The background of the cover is a photograph of a large, classical-style stone archway with two columns. The archway is partially visible on the right side, with the word "MAR" visible on its upper edge. The scene is set against a clear blue sky with some light clouds. In the foreground, there are dark, out-of-focus trees and bushes. The overall lighting suggests a bright, sunny day.

City of Smyrna

Annual Report / Fiscal Year 2014 / Calendar 2014

City of Smyrna

Annual Report / Fiscal Year 2014 / Calendar 2014

Financial Condition:

Smyrna's financial condition continues to be strong, sound and steady.

Overview of Calendar Year 2014

Serving to position the City of Smyrna well into 2015, the last fiscal year and the 2014 calendar year produced remarkable advancements in the appeal of Smyrna on the ground and in the hearts of citizens and visitors, placing the power of growth and advancement in the hands of citizens.

Google Fiber announced intention to consider Smyrna as one of nine cities in the region to receive installation of ultra-high-speed internet infrastructure and service. Changes on the ground continued and gained speed with streetscape enhancements either completed or approached nearing completion in 2014. The property owner of the Belmont Hills redevelopment site, Halpern Enterprises, Inc. broke ground on the approved mixed-use development that is consider an extension of downtown redevelopment made up of approximately 50 acres that includes a variety of housing options. First tenants for the expected retails space were secured and scheduled to occupy space toward the end of 2015. Great progress was made on a new Recycling Center with planned opening in spring of 2015. The new facility accommodates both the Recycling Center staff and the award-winning Keep Smyrna Beautiful staff in addition to offering enhanced and expanded recycling options. Notable progress was made in the Braves relocation to Cobb County, at the border of Smyrna, beginning with groundbreaking in 2014. Smyrna's residential market continued to show strength and appeal, reaching a point that reflects an approximate 48 percent gain in median home values over the metro area within a fifteen year period, illustrating the totality of Smyrna's vision and work over the last 15 years.

During 2014, Smyrna initiated a new Vision process that is designed to be a citizen driven 10-year plan process to propel and guide Smyrna into the next phase of success beginning in 2015.

Mayor and Council / Wards / Appointed

The Smyrna City Council, comprised of an elected Mayor and a seven-member Council, is charged with providing effective municipal government consistent with the needs of the City and its citizens within the approved City budget.



Financial & Operations Report

Contents:

Introduction

Mayor & Council / Wards and Appointed

Overview & Highlights 2014

Financial Condition Statement

Financial Highlights of FY14

Fund Balance Analysis

Statement of Net Position

Revenues

Assessed Value & Estimated True Value of All Taxable

Property Last Ten Fiscal Years

Ten Largest Taxpayers in 2014

Property Tax

Governmental Expenditures

Personnel – Positions

Population Chart

Departments

Elections are held on the first Tuesday following the first Monday of November in odd-numbered years for four-year terms. The current Council was sworn in January of 2012.

Council appoints the City Attorney, City Administrator, City Clerk, Municipal Court Judges and Solicitors.

City Council meets at 7:30 p.m. on the first and third Mondays of each month in the Council Chambers at Smyrna City Hall, 2800 King Street. Meetings are open to the public to attend and participate; the meetings are broadcast live on Charter Communications Channel 181.

Meetings are also available live or on demand through the Granicus/Legistar system which may be connected to through the City of Smyrna website (www.SmyrnaCity.com) and may be bookmarked. Full agendas and all item attachments may be accessed through this system and the meetings, live or on demand, may be viewed on nearly any internet connected device. Content is searchable at <https://smyrnacity.legistar.com/Calendar.aspx>.

As the City's Chief Executive Officer, the Mayor sees that all laws, ordinances, rules and regulations are properly executed. He is also in charge of general supervision, presides at Council meetings and has the authority to convene the Council in extra sessions.

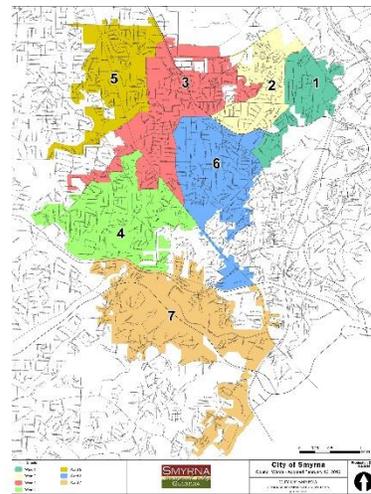
The Council adopts ordinances and modifies them as needed, determines City policies and sets standards, approves the budget and sets the millage rate as well as all fees and fines. It also hires and supervises the City Administrator. Together, Mayor and Council appoint members of various City boards and commissions. They are responsible for ensuring that the City of Smyrna operates properly.

- Mayor: A. Max Bacon
- Mayor Pro-Tem: Melleny Pritchett
- Ward 1: Melleny Pritchett
- Ward 2: Andrea Blustein
- Ward 3: Teri Anulewicz
- Ward 4: Charles Welch
- Ward 5: Susan Wilkinson
- Ward 6: Wade Lnenicka
- Ward 7: Ron Fennel

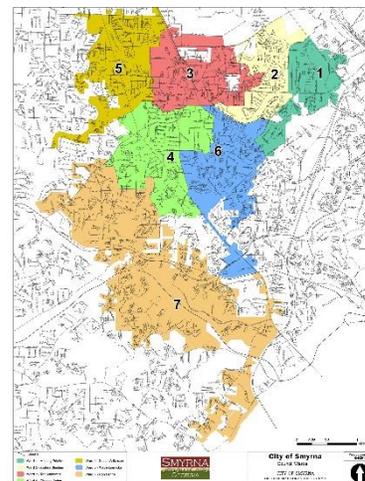


Back row left to right: Susan Wilkinson (Ward 5), Teri Anulewicz (Ward 3), Wade Lnenicka (Ward 6)
 Front row left to right: Ron Fennel (Ward 7), A. Max Bacon (Mayor), Andrea Blustein (Ward 2), Melleny Pritchett (Ward 1 / Mayor Pro-Tem), Charles (Corkey) Welch (Ward 4)

View the [Ward Map](http://www.SmyrnaCity.com) on the City of Smyrna website at www.SmyrnaCity.com / [Your Government](#) section under [Mayor & Council](#)



New Ward Map that applies during 2015 elections for term beginning January 2016.



Ward Map for term beginning January 2012 and ending at close of term in 2015 prior to swearing in at new term beginning January 2016.

(Map/Wards in place for time of this annual reporting.)

City Administrator - The City Administrator, appointed by and under the direction of Mayor and Council, implements the plans and policies of Mayor and Council and handles the day-to-day operations of the City. The City Administrator also informs the Mayor and Council about City business, makes recommendations, investigates and acts on complaints.

Legal - The City Attorney serves as an advisor to the City Council, City Administrator and department heads on legal matters, preparing ordinances, resolutions, contracts, leases and

legal actions in their final form. The City Attorney has been serving as the parliamentarian for City Council meetings and represents the City in civil litigation.

City Clerk - The City Clerk, appointed and under the direction of Mayor and Council, is the official record keeper, recording all actions of the Council, issuing and signing all notices and summons, plus recording proceedings of City Council meetings. The City Clerk oversees municipal and environmental court functions.

Highlights of Calendar Year 2014

Smyrna Grove – 40-acre site being developed into 194 single-family detached units – replacing 726 apartment units

Belmont Hills – Replacing a former 50s era shopping center, this mixed use development comprising approximately 50 acres will contain 272 luxury apartments, 154 single family detached residential units and 48,000 square feet of supporting retail (The Shops at Belmont). Update: The retail component is underway and almost 70 percent pre-leased or under letters of intent with first tenants scheduled occupy toward the end of 2015.

Jonquil Village – This 12-acre redevelopment project located at the intersection of Atlanta Road and Spring Road is expected to attract new investment to North Smyrna, particularly in the downtown area. The property, containing two city-owned parcels totaling .8 acres, and the remaining 12 acres – held by a single owner which saw a change in ownership in 2014 to Halpern Enterprises (owner and developer of Belmont Hills) – is expected to see plans developed and submitted in 2015 for redevelopment. Like Belmont Hills, Jonquil

Village will also be an upscale development with a mixture of housing, retail and office uses.

Concord Road – Work continued through 2014 with completion at the close of spring of 2015.

Google Fiber – The announcement was made after the close of 2014 that Google Fiber is coming to Smyrna as one of nine cities in the Metro Atlanta area selected as an installation site for ultra-high-speed internet service. An internal team of City staff worked closely with Google throughout 2014 to secure the service for Smyrna. The network will bring Smyrna access to connections up to 100 times faster than basic broadband. Guiding the project to award and announcement included an internal team of staff from Community Relations, Community Development, Information Technology and Public Works/City Engineer. This team continues work on the next phases of the process.

Recycling Center – Work continued on the new Recycling Center in 2014 with a target opening date of April 2015. The Recycling Center is located on a one-acre site at 3475 Lake Drive

and includes offices to accommodate both the Recycling Center staff and Keep Smyrna Beautiful staff. The design has been greatly improved from the former center with

improved access and ease of access, a larger lot than the old facility, and a central location for the convenience of citizens.

Smyrna Vision – The City of Smyrna initiated a vision planning process in April 2014. The nine-month process was led by a diverse, 28-person Steering Committee, and resulted in the creation of a 10-year Vision Plan for Smyrna. The first phase of this process began in October 2014 with the publication of the final copy of the Smyrna Vision Plan. Lots of hard work was done by Smyrna citizens, each doing their part to create the plan. Update: The Implementation phase has begun, led by the Implementation Executive Committee that includes residents and business stakeholders from across Smyrna. There are five areas of focus: Involvement & Leadership, Quality of Place, Image and Identity, Smyrna’s Schools, and Community and Economic Development. If you are interested in volunteering your time to this very important process, send an email to smyrnvision@smyrnaga.gov. To view the materials and documents of the entire process, visit www.SmyrnaVision.com.

Smyrna Food Truck Tuesday – This five-month series continues to grow with the addition of two trucks to the weekly gatherings in 2014 and continuing into 2015. The estimated average weekly attendance is 1,200 or more people who enjoy the use of the passive park at the Taylor-Brawner site.

Atlanta Braves Multi-Use Complex – Plans continued to be communicated with groundbreaking taking place in 2014. Although not located within the borders of the City of Smyrna, the new \$670 million Atlanta Braves Stadium (SunTrust Park) and the associated \$600 million mixed-use complex, encompassing approximately 60 acres, directly adjoins the

Southeastern boundary of Smyrna at Cobb Parkway and Spring Road. The project is scheduled to be open for the 2017 baseball season. It is anticipated that those areas of Smyrna directly adjacent to and in close proximity to the project will realize enhanced potential for development and redevelopment. Significant transportation infrastructure improvements will be constructed in the immediate area of the stadium complex and, as a result, will directly benefit the potential redevelopment efforts and initiatives in the City of Smyrna in that area.

Emory-Adventist Hospital – Emory Hospital purchased the hospital campus at the end of March 2015, bringing to close the question of ownership of the former Emory-Adventist Hospital at Smyrna property which moved through the process of closure throughout 2014. Emory is in the process of determining uses of the site. Many of the physicians and the pharmacy still occupy the two medical office buildings on the campus and a new imaging center opened in the former hospital building.

Sprouts Market – Construction began on the Sprouts Grocery Store, in the Old Ivey Village Shopping Center at the intersection of East/West Connector and South Cobb Drive, in 2014 and with scheduled opening in June 2015. Other shops in the center were leasing with planned openings in conjunction with Sprouts or very soon thereafter.

Residential Market – Smyrna is currently home to 54,490 residents. The population is projected to be just over 58,000 by the 2020 Census which will likely set Smyrna apart as the largest

city in Cobb County. From 2000 to 2015, the total number of housing units in Smyrna increased by 30 percent, growing from 19,633 units to 25,273 units. Over half (56 percent) of Smyrna’s housing is valued at \$150,000 or higher. The 2015 median house value in Smyrna has been \$215,519. This represents an increase of approximately 75 percent since 2000. By comparison, the median house value in the metro Atlanta region is \$168,100, up 27 percent in approximately 15 years. Both the number of building permits and permit values improved over the last five years. Permits for residential remodels peaked during the recession as more people opted to invest in their existing homes rather than relocate. As the economy has improved over the last two years, remodels have leveled out and new residential construction has increased dramatically. As the number and value of residential units increased, the number of commercial permits and activity has also begun to realize an increase proving the real estate adage that “retail follows rooftops.”

Growth in the number of developments - Commercial construction permits have increased since 2013. Most permits are

approved several months before construction begins. Permits are a leading indicator of future construction.

- Perspective - In 2011 and 2012 commercial construction permit values remained relatively flat.
- The City of Smyrna experienced a 275 percent increase in commercial developments from 2013 to 2014.
- The City experienced a 200 percent increase in total permitted developments (combined residential and commercial) from 2013 to 2014.
- In the first four months of 2015, three new commercial developments were permitted with a construction value of \$3.2 million.
- Perspective - 3,307 residential units have been approved in Smyrna since 2010

Growth in the amount of money being used to develop:

- From 2010 to 2014 the City experienced a 103 percent increase in the dollar value of developments.

Financial Condition

Statement:

In order to provide a snapshot of City of Smyrna’s financial condition as of June 30, 2014, several excerpts from the Comprehensive Annual Financial Report (CAFR) are included on the following pages. Specific information is presented from the Statement of Net Position. A statement of net position is similar to a “for profit” financial statement. This particular statement represents the total economic resources and includes assets which could not

be easily converted to cash (such as buildings and infrastructure) to finance operations. Also included in the Statement of Net Position are long-term obligations such as bonds payable with maturities of more than one year.

Another alternative measure of local governments is that of fund balance. An analysis is included regarding the fund balance for the City’s General Fund. The City’s General fund is the primary operating fund. The detail of

Fund Balance represents the difference between assets and liabilities on a current basis. The unassigned portion of fund balance is available and could be used to fund maintenance and operations. However, the Council has committed some of the funds for specific purposes per adopted fiscal policies and some funds are assigned.

assets of the City of Smyrna’s Business-type Activities exceeded its liabilities at June 30, 2014 by \$31,373,805 (net position).

Financial Highlights of FY14

- The assets of City of Smyrna’s Governmental Activities exceeded its liabilities at June 30, 2014 by \$126,027,598 (net position). The

- The City’s total governmental funds reported combined ending fund balances of \$45,378,883, an increase of \$3,516,751 in comparison with the prior year. This amount includes fund balances from the general fund, all special revenue funds, and all capital project funds.
- The debt of the City decreased by \$1,920,000 during the current fiscal year.
- The capital lease debt decreased by \$90,913 for the current fiscal year.

Fund Balance Analysis

The following provides a detailed analysis of the fund balance of the City’s General Fund.

General Fund

Detail of Fund Balance

As of June 30, 2014

Nonspendable

| | |
|---------------|---------|
| Inventories | 26,890 |
| Prepaid Items | 407,239 |

Restricted

| | |
|-------------------------|---------|
| Healthcare | 54,655 |
| Public Safety | 95,268 |
| Culture and recreation | 97,700 |
| Housing and development | 127,225 |

Committed

| | |
|------------------|-----------|
| Healthcare | 500,000 |
| Retirement Plans | 1,750,000 |
| Capital Projects | 1,025,000 |
| Debt Service | 1,979,605 |

Assigned

| | |
|------------------------|--------|
| Public safety | 3,719 |
| Culture and recreation | 74,138 |

Unassigned

11,483,674

Total Fund Balance

\$ 17,625,113

The City's General Fund – Fund Balance increased \$3,019,151 during fiscal year 2014. Key factors in this growth are as follows:

- The City practices good management and adheres to sound budgetary procedures to control expenses. By doing so, resources are applied in accordance with established budgets. Application of solid budgetary procedures has allowed the management of the City to consistently keep budgets on target. Additionally, the City has experienced an increase in tax collections and new growth.

City of Smyrna management takes great pride in being good stewards of the local resources. By doing so, the citizens of Smyrna are provided excellent government services consistent with the desire to maintain a high quality of life. ***The City of Smyrna holds a AAA Bond rating.***

The financial information shown here is abbreviated and condensed from the GAAP financial statements shown in the CAFR. The information presented in this report does not include such items as management's discussion and analysis, budgetary comparisons, information on component units, basic financial statements, footnote disclosures and other information as required in the CAFR.

The statement of net position as shown below is designed to show the financial position of the City as a whole at June 30, 2014. This statement is similar in nature

to private sector reporting since capital assets and long-term liabilities are included. A statement of net position is designed to give a true measure of the government's overall financial health.

The City's investment in capital assets, including land, buildings, machinery, and equipment, represents 71 percent of total assets. These assets are used to provide services to citizens and are not available for future spending. As a matter of practice, other sources must be used to repay the debt relative to these assets.

The column labeled as primary governmental activities provides information regarding the financial position of the governmental activities of the City of Smyrna as of June 30, 2014. Also, the column labeled as primary business-type activities provides information regarding the financial position on all proprietary activities for the water system.



Statement of Net Position

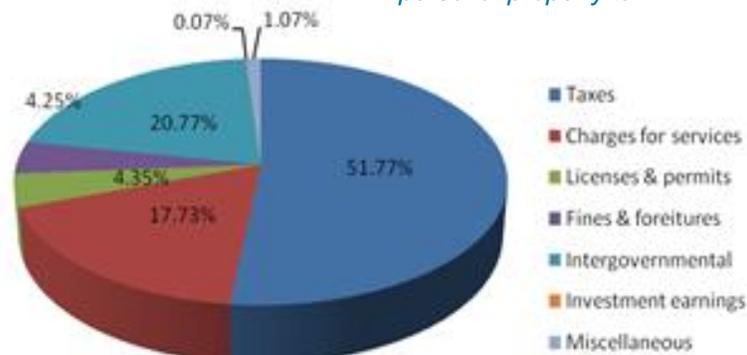
As of June 30, 2014

| | Primary Government | | Primary Government Total |
|--|-------------------------|--------------------------|--------------------------|
| | Governmental Activities | Business-Type Activities | |
| ASSETS: | | | |
| Cash | \$ 18,638,440 | \$ 10,774,776 | \$ 29,413,216 |
| Restricted cash | 13,476,873 | 542,305 | 14,019,178 |
| Receivables, net: | | | |
| Trade | 950,657 | 1,828,291 | 2,778,948 |
| Taxes | 317,696 | - | 317,696 |
| Other | 91,961 | - | 91,961 |
| Due from other governments | 1,638,797 | - | 1,638,797 |
| Inventories | 407,239 | - | 407,239 |
| Prepaid items | 31,554 | - | 31,554 |
| Restricted investments | 1,349,568 | - | 1,349,568 |
| Land held for sale | 12,110,212 | - | 12,110,212 |
| Capital assets, non depreciated | 30,582,273 | 1,349,382 | 31,931,655 |
| Capital assets, depreciated, net | 100,978,345 | 20,494,680 | 121,473,025 |
| Net OPEB asset | 920,898 | - | 920,898 |
| TOTAL ASSETS | 181,494,513 | 34,989,434 | 216,483,947 |
| LIABILITIES: | | | |
| Accounts payable and other current liabilities | 2,910,755 | 1,230,328 | 4,141,083 |
| Unearned revenue | 129,358 | - | 129,358 |
| Deposit payable | 415,656 | 542,305 | 957,961 |
| Accrued interest payable | 1,087,522 | - | 1,087,522 |
| Due to other governments | - | 16,823 | 16,823 |
| Noncurrent liabilities: | | | |
| Due within one year | 2,955,308 | 570,451 | 3,525,759 |
| Due in more than one year | 48,216,211 | 1,255,722 | 49,471,933 |
| TOTAL LIABILITIES | 55,714,810 | 3,615,629 | 59,330,439 |
| DEFERRED INFLOWS OF RESOURCES: | | | |
| Accumulated fair value of hedge transaction | 412,096 | - | 412,096 |
| NET POSITION: | | | |
| Net investment of capital assets | 98,670,865 | 20,017,889 | 118,688,754 |
| Restricted for: | | | |
| Healthcare | 54,655 | - | 54,655 |
| Culture and recreation | 628,338 | - | 628,338 |
| Housing and development | 127,225 | - | 127,225 |
| Completion of projects | 12,240,299 | - | 12,240,299 |
| Public Safety | 894,496 | - | 894,496 |
| Unrestricted | 13,411,720 | 11,355,916 | 24,767,636 |
| TOTAL NET POSITION | \$ 126,027,598 | \$ 31,373,805 | \$ 157,401,403 |

Governmental Revenues

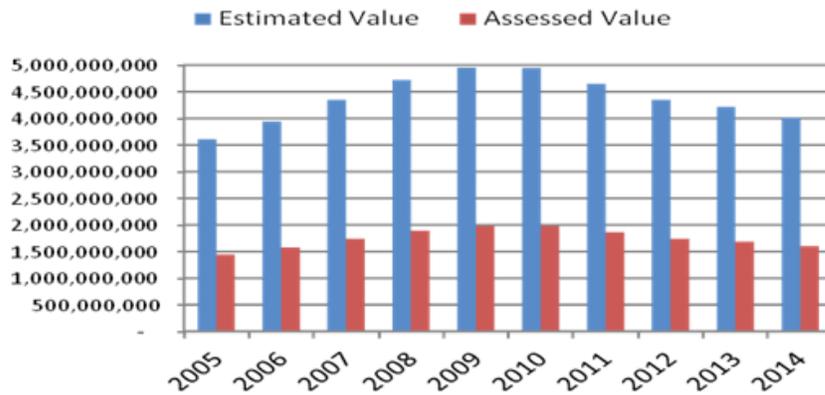
This chart contains the major revenue sources used to support the on-going day-to-day operations of the City government. Revenues used to support the proprietary activities in the Water System are not included in this chart.

The largest single source of revenue was taxes with \$26,851,993 received during fiscal year 2014. This source included all categories of taxes such as real and personal property tax.



Assessed Value & Estimated True Value of All Taxable Property Last Ten Fiscal Years

The estimated value of the property tax base has decreased the last few years after seeing the high point in 2009. The assessed values are 40% of the estimated value and provides the base on which the property tax is applied.

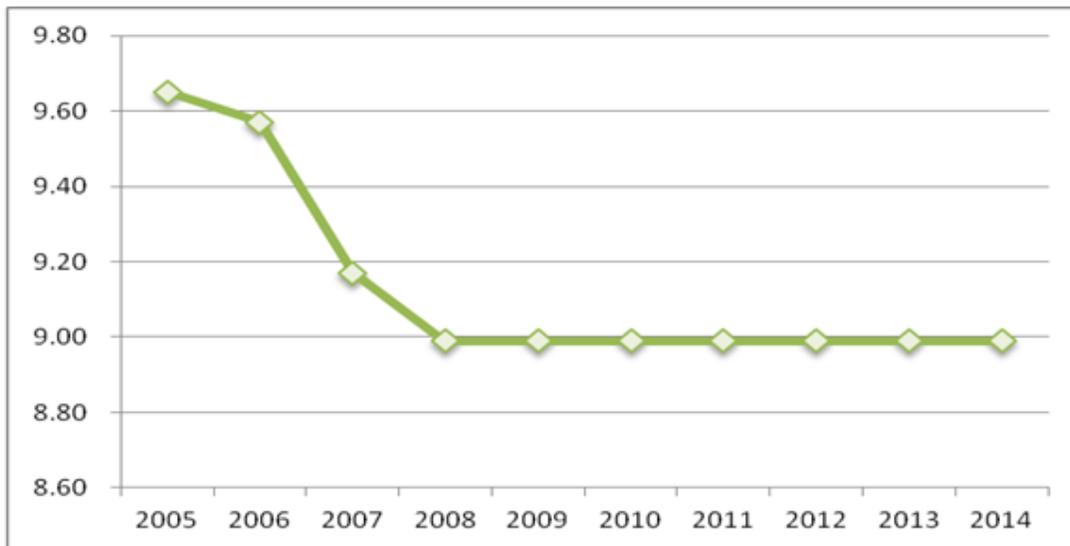


Ten Largest Taxpayers in 2014

| <u>Owner Name</u> | <u>Nature of Business</u> | <u>2013 Assessed Valuation</u> |
|-----------------------------|---------------------------|--------------------------------|
| Lake Park Properties, LLC | Apartment | \$43,564,248 |
| UCB Inc. | Apartment | \$18,007,162 |
| Consultinvest Inc. | Apartment | \$13,354,194 |
| NA Glen Park 77 LP | Apartment | \$12,852,000 |
| GS Vinings LP | Apartment | \$12,307,720 |
| Jasmine Woodlands LLC | Apartment | \$11,891,310 |
| DDRTC Heritage Pavilion LLC | Apartment | \$11,800,436 |
| Valley Summit LLC | Apartment | \$11,400,000 |
| Mission Galleria 34 LLC | Apartment | \$7,556,081 |
| Anna Wright Properties LLC | Apartment | 6,505,150 |

Property Tax

During FY 2014, the Council adopted a tax rate of 8.99. This is the seventh year that the property tax rate has remained flat, even with diminishing property values in previous years.

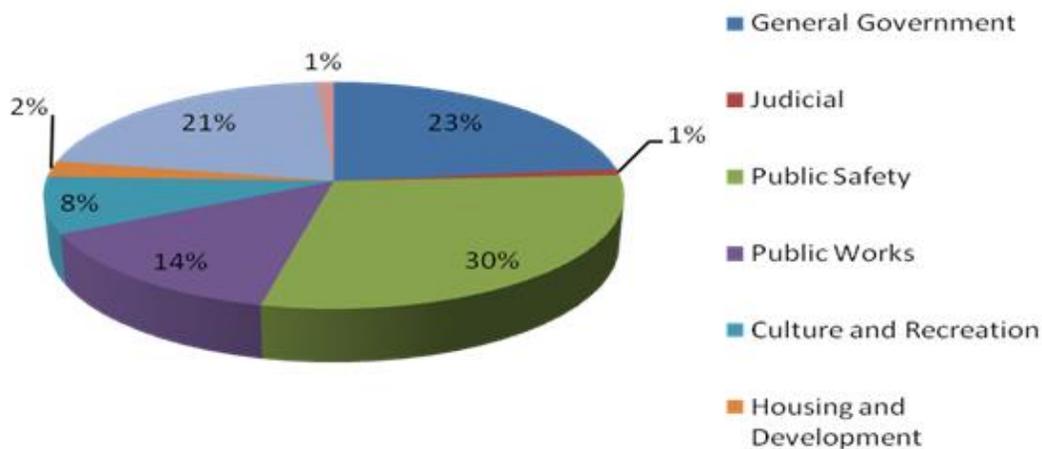


The property tax rate is often referred to as a millage rate. The millage rate for tax purposes is defined as \$1.00 for each thousand dollars of assessed value. The assessed value is calculated as 40 percent of the property’s fair market value. The current Georgia Law requires the fair market value of property be determined on January 1 of each year. Before applying the millage rate, the assessed value is further reduced by any applicable property exemptions.

Example of Tax Bill

| | |
|---------------------|-----------|
| Fair Market Value | \$200,000 |
| Assessment Factor | 40 % |
| Assessed Value | \$ 80,000 |
| Less: Exemptions | - |
| Taxable Value | \$ 85,000 |
| Total Taxes Payable | \$ 764.15 |

Governmental Expenditures



The largest share of City resources are used to provide support to the public safety operations at 30 percent of total expenditures. The general government fund includes all healthcare and retirement costs for all City employees.

Personnel – Positions

The number of personnel positions decreased beginning in FY2009 based on the economic downturn. Smyrna maintained lower staffing levels through 2014. As the economy begins to rebound, staffing needs will once again be evaluated to determine any increases needed to maintain or improve service levels based on growth.



| Division | FY 2014 | FY 2013 | FY 2012 | FY 2011 | FY 2010 |
|-----------------------------|------------|------------|------------|------------|------------|
| General Government | 45 | 45 | 47 | 47 | 48 |
| Public Safety | 220 | 210 | 217 | 218 | 211 |
| Community Services | 43 | 41 | 42 | 42 | 39 |
| Public Works | 87 | 83 | 84 | 84 | 86 |
| Total City Employees | 395 | 379 | 390 | 391 | 384 |

Departments

- [Finance & Accounting](#)
 - [Information System](#)
 - [Utilities](#)
- [Community Development](#)
- [Community Relations](#)
- [Court Services/City Clerk](#)
- [Human Resources & Risk Management](#)
- [Keep Smyrna Beautiful](#)
- [Parks & Recreation](#)
- [Fire Rescue](#)
- [Police Department](#)
- [Public Works](#)
- [Smyrna Public Library](#)

Finance & Accounting

Toni Jo Howard, Director

The four divisions of the Finance Department include financial reporting, revenue collections, purchasing and utility services. The Information Systems Manager reports to the finance

- Financial Reporting and Budgeting
- Long-Term Planning
- Billing/Collection and Funds Disbursement
- Compliance with State Purchasing Laws
- Water Utility Services
- Information Technology

director. The Department is comprised of a director, a controller, a budget officer, an accounting coordinator, an accounts payable/payroll coordinator, a purchasing manager and a purchasing buyer.



Information Technology

Chris Addicks, Manager

The IT department coordinated and effort with a consultant and representatives from other city departments to develop a Technology Strategic Plan for the City in 2014. The result was a working document that contained a mission statement, vision statement, technology goals and a strategic action plan to accomplish those goals over the next few years.

The IT department was able to close the fiber network into a ring architecture. This provides protection against a service outage due to a fiber break, such as the weather related issue with a facility such as the Wolfe Center. The fiber network is used to connect our facilities to the core resources.

The IT department participated in the Google Fiber committee, providing both IT related input and GIS information. The GIS information was essential in helping to show that Smyrna was a good choice for the Google project.

A new web-based interface to the City's GIS database has been implemented by the IT department. The system has two web portals, one for the public and a more detailed portal for internal use that includes City infrastructure data. The public page combines our information with that from other sources which are updated annually.

The City's outdated Internet firewalls were replaced with state-of-the-art redundant units from Palo Alto. These units work as a pair such that when one has a failure, or needs to be updated, the other takes over, providing uninterrupted access for the City.

Two-factor authentication and drive encryption were implemented on all of the Toughbooks used by the police department in service vehicles. These two items were needed in order to meet the new federal CJIS requirements. This project was very

complicated and required a significant effort on the part of the IT department. It involved upgrading the OS on around 40 Toughbooks, setting up servers to support the authentication and encryption systems, and training of police personnel on how to use the systems.

Several self-service systems were implemented by the IT department this year. One system allows users to enroll in a password recovery system, allowing the user to unlock or reset their account without using the help desk. The other system utilizes our help desk system to set up a portal for users to load approved software themselves, rather than having to rely on the help desk. Both systems have helped streamline the IT department's operations.

With one or two exceptions, the IT department successfully upgraded all servers to at least Windows 2008R2. Many City servers had been running Windows 2003, which is no longer updated or supported by Microsoft. This was also required to meet CJIS requirements for servers used by the public safety. The City of Smyrna operates between 60 and 70 servers.

Other IT Department Info

The IT Department consists of the IT Manager, Server Administrator, GIS Coordinator, and Support Specialist. Together, the department maintains and supports:

- The Help Desk
 - 67 Servers
 - The City's phones, both VoIP and Analog
 - 230 Desktop Computers
 - 96 Laptops
 - Email System
 - The Network, consisting of 25 network switches, 13 routers, 39 WiFi access points, 2 firewalls, spread across 14 physical locations
 - Software inventory and licensing control
 - Approximately 100 printers
 - Approximately 350 Users
 - Internet access
 - GIS data (mapping, location information)
 - GIS analysis
 - Utilities
-

Community Development

Ken Suddreth, Director

The Community Development Department is responsible for planning and zoning, building permits, business licenses, signage, code enforcement and economic development. During 2014, the department returned to staffing strength that was in place prior to the recession that began in 2008, due to an increased and increasing work load emerging in 2014. During the year, business licensing, building permits, code enforcement and other transactions such as zoning and variance and other fees began to be processed in the Munis system which provides for expansion of controls and ability to analyze operations.

Of note during the year, 22 film permits were issued representing an increase of approximately 30 percent over those permitted in 2013. Staff attended 14 noteworthy grand openings and/or groundbreakings or ribbon cuttings of higher-profile new businesses in Smyrna such as Buckhead Prep, Zaxby's, Diamond Dallas Page Yoga (groundbreaking), Gardens of Smyrna Personal Care Home, McDonald's @ The Crossing, Braves Stadium groundbreaking, Belmont Hills groundbreaking, Tara Simon Studios, Burger King on Spring Road re-opening, Cumberland Diamond Exchange re-opening, Wade Ford re-opening, Krispy Kreme and more.

Land-specific developments and activities included the Joint Land Use with Cobb County and Marietta started in 2014 to be adopted in 2015 which is specific to lands surrounding and contiguous to Dobbins Air Reserve Base as well as the sale of Smyrna Grove (formerly Hickory Lake Apartments) eliminating 726 apartments and adding 195 homes, bringing to realization the product of efforts that began in 2010 with the purchase of the apartments. Avonlea Apartments (on Roswell Road) demolition and building permits processing began in 2014, moving forward annexation and upgrade of the property to highest and best use through the first – and only action - on the new multi-family



redevelopment incentive to date (note: update prior to close of fiscal year ending June 30, 2015). During 2014, the opportunity to revive movement and plans for the Jonquil redevelopment site at Atlanta Road and Spring/Concord Road intersection evolved with a change in ownership of the property, setting a course for movement in 2015. During the year, all projects that had begun before, but were halted, by the recession that began in August of 2008, were restored and most were completed.



Other activities taking place in 2014 included Concord Road construction and improvements that brought changes that not only benefit vehicular but also pedestrian movement and access and presented opportunity for evaluation and formulation of plans for quality of life enhancement along the Concord Road corridor with plans for development of residual right of way property along Concord Road. The year also saw investment in trees increase

2014

Total Permits Issued 1,190
 Residential 1,040
 Commercial 150
Total Value of permits issued \$97,488,417
Total Inspections made 11,323
Total number of plans reviewed 128
New Home permits 360

Population:

54,490
Source: US Census Bureau 2012 Population Estimates and historical gains

House Values:

Over half (56 percent) of Smyrna’s housing is valued at \$150,000 or higher. The median house value in Smyrna is \$215,519. This represents an approximate increase of 75 percent since 2000. By comparison, the median house value in the metro Atlanta region is \$168,100, up approximately 27 percent since 2000.

Source: American Community Survey 2010-2012 3-Year Estimates

through an approximate 50 percent increase in investment and commitment to trees with per capita spending of \$3.07 over the required minimum of \$2.00 per capita.

The Smyrna Vision process was managed out of the office of Community Development, beginning in 2014 and Community Development staff assisted with the successful process of securing Google Fiber in Smyrna.

Home Sales (Single-Family, New and Used):

30080
Units Sold: 911 (2014) up 79 percent over (2013) 508 Median sale price: \$235, 000 up 9 percent over (2013) \$215,000

30082
Units Sold: 515 (2014) up 23% over (2013) 420

Median Sale Price: \$238K up 14% over (2013) \$209,500

Source: KW Commercial/John Thompson Company

Community Relations

Jennifer L. Bennett, Director

The 15700 account - Hotel/Motel special revenue - funds the Community Relations Department.

In addition to tourism activities, the department articulates complex processes, ideas and governmental actions for productive communication with citizens and produces positive and productive image outcomes for community improvement/growth – accomplished through various and changing ways.

The department manages employer and community image, through brand development, brand management/promotion and adaptation with strategic and targeted messaging, production and approval of communication pieces (visual or otherwise) as needed, various events and activities as well as media relations, social media management and delivery, and proactive crisis avoidance and communication. The department has substantial emphasis on and input in management of public relations matters of the City of Smyrna.

Tools and mechanisms of department service delivery include (but are not limited to) creative solutions, advertising, marketing, strategic events management, social media management and delivery, and website development and management.

Department Head provides public relations counsel to administration, elected officials as well as staff and departments for overall City of Smyrna concerns.

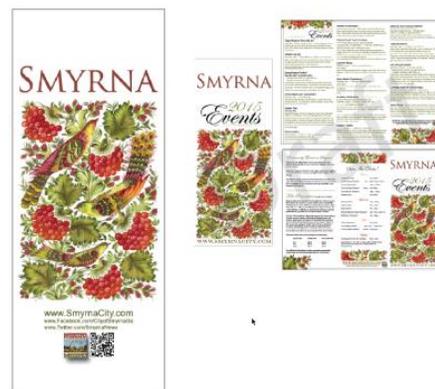
The department director is assigned and/or participates in special high-profile projects such as the Google Fiber project and the 10-year Vision process (2014/2015 projects).

The department oversees production and execution of an aggressive schedule of events ranging in size from a few hundred to 20,000+ attendees which includes a five-month series of weekly food truck gatherings titled “Smyrna Food Truck Tuesday,” a series that drives interest in and enjoyment of the Smyrna

community and provides support to economic development objectives, and promotional and recreational objectives of the City of Smyrna.

The Smyrna Food Truck Tuesday series draws an average of 1,200 or more people to Taylor-Brawner Park each week of May through September. Other events managed and/or delivered by the department include festivals, a road race (raising \$10,000 annually for the Campbell High School Educational Foundation), a summer concert series, the annual City Birthday Celebration with fireworks, as well as other special events of substantial marketing impact.

Other activities of the department include, but are not limited to: emergency management team assignment and weather emergency team duties, tourism representation for the City, film permitting representation, advertising design and placement, and team lead/support on government transparency and communication. The department provides in-house design, writing and editorial for most materials produced by the department.





During 2014, the Community Relations Department managed social media strength overtaking the mark of 12,000 combined direct connects with citizens and followers of three main City of Smyrna feeds - Facebook, Twitter and Nixle (public safety notification) connections. Organic reach in a single post demonstrated social strength reach on Facebook in excess of 36,000 within the last



Education & Economic Engine Advocacy: The Smyrna Education Foundation, a 501(c)(3) benefiting the Cobb County Schools within the City limits of Smyrna was founded through the efforts of the Community Relations Department at the Direction of City Council. Department Director continues to serve on the Board of the Smyrna Education Foundation. Additionally, the Jonquil City Jog and various other events such as Smyrna Food Truck Tuesday, Taste of Smyrna and the Jonquil Festivals benefit education in

year. In addition to regular management of main City of Smyrna social media feeds, the department oversees and/or contributes to 11 additional issues-related pages and feeds on behalf of the City of Smyrna.

The department director serves on the successful Google Fiber team, which secured selection of Smyrna in early 2015 – based on work performed in 2014 - as one of nine metro area cities to receive the ultra-high-speed network. The Community Relations Department director transitioned from media/citizen communication to team lead for the Google Fiber project in addition to media/citizen communication for the project at close of 2014.

Events

Each year, the Community Relations Department produces and/or promotes a series of events drawing an estimated 80,000+ people to Smyrna and City attributes. These events include but are not limited to:

- **Smyrna Food Truck Tuesday** (May – September / 22 evenings) at Taylor-Brawner Park
- Taste of Smyrna - September
- Smyrna Fresh Produce Market (Saturdays from May through September)
- Jonquil City Jog (5K) - April
- Jonquil Festivals – Spring and Fall editions
- Summer Music – includes a minimum of two summer concerts
- Smyrna Annual Birthday Celebration – August - includes concerts and fireworks

Smyrna in addition to providing valuable interaction and promotional power for economic development in the community.

In 2014 and into 2015 the department director served on the Smyrna Vision Process committee and maintained a resource stance for developing initiatives resulting from the process.

The Community Relations Director served on the Cobb Travel & Tourism Board in 2014 as

well as previous terms of office - elected in 2014 for another two-year term, serving as vice-chair. The Community Relations department receives 100 percent of operational funding through hotel/motel tax - tourism. Tourism in Cobb County represents a \$2.5 billion economic impact, the largest economic engine in the

county and Smyrna is positioned as the “gateway” city for Cobb County.

The Community Relations Department operates with one full-time department director and one full-time community relations assistant.

Court Services

Terri Graham, Director

Smyrna Municipal Court operates under the office of the City Clerk and is responsible for traffic court, environmental court, and indigent defense and diversion programs. It processes all traffic citations plus misdemeanor state law violations issued by the Smyrna Police Department, Parks & Recreation, Fire Department and ordinance violations issued by Community Development, preparing dockets/schedules and collecting various fines and fees. Smyrna Environmental Court hears cases involving property maintenance, animal control and other environmental issues. Traffic Court deals with infractions including speeding tickets and moving violations. For calendar year 2014, all court fines and forfeitures totaled \$2,493,441.30 including 2,927 web payments totaling \$382,645.

- 13,603 citations were received and entered
- 10,609 defendants were scheduled and docketed.

Through the Court Warrant Officer there were 128 warrants cleared, 106 arrests, 254 attempts to locate/serve warrants and sixteen payments collected by mail from out of state for a total bond amount of \$92,807 in 2014. Court Services assigned 556 cases to the City of Smyrna

Probation Department while also closing 637 cases with fees of \$93,136. For total fines \$390,492 collected by Probation. The Court Services staff continues to review and enhance policies and procedures for courtroom security. A comprehensive court software management system provides fund calculations, electronic ticket transactions, warrant tracking and management of all monies related to court and miscellaneous payments.

City Clerk’s Office

The City Clerk’s office handles record management, recording City Council meetings and Court proceedings, scanning and indexing all documents for maintaining an electronic filing system for orderly records retrieval. The City Clerk handles contract administration and maintains all records of Mayor and Council’s legislative actions. Open records requests are assigned to the City Clerk. Additionally, the City Clerk’s Office oversees the customized voting and agenda generation and management software and broadcasting for Mayor and Council’s public meetings.

In 2014, the Clerk’s office processed 225 record requests from the public and managed 60 agendas. The City Clerk attests signatures of Mayor and Council, is official keeper of the City Seal, and oversees the adoption and publishing of

the Code of Ordinances. In 2013, the Clerk's Office processed 15 resolutions, 13 ordinances, two of the ordinances were annexations and 18 proclamations were presented approved by the Mayor and Council.

The City Clerk's office processed 225 open records requests in 2014.

City/Court Warrant Officer Activities

- Warrants Cleared - 128
- In-Court Arrests - 45 (Includes "drunk In court")
- Total Arrest - 106
- Attempts to Locate/Serve - 254
- Warrants -180 out-of-state Bonds
- Total Bond Amounts cleared by Warrant Officer- \$92,807
- Warrants Recalled by Marshal per judge - 22
- Citations issued by Marshal - 0

Human Resources & Risk Management ***Kay Bolick, Director***

- The Human Resources Department received 4,287 applications for full-time, part-time and seasonal positions.
- 50 full-time, 13 part-time and seven temporary/seasonal employees were hired during 2014.

The Human Resources Department is responsible for administering the City's Personnel Management System as established by Mayor and Council to provide a fair, equitable and productive work environment for City employees. The staff of the Human Resources and Risk Management Department consists of the Director, Human Resource Manager, Human Resource Technician and Employee Benefits Coordinator. Responsibilities include employee recruitment, benefits administration, classification and

compensation, employee relations, training, professional development and all risk management activities and programs.

It takes nearly 435 full- and part-time employees to serve the citizens and businesses of the City of Smyrna. These employees cover a vast array of responsibilities from Public Safety and Court Services to the Library and Parks and Recreation.

With staff training and leadership development as a priority, the Human Resources department developed and

implemented a comprehensive seven-week New Supervisor training program in 2014. All current first- and second-level supervisors (70) attended the training which covered a variety of topics, including ethical conduct, diversity/harassment, discipline and leave management. The program will be provided annually to newly appointed supervisors.

As a result of the development of this new training program, the City of Smyrna's Human Resources Department was awarded the **Small Agency Achievement Award** in November of 2014 by the Georgia Local Government Personnel Association. The award is given annually in recognition of outstanding contributions in the field of Human Resources management.

Technology continues to play an increasing role in the efficiency in Human Resources and the department continues to implement new methods for streamlining processes, reducing paperwork and enhancing customer service for internal and external customers. Through the Employee Self Service portal within the City's HR/Payroll system, employees can access paycheck stubs and W-2's online, and submit updates or changes to their personal information (address, phone number, tax withholdings changes) electronically at any time by logging in from home or work.

An online employment application program, accessed by using a portal link through the City's website, provides faster application submittal and management review; but most importantly, retention of applications via

electronic storage. Applicants may apply for positions from any location with internet service or via kiosks located in the Human Resources Department.

C.O.S. 411, the employee Intranet, offers easy access to important information such as the employee events calendar, personnel policies, job descriptions, benefit forms, and special notices.

Health and Safety Management

In efforts to assist employees in maximizing health, the Human Resources department offers several initiatives under health and safety management. The City's results-based wellness program offers year-round health screenings, assessments and coaching to employees and spouses in an effort to provide early detection and reduction of health issues. The program places responsibility on employees to maintain and/or improve their health every year.

The City's wellness initiative continues to receive recognition for success in improving employee health. In February 2014, the City of Smyrna, again, received recognition from The Atlanta Business Chronicle as one of **Atlanta's Healthiest Employers**, placing third in the medium size employer category, an award previously received in 2010. Employee health and benefits fairs, fitness events, healthy eating/cooking demonstrations and "lunch and learn" seminars are offered throughout the year to educate and motivate employees toward living healthier lifestyles.

Keep Smyrna Beautiful Ann Kirk, Director

More than 3,100 volunteers donated up to and beyond 14,430 hours to the award-winning Keep Smyrna Beautiful program for 2014. For 18 years, the program has been designated as one of the best in the state by Keep Georgia

Beautiful. Nationwide, Keep America Beautiful recognized Keep Smyrna Beautiful as the First Place program 2014 and the program has placed in the top three nationally for 16 of the past 18 years.

The Keep Smyrna Beautiful program brought in \$485,008 worth of donated time, funds and in-kind goods and services to the City in 2014, which is a return of \$2.41 for every tax dollar spent on the program. This was accomplished through community participation and strong volunteerism.

Community participation continues to be the lifeblood of Keep Smyrna Beautiful. The 16-member volunteer Keep Smyrna Beautiful Inc. Board provides citizen input and direction and raises funds to support local projects. From donating time to help plant trees, beautifying schools and operating litter clean-ups to recycling over 390 tons of materials at the Smyrna Recycling Center, Keep Smyrna Beautiful makes a positive impact on the City and its residents.

With a goal of improving the quality of life for the citizens of Smyrna and an eye toward best practices regarding environmental stewardship, the Keep Smyrna Beautiful department delivers on three main purposes:

- Waste Reduction – “Recycle,” “reuse” and “use less” public messages and school classes, free shredding events, promotion of the biodiesel program, the Smyrna Recycling Center and event recycling.
- Community Improvement – Volunteer opportunities, education, the Community Garden, the Garden Tour, Native Tree Arboretum, the Sensory Garden, the Fresh Produce Market, and work in schools, neighborhoods, and public spaces.
- Litter Prevention – Volunteer cleanups, litter education, litter-free events, and distribution of litterbags and pocket ashtrays.

One of the organization’s main goals is to build partnerships to accomplish its mission of bringing together resources from government, businesses and residents to enhance the environment and quality of life in the community.

In the last year, Keep Smyrna Beautiful partnered with 19 area schools to provide funds, volunteers and educational activities.

Additionally, 13 classroom presentations were made to schools and youth groups about recycle/waste reduction, litter prevention and ways to protect the environment. Another 37 presentations addressed civic and business groups.

Major projects for the year included:

- “Bring One for the Chipper” holiday tree chipping in January (more than 4,875 trees were collected).
- Quarterly Adopt-A-Mile cleanups with 38 groups (576 volunteers) donating 1,317 hours, and collecting 350 bags of litter over 104 miles.
- Annual Awards Banquet for volunteers and contributors in March, attended by 140 people representing organizations that contributed significantly to Keep Smyrna Beautiful in the past year.
- The Great American Cleanup in April, with school and community beautification projects as well as a litter pick-up event and picnic.
- The Teachers’ Supply Storehouse collects and sorts useable materials from local businesses and gives them to teachers at free “Open House” events.
- Annual Work Glove Appreciation Luncheon for City outdoor employees in the fall.
- “The Great Jonquil Gold Rush” in October, which made 17,500 jonquil bulbs available to the community at low cost and donated bulbs to local schools.
- Sixth Annual Keep Smyrna Beautiful Garden Tour highlighting five local gardens and educating attendees in best practices for a beautiful Smyrna.
- half-acre Community Garden with 95 plots available for lease in North Cooper Lake Park.
- Coordinating and promoting the Adopt-a-Stream program for the City of Smyrna.
- Annual IBM Day of Service with projects in most schools and throughout the community.

A popular Keep Smyrna Beautiful program is the Smyrna Fresh Produce Market which is held each Saturday from early May into September.

The Market is open from 8:00 a.m. until noon in the parking lot between Smyrna First Baptist and the Market Village (1275 Church Street SE, Smyrna, GA 30080-3595). To participate as a

vendor, contact Keep Smyrna Beautiful at 770-431-2863.

Parks & Recreation
Steve Ciaccio, Director

Divisions of the Parks and Recreation Department include Administration, Programs, Athletics/Aquatics, and Brawner Hall. The department employs 16 full-time, 23 part-time employees, and 18 seasonal lifeguards. Twenty-four assorted contractors complement staff and provide class instruction or support for adult sports and youth activities.

Administration personnel are responsible for planning, policy, budget control, grant writing, facilities rental and scheduling. The Administration Division is headquartered in the Smyrna Community Center; a 55,000 square-foot multi-purpose facility in the City's downtown. From this location on the Village Green, staff reserve and support setup for weddings, business meetings and seminars, parties, studios space for classes, and gyms for camps and graduations. The Community Center is available for rental and fitness 99 hours each week. The Center was host to 1,130 rentals in 2014. Rental requests for park pavilions, fields, and pools are also coordinated by the Administration division with these outdoor amenities rented 368 times last year.

Using the federally funded Community Development Block Grant in 2014, the Parks Administration division planned the new universally accessible playground at Cobb Park. Replacement of the roof at Wolfe Pool and development of a playground at the new Highland Drive Park were made using parks Improvement Special Purpose Local Option Sales Tax (SPLOST) funding in 2014.

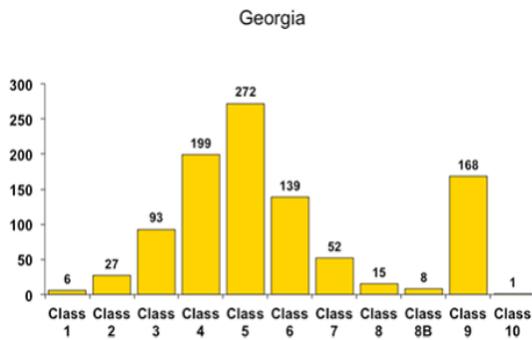
Programs Division staff are housed at the Aline Wolfe Adult Recreation. Designed for fitness and social interaction for those 55 years

of age and older, this facility is located at Church Street Park. The Wolfe Center is open 56 hours each week and features a therapy pool, fitness center, dance room, and large meeting room. There were nearly 38,000 visits to the center by 930 members in 2014. The Wolfe Center also offered 2,629 programs and classes in 2014. Youth classes, instructional programs, and camps at other recreation centers are also managed and scheduled by Programs staff. There were 2,816 classes this year. There were 700 registrations for summer camps. Holiday special events, the Movies by Moonlight series, and summer concert series table rental are functions of this division. Staff received recognition for the Georgia Recreation and Parks Single Event Publication Award in 2014.

The Athletic/Aquatics Division directly manages six adult sports programs taking place throughout the year and is the City's liaison to nine volunteer-managed youth sport programs. Youth sports participation in Smyrna in 2014 expanded to 4,323 participants. During the year, 4,030 adults played on City scheduled softball fields, basketball and sand volleyball courts, participating in kickball, dodge ball, and racquetball. The division is responsible for scheduling both gyms in the Community Center for league and private rental. Sixteen organizations used the gyms for camps, seasonal league and tournament play in 2014.

Athletics/Aquatics division responsibilities also include direction of activities at the seasonally operated Tolleson Pool where lifeguards supervise day and evening general admission sessions and operate the pool for swim and dive

team practices and meets. In 2014, there were 6,692 visitors during the summer season. Red Cross Infant/Preschool Aquatic Programs (IPAP) swim instruction is also provided by instructional staff at Tolleson Pool. Last summer, 135 infant and preschoolers splashed through the IPAP lessons, and 253 kids were trained to swim. Selection and maintenance of



the Community Center Fitness Area and its equipment is also a function of the division. Several pieces of fitness equipment were added in 2014.



Brawner Hall Division staff manages room rentals for Brawner Hall, the Taylor-Brawner House, and Aunt Fanny's Cabin. Brawner Hall (a former psychiatric hospital built in 1910) and the Taylor-Brawner House (a Victorian home built in 1890) are both on the National Register of Historic Places and located within the 11-acre Taylor-Brawner Park. Brawner Hall hosted 781 events during 2014 and the Taylor-Brawner House hosted 77 events. Together, this is an increase of 150 percent for the year. Aunt Fannie's Cabin was rented 70 times during 2014, a 75 percent increase.

Taylor-Brawner Park is one of the more visited recreation sites in Smyrna and considered by many as the City's flagship park property. The park has walking trails, open lawns, pavilions, an amphitheater and a playground with access from surrounding areas via a multi-use trail. The popular and successful Smyrna Food Truck Tuesday series is hosted here. The pavilions and amphitheater at this park were rented by division staff for 170 events. During 2014, staff co-sponsored the first annual Taylor-Brawner Park with Art, a 10-day fine art show and sale at the Taylor-Brawner House.

Fire Rescue **Roy Acree, Fire Chief**

The City of Smyrna Fire Department is an Insurance Services Office (ISO) rated Class 2 "all hazards" response agency that responds to all types of emergency medical calls and fire incidents. ISO is an insurance industry risk advisory body which helps insurance carriers set appropriate premiums.

The Class 2 rating is the second highest available ISO rating and may reflect favorable premiums for Citizens and Businesses of the City. The City of Smyrna Fire Department is one of only 27 Class 2 agencies within the State of Georgia.

Smyrna Fire Department operates using a divisional management structure consisting of an Administrative/Operations Division, Bureau of Fire Prevention Division, Training Division, and an Emergency Management Division.

In 2014 Smyrna Fire Department (SFD) experienced call volume at or above historical highs, responding to a total of 5,418 incidents.

Operations

The most visible part of the Fire Department operation is Line Operations personnel who report to the Operations Division. These are the Firefighters staffing the fire apparatus and rescue units who respond to requests for service around the clock. Line Operations personnel are divided into three shifts to ensure continual service to the community. Firefighters work a 24-hour shift starting at 7:00 a.m. with crews checking equipment and vehicles to ensure readiness.

In addition to responding to emergency calls, Firefighter daily duties may include:

- Public education activities
- Training in fire and medical skills
- Apparatus and equipment maintenance
- Physical fitness training
- And a variety of other activities

2014 Operational Highlights

- 69 Personnel across three shifts
- 5,418 calls for service
- 2,967 calls for EMS
- 151 fire calls
- 2,300 all other
- Average response time of 3.31 minutes

Bureau of Fire Prevention

The Bureau of Fire Prevention (BOFP) focuses on life safety a primary objective of reducing preventable deaths and injuries and property loss through extensive public education programs, fire inspections of commercial

properties, and enforcement of adopted fire codes.

2014 BOFP Inspection Activity

- 277 Plan Reviews
- 334 New Construction Inspections
- 12 Special Permits
- 210 Existing Business Inspections
- 165 Business Re-inspections

The Bureau is charged with:

- Administration of the International Fire Code
- Installation of life safety systems in buildings
- Carrying out fire and life safety education initiatives
- Identifying the causes of fires, whether accidental or intentional.

Training Division

The Training Division provides a comprehensive training and development program that enhances the abilities of firefighters in order to improve department operations and service delivery. The Training Division supports this commitment by administering continuing education and training that contributes to organizational as well as individual development striving for continuous improvements in individual and team skills, knowledge, and ability - preparing fire fighters for a wide variety of missions.

Training Division Highlights

- 12,991 hours of Company Training
- 7,427 hours of Professional Development Training
- SFD hired and trained 10 Firefighter Trainees in 2014

Training objectives include:

- Supporting employee training and professional development at all levels of the organization and in all subject areas to enhance knowledge, skills, and abilities.
- Maintaining training records consistent with industry standards.

- Administering the new employee orientation program.
- Supporting Fire and EMS certification/recertification process as required.

Emergency Management

The mission of the Emergency Management Division is to develop plans and procedures that provide an efficient and effective response to the threats facing the City of Smyrna. By developing and exercising all-hazards plans, Fire Department strives to minimize the impact of an emergency or disaster on citizens, visitors, on property, on the environment, and on the City's economy. The Emergency Management Division has various memoranda of understanding and agreements in place to strengthen response capabilities while continuing to develop additional agreements

that enhance working relationships with local, Federal, and State partners in responding to disasters.

2014 Emergency Management Highlights

- Awarded the "John D. Solomon" Whole Community Preparedness" distinction.
- Partnered with the American Red Cross, Habitat for Humanity, Home Depot, The Weather Channel, the National Weather Service, the Federal Emergency Management Agency (FEMA) and the Georgia Emergency Management Agency (GEMA).
- Joint EMA community-wide tornado drill with Emory Adventist Hospital in conjunction with America's PrepareAthon.

Police Department

David Lee, Police Chief

In 2014, the City of Smyrna experienced a 10.29 percent decrease in Part 1 crimes. (Part 1 crimes are crimes that are most likely to be reported to the police and occur with sufficient frequency to provide an adequate basis for comparison. They generally include homicide, rape, robbery, aggravated assault, burglary, larceny which includes theft from auto and all thefts except burglary and auto theft, auto theft and arson.)

The Smyrna Police Department arrested 3,943 suspects in 2014. This represents an increase of seven percent over 2013. A total of 23,909 citations were issued which was also up by 18 percent from the previous year. The increase in productivity percentages and decrease in serious crime is attributed to a shift in departmental policing philosophy; a focus on community policing. Partnering with the community ensures a more effective and efficient department. In support of this

philosophy and effort, several new programs are now offered to citizens including the Citizens Police Academy, a gun safety program, the "Coffee with a Cop" community interaction series, the "Safe Sale" program, the Explorers Program, and town hall meetings that address neighborhood concerns.

With 98 sworn officers, 20 full and part-time jail employees, 20 full and part-time communications officers and 10 administrative staff members, the department serves the community through the operation of seven divisions.

Uniform Division

As the largest division, the Uniform Division responds to all calls for service. This division also handles traffic enforcement and street crimes and is supervised by four lieutenants and four sergeants on four separate shifts. The overall commander holds the rank of captain.

Special Operations Division

This division includes the traffic unit, the Selective Traffic Enforcement Program (STEP) and the Street Crimes Unit (SCU), the DUI Unit, the Park Rangers group, the Crime Prevention Office, and the K9 Team.

- **STEP** investigates serious traffic accidents, works special events and addresses traffic problems. STEP officers completed 3,387 citations and made 553 arrests.
- **Street Crimes Unit** targets immediate needs to complaints on street-level narcotics, surveillance, and other needs. This unit is primarily a uniform unit but is able to conduct minor undercover operations as well.
- **Park Ranger Unit** manages the Park Ranger Unit that is responsible for conducting proactive patrols focused on preventing crime and protecting lives and property primarily in city parks and facilities.
- **K9 Team** provides specialized canine tasks such as tracking, searches and apprehensions, and assisting other agencies when necessary. K9 also aids public relations by attending special details as assigned, such as school functions and public events.
- **DUI** serves to enforce state traffic law with special attention given to less safe and dangerous drivers under the influence of alcohol and/or drugs. The DUI unit made 289 arrests in 2014.
- **Crime Prevention Office** works with crime prevention programs, services, initiatives and special projects, managing and coordinating existing crime prevention programs; research & development of new and innovative crime prevention programs; assistance in training police officers in crime prevention.
- Special Operations also incorporates numerous part-time functions as well;

the Honor Guard Unit, the Bicycle Patrol Unit, the SWAT team, and the Riot Control team. Special Operations is commanded by the Special Operations Commander who holds the rank of captain.

Jail Division

The City of Smyrna Jail, a full-service technologically progressive facility, processed 6,171 inmates in 2014. Of that, 2,415 inmates were housed for other jurisdictions, a cooperative service that realized revenue of \$440,885.61 in 2014. This division is responsible for processing and housing prisoners as well as feeding them and seeing to any medical or other needs. The jail prepared 48,774 meals with one full-time and one part-time cook. This division is commanded by the Jail Commander who holds the rank of captain.

- **Probation** - Within the scope and command of the Jail Division, the Probation Unit works in concert with the city court function. The Probation Unit, with two probation officers, monitors the conduct of those assigned to probation by the court, and reports probationer progress to the judge.
- **Warrant/Court Officer** - The warrant/court officer provides clerical support to the courts by preparing a wide variety of materials and documents, such as Contempt of Court Warrants, arrest information sheets, incident reports, accountability log sheets, and warrant removal forms; obtains necessary signatures; processes and submits documents to appropriate parties. This officer also serves as the court bailiff; providing security for assigned courts; ensures the activities are conducted in an orderly fashion; and that persons in the courtroom behave appropriately. The Probation and Warrant/Court Officer

units are commanded by the Jail Commander.

Investigative Division (CID)

This division is responsible for investigating all reported crimes that are not cleared by arrest or other clearance code by the Uniform Division. There are 10 full-time investigators that investigate any crime from simple assault to homicide. The division includes two crime scene/evidence technicians and two crime analysts who assist with investigations and other problem solving issues. There are also two agents under this division who are assigned to the Marietta, Cobb, Smyrna Organized Crime Unit (MCS). MCS is comprised of two sections, Narcotics and Intelligence. This division is commanded by the Investigative Commander who holds the rank of Captain.

Administration Division

This division handles the departmental records, issues special use permits for alcohol servers and taxi drivers, and manages the department budget. This division is responsible for all purchasing, from office supplies to police vehicles. This division also manages the E-911 budget, Georgia Crime Information Center (GCIC), and all information systems interests within the department.

E-911 Division

The E-911 division manages the emergency 911 system for the city. In 2014, the Communications Center dispatched 55,643 calls for police (56,378 in 2013), and 5,796 calls for Fire services (5,491 in 2013). Communications Officers are also certified in emergency medical dispatch; at times instructing callers on giving CPR or other life saving techniques. The Emergency 9-1-1 Communications Center received 115,029 contacts for service during the 2014 calendar year - an average of 9,586 contacts per month / 315 contacts in 24 hours / 13 per hour. Each communications officer

answered 7,669 calls. This is a 5.68 percent increase since 2012. Of all 911 calls received, 99.1 percent were answered in two rings or less. The ringing pattern is known as ring cadence. In North America, the standard ring cadence is "2-4" which means two seconds of ringing followed by four seconds of silence. Of 67,612 incidents entered into the Computer Aided Dispatch (CAD) system, 55,643 were police related and 5,796 were fire related. This included 15,453 traffic stops. This division is commanded by the E-911 Director who holds the rank of lieutenant, reporting to the Administration Division Commander.

Division of the Office of Professional Standards (OPS), Training, PIO

This office is responsible for coordinating the hiring process for the entire department which includes background investigations, interview panels, and all other components of the hiring process. This office also conducts internal investigations as directed by the Chief of Police. Internal Affairs, reporting directly to the Chief of Police, assures the ethical conduct of department employees. The OPS Lieutenant commands internal affairs, training, and the public information office.

- **Training** - Under OPS, the training office functions to maintain the training records for the Smyrna Police Department, implements/coordinates training programs, and schedules training for the Department.
- **Public Information Office (PIO)** - The Public Information Officer functions as the liaison between the department and media outlets. This office releases information affecting the department, its policies and functional operations, as well as all off-scene information pertaining to incidents and acts of nature, and arranging media/officer interviews regarding such incidents, after the fact.

Public Works

Scott Stokes, Director

Public Works is responsible for the following functions: streets, residential sanitation and recycling, water and sewer, fleet management, traffic engineering and building, grounds and parks maintenance.

Water and Sewer

Daily maintenance is the primary goal of the Water and Sewer Division of Public Works, including water and sewer preventative maintenance. The division staff responds around the clock, seven days a week to all water and sanitary sewer requests. All leaks are repaired usually with hours, when possible. Preventative maintenance includes video and cleaning of sanitary sewer mains and visual inspection of sanitary outfall. Electronic leak detection of the water system is performed quarterly. Approximately 11 miles of water main received leak detection service last year. Repairs and maintenance of the water/sewer system, including rehab for 2014, included six water mains and three sewer mains. Activities included servicing/installation of 3597.5 linear feet, repairs and maintenance 105 linear feet of sanitary sewer mains and the continued Belmont Hills sanitary sewer rehab project.

Streets

Road right-of-way work is the general function for this division. The majority of work performed is funded through the SPLOST (Special Local Option Sales Tax). Twenty-nine streets have been planned for resurfacing equating to just over 23 lane miles. Curb projects for the year included Atlanta Road Median and Concord Road. Curb/Gutter and Sidewalk repairs and maintenance totals for this reporting period are 3,882 linear feet of curb/gutter and 31,437 square feet of sidewalk.

SPLOST Projects under construction in 2014 and or under contract included the Atlanta Road Median from Ridge Road to Concord Road/Spring Road, and Concord Road Median. The Street Division, in tandem with the Water

and Sewer Division, maintains the City's storm water program and infrastructure. The City's Storm Water System is categorized as a utility and is maintained in the same manner as the water and sanitary sewer system. There were seven storm sewer projects during the year amounting to 1,738 linear feet of line replacement or internal rehabilitation using the cured in place pipe process (CIPP Process). Among other duties, the Street Division ensures the repair of city streets, ice and snow removal, storm debris removal and right-of-way mowing.

Building, Grounds and Parks

Buildings and grounds maintenance is combined with parks maintenance in a consolidated effort to reduce redundancy and increase efficiency. Building Maintenance is under the supervision of the Building and Grounds Supervisor and parks maintenance staff operate under the supervision of the Streets Supervisor. Employees are pooled from one division to others based upon daily or weekly needs in order to accomplish tasks and reduce the need for additional staff. Work for the division during the year included painting of several city buildings and extensive repairs and maintenance to the Market Village and Village Green areas, existing trail improvements, parks fencing and netting repairs and parks building improvements.

Sanitation

Solid waste removal continues to be effective with this division providing the most comprehensive service in the metro area, including yard waste removal and trash collection in 2014. The average sanitation route collects at 950 addresses per day for three sizes of roll-out carts for customer convenience. During the 2014 reporting period, the sanitation division collected up to 10,180 tons of municipal solid waste and 2,589 tons of yard waste.

Recycling

The Recycling Division, consolidated routing by reducing vehicle operations by one and staff by two during the year as cost saving measures. The city recycling program now averages approximately 7,096 participants with an average of 40 tons of recyclable materials collected and transported each week which saves approximately \$55,151 in annual tipping fees. All recyclable materials are transferred to a recyclable materials collection center for processing. The curbside recycling program continues to allow the collection of used motor oil. Used cooking oil is collected at curbside and numerous other locations throughout the City and is used in the production of bio-diesel to fuel select City fleet vehicles.

Fleet Management

The City’s fleet is maintained and managed by the Fleet Management Division. Preventative maintenance is performed and scheduled by this division to ensure the longest possible life of equipment and vehicles and to reduce maintenance costs over the life of the equipment. Both major and minor repairs are performed in-house keeping costs low. The

City’s fuel management system is also a responsibility of this division with allocation and tracking of fuel usage performed by vehicle and per department. This division also manages the production of bio-diesel fuel. Small equipment such as pumps, mowers, chainsaws, are maintained and managed by this division ensuring readiness for use and availability.

Traffic Engineering

Traffic Engineering provides and ensures the maintenance of 702 individual traffic control devices throughout the city. This division is available around the clock, seven days a week to ensure the safe movement of traffic through the city. Street signage is currently being mapped and inventoried in order to develop a replacement program to meet future Manual on Uniform Traffic Control Devices (MUTCD) guidelines. Through SPLOST funding, a Traffic Control Center (TCC) has been under design and is anticipated to be operational soon. Signal upgrades along the Concord Road and Spring Road corridor will be completed by year end 2015.

Smyrna Public Library
Mary Moore, Director

Smyrna Public Library posted double-digit increases in many areas of activity, and beat the previous highest year of circulation (2009) by 11 percent. Library

personnel worked with the Friends of Smyrna Library and numerous community groups, City departments and volunteers to present high-quality events, improve services, and expand collections.

CIRCULATION OF MATERIALS

| | 2013 | 2014 | (+/-) % change |
|-------------------|---------|---------|----------------|
| Total Circulation | 225,464 | 257,144 | 14% |

Highlights: A high-demand category of materials was the Youth Services print collection. This area also saw a 14 percent increase in usage. The demand for children’s materials supports the findings

of the Smyrna Visioning Process Community Assessment that Smyrna is replete with young families. This year the depth, responsiveness and currency of the youth collection were all improved.

Staff worked with customers and schools to determine titles needed to support local curricula. Several community organizations stepped up to provide funds and book donations to supplement the

Library's book budget. Other additions to Smyrna Library's collections were the Freegal streaming music service offered in autumn, and a circulating puzzle collection added in December.

LIBRARY PROGRAMS

| | 2013 | 2014 | (+/-) % change |
|-------------------|--------|-------|----------------|
| # Adult Programs | 95 | 143 | 50% |
| Adult Attendance | 2,022 | 3,766 | 86% |
| # Children's & YA | 378 | 425 | 12% |
| C & YA Attendance | 10,779 | 16041 | 49% |

Highlights: One strategy employed to increase the number of events and activities was to offer more "passive" programs. These are activities which do not require the participant to be at the Library during a specific day or time. For example, Library staff presented numerous polls, trivia contests, and artistic programs which allowed customers to engage with the Library on their own schedule. A popular example was the "Write a Letter to Santa" station. Two very successful projects which provided traditional programming was the annual Summer Reading Program and the

Library's first annual "Smyrna Reads" program. During the summer, the Library partnered with the Cobb County Public Library, Cobb County Schools and Marietta City Schools to present a cohesive reading program for families. The partnership helped Smyrna Library achieve its highest activity levels in its history. "Smyrna Reads" was also a popular and fruitful project, engaging nearly 600 readers. The community read *Until Tuesday: A Wounded Warrior and the Golden Retriever who Saved Him* by Luis Carlos Montalván, as well as his children's book, *Tuesday Tucks Me In*.

REFERENCE QUESTIONS

| | 2013 | 2014 | (+/-) % change |
|-----------------|--------|--------|----------------|
| Total Questions | 22,135 | 34,017 | 54% |

SERVICES

Highlights: Smyrna Library made two service improvements in 2014 to help the reader find and obtain materials more easily. In August, the Library integrated NovelList content directly into the public catalog. This service places targeted reading recommendations into individual catalog records. By using this feature, readers may easily find a new title or new

author based on previous favorites. Catalog page views have increased 148 percent since this integration. The Library also initiated an "on shelf" holds service. Customers may place a book on hold even if it is currently on the shelf. Several times during the day, staff pull these requests for customers and place them at the Front Desk for easy pick-up.

COMPUTER USE

| | 2013 | 2014 | (+/-) % change |
|----------------|--------|--------|----------------|
| Total Sessions | 26,703 | 29,848 | 12% |

Highlights: Smyrna Library’s public computers continue to be an extremely popular resource. Half of the Library’s computer users are non-residents. Because the Cobb County branch library on Oakdale has limited hours and fewer computers, Smyrna Library’s lab is in high demand. Smyrna Library also enhanced computer services for children by enabling free use of “ABCmouse” educational games on the four children’s computers.

DONATIONS & GRANTS

Highlights: Smyrna Library was the recipient of several local grants in 2014. The Smyrna Rotary, Smyrna Optimist and

Smyrna Kiwanis gave the Library money or actual books to improve the children’s print collection. In November, the Charyn Darby Foundation also gave the Library \$2,600 to buy classic and award-winning children’s books. The Friends of Smyrna Library provided \$4,000 for the Summer Reading program to underwrite program supplies, books, reading incentives and performers. Also in 2014, Smyrna Library was selected as one of 25 locations to host “Dust, Drought and Dreams Gone Dry,” a traveling exhibit about the 1930s Dust Bowl. A cash grant of \$1,200 came with the exhibit, which was scheduled for hosting at the Library in spring, 2015.

End