586,364	\$ 3,744,848	\$ 3,553,408	\$ 3,642,598	\$ (63,100)	-1.7%

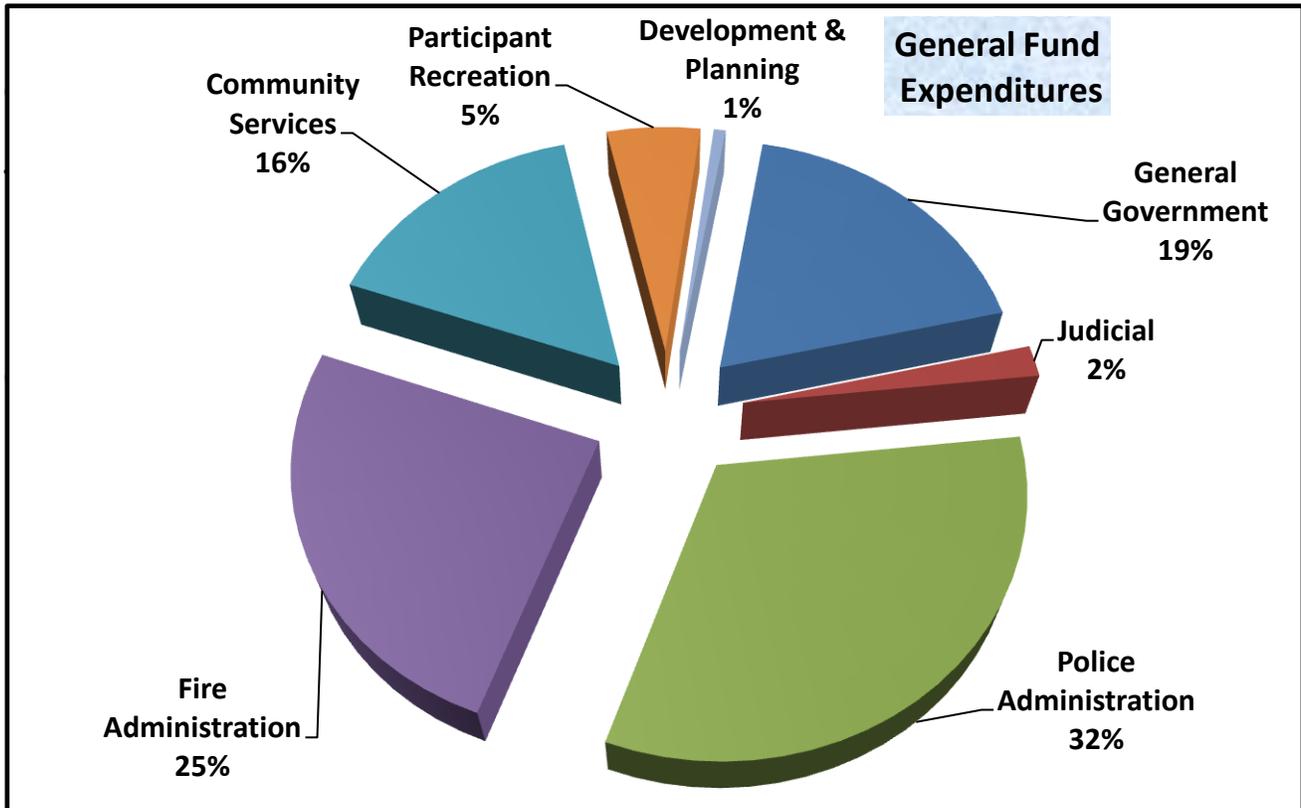
COMMERCIAL & RESIDENTIAL PROPERTY TAXES



City of Hapeville Annual Budget Fiscal Year 2016

General Fund EXPENDITURES BY MAJOR FUNCTION

	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Change</u>
General Government	1,709,113	2,283,736	2,056,465	-10.0%
Judicial	167,829	182,743	189,575	3.7%
Police Administration	3,626,680	2,843,875	3,174,759	-12.5%
Fire Administration	2,605,355	2,589,268	2,459,822	-5.6%
Community Services	1,803,471	1,414,402	1,574,597	-12.7%
Participant Recreation	591,254	542,639	547,203	-7.5%
Development and Planning	1,000,199	87,250	102,350	-89.8%
Total Expenditures	11,503,901	9,943,913	10,104,771	-12.2%



City of Hapeville Annual Budget Fiscal Year 2016

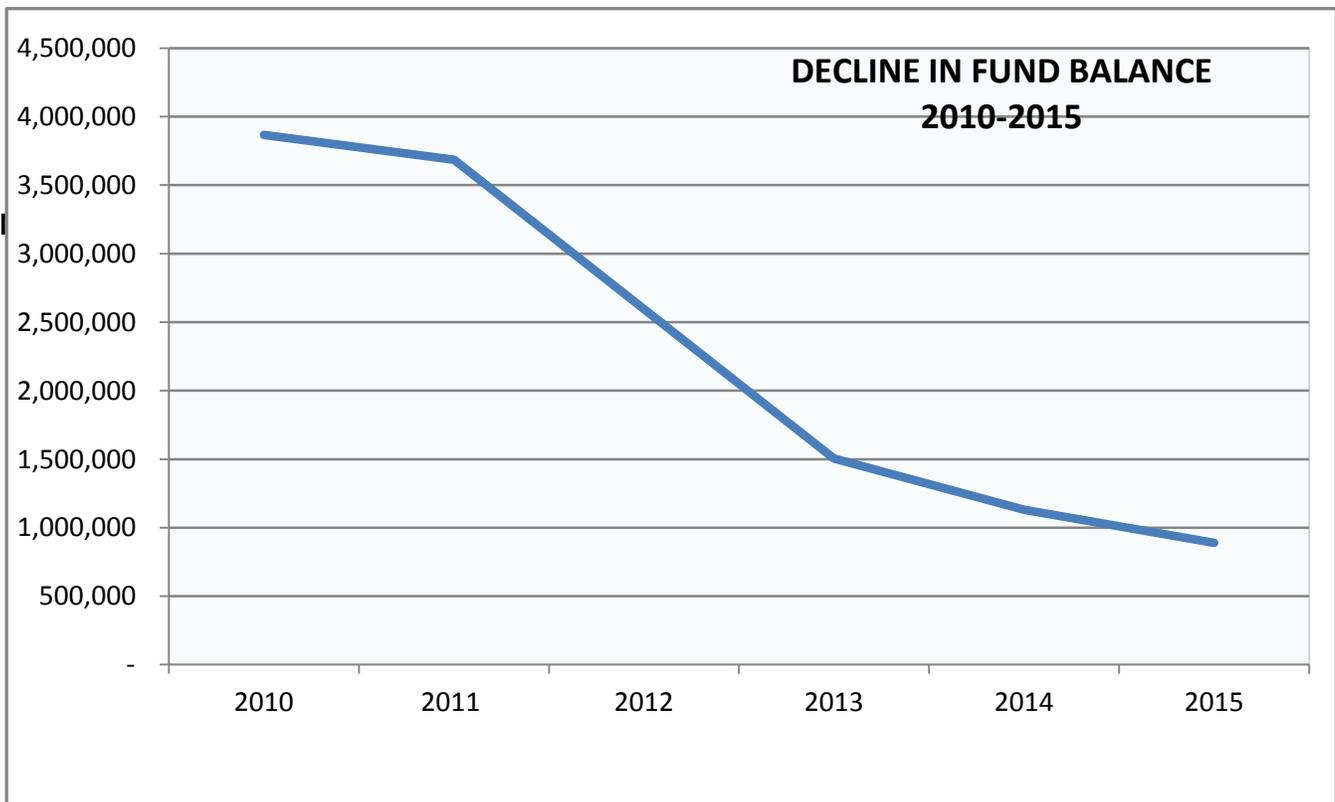
Fiscal Year 2015-16 APPROPRIATIONS BY DEPARTMENT

FUND DEPARTMENT	2012-2013 ACTUAL	2013-2014 BUDGET	2014-15 ADOPTED	2015-16 ADOPTED
LEGISLATIVE				
CITY COUNCIL	35,332.00	36,736.00	41,586.00	37,586.00
MAYOR	21,865.00	18,793.00	19,043.00	18,543.00
ELECTIONS	7,156.00	8,928.00	91,542.00	7,600.00
CITY CLERK	107,644.00	100,242.00	500.00	117,493.00
FINANCE & ADMINISTRATION				
FINANCE & ADMINISTRATION	1,044,689.00	1,018,168.00	868,409.00	974,105.00
LEGAL SERVICES	133,999.00	155,000.00	155,000.00	185,000.00
INFORMATION TECHNOLOGY	16,804.00		401,469.00	370,300.00
HUMAN RESOURCES	335,243.00	356,246.00	400,086.00	345,838.00
POLICE ADMINISTRATION				
MUNICIPAL COURT	3,256,382.00	3,458,201.00	2,707,521.00	3,024,852.00
INSPECTIONS	154,718.00	167,829.00	182,743.00	189,575.00
CODE ENFORCEMENT	-	-	-	-
	152,020.00	168,479.00	136,354.00	149,907.00
FIRE ADMINISTRATION				
	2,877,150.00	2,605,355.00	2,589,268.00	2,459,822.00
PARTICIPANT RECREATION				
	546,414.00	591,254.00	542,639.00	547,203.00
COMMUNITY SERVICES				
HIGHWAY AND STREETS	1,171,230.00	957,932.00	763,191.00	894,388.00
PARK AREAS & GROUNDS	885,680.00	845,539.00	651,211.00	680,209.00
PLANNING & ECONOMIC DEVELOPMENT				
PLANNING & ZONING	81,879.00	90,000.00	87,250.00	102,350.00
ECONOMIC DEVELOPMENT	598,189.00	870,199.00	-	-
MAIN STREET	-	-	-	-
OTHER FINANCING USES				
	42,220.00	75,000.00	306,101.00	-
TOTAL: GENERAL FUND	11,468,614.00	11,523,901.00	9,943,913.00	10,104,771.00

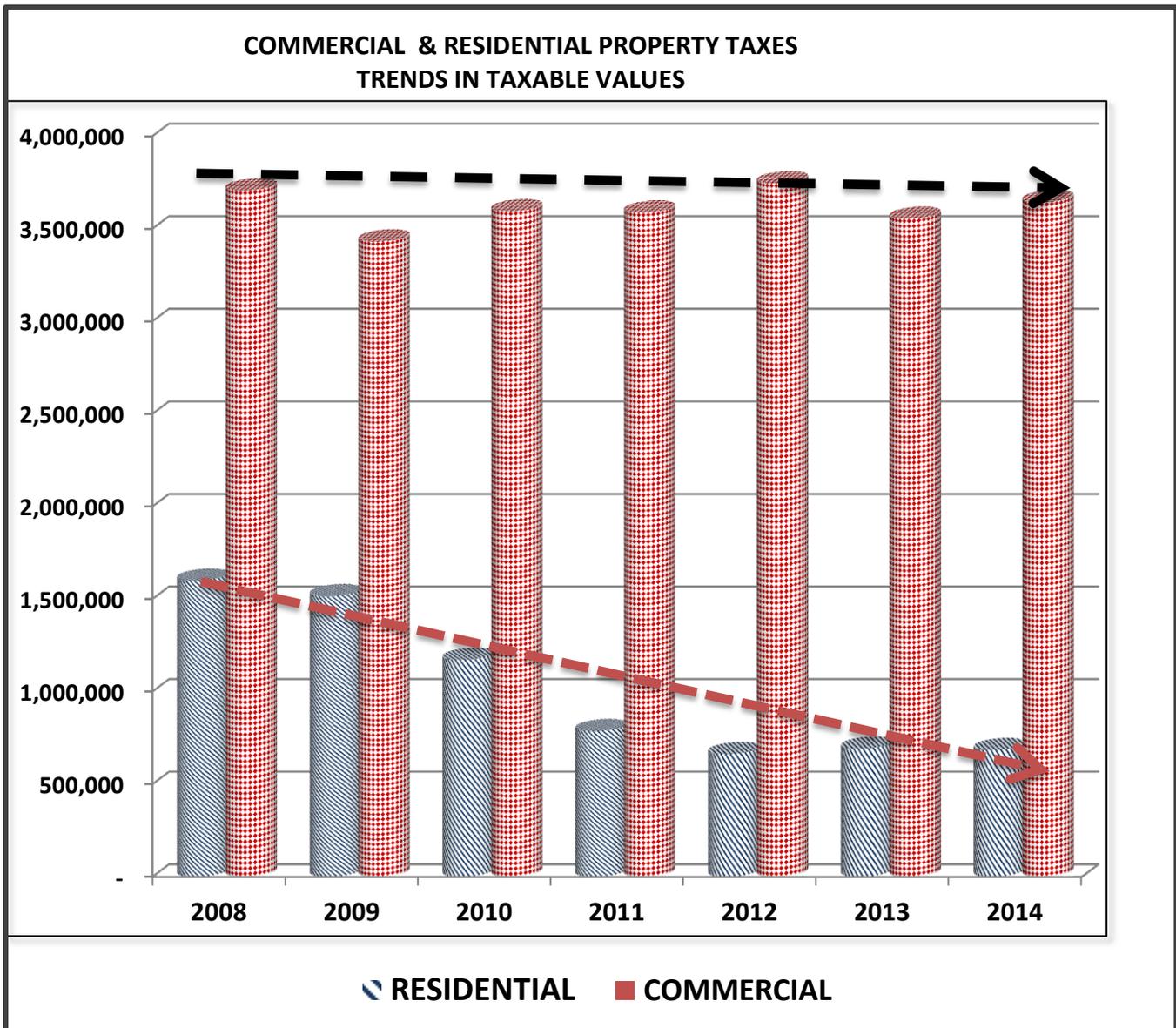
City of Hapeville Annual Budget Fiscal Year 2016

General Fund Revenues, Expenditures and Declines in Fund Balance For the Fiscal Years 2011 to 2016

	2011	2012	2013	2014	2015	2016
Revenues:	9,951,827	9,916,451	9,471,032	10,447,923	9,943,913	10,104,771
Expenditures:	10,371,880	10,356,297	11,463,144	10,823,500	9,943,913	10,104,771
Net Revenues	(420,053)	(439,846)	(1,992,112)	(375,577)	-	-
Other Financing Sources & (Uses):						
Net Transfers In (Out)	(498,920)	(464,321)	929,872	-	-	-
Net Change in Fund Balance	(105,808)	(904,021)	(770,179)	(375,577)	-	-
Fund Balance, Beginning of Year	4,111,700	4,005,925	3,101,900	2,331,725	1,130,164	890,000
Net Increase (Decrease)	(105,775)	(904,025)	(770,175)	(375,577)	(240,164)	-
Fund Balance, End of Year	4,005,925	3,101,900	2,331,725	1,956,148	890,000	890,000
Less Due from Development Authority	319,928	506,055	825,983	825,984		
Fund Balance, End of Year	3,685,997	2,595,845	1,505,742	1,130,164	890,000	890,000



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The impact of the “Housing Bubble” is readily seen in the collapse of residential property values especially compared to Commercial, which stayed relatively stable.

As a result, the average residential property tax dropped by half to about \$300.

**FY 2016 BUDGET
SPECIAL REVENUE FUND**

The Special Revenue Fund accounts for revenues legally restricted to specific uses. In particular a Special Revenue fund records and disburses the Hotel Motel Tax

City of Hapeville Annual Budget Fiscal Year 2016

SPECIAL REVENUES FUNDS

	2013 ACTUAL	2014 BUDGET	2015 CURRENT	2016 ADOPTED
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FUND 201-SPECIAL REVENUES FUND

REVENUES

TAXES

TOTAL T	1,732,001	0	0	0
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INTERGOVERNMENTAL REV

TOTAL	38,887	54,012	30,000	30,000
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CHARGES FOR SERVICES

TOTAL	65,709	79,822	102,500	102,500
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OTHER FINANCING SOURCES

TOTAL	(647,099)	86,361	-	-
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TOTAL REVENUES	1,189,498	220,195	132,500	132,500
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EXPENDITURES

OTHER EXPENDITURES

TOTAL EXPENDITURES	1,200,969	203,602	132,500	132,500
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NET REVENUES	(11,471)	16,593	-	-
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Various revenues
dedicated to specific use

275-HOTEL /MOTEL TAX FUND

REVENUES

TAXES

Hotel/Motel Taxes - 3%	836,512	-	-	-
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Hotel/Motel Taxes - 4%	1,115,349	-	-	-
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Hotel/Motel Taxes - 7%	-	2,017,638	2,442,000	-
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TOTAL REVENUES	1,951,861	2,017,638	2,442,000	-
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EXPENDITURES

Transfer 4% to HAAT	1,115,349	1,152,936	1,395,429	-
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Transfer 3% to Gen Fd	836,512	864,702	1,046,571	-
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TOTAL TRANSFERS	1,951,861	2,017,638	2,442,000	-
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NET REVENUES	-	-	-	-
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**FY 2016 BUDGET
HATT FUND**

The **Hapeville Association for Trade and Tourism** is presented as a separate Fund to better account for the usage of the Trade and Tourism Tax. Since it was created in 2014 it lacks historical data.

City of Hapeville Annual Budget Fiscal Year 2016

	2011-2012 ACTUAL	2012-2013 ACTUAL	2013-2014 BUDGET	F Y 2015 CURRENT	F Y 2016 ADOPTED
290-TRADE AND TOURISM FUND					
REVENUES					
MISC REVENUES					
Carry Forward from 2015					208,000
Transfer from H/M		-	1,115,350	1,152,936	1,395,500
Transfer from GF				445,000	30,000
Facilities Rental Fees	-	-	4,386	3,116	1,500
TOTAL MISC	-	-	1,119,736	1,601,052	1,635,000
TOTAL REVE	-	-	1,119,736	1,601,052	1,635,000
EXPENDITURES					
PARKS AND GROUNDS					
PERSONAL SERVICES	-	-	-	159,075	168,992
ECONOMIC DEVELOPMENT					
PERSONAL SERVICES	-	-	564,257	378,681	276,988
CONTRACTED SERVICES	-	-	143,700	325,750	293,250
SUPPLIES	-	-	9,199	14,900	12,400
CAPITAL OUTLAYS	-	-	213,011	29,500	21,500
OTHER FINANCING USES	-	-	-	295,000	295,000
ECONOMIC DEVELOPMENT	-	-	930,167	1,043,831	899,138
MAIN STREET PROGRAM					
CONTRACTED SERVICES	-	-	-	12,300	12,300
SUPPLIES					
TOTAL S	-	-	-	1,500	1,500
CAPITAL OUTLAYS	-	-	-	26,200	26,200
TOTAL MAIN STREET	-	-	-	40,000	40,000
INTERFUND TRANSACTIONS					
OTHER FINANCING USES	-	-	189,569	358,146	526,870
TOTAL EXPENDITURES	-	-	1,119,736	1,601,052	1,635,000

**FY 2016 BUDGET
CAPITAL PROJECTS**

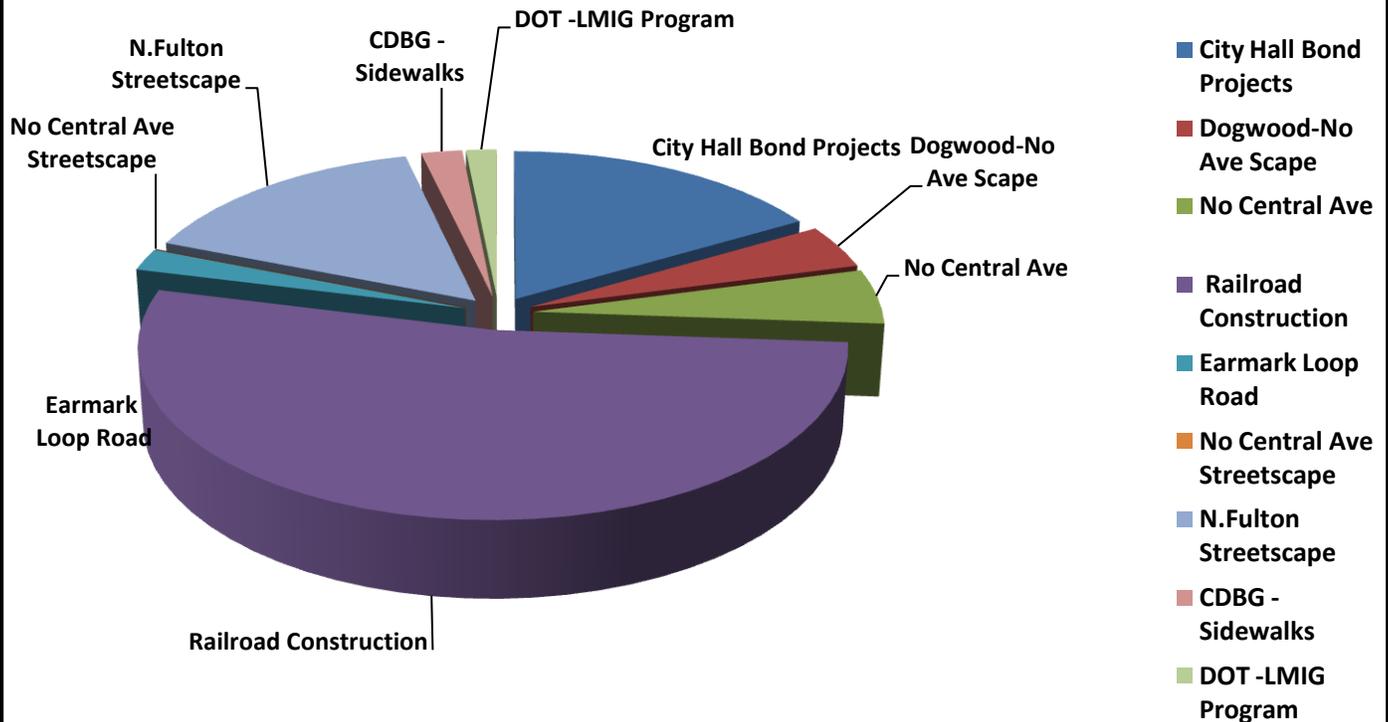
The Capital Projects Fund accounts for major capital improvements and the related financing sources. In addition to grants the Fund receives Hotel Motel Tax from the Hapeville Association for Trade and Tourism via the Special Revenue Fund.

City of Hapeville Annual Budget Fiscal Year 2016

CAPITAL PROJECTS FUND

PROJECTS	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 REQUEST
City Hall Bond Projects	-	-	-	-	789,250
Dogwood-No Ave Scape	103,050	68,240	25,494	60,000	200,000
No Central Ave	-	-	-	-	250,000
Railroad Construction	-	130,670	154,685	181,000	2,500,000
Earmark Loop Road	90,472	213,175	16,970	155,000	100,000
No Central Ave Streetscape	39,250	44,372	29,659	900,000	-
N.Fulton Streetscape	18,710	55,670	16,490	455,000	727,000
CDBG - Sidewalks	-	-	94,876	80,000	100,000
DOT -LMIG Program	-	-	77,718	75,690	75,000
WiFi Improvements	-	-	-	21,439	
Total Capital Projects	251,482	512,127	415,892	1,928,129	4,741,250

Capital Projects



**FY 2016 BUDGET
WATER AND SEWER FUND**

This Fund accounts for the revenues and operating expenses
of the Water and Sewer system

City of Hapeville Annual Budget Fiscal Year 2016

	F Y 2013 ACTUAL	F Y 2014 BUDGET	F Y 2015 CURRENT	F Y 2016 ADOPTED
WATER AND SEWER SERVICES				
REVENUES				
CHARGES FOR CHARGES	3,800,003	5,057,374	4,321,000	4,455,000
INVESTMENT INCOME	1,498	-	-	-
MISC REVENUE	33,921	-	-	-
OTHER FINANCING SOURCES	-	-	-	-
TOTAL REVENUES	3,835,422	5,057,374	4,321,000	4,455,000
EXPENDITURES				
SEWAGE COLLECTION & DISPOSAL				
CONTRACTED SERVICES	495,080	359,373	336,000	500,000
WATER SUPPLY				
PERSONNEL	390,112	378,573	629,494	539,617
CONTRACTED SERVICES	232,605	295,586	249,100	230,600
SUPPLIES	67,856	66,723	74,000	64,500
CAPITAL OUTLAYS	1,525	4,955	-	-
DEBT SERVICE	1,984,833	697,646	1,832,406	1,252,602
TOTAL WATER SUPPLY	2,676,931	1,443,483	2,785,000	2,087,319
WATER DISTRIBUTION				
SUPPLIES	1,281,404	1,387,897	1,200,000	1,200,000
DEPR/AMORT	279,332	279,117	-	-
DISTRIBUTION	1,560,736	1,667,014	1,200,000	1,280,000
TOTAL EXPENDITURES	4,732,747	3,469,870	4,321,000	3,867,319

City of Hapeville Annual Budget Fiscal Year 2016

	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 CURRENT	2016 ADOPTED
SOLID WASTE FUND					
REVENUES					
CHARGES FOR SERVICES	447,680	475,920	499,282	613,420	479,000
OTHER FINANCING SOURCES	45	1,596,779	-		91,049
TOTAL REVENUES	<u>447,725</u>	<u>2,072,699</u>	<u>499,282</u>	<u>613,420</u>	<u>570,049</u>
EXPENDITURES					
SOLID WASTE & RECYCLING					
PERSONNEL	362,855	370,741	338,400	377,895	340,523
CONTRACTED	149,780	143,532	152,550	175,000	168,000
SUPPLIES	40,816	34,263	36,375	38,000	39,000
CAPITAL	3,450	747	-	-	-
DEPR/AMORT	3,311	15,291	15,291	-	-
DEBT SERVICE	24,336	22,525	19,197	22,525	22,526
TOTAL	<u>584,548</u>	<u>587,099</u>	<u>561,813</u>	<u>613,420</u>	<u>570,049</u>

MANAGEMENT PLAN

Organizational Budget Narratives

Department Goals and Objectives

City of Hapeville Annual Budget Fiscal Year 2016

Fiscal Year 2015-16 APPROPRIATIONS BY DEPARTMENT

FUND	2012-2013	2013-2014	2014-15	2015-16
DEPARTMENT	ACTUAL	BUDGET	REQUESTED	ADOPTED
LEGISLATIVE				
CITY COUNCIL	35,332	36,736	41,586	37,586
MAYOR	21,865	18,793	19,043	18,543
ELECTIONS	7,156	8,928	91,542	7,600
CITY CLERK	107,644	100,242	500	117,493
FINANCE & ADMINISTRATION				
FINANCE & ADMINISTRATION	1,044,689	1,018,168	868,409	974,105
LEGAL SERVICES	133,999	155,000	155,000	185,000
INFORMATION TECHNOLOGY	16,804		401,469	370,300
HUMAN RESOURCES	335,243	356,246	400,086	345,838
POLICE ADMINISTRATION	3,256,382	3,458,201	2,707,521	3,024,852
MUNICIPAL COURT	154,718	167,829	182,743	189,575
INSPECTIONS	-	-	-	-
CODE ENFORCEMENT	152,020	168,479	136,354	149,907
FIRE ADMINISTRATION	2,877,150	2,605,355	2,589,268	2,459,822
PARTICIPANT RECREATION	546,414	591,254	542,639	547,203
COMMUNITY SERVICES				
HIGHWAY AND STREETS	1,171,230	957,932	763,191	894,388
PARK AREAS & GROUNDS	885,680	845,539	651,211	680,209
PLANNING & ECONOMIC DEVELOPMENT				
PLANNING & ZONING	81,879	90,000	87,250	102,350
ECONOMIC DEVELOPMENT	598,189	870,199	-	-
MAIN STREET	-	-	-	-
OTHER FINANCING USES	42,220	75,000	306,101	-
				-
TOTAL: GENERAL FUND	11,468,614	11,523,901	9,943,913	10,104,771

ELECTED OFFICIALS

Honorable Mayor
Alan Hallman

Alderman at Large
Ann Ray

Councilman at Large
Michael Randman

Councilman (1st Ward)
Josh Powell

Councilman (2nd Ward)
Dianne Dimmick

MAYOR AND COUNCIL:

Statement of Service:

The City of Hapeville operates under the Council-Manager form of government whereby the Council establishes the vision and policy of the City and the City Manager is responsible for implementation. The Council consists of the Mayor and four Council members. The Mayor and Council represent the interests of the citizens of Hapeville by establishing the City's direction, its range of services, and the mileage rate.

Mayor and Council:

OVERVIEW

The affairs of the City are conducted by a Mayor and Council, which consists of five members. Under the City's Charter, all corporate powers are vested in the Mayor and the Council members.

TERMS AND WARDS

The Mayor and Council Members serve four-year staggered terms in office. The City is divided into two wards, and two at large seats; however, the Council Members are elected by the voters Citywide.

ABOUT THE MAYOR

The Mayor is the Chief Executive Officer of the City. The Mayor presides at the Council meetings and casts a vote only in the case of a tie.

VISION

- Provide for the Financial Health/Soundness of the City of Hapeville
- Ensure an effective and efficient working environment for the City staff
- Monitor the future needs of our key stakeholders



ADMINISTRATIVE AND FINANCIAL SERVICES:

Statement of Service:

Administrative & Financial Services includes the City Manager, acting as the Chief Operating Officer, and the Department of Finance.

The **City Manager** is responsible for coordinating the functions of the City in the delivery of services to the citizens and businesses. Under the Council-Manager form of government, the City Manager is appointed by and reports to the Mayor and Council. The City Manager is charged with the enforcement of the ordinances of the City and the implementation of the vision the Mayor and Council have determined.

The **Finance Director** is responsible for all financial accounting and reporting of the City. Accounting processes include safeguarding assets, utility and tax billing, payroll, cash receipting, and cash disbursements. Reporting processes includes the annual financial report, the annual budget, special reports to governmental agencies, and monthly reports.

Administrative and Financial Services

OFFICE OF THE CITY MANAGER

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15- City Manager

- Moved forward with GDOT and Norfolk Southern with \$2,900,000 grant for improvements.
- Continued to search out and secure intergovernmental assistance consistent with the goals of City
- Finalized engineering phase for Dogwood Drive (N. Central to North Ave.), N. Central Avenue (from Dearborn Plaza to Myrtle Street) and Loop Road access (Union, Atlanta, and Rainey) streetscapes and City Hall/Memorial Garden beautifications.

OBJECTIVES FOR FISCAL YEAR 2015-16- City Manager

- Finalize engineering phase for Dogwood Drive (N. Central to North to North Ave.), N. Central Avenue (from Dearborn Plaza to Myrtle Street) and Loop Road access (Union, Atlanta, and Rainey) streetscapes and City Hall/Memorial Garden beautifications.
- Support senior management in the continued constant improvement in the delivery of services.
- Continue to secure all intergovernmental financial assistance consistent with the goals of the City
- Continue to enhance the safety, cleanliness, beauty and walkability of the City.
- Proceed on Federally Funded North Central and North Fulton Avenue streetscapes including City Hall and veterans memorial, with bond financing City Hall and Dearborn Plaza parking/alleyway

FINANCE AND ACCOUNTING

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

- Revised allocation methods for various operating costs
- Continued to accelerate the accounting and reporting process through training and procedures
- Brought general ledgers and reporting system current
- Brought all delinquent Federal, State DCA and STATE DOAA required reports current
- Completed a Comprehensive Annual Financial Report for FY 2013 – awarded GFOA certification
- Maintained budget Amendments for FY 2014
- Changed classification of Hapeville Development Authority (HAD) and Hapeville Association for Trade and Tourism (HATT) component units to “blended units”
- Improved accounting and reports for both HDA and HATT
- Billing and collection of Occupational Licenses, Property Taxes and Water & Sewer Charges
- Tied into Property Tax Digest via internet to track appeals and valuations
- Billed adjustments based on Assessment Appeal results
- Continued effort to collect delinquent property taxes produced over \$50,000
- Generated approximately 4,000 paychecks and processed about 48,000 billings and payments
- Improved skill levels with recruitment of Accountant and training of existing staff
- Create and load Personnel and Fringe Benefit costs Excel worksheets for departments’ budgets
- Prepare revenue forecast for Budget

OBJECTIVES FOR FISCAL YEAR 2015-16

- Cross training of employees for the various accounting and billing activities
- More timely and systematic accounting and reporting
- Shorten monthly reconciliation of accounts
- Improved documentation of transactions and retention of electronic and physical files
- Smoother interface between the General fund, HaTT and HDA
- Earlier close for fiscal year end
- Standardization of journal entries
- Improve supporting documentation and schedules for annual audit
- Develop appropriate forms for document transaction processing
- Completion and GFOA award for Comprehensive Annual Financial Report
- Timely completion and submission of Interim and Annual Financial Reports
- Compile Financial Policies
- Improvement of internal controls



CLERK OF THE COUNCIL:

Statement of Service:

To uphold public trust, protect local democracy, and provide access to matters of public interest diversely and inclusively by managing elections and annexations, preparing agendas and meeting notices, maintaining accurate Council record, and processing liquor and regulatory licenses.

Clerk of the Council

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

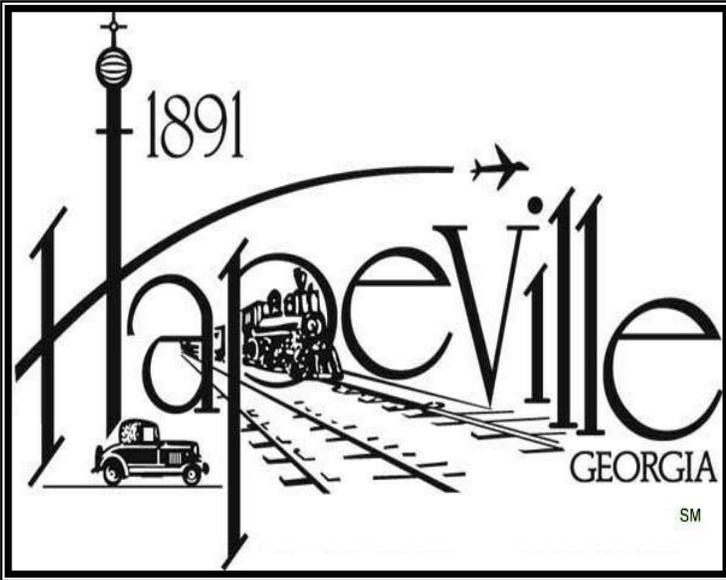
- Provided support to the following Boards and Committees: Mayor and Council, Alcohol Review Board, Ethics Committee, and Hapeville Development Authority
- Processed Open Records Request
- Maintained/Received credits for City Clerk certification
- Maintained training requirements for Elections Qualifications
- Codified the City of Hapeville Code of Ordinances
- Processed E-Verify and SAVE reports
- Processed Alcohol Beverage Licenses
- Processed Occupational Tax Permits

OBJECTIVES FOR FISCAL YEAR 2015-16

- Continue Document Shredding Program
- Continue training to maintain City Clerk's Certification
- Continue organizing the City's Permanent Files
- Codify the Code of Ordinances
- Update City website

Legal Services

The **City Attorney** is appointed by the City Council and is responsible for all legal matters of the City. The City may also employ special council on select matters.



HUMAN RESOURCES:

Statement of Service:

The Human Resources Department works as a team to provide effective service and vital information to employees, retirees, and the public with compassion, dignity, and respect in a fair and equitable manner. Human Resources is responsible for recruitment, testing, employment, compensation, benefits, health and safety, training and development, collective bargaining and labor-management relations, classification, placement, and records.

Human Resources:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

- Safety Committee
- Conducted Open Enrollment for all Full-time Employees and Retirees
- Processed applications and conducted interviews
- Provided Compensation Statements to Employees
- Implemented online enrollment for Employee benefits
- Maintained Retiree Insurance Payments

OBJECTIVES FOR FISCAL YEAR 2015-16

- Improve Employee Morale
 - Host employee events during the year
- Host at least one quarterly training through the Safety Committee
- Review and recommend amendments to the Employee Handbook
- Update City Website



INFORMATION TECHNOLOGY:

Statement of Service:

IT and Communications Internal Services Fund is responsible for the technology planning and technical support of hardware and software for all City Departments. The IT and Communications Fund also handles all expenditures relating to information technology related infrastructure including Public Safety hardware and software. The maintenance and management of the City of Hapeville Website and the Hapeville Wireless Network falls under this fund as well.

Information Technology:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

- Installed new Court Services software.
- Cisco IOS upgrade of Switches and Routers City-Wide.
- City Computers were replaced on an as-needed basis.

OBJECTIVES FOR FISCAL YEAR 2015-16

- Unified Communication upgrade of the phone system which. The cost range is \$ 35,000 - 45,000.
- Unitrends: Backup Appliance upgrade to backup employees' computers, restore Desktop computers or Servers & offsite storage of the City' most critical data. Model RC813 or 822 -\$18,000 - \$23,000.
- City Wide Surveillance Camera System: Researching companies for better service of the city camera system.
- Improve all maintenance and services by out-sourcing IT function



MUNICIPAL COURT SERVICES:

Statement of Service:

The City of Hapeville Municipal Court is dedicated to the administration of justice through procedures established by the Judicial and State legislature ensuring all matters before the Court are resolved expeditiously, equitable and without bias. We have created and will maintain a professional environment where efficient and knowledgeable service will be provided in a courteous and timely matter to all who seek our assistance.

Municipal Court Services:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

- Court Services processed 5455 traffic and general copy citations for the calendar year 2014
- Court Services has continued to review legislation to remain in current compliance
- Attended State mandated Municipal Court Clerk training obtained for the Clerk of Court & the Court Administrator
- Court Services personnel have worked on updating court related files and filing delinquent dispositions.
- Court Services has provided a professional and prompt environment in a courteous and timely manner

OBJECTIVES FOR FISCAL YEAR 2015-16

- Court Services will continue to review ongoing legislation to remain in compliance with all statutes
- Court Services will continue to promptly process all traffic citations, parking tickets and warnings
- Court Services will continue to complete and electronically file dispositions promptly, in compliance with DDS requirements
- Update all court related files and begin purging, pursuant to the Court Retention schedule
- Continue to work with installing e-ticketing to load directly into Courtware
- Integrate Courtware with Tyler Incode financial package, for more efficient accounting.



POLICE ADMINISTRATION:

Statement of Service:

The mission of the Police Administration is to consistently seek and incorporate ways to promote, preserve and deliver quality security and safety services to our community, while maintaining the highest of integrity.

We will continue to provide a high quality of police service by developing and maintaining a partnership with the community.

The Administrative Division strives to promote quality performance from all members of the department by incorporating transparency and accountability in a consistent manner. All members of the department are included in planning and managing of community activities to be active within the community.

Police Administration:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

- The Department handled 6147 service calls and 5198 traffic incidents for a total of 11,345 incidents
- The Police Department maintained an average response time of less than 3 minutes
- The Police Department has implemented a program called CompStat, which uses computer aided statistics and mapping to help identify crime trends and locations
- The Police Department successfully filled several vacancies and continues to recruit high quality employees on an as-needed basis
- The Police Department has successfully maintained the standards completed the recertification of the State Certification Program
- The Police Department is diligently working to reach the standards for CALEA
- The Police Department has completed 1819 hours of P.O.S.T. approved training
- The Police Department has continued to incorporate community policing, as well as provide safety for all residents. Programs to include:
 - Safetyville for the children
 - Citizens Police Academy
 - Citizens on Patrol
 - Attendance at Neighborhood Watch Programs
 - Attend school functions, remain visible and increase visibility within the community

Police Administration:

OBJECTIVES FOR FISCAL YEAR 2015-16

- Our goals for this next year include the continued growth and development of our current programs that include:
 - Citizen Police Academy
 - HCOP Citizens on Patrol
 - Safetyville
- We will continue to develop and maintain our Comp Stat program, in an effort to stay in front of crime by understanding trends.
- We will continue to develop our community oriented policing efforts to ensure a strong collaboration between the department and the community. This will include, attendance at neighborhood meetings and events, training more bike patrol officers, more GEM Car patrolling and increased foot patrols
- We will continue to work on reducing crime through special operations such as, Bait Car deployment, Traffic Safety Checks and Specialized Drug Enforcement.
- We will continue to maintain our State of Georgia Certification and work to achieve an International Accreditation.
- Incorporate Wellness Program for all personnel, to promote healthy, more physically fit personnel as well as to reduce injury and promote team-building.
- Purchase three (3) new marked vehicles for Uniform Patrol Division
- Apply for Grant funding for:
 - Bullet-proof vests
 - Body cameras
 - Additional equipment that might be deemed appropriate.

Achieve CALEA Certification-Commission on Accreditation for Law Enforcement



CODE ENFORCEMENT:

Statement of Service

The mission of the Code Enforcement & Animal Control Division is to perform technical level work ensuring that all relevant codes and ordinances are adhered to throughout the City, as well as apprehending and transporting animals found in violation of animal control ordinances. The mission of the Code Enforcement & Animal Control Department shall always be accomplished in a professional manner.

Code Enforcement:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-2015

- Code Enforcement/Animal Control personnel handled approximately 2158 cases with 1593 related to Code violations.
- Code Enforcement/Animal Control personnel issued 257 citations.
- Code Enforcement/Animal Control personnel have continued to provide the citizens with professional and prompt service, while they work in a courteous and timely manner.
- Initiated Operation Clean Sweep.

OBJECTIVES FOR FISCAL YEAR 2015-2016

- Code Enforcement/Animal Control personnel will continue to answer and respond to all emergency and non-emergency phone calls made related to code violations and animals at large, which include apprehension of such animals.
- Code Enforcement/Animal Control personnel will respond and assist citizens in a friendly and professional manner.
- Code Enforcement will educate citizens about the city codes and work with them to promote compliance and beautification throughout city.
- Code Enforcement/Animal Control personnel will inspect all code violations and issue citations when necessary.
- Code Enforcement/Animal Control personnel will continue to ensure that all related services are handled in a professional manner.
- Abate additional neglected properties as deemed a nuisance.



FIRE AND RESCUE:

Statement of Service:

The mission of the Fire Department is to provide professionally trained, competent, and ethical firefighters to preserve life and property within the City of Hapeville. The Fire Department's principle function is to provide services such as: fire suppression, emergency medical service, fire prevention, public education, decontamination of hazardous materials decontamination, and City-wide emergency management coordination.

Fire and Rescue Department:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-2015

- Achieved Insurance Services Office (ISO) rating of Class II Fire Department, an improvement from the Previous visit, during in which a rating of Class III was obtained. Only 750 of 48,000 evaluated jurisdictions currently have a class II rating.
- Suppression personnel completed 193 pre-incident plans.
- We responded to 1,553 calls in 2014 with an average response time of 02:17 minutes.
- Our department responded to 1,149 emergency medical calls, of those our ALS ambulance transported 783 patients to numerous hospitals throughout the Metro Atlanta Area.
- Responded to 404 fire related incidents in 2014 with a total fire loss of \$325,343 and saved \$89,363.648 in property.
- Firefighters collected money through boot drives for the Toy for Kids Program.
- Our Department provided support to various city events throughout the year to include:
 1. Honor Guard for Memorial Day Ceremony
 2. EMS support for Hapeville Charter School home football games
 3. EMS support for St John's Catholic School Field Day
 4. First Aid station during Happy Days Festival

Fire and Rescue Department:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15 (Continued)

- Fire Department personnel completed over 9,200 hours of training in 2014.
- All three shifts attended Airport Familiarization class taught by Atlanta Fire & Rescue.
- Other trainings completed by our department are as follow:
 1. Professional Development Series through FEMA emergency Management Institute
 2. Improvised Explosive Device (IED) Awareness & Demonstration class
 3. Underground Pipeline Emergency Response training
 4. Shaping the Future, a course by the National Fire Academy
 5. New Age Fire Tactics, sponsored by the Fulton County Fire & Rescue Training Division
 6. Blast Injuries & Explosions hosted by Atlanta Fire Rescue Department
 7. Four members of the department participated in the State Fire Academy's Fire Officer Development program

OBJECTIVES FOR FISCAL YEAR 2015-16

- Achieve Insurance Services Office (ISO) rating of Class I Fire Department
- Encourage larger participation in community safety programs (CERT, First Aid, BLS, CPR) through direct communication via water bills and all 4 neighborhood associations
- Maintain Response Times; optimize customer satisfaction
- Implement Career Matrix for Fire Department
- Aim for 98% or higher approval rating by the citizens of Hapeville. Quarterly survey to be send out with the water bills
- Purchase a new 100ft aerial ladder truck to replace our 1986 Sutphen
- Purchase 10 new portable radios
- Establish an apparatus replacement schedule



RECREATION DEPARTMENT:

Statement of Service:

To offer diversified and efficient recreational programs and activities that build self esteem, develop positive character and provide physical, mental and social benefits to our youth, adults and senior citizens . that enrich their quality of life and to maintain and prepare our facilities in a clean, safe and enjoyable environment for the citizens of Hapeville.

Recreation Department:

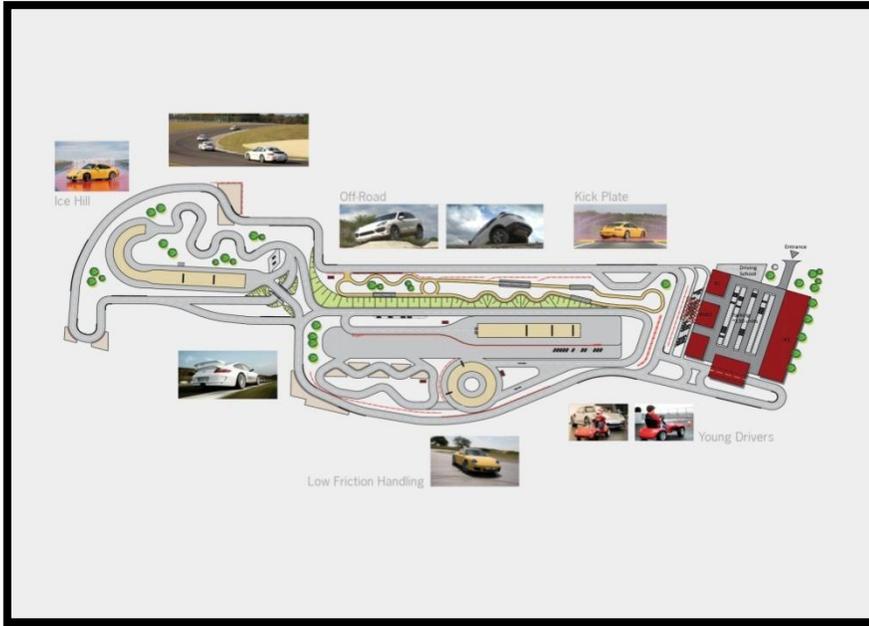
ACCOMPLISHMENTS: FISCAL YEAR 2014-2015

- Provided trips for seniors and the Pleasant Hours Club to and from Jaemore Farms, Oakwood Cemetery Tour, Mall of Georgia, Blue Willow Inn and Restaurant, Governor's Mansion and Swan House and Buckner's Family Style Restaurant.
- Hosted the 12 year old Georgia Recreation Parks and Association Boys District tournament.
- Achieved the GRPA District Four Innovative Program Award for our first ever Father / Daughter Dance.
- Hosted the Youth Baseball Alliance Championship games for the 6, 8, 10, 12 and 14 year old divisions.
- Introduced five new programs to the community in Coffee N Cuties, Jazzy Gurlz, Girl Scouts, Line Dancing and Dib and Dab paint class.
- Held free one day youth camps for baseball, basketball, cheerleading and football.
- Organized a community wide Trunk or Treat with the local churches and organizations that was held at Jess Lucas Park.
- Youth Boys Baseball champions in the T – ball, 8, 10 and 12 year old divisions. Youth Girls Softball champions in the 12 and 17 year old divisions. GRPA Boys basketball state runner – ups in the 12 and 14 year old divisions.
- Hosted various community events such as Casino Night presented by The Hapeville Exchange Club, Hapeville Has Talent presented by The Service League, Hapeville Charter School Eighth Grade Graduation as well as our own Cinco De Mayo Celebration and Community Yard Sale.

Recreation Department:

GOALS FOR FISCAL YEAR 2015-2016

- To be a willing participant in sponsoring and organizing special leisure events within the City.
- To meet the ever-changing needs and abilities of all residents and visitors by providing comprehensive, quality recreational activities and programming.
- Provide recreational offerings at parks that are targeted to a particular age demographic, particularly those facilities that would expand the opportunities for teens, senior citizens, and families
- Develop a comprehensive park identification / signage program for our parks that will increase the knowledge and usage of our facilities.
- To analyze fiscal constraints, needs and opportunities for providing financial support to our park and recreation system.
- To be a willing participant in sponsoring and organizing special leisure events within the City.
- To expand education and training opportunities for employees in the areas of professional development, management skills and safety issues.



ECONOMIC DEVELOPMENT:

Statement of Service:

The mission of Economic Development is to stimulate and manage the revitalization efforts of the community, both economically and culturally by encouraging and facilitating investment. The City's goal is to position itself as a regional model for a vibrant urban community.

Economic Development Department:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-2015

- Blue Print 2020 was completed and presented to City Council. Continued on-going initiatives therein including: Committee was appointed, with a focus on housing initiatives and a GA Tourism Development Grant was awarded by the GA Council for the Arts for the creation of Shipping Containers converted into Art Galleries.
- Maintained Opportunity Zone Designation and leveraged job tax credit incentive program.
- Continued efforts to promote Economic Development activities and services to the greater community, actively participating in regional efforts such as Aerotropolis-Alliance.
- Maintained a comprehensive list of state incentives, funding/incentive programs, and real estate tools to City website to make economic development resources easily accessible.
- Represented the City at local and regional business functions.
- Continued business retention and recruitment efforts.
- Google Fiber selected Hapeville as a key investment location for its fiber network expansion.
- Porsche completed and opened its HQ Office and track facilities.
- Selected by ARC to Host the Regional Leadership Educational Tour Highlighting the City's Murals.
- Managed Christ Church operations and events.
- Coordinated Planning and Zoning activities.
- Produced and managed and promoted City Special Events.
- Coordinated promotions and activities for Hapeville community partners including the Hapeville Performing Arts Center/Academy Theatre, Car Event Series, Paint the Town, Tri-Cities Run, and Exchange Club 5K.

Economic Development Department:

OBJECTIVES FOR FISCAL YEAR 2015-16

- Continue implementing Blue Print 2020 working with Economic Development Consultant to implement certain objectives of Blue Print 2020.
- Create Arts Fund per City Council direction.
- Create recommendation for City Council to adopt a Community Events Sponsorship Program
- Continue assisting with efforts of Aerotropolis Alliance as per City Council.
- Expand branding, marketing and communications initiatives.
- Work with State Agencies and other resources to identify and promote incentive programs, resources, and other opportunities and business retention and recruitment efforts.
- Continue assistance activities for major re-development projects as needed.
- Continue to strive for excellence in downtown development and elevate Hapeville's Main Street Program standing amongst peer cities as an example of a progressive revitalization program.
- Expand on community identity with community branding/marketing efforts. Expand e-services and on-line resources, expand social media efforts.
- Maintain Website and Newsletter re: E.D. and Events Activities.
- Maintain Key Departmental Certifications, memberships, trainings and professional development for staff as per recommendations from DCA including: IEDC Certification, Main Street and Downtown Development, event/facility management and public relations/social media.
- Produce City Special Events (12 total) including festivals (2), concert series (4), movie nights (4), and special holiday events (2)
- Produce South Arts Independent Film Series Events (6) as per HATT agreement



MAIN STREET:

Statement of Service:

The mission of the Hapeville Main Street Program is to promote, facilitate, enhance, and encourage quality growth and development in Downtown Hapeville while preserving the City's historic character.

Main Street:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-2015

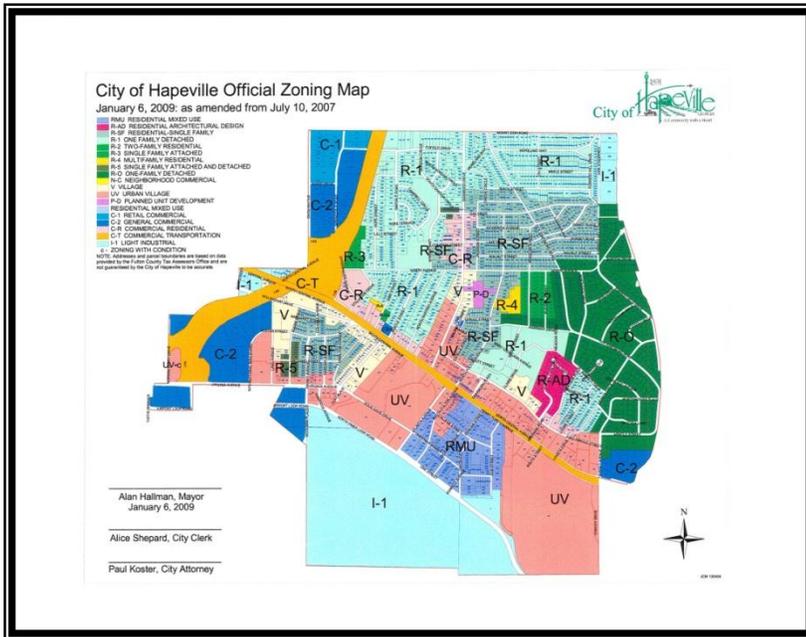
- **Applied and awarded the opportunity to Host the National Main Street Conference Mobile Tour.**
- **Maintained Focus on Design/Visible Improvements to Downtown through Projects Including:**
 - Downtown Planter Program
 - Working with GA Design Studio for drawings of façade renovations for downtown buildings and the pedestrian alley adjacent to the Hapeville Performing Arts Center.
 - Promotions of Previously Installed Public Art.
- **Fostered Business Friendly Environment through Programs and Communications Including:**
 - Increased communications with local businesses including event information, and state incentives.
 - Conducted in conjunction with the Holiday Business Appreciation Program—materials distributed included Opportunity Zone Information, the availability of e-mail notifications.
 - Continued Tri-Cities Merchants B-to-B Meeting/Event Series
- **Participated in Downtown Revitalization Focused Events/Activities Including:**
 - Volunteers participated in HATT South Arts Film Series by assisting with film selections, and serving as ambassadors promoting the series on-line and hosting filmmakers and attendees
- **Applied and awarded the opportunity to Host the National Main Street Conference Mobile Tour.**
- **Maintained Focus on Design/Visible Improvements to Downtown through Projects Including:**
 - Downtown Planter Program
 - Working with GA Design Studio for drawings of façade renovations for downtown buildings and the pedestrian alley adjacent to the Hapeville Performing Arts Center.
 - Promotions of Previously Installed Public Art.
- **Fostered Business Friendly Environment through Programs and Communications Including:**
 - Increased communications with local businesses including event information, and state incentives.
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 - Continued Tri-Cities Merchants B-to-B Meeting/Event Series

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- **Participated in Downtown Revitalization Focused Events/Activities Including:**
 - Volunteers participated in HATT South Arts Film Series by assisting with film selections, and serving as ambassadors promoting the series on-line and hosting filmmakers and attendees
 - Hapeville “Celebrates the Arts” Mural installation in partnership with HATT
 - Downtown Planter Program
 - Initiated Historical Marker Program
- **Fostered Business Friendly Environment through Programs and Communications Including:**
 - Increased communications with local businesses including event information, and state incentives.
 - Conducted in conjunction with the Holiday Business Appreciation Program—materials distributed included Opportunity Zone Information, the availability of e-mail notifications.
 - Continued Tri-Cities Merchants B-to-B Meeting/Event Series
- **Participated in Downtown Revitalization Focused Events/Activities Including:**
 - Volunteers participated in HATT South Arts Film Series by assisting with film selections, and serving as ambassadors promoting the series on-line and hosting filmmakers and attendees.
 - Increased Program Leadership Educational Opportunities: Manager and Volunteers participated in trainings offered by the Department of Community Affairs, a regional Main Street Downtown Revitalization 2-day Conference with courses and in a Mobile Bus Tour offered by the GA Cities Foundation.

OBJECTIVES FOR FISCAL YEAR 2015-2016

- **Focus on Design/Visible Improvements to Downtown through Projects Including:**
 - Public Art Initiatives: Complete Phase II Butterfly Project, Depot Plaza Project, and Pedestrian Bridge Project.
 - Re-Evaluate Planter Program in concert with streetscape projects.
 - Make Design Renderings obtained from DCA available as conceptualls for potential renovation projects.
 - If funding is available, facilitate Façade Grant Program with Development Authority.
 - Implement Historical Marker Program
- **Continue Focus on Business Friendly Environment through Programs and Marketing Including:**
 - On-line/Social Media initiatives: & Program Outreach: Increase Downtown FB posts, Main Street Business program resources/communication.
 - Tri-Cities Merchants B-to-B Meeting/Event Series
- **Participate in Downtown Revitalization Focused Events Including:**
 - Cultural Activities: South Arts Film Series Volunteering
 - Business Sustainability: Partnering with other community organizations to assist with downtown activities including Tri-Cities Merchants B-to-B Meeting/Event Series offering networking opportunities and educational presentations to businesses.
 - Program Growth/Opportunity: Participation in National Main Street Conference, to be held in Atlanta and participation in trainings/conferences. Continue to grow the Program on the principals as set forth by the Department of Community Affairs.



PLANNING AND ZONING:

Statement of Service:

The Planning & Zoning Division's mission is to help guide citizens and developers through the processes of development established by the Mayor and City Council. The functions of the department include consultation on zoning and development regulations, administrative activities related to development, long-range community planning, economic prosperity, and neighborhood stability.

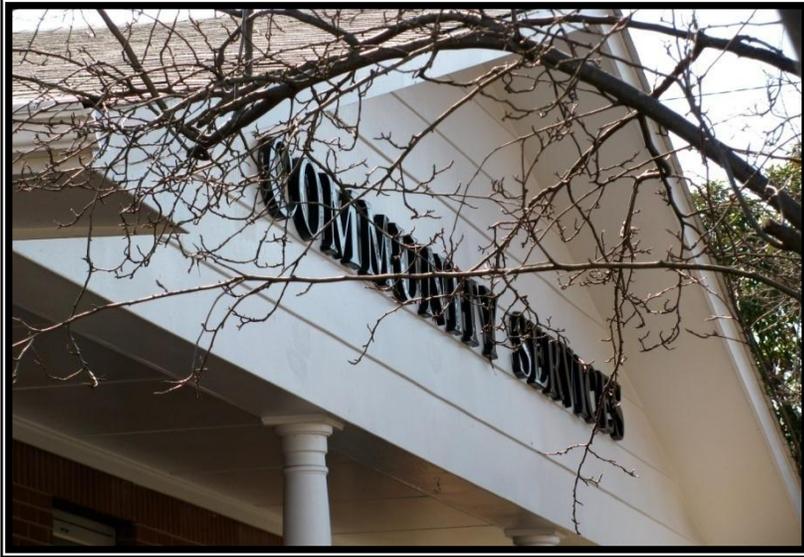
Planning and Zoning:

Tier One Priorities

- Adoption of the following Ordinances:
 - Adult Entertainment Ordinance
 - Community Residences Ordinance
 - Architectural Design Standards Update
- Minor Plan Updates
 - None
- Major Plan and Ordinance Updates
 - Comprehensive Plan (with ARC Assistance)
 - LCI Study (New or Update existing)
 - Zoning Ordinance (as directed)

Tier Two Priorities

- Broaden the Planner's Role in the Aerotropolis Initiative
- Establish an Innovative Process for Soliciting Citizen, Area Employee and Business Owner Input
- Build a Stronger Team Relationship Among Departments
- Propose an Infill Housing Ordinance
- Organize and Build a GIS Data Base
 - Nonconforming Properties Data Base
 - Nonconforming Signs Data Base
 - Housing Conditions Data Base
- Adoption of the following Ordinances:
 - Outdoor Merchandize Display Ordinance
 - Places of Assembly Ordinance



COMMUNITY SERVICE DEPARTMENT:

Statement of Service:

The Highways & Streets Division's mission is to make sure our city roads, traffic signs, traffic signals, and street signs are functioning properly and are in good working condition. Other functions include paving, curbing and sweeping of city roads and the maintenance of sidewalks.

Community Service Department:

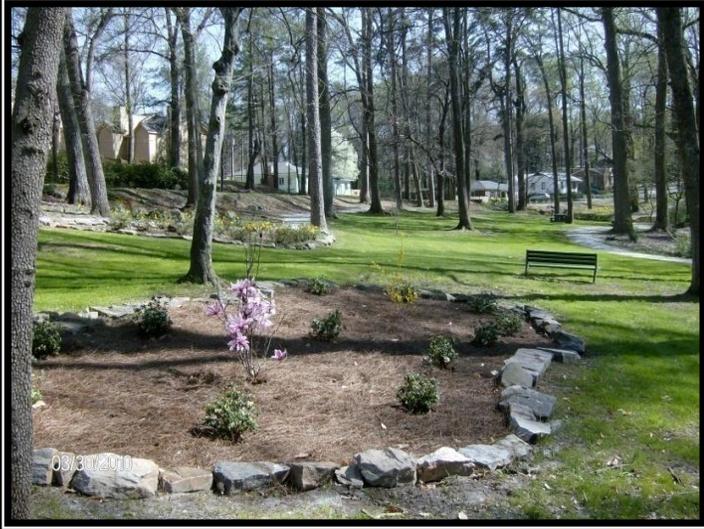
ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

- Completed North Fulton Ave. CDBG Sidewalk Project
- Completed paving of Lake Avenue
- Completed checklist/data gathering phase with Google
- Completed Local Administered Project Training
- Completed street sweeping on all streets

OBJECTIVES FOR FISCAL YEAR 2015-16

- Complete Rail Facilities Improvement Project
- Paving of selected roads (LMIG funds)
- Complete N. Central Avenue LCI Streetscape Project
- Complete N. Fulton "War Memorial" TE Project

The **Community Services Department** oversees Highways and Streets and Parks, Grounds and Facilities in the General Fund. The Department also oversees the operations of the Water and Sewer utility and Sanitation Services which are presented as separate independent funds financed from user charges.



PARKS, GROUNDS & FACILITIES:

Statement of Service:

The Parks, Grounds & Facilities Division's mission is to provide an area where Hapeville citizens can enjoy athletic and leisure activities. Functions include maintaining all city parks, city buildings, railroad areas and the Tom Morris Sports Complex. They also provide staffing of city events and festivals.

Parks, Grounds and Facilities:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

- Installed camera system at recycling center
- Painted existing weight room in Hoyt Smith Center
- Installed new roof at Community Service Building
- Buried overhead fiber lines at Comm. Service Building
- Installed new Fire Dept. weight room in Hoyt Smith Center
- Installed new carpet in Finance Dept. office

OBJECTIVES FOR FISCAL YEAR 2015-16

- Complete renovation of 597 N. Central Building
- Install new gym floor at Hoyt Smith Center (CDBG)
- Work with Clean & Beautiful Committee on visible planting areas



WATER & SEWER

Statement of Service:

The Water & Sewer Division's mission is to provide Hapeville's citizens and customers with clean, safe drinking water. To maintain the distribution and collection sewer systems in accordance with accepted Federal and State standards. Continue to be responsive and proactive to the needs of the Community.

Water & Sewer:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

- Completed Water Loss Audit
- Completed Ms4 Storm Water Report
- Serviced All City Compound Meters
- Flushed All City Hydrants
- Installed new 8 inch water line on Dearborn/Alley
- Installed new fire line for Performing Arts Center
- Installed new water mains on Hope St. and Oak Dr.

OBJECTIVES FOR FISCAL YEAR 2015-16

- Install Touch Read Meters on two streets
- Flush All City Hydrants
- Complete Ms4 Storm Water Report



SOLID WASTE:

Statement of Service:

The Solid Waste Division's mission is to provide pickup of garbage, trash and yard debris in an efficient manner. We also provide recycling as a method of reducing the amount of waste that goes into the landfills.

Solid Waste:

ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15

- Completed 10 year Solid Waste Management Report
- Conducted Clean Sweep Program
- Recycled Tires in Atlanta
- Continued to compost all loose leaves

OBJECTIVES FOR FISCAL YEAR 2015-16

- Continue to make Solid Waste Fund self sufficient
- Expansion of composting program for leaves
- Re Apply for Green City Status

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Definitions

The budget document contains specialized and technical terminology that is unique to public finance and budgeting. The following definitions are provided to assist the reader in understanding these terms.

- **Account Number:** A line item code defining an appropriation.
- **Accrual Accounting:** The method of accounting under which revenues are recorded in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.
- **Ad Valorem Tax:** Commonly referred to as property taxes. These charges are levied on all real and certain personal property according to the property's assessed valuation and the tax rate.
- **Adopted Budget:** Term used to describe revenues and expenditures for the upcoming year beginning July 1st as adopted by City Council.
- **Appraised Value:** The market value of real and personal property as of January 1st each year, determined by Fulton County Tax Commissioner Office.
- **Appropriation:** A specific amount of money authorized by City Council for the purpose of providing or acquiring goods and services.
- **Assessed Property Value:** The value set upon real estate or other property by the Fulton County Assessor and the State as a basis for levying taxes. The assessed value in the state of Georgia is 40 percent of the fair market value.
- **Assets:** Property owned by a governmental unit which has monetary value.
- **Audit:** The examination of documents, records, reports, systems of internal control, accounting and financial procedures.
- **Authorized Position** The formal statement approved by the City Council that outlines the approved positions for the approaching fiscal year.
- **Balance Sheet:** A financial statement that discloses the assets, liabilities, reserves and balances of a fund as of a specific date.
- **Balanced Budget:** A budget in which the planned sources of funds available are equal to the planned expenditures.
- **Bond:** A certificate of debt issued by an entity guaranteeing payment of the original investment plus by a specified future date.
- **Bond Proceeds:** The money paid to the issuer by the purchaser of a new issue of municipal debt securities used to finance a project or purpose for which the securities were issued.
- **Bonded Indebtedness:** That portion of indebtedness represented by outstanding bonds.
- **Budget:** A financial plan for a specified period of time that matches all planned revenues and expenditures to planned services.
- **Budget Authority:** The City Council may adjust budgeted appropriations for reasons unforeseen at the time of the adoption of the original budget. Such amendments are made by Council. The City Manager may make transfers of appropriations within a function.

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- **Budget Calendar:** The schedule of key dates or milestones, which the City departments follow in the preparation, adoption and administration of the budget.
- **Budget Document:** The official publication that outlines the financial plan as approved by the City Council.
- **Budget Message:** A general discussion of the proposed budget as presented by the City Manager to City Council.
- **Capital Outlay:** Expenditures which acquire a fixed asset, such as equipment, vehicles, improvements or major repairs in excess of \$5,000
- **Capital Project Budget:** A financial plan for construction of physical assets such as buildings, streets, and recreation facilities.
- **Chart of Accounts:** The classification system as mandated by the State used by the City to organize the accounting for various operations.
- **City Council:** The Mayor and four Council members collectively acting as the legislative and policymaking body of the City.
- **Comprehensive Annual Financial Report (CAFR):** A report published to provide the Council, representatives of financial institutions, our citizens and other interested persons, detailed information concerning the financial condition of the City government.
- **Contractual Services:** The cost related to services performed for the City by individuals, businesses or utilities under contract.
- **Debt:** An obligation resulting from the borrowing of money or from the purchase of goods and services.
- **Debt Limit:** The maximum amount of gross or net debt which is permitted by law.
- **Debt Service:** Interest and principal payments associated with the issuance of debt.
- **Deficit:** An excess of expenditures over revenues and resources.
- **Delinquent Taxes:** Taxes that remain unpaid 45 days after taxes are billed and to which a penalty for non-payment is attached.
- **Depreciation:** A decrease in value of physical assets due to use and the passage of time.
- **Effectiveness:** The degree to which a program or procedure is successful at achieving its goals and objectives.
- **Efficiency:** The degree to which a program or procedure is successful at achieving its goals and objectives with the minimum use of resources.
- **Encumbrance:** An amount of money committed for the payment of goods and services not yet received or paid for.
- **Ending Fund Balance:** The excess of the fund's assets over its liabilities for a given period.
- **Enterprise Fund:** A self-supporting fund designed to account for activities supported by user charges.
- **Equipment:** Tangible property of a permanent nature which is useful in carrying on operations, such as machinery, tools, and furniture.

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- **Estimated Revenue:** The amount of projected revenue to be collected during a fiscal year.
- **Excise Tax:** A levy on a specific type of transaction at a rate specific to that transaction.
Also known as a selective sales tax.
- **Expenditures:** Payments for goods received or services rendered.
- **Financial Policies:** Financial policies are used to enable the City to achieve a sound financial position. They are in writing and are periodically updated and endorsed.
- **Fiscal Year:** Any period of 12 consecutive months designated as the budget year. The City's fiscal year begins on July 1st and ends on June 30th.
- **Fixed Assets:** Assets of long-term character, which are intended to continue to be held for use, such as buildings, machinery and equipment.
- **Franchise Fees:** Fees paid to a municipality from a franchisee for the use of city streets and right-of-ways. Businesses required to pay franchise fees include utilities such as gas, electricity, cable television, and telephone.
- **Function:** A group of related activities aimed at accomplishing a major service or regulatory program.
- **Fund:** A entity with its own interrelated accounts for revenues, expenditures assets and liabilities associated with a specific purpose.
- **Fund Balance:** The difference between a fund's assets and its liabilities, portions of the fund balance may be designated for various purposes.
- **Fund Group:** A group of funds which are similar in purpose and character.
- **General Fund:** A fund used to account for all of the services of a governmental unit not accounted for in another fund (such as utilities).
- **General Obligation Bonds:** Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from the general fund. These bonds are backed by the full faith and credit of the issuing government.
- **Goal:** A statement of broad direction, purpose or intent based on the needs of the community.
- **Governmental Accounting Standards Board (GASB):** A standard-setting body, associated with the Financial Accounting Foundation, which prescribes standard accounting practices for governmental units, and mandated by State law.
- **Governmental Fund:** A fund used to account for mainly tax-supported activities.
- **Grant:** A contribution by a government or other organization to support a particular project or program.
- **Infrastructure:** Facilities on which the continuance and growth of a community depend, such as streets and roads, sewers, public buildings, and parks.
- **Interest Rate:** The annual yield earned on an investment, expressed as a percentage.

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- Internal Service Fund:** A fund used to account for cost that is allocated to other funds based on usage.
- **Interfund Transfers:** Resources transferred from one fund to another.
- **Intergovernmental Revenue:** Revenue received from another governmental entity for a specified purpose.
- **Investments:** Securities and real estate held for the production of income in the form of interest, dividends, or lease payments.
- **Lease Purchase:** Method of financing used for the acquisition of improvements. Title to the property transfers to the City at the expiration of the lease terms.
- **Legally Adopted Budget:** The total of the budget of each City fund including budgeted transactions between funds.
- **Levy:** The amount of taxes or special assessments imposed by the governmental unit.
- **Liabilities:** Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date.
- **Licenses and Permits:** Revenues in this category are charges designed to reimburse the City for costs of regulating the activities being licensed.
- **Line Item Budget:** A budget that lists each expenditure category separately along with the dollar amount budgeted for each specified category.
- **Local Option Sales Tax (LOST):** Tax levied at the rate of one percent which applies to the same items as the State sales tax.
- **Long Term Debt:** Debt with a maturity of more than one year after the date of issuance.
- **Maintenance:** The upkeep of physical properties in condition for use or occupancy.
- **Millage Rate:** The ad valorem property tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.
- **Modified Accrual Accounting:** The basis of accounting under which expenditures are recorded as soon as they result in liabilities for benefits received and revenue is recorded when received. The extent of modification varies in practice, depending upon the accountant's judgment.
- **Net Assets:** The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.
- **Net Bonded Debt:** Gross bonded debt less any cash or other assets available and earmarked for its retirement.
- **Net Budget:** The legally adopted budget less all interfund transactions. Interfund transactions representing transfers and interfund reimbursements are subtracted from the legally adopted budget amount to prevent being double counted from the perspective of the entire budget.
- **Object:** As used in expenditure classification, this term applies to item purchased. or the service obtained, such as personal services, purchased property services, other purchased services, supplies and capital outlay

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- **Objective:** Serving as a goal; being the object of a course of action.
- **Occupational Tax Permit:** This is a general tax of business for the privilege of conducting business within the city limits. Rates are set at each city's discretion but may not be discriminatory or confiscatory.
- **Ordinance:** A formal legislative enactment by the governing board of a municipality.
- **Overlapping Debt:** The proportionate share that residents, within the reporting government, must bear of the debts of other local governments located wholly or in part within the geographic boundaries of the reporting government.
- **Paying (Fiscal) Agent Fees:** Fees paid to the financial institution that receives and disburses bond payments made on the City's debt obligations.
- **Performance Measures:** Specific quantitative measures of work performed within a department.
- **Personal Property:** Mobile property not attached permanently to real estate, including tangible property such as furniture, equipment, inventory, and vehicles.
- **Personal Services:** The costs associated with compensating employees for their labor. This includes salaries and fringe benefits.
- **Policy:** A set of guidelines used for making decisions.
- **Productivity:** A measure of the increase of service output of City programs compared to the per unit of resources input invested.
- **Projected:** Estimation of revenues and expenditures based on past trends, current and expected economic conditions, and future financial forecasts.
- **Property Tax:** A tax levied on the assessed value of real, public utility, and personal property.
- **Proprietary Fund:** A fund to account for activities that are often business like whether internal or external in operations.
- **Public Hearing:** The portions of open meetings held to present evidence and provide information on both sides of an issue.
- **Purchase Order:** A document which authorizes the delivery of specified merchandise or the rendering of specific services.
- **Real Property:** Immobile property; examples are land, natural resources above and below the ground, and fixed improvements to the land.
- **Refunding:** The issuance of new debt whose proceeds are used to repay previously issued debt.
- **Reserve:** An account used to record a portion of the fund balance as legally segregated for a specific use, usually at a future time.
- **Resolution:** A special order of the City Council, which has a lower legal standing than an ordinance.
- **Revenues:** Monies received or anticipated by a local government from both tax and non-tax sources during the fiscal year.

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- **Revenue Bond:** Bond secured by the revenues of the specific operation being financed.
- **Service Level:** Measurement of services provided by the City to the public.
- **Special Revenue Fund:** A fund in which the revenues are designated and restricted for a specific purpose
- **Supplies:** Expenditures or expenses for supplies that ordinarily are consumed within a fiscal year and which are not included in inventories.
- **Tax Rate:** Usually expressed in dollars per thousand times taxable values of real And personal property
- **Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit
- **Transfers In/Out:** Amount transferred from one fund to another to assist in financing the services of the recipient fund.
- **Undesignated Fund Balance:** Funds in excess of current needs and which the City Council has not specifically designated for any other purpose. The City maintains an undesignated general fund balance to help mitigate the effects of such unanticipated situations such as economic downturns, loss of revenues, additional costs , etc
- **User Charges:** The payment of a fee for direct receipt of a public service by the party benefiting from the service.
- **Workloads:** A measure of the services provided.

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ACRONYMS

CAD – Computer Aided Dispatch

CAFR – Comprehensive Annual Financial Report

CALEA – Commission on Accreditation for Law Enforcement Agencies

CDBG – Community Development Block Grant

COPS – Community Oriented Policing Services

DEA – Drug Enforcement Agency

DOJ – Department of Justice

DOT – Department of Transportation

DOCS- Department of Community Services

DOAA-Department of Audits and Accounts

MIS – Management Information Systems

EPD – Environmental Protection Department

FTE – Full Time Equivalent

GCIC – Georgia Crime Information Center

GFOA – Government Finance Officers Association

GIS – Geographic Information System

GTA – Georgia Technology Authority

HATT – Hapeville Association of Trade and Tourism

HDA - Hapeville Development Authority

ICMA – International City/County Management Association

ISO – Insurance Services Office

IT - Information Technology

LAN – Local Area Network

LOST - Local Option Sales Tax

MDT – Mobile Data Terminals

POST – Peace Officers Standards and Training

TAD – Tax Allocation District