

# Operating and Capital Budget for Fiscal Year 2023



July 1, 2022 through  
June 30, 2023



*City of Alpharetta, GA*

Prepared by:  
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# **Annual Operating & Capital Budget**

for Fiscal Year 2023

(July 1, 2022 through June 30, 2023)

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# MAYOR AND CITY COUNCIL

## Mayor and City Council

DONALD MITCHELL  
CITY COUNCIL (POST 1)



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BRIAN WILL  
CITY COUNCIL (POST 2)



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DOUGLAS DERITO  
CITY COUNCIL (POST 3)



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JIM GILVIN  
MAYOR



JGilvin@alpharetta.ga.us

### Mission Statement

*TO MAKE A POSITIVE DIFFERENCE in the community by efficiently managing public resources and providing effective services and leadership that exceed the expectations of our citizens.*

JOHN HIPES  
CITY COUNCIL (POST 4)



JHipes@alpharetta.ga.us

JASON BINDER  
CITY COUNCIL (POST 5)



JBinder@alpharetta.ga.us

DAN MERKEL  
CITY COUNCIL (POST 6)



DMerkel@alpharetta.ga.us

# VISION

## Vision

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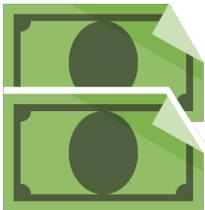
Our Community Vision is to advance Alharetta as a signature City by:



*Offering the highest quality of environment for our residents and businesses.*



*Fostering strong sense of community including safety and security.*



*Providing a business climate that attracts the top echelon companies.*

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

# EXECUTIVE MANAGEMENT TEAM

## Executive Management Team



BOB REGUS  
CITY ADMINISTRATOR



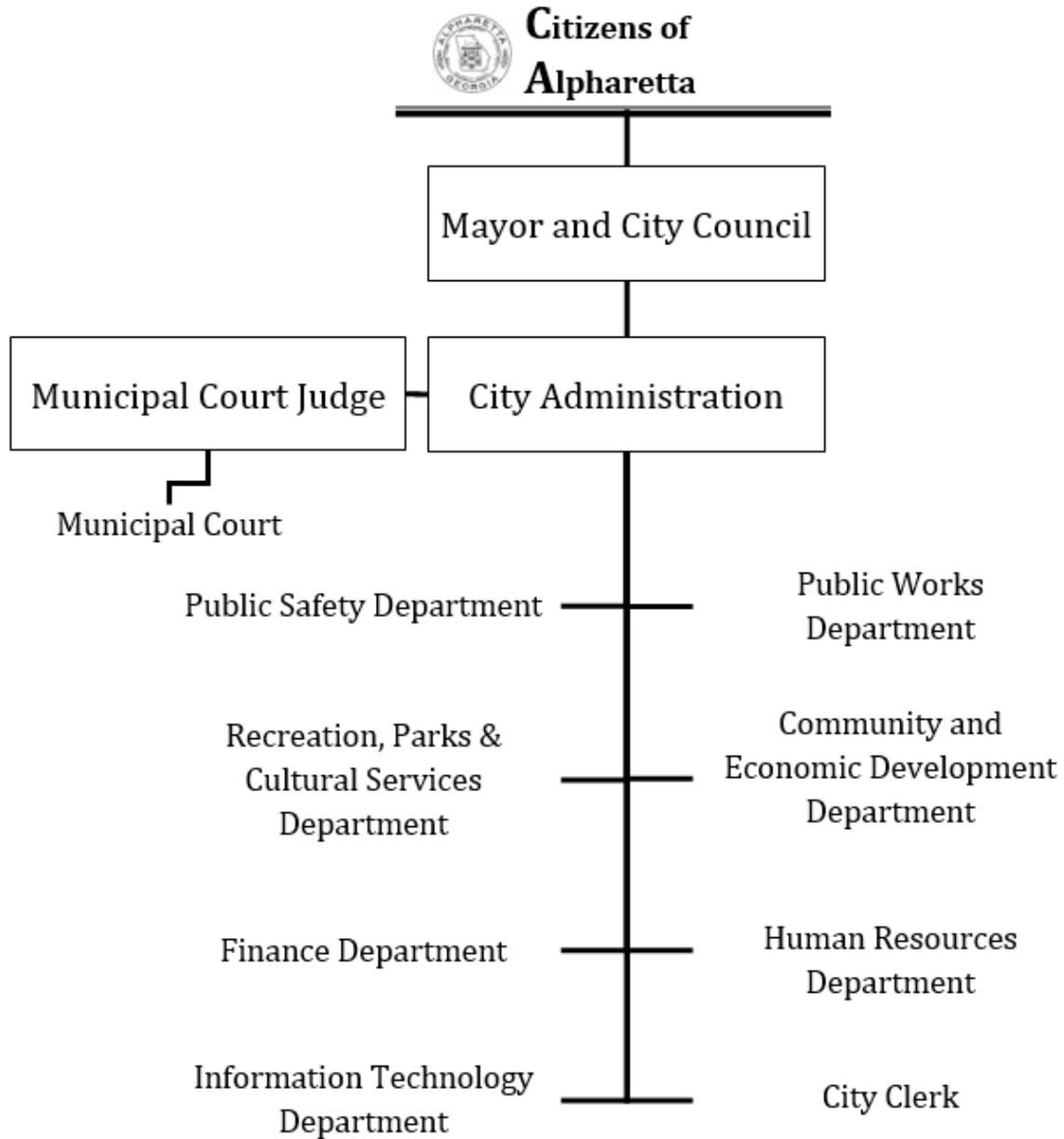
[BRegus@alpharetta.ga.us](mailto:BRegus@alpharetta.ga.us)

### EXECUTIVE STAFF

James Drinkard	<a href="mailto:JDrinkard@alpharetta.ga.us">JDrinkard@alpharetta.ga.us</a>	Assistant City Administrator
Brooke Lappin	<a href="mailto:BLappin@alpharetta.ga.us">BLappin@alpharetta.ga.us</a>	Director of Municipal Court Services
John Robison	<a href="mailto:JRobison@alpharetta.ga.us">JRobison@alpharetta.ga.us</a>	Director of Public Safety
Pete Sewczwicz	<a href="mailto:PSewczwicz@alpharetta.ga.us">PSewczwicz@alpharetta.ga.us</a>	Director of Public Works
Morgan Rodgers	<a href="mailto:MRodgers@alpharetta.ga.us">MRodgers@alpharetta.ga.us</a>	Director of Recreation, Parks & Cultural Services
Kathi Cook	<a href="mailto:KCook@alpharetta.ga.us">KCook@alpharetta.ga.us</a>	Director of Community and Economic Development
Thomas G. Harris	<a href="mailto:THarris@alpharetta.ga.us">THarris@alpharetta.ga.us</a>	Director of Finance
Cris Randall	<a href="mailto:CRandall@alpharetta.ga.us">CRandall@alpharetta.ga.us</a>	Director of Human Resources
Randy Bundy	<a href="mailto:RBundy@alpharetta.ga.us">RBundy@alpharetta.ga.us</a>	Director of Information Technology
Lauren Shapiro	<a href="mailto:LShapiro@alpharetta.ga.us">LShapiro@alpharetta.ga.us</a>	City Clerk

# ORGANIZATIONAL STRUCTURE

## Organizational Structure



## Reader's Guide

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The City of Alpharetta Budget is intended to provide information at both the detailed and summary level – information that can be used by both citizens (as an informational tool) and city employees (as an operational tool) alike. Following is a brief description of the information included in each section of this document.

### Introduction and Overview

#### **Transmittal Letter**

Comprehensive introduction to the city's fiscal year 2023 budget.

#### **About Alpharetta**

Brief history of our city and detail of our governmental structure, Mission, and Vision (i.e., Strategic Priorities).

### Financial Structure, Policy, and Process

#### **Financial Accounting Structure**

Information on our financial accounting structure including classification (e.g., Governmental vs. Proprietary), descriptions, and a graph of all city funds.

#### **Financial Reporting**

Comprehensive listing of our financial reporting products aimed at ensuring the information needs of the government, authorities, regulatory agencies, and citizens/stakeholders are met.

#### **Budget Process**

Information on our budget basis and structure, budget process, and performance measurement program.

### Financial Summaries

#### **Citywide Budget Summaries**

Information on the overall (i.e., all appropriated funds) fiscal year 2023 budget. Included are schedules that provide readers with revenue and expenditure summaries from several different perspectives including fund, revenue source, expenditure category, and expenditures by department. A detailed multi-year personnel listing by department is also provided.

#### **General Fund Summary**

Information on the fiscal year 2023 budget for the General Fund. Included are schedules that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summary; statement of budgetary comparisons (i.e., FY 2022 and FY 2023); statement of revenues, expenditures, and

## READER'S GUIDE

changes in fund balance (FY 2019 through the FY 2025 forecast period); and a detailed narrative of revenue and expenditure trends including historical information.

### **General Fund Department Summaries**

Detailed non-financial and financial information about each department's activities (General Fund only) including departmental mission statement; goals and objectives and how they link with the city's vision/strategic priorities; revenue and expenditure summary and fiscal year 2023 budget narrative; changes in personnel; and performance measurement.

### **Special Revenue/Enterprise/Internal Service Fund Summaries**

Information on the fiscal year 2023 budget for the Special Revenue/Enterprise/Internal Service Funds. Included are schedules set forth by Fund that provide readers with revenue and expenditure summaries/narratives from several different perspectives including fund summaries; statements of budgetary comparisons (i.e., FY 2022 and FY 2023); and statements of revenues, expenditures, and changes in fund balance (FY 2019 through the FY 2025 forecast period).

## Capital and Debt

### **Capital Project Fund Summaries**

Information on our capital budgeting process and capital funding methodology as well as a detailed capital improvement listing.

### **Debt Service Fund Summary**

Listing and description of the city's outstanding debt obligations (including debt schedules) and the debt service requirements.

## Appendix

### **Financial Management Policies**

Excerpts of our financial management policies including budgeting, capital improvement plan, revenue, capital asset, inventory, accounting, auditing, financial reporting, debt management, grant management, etc.

### **Community Profile**

Demographic, economic, and statistical data of our city.

### **Glossary**

Definition of the many terms used in city government/budget process.

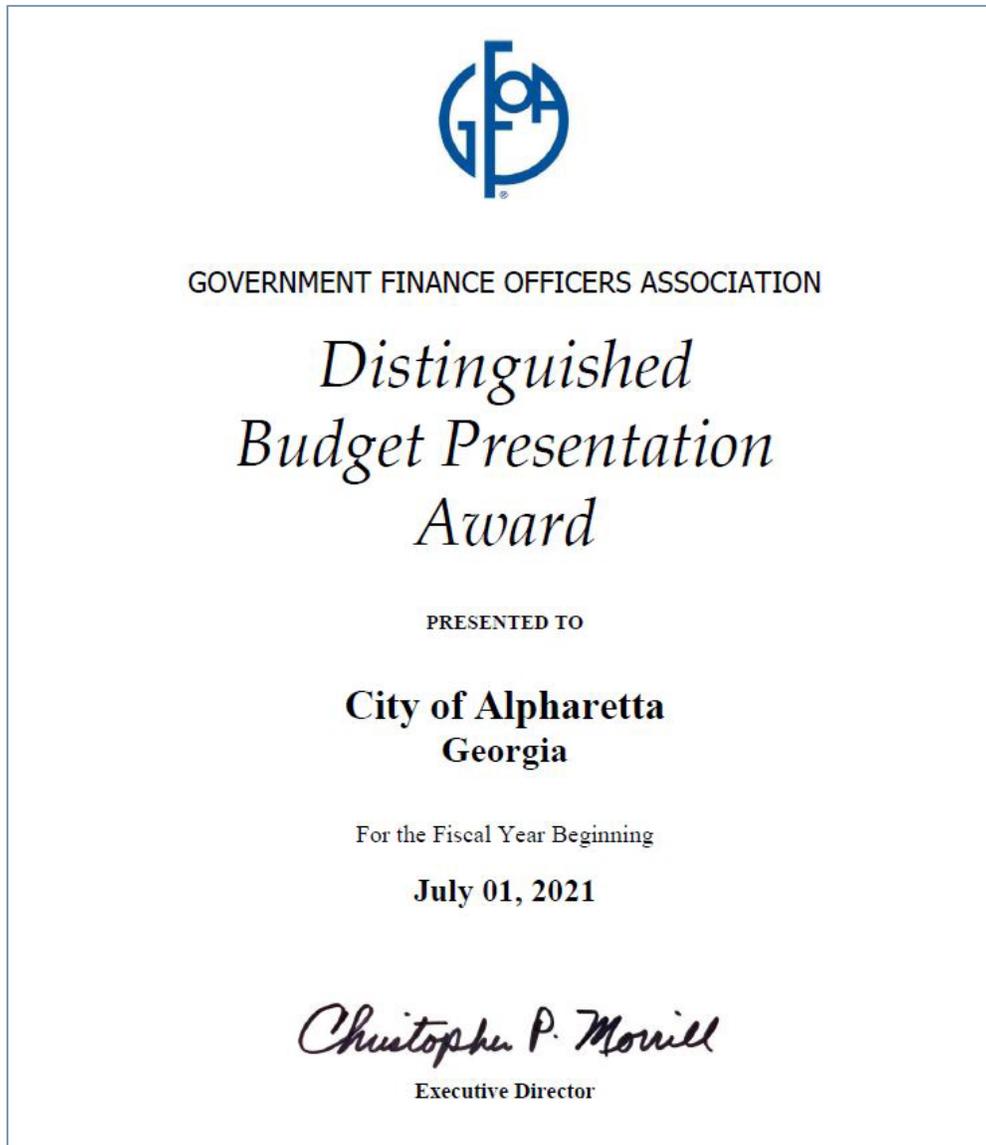
# READER'S GUIDE

## Acronyms and Abbreviations

ABC	Alpharetta Business Community
BRC	Budget Review Committee
ACFR	Annual Comprehensive Financial Report
CF	Carryforward
CIP	Capital Improvement Plan
CO	Change Order
CPI	Consumer Price Index
CY	Current Year
DCA	Department of Community Affairs (Georgia)
DEA	Drug Enforcement Administration (Federal)
DOR	Department of Revenue (Georgia)
DSF	Debt Service Fund
E-911	Emergency 911
EPD	Georgia Environmental Protection Division
FT	Full-Time
FTE	Full-Time Equivalent
FY	Fiscal Year
GAO	General Accounting Office (Federal)
GAAP	Generally Accepted Accounting Principals
GAAS	Generally Accepted Auditing Standards
GAGAS	Generally Accepted Governmental Auditing Standards
GASB	Governmental Accounting Standards Board
GDOT	Georgia Department of Transportation
GF	General Fund
GFOA	Government Finance Officers Association
GO Bonds	General Obligation Bonds
HX	Homestead Exemption
IT	Information Technology Department
LOST	Local Option Sales Tax
M&O	Maintenance and Operations
MPP	Minimum Premium Plan
NTV	Net Taxable Value
O.C.G.A.	Official Code of Georgia Annotated
OMB	Office of Management and Budget (Federal)
PAFR	Popular Annual Financial Report
PO	Purchase Order
PT	Part-Time
PY	Prior-Year
SWAT	Special Weapons and Tactics (team)
TV	Taxable Value



GFOA Distinguished Budget Presentation Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alpharetta, Georgia for its annual budget for the fiscal year beginning July 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



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June 6, 2022

To the City Council and Citizens of Alpharetta:

We are pleased to present our Annual Operating and Capital Budget for Fiscal Year 2023 (the “Budget”) of the City of Alpharetta, Georgia. Our recommendations are based on direction provided at our City Council Retreat as well as a thorough review of our current financial status, revenue trends, economic data, and our standard of providing top level service while maintaining our focus on keeping Alpharetta an affordable option for our citizens and stakeholders.

As detailed herein through our discussion of expenditure trends, the city’s budget is in the midst of multiple disruptive economic pressures. As quickly as the COVID-19 pandemic and its associated social distancing measures drove a decline in economic activity, the current phase of post-lockdown economic activity coupled with Federal stimulus has resulted in a spike of economic growth. This strong economic growth can be witnessed in our revenue trends as well as our expenditure trends which seek to meet a spiking service demand from our customers while also covering unprecedented inflationary (e.g., labor costs) and market-based cost pressures (e.g., fuel, steel, concrete, wood, etc.).

Today, more than ever, governments need to be nimble to respond to market conditions.

Alpharetta’s 2023 budget is focused on responding to market conditions in a prudent manner including maintaining a competitive compensation package for it staff and keeping up with market prices from our private service providers.

In light of the current economic challenges, staff has compiled a budget in line with our guiding principles that accomplishes the following:

- Tax-burden reductions for our homeowners in excess of \$5.4 million annually (see section entitled *Taxpayer Savings* for more information).

MAYOR  
JIM GILVIN

MAYOR PRO TEM  
DAN MERKEL

COUNCIL MEMBERS  
JASON BINDER  
DOUGLAS J. DERITO  
JOHN HIPES  
DONALD F. MITCHELL  
BRIAN WILL

CITY ADMINISTRATOR  
ROBERT J. REGUS

# INTRODUCTION AND OVERVIEW

- Maintenance of the city’s millage rate at 5.750 mills (flat with FY 2022) while covering debt service on the newly issued 2022 General Obligation Parks Bond<sup>1</sup>.
- Focus on meeting spiking service demand (e.g., recreation programs) with the same high service levels our citizenry, business owners, and stakeholders expect from our city. This includes alignment of departmental operating budgets to ensure competitive compensation packages for staff and sufficient funding for private service providers.
- Capital investment focused on maintaining and improving city infrastructure and assets (\$22.9 million when including potential grant sources) while reserving sufficient funds to provide flexibility for future prioritized capital investment (\$2.6 million).

## Budget Process and Overview

The Fiscal Year 2023 Budget process began with an update of the city’s financial condition, which was presented to the Mayor and City Council during the January 2022 City Council retreat. During this update, a financial plan was established which prioritized the use of available fund balance to position the city most effectively for financial success in the future. This information was also shared with the city’s department directors during budget kick-off meetings.

City departments responded to the direction provided by the Finance Department and submitted their 2023 budget requests to be in-line with current revenue estimates and forecasted service delivery needs.

The FY 2023 Budget is balanced for all funds and totals \$153 million with the breakdown by fund type as follows:

FUNDS BY TYPE	\$	
General Fund	\$ 91,414,593	
Special Revenue Funds	15,029,595	(1)
Debt Service Fund	6,598,458	
Capital Project Funds	22,594,800	(1)
Solid Waste Fund	6,052,861	
Risk Management Fund	1,678,300	
Medical Insurance Fund	9,000,000	
OPEB Funds	757,640	
Total	\$153,126,247	

*(1) Amounts contained herein represent new appropriations for FY 2023. Unexpended FY 2022 appropriations for City Council approved projects are re-appropriated annually pursuant to city policy.*

<sup>1</sup> Please refer to the *Debt Service Fund Summary* section of this document for more information on this bond issue.

## INTRODUCTION AND OVERVIEW

Several of the major points of the FY 2023 Budget are as follows:

- Management of personnel and compensation program to align with current market environment which includes budgetary adjustments to cover significant inflation in labor costs which are necessary to retain and recruit our highly skilled workforce:
  - Staffing level at 462 full-time equivalents “FTE” with the funding breakdown as follows:
    - 460.5 full-time equivalents (funded). This includes the addition of eight new full-time equivalent positions in FY 2023 (Human Resources Specialist; Community Paramedic, Crime Scene Detective, four Police Officers; and a Recreation Coordinator). Please refer to the *Operating Initiative Requests* section of this document for detailed information on the duties and responsibilities of these new positions.
    - 1.5 full-time equivalents (unfunded; budgetary savings of \$167,000); positions to remain vacant pending an identified funding source and workload justification.
  - Staffing compensation adjustments aimed at maintaining competitiveness in an inflationary labor market include:
    - Recent compensation adjustments:
      - July 1, 2021: Continuation of the annual performance-based merit program (3% on average) in an estimated cost of \$1 million annually.
      - November 19, 2021: The following mid-year 2022 adjustments (combined) result in an estimated cost of \$1.9 million annually.
        - Across-the-board 3% salary adjustment for all employees.
        - Additional across-the-board 10% salary adjustment for 911 personnel and sworn Police Officers to maintain market competitiveness in recruitment and retention.
    - Proposed compensation adjustments:
      - July 1, 2022: Increase in the annual performance-based merit program (4% on average) in a total estimated cost of \$1.6 million. This figure is included within the departmental operating budgets.

## INTRODUCTION AND OVERVIEW

- July 1, 2022 (Operating Initiative): Salary compression adjustments in an amount totaling \$825,000 annually (including taxes/benefits). Specifically, this initiative represents a continuation of the City's salary adjustment process and follows the recent adjustments related to maintaining competitiveness within the market. This phase is focused on adjusting internal compression issues within our pay structure to ensure we maintain a fair and equitable compensation plan for our employees. This figure is included within the departmental operating budgets.
- Increase (9% or \$1.5 million) in departmental maintenance and operations budgets (General Fund) that is experiencing unprecedented inflationary growth through our labor-intensive contracted services (e.g., landscaping services, janitorial services, etc.), material-intensive contracts (maintenance needs that utilize concrete, wood, technology items that utilize microchips, etc.), and basic commodities like fuel. This figure includes the operating initiative funding for FY 2023. After adjusting for the operating initiative funding, the base operational growth totals 6% or \$1.1 million. Specific cost drivers include:
  - Labor-Intensive Contracts: The city's landscape maintenance contract (right-of-way) expired during FY 2022 and was rebid to a 69% increase in costs due primarily to explosive growth in labor rates experience by that market sector. This contract alone resulted in cost growth of \$276,478 annually (last rebid 5-years ago). The city's landscape maintenance contract (parks) expired during FY 2022 and was rebid to a 47% increase in costs due primarily to explosive growth in labor rates experience by that market sector. This contract resulted in cost growth of \$225,000 annually (last rebid 5-years ago). The city's labor-intensive contract costs will most likely continue to result in high growth-pressures over the next several years as our private-sector partners adapt to inflationary labor cost spikes (e.g., janitorial services, etc.).
  - Commodity-Intensive Activities: Grounds-Maintenance and Facility-Maintenance accounts represent budget-to-budget cost growth of \$48,593 and \$84,488 respectively due to large increases in commodity costs (e.g., steel, wood, concrete, etc.) and labor-rates (e.g., HVAC repair, etc.).
  - Fuel costs are forecast to grow 38% in FY 2023 (+\$155,086) as economic growth continues and places upward pressure on demand relative to supply. Instability in Europe will further increase the volatility of fuel prices. This figure does not include the impact of the recommended 2023 Operating Initiatives which are listed separate herein for transparency.

## INTRODUCTION AND OVERVIEW

- Travel/Training costs are forecast to grow 31% in FY 2023 (+\$98,134) and reflect an adjustment following post-COVID lockdowns (which included a freeze on travel) as staff is able to seek professional development opportunities in a safe and efficient manner. This figure does not include the impact of the recommended 2023 Operating Initiatives which are listed separate herein for transparency.
- IT Professional Service costs are forecast to grow 15% in FY 2023 (+\$308,748) and represent a combination of service alterations to reflect: a more mobile-responsive workforce (forecasted growth of \$80,000 in cloud storage usage); a more technologically secure infrastructure (forecasted growth of \$65,000 for security scanning software, password storage software, etc.); prior-year initiatives (forecasted cost growth of \$47,500 for eCourts [Municipal Court] and CityWorks Respond [Community Development]); and a reallocation of line-items previously paid from the Maintenance Contracts account that should be accounted for in the IT Professional Services account moving forward to ensure consistency and IT visibility (\$111,700 for existing software services such as NOVAtime, Bonfire, OpenGov, DocuSign, etc.).
- Maintenance and Operational funding for the recommended 2023 Operating Initiatives<sup>2</sup> in an amount totaling \$448,900 that has been programmed into multiple department accounts.
- The departmental operating capital/lease budget primarily represents funding for the city's capital lease obligations (fire trucks, police tasers, etc.) coupled with minor maintenance capital needs.
- Funding from the General Fund which is available for immediate capital investment in 2023 includes the following:
  - \$12,639,800 Fund Balance for one-time capital;
  - 3,000,000 Recurring Capital Contribution from the General Fund
  - \$15,639,800

Please refer to the Fund and Departmental Summary sections of this document for (1) multi-year revenue/expense statements on both a citywide and individual fund basis (e.g., Special Revenue Funds, Enterprise Fund, etc.) as well as (2) a personnel listing by department.

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<sup>2</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

# INTRODUCTION AND OVERVIEW

## Budget and Millage Rate Hearings

As set forth under Georgia law and the City of Alpharetta Code, citizen input is solicited during the process of adopting the budget through publicly advertised meetings as follows.

DATE	ACTION
April 14, 2022	Distribute 2023 Mayor’s Recommended Budget
May 2, 2022	Council Meeting
May 16, 2022	Council Meeting
May 23, 2022	1 <sup>st</sup> Public Hearing and Council Meeting (Budget/Millage) <i>1<sup>st</sup> reading of Budget/Millage Ordinance</i>
June 6, 2022	2 <sup>nd</sup> Public Hearing (Budget/Millage)
June 6, 2022	3 <sup>rd</sup> Public Hearing and Council Meetings (Budget/Millage) <i>2<sup>nd</sup> reading of Budget/Millage Ordinance</i>

## Budget Issues and Priorities

The FY 2023 Budget formalizes numerous key financial factors which have been themes for several years within the government.

- ✓ Bond ratings;
- ✓ Cost of government;
- ✓ Taxpayer savings;
- ✓ Debt service payments;
- ✓ Expansion of departmental service levels;
- ✓ Maintaining an effective capital improvement program;
- ✓ Proper use of fund balance; and
- ✓ Funding recurring capital from operating budget.

### **Bond Ratings**

The city’s AAA bond rating was reaffirmed by Moody’s and Standard & Poor’s (“S&P”) during January 2022 in conjunction with the sale of \$27 million (par) of Series 2022 General Obligation Bonds to fund a variety of park enhancements and projects.

The AAA rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs. This rating demonstrates the strongest creditworthiness relative to other US municipal or tax-exempt issuers and reflects the city’s current sound financial position as well as strong financial management practices guiding our ongoing decision making. These practices are supported by formal policies to guide budget and procurement practices, capital investment, and debt management. Other positive factors include a relatively strong economic base and manageable debt/pension burdens. The FY 2023 Budget is mindful of these factors and the

# INTRODUCTION AND OVERVIEW

importance of maintaining the highest rating, not only for our citizens but also our bondholders.

## **Cost of Government**

The city has historically acknowledged the need to provide a taxation rate commensurate with the government’s level of service.

The FY 2023 Budget is based on maintenance of the city’s millage rate at 5.750 mills.

- The portion of the millage rate funding debt service (Debt Service Fund) is estimated to increase 0.15 mills compared to FY 2022 to a total of 0.965 mills. This millage rate shift is necessary to cover debt service on the Series 2022 General Obligation Bonds for park improvements (\$1.6 million annually).
- The portion of the millage rate funding operations and recurring capital investment (General Fund) is estimated to decline -0.15 mills compared to FY 2022 to a total of 4.785 mills. This reduction was necessary due to escalating debt service requirements (see above).

<b>Fiscal Year</b>	<b>Operating Millage Levy</b>	<b>Debt Service Millage Levy</b>	<b>Total Millage Levy</b>	<b>% Increase (Decrease)</b>
2023	4.785	0.965	5.750	0.0%
2022	4.935	0.815	5.750	0.0%
2021	4.935	0.815	5.750	0.0%
2020	4.820	0.930	5.750	0.0%
2019	4.770	0.980	5.750	0.0%
2018	4.720	1.030	5.750	0.0%
2017	4.620	1.130	5.750	0.0%
2016	5.000	0.750	5.750	0.0%
2015	4.950	0.800	5.750	0.0%
2014	4.870	0.880	5.750	0.0%

## **Taxpayer Savings**

The FY 2023 millage rate, coupled with the city’s substantial Homestead Exemptions, goes great lengths in keeping Alpharetta an affordable place to live and strategically positions us relative to neighboring areas. The city’s multiple homestead exemptions are estimated to save our homeowners over \$5.4 million annually and include:

- Floating Homestead exemption that caps the taxable value growth of homesteaded properties to the lesser of 3% or CPI;
- Basic Homestead exemption of \$45,000 off the assessed value of homesteaded properties which is among the highest in the State;

## INTRODUCTION AND OVERVIEW

- Senior Basic Homestead exemption of \$25,000 off the assessed value of homesteaded properties for residents aged 65 and older;
- Senior full-value exemption available to residents aged 70 and older who meet certain income requirements.

### **Debt Service Payments**

The city's primary method of funding large scale capital projects is through the issuance of bonds (e.g., general obligation bonds, Development Authority bonds, etc.). General obligation bonds have been issued to fund numerous large-scale projects including public safety facilities, parks and recreation facilities, and transportation improvements that continue to define Alpharetta as a desirable community to work and live. General obligation bonds are funded through a separate millage levy (discussed below).

The Alpharetta Development Authority, a component unit of the city that is focused on economic development within our borders, issued bonds in 2016 to fund construction of our state-of-the-art Conference Center. These bonds are funded by a portion of the Hotel/Motel Tax.

Principal and interest payments for fiscal year 2023 are budgeted at \$8.2 million with the following forecast: 2024 - 2041<sup>3</sup>: \$8.7 million (annual average); 2042<sup>4</sup>: \$3.6 million; 2043-2046<sup>5</sup> totaling \$1.6 million (annual average). These figures include city and Development Authority obligations and span multiple Funds.

### **Expansion of Departmental Service Levels (Operating Initiatives)**

Recommended Operating Initiatives total \$1.7 million (net) and has been programmed into the departmental operating budgets. There is an additional capital requirement of \$449,500 associated with these requests that is included within the Capital Initiative Requests for 2023.

Operating Initiatives not recommended for funding total \$1,028,000 and include capital investment requirements of \$297,000.

Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

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<sup>3</sup> Represents the final maturity of the Series 2016 Alpharetta Parks and Transportation Bonds issued in FY 2017.

<sup>4</sup> Includes the final maturity of the Series 2016 Development Authority Revenue Bonds in FY 2016.

<sup>5</sup> Represents the final maturity of the Series 2022 General Obligation Bonds issued in FY 2022.

# INTRODUCTION AND OVERVIEW

## **Proper Use of Fund Balance**

General Fund - Based on audited financial statements for the year ended June 30, 2021, the city’s fund balance totaled \$35.7 million. Of this amount, approximately \$5.8 million was appropriated in the FY 2022 Budget for capital/one-time initiatives/reserve and \$17.2 million has been designated as an emergency account based on a conservative policy of 25% of total appropriations (i.e., roughly 3 months of operating expenditures). It has been the city’s policy to utilize the remaining fund balance above the emergency requirement for one-time expenditures (generally capital investment). Available capital/one-time initiative funding for FY 2023 totals \$12.6 million.

## **Funding Recurring Capital/Operational Reserves from Operating Budget**

The 2020 budget included \$4.8 million in appropriations within the General Fund budget to fund recurring capital initiatives (e.g., milling and resurfacing of city streets, traffic equipment replacement, fleet replacement, stormwater repair and maintenance, etc.). By programming the recurring capital program into the operating budget, the city is announcing to its citizens and stakeholders that capital investment in our roads and infrastructure is a priority that should be funded with certainty as opposed to relying on fund balance which may or may not be accumulated.

However, due to the sudden impact of COVID-19 on forecasted revenues, operational funding from the General Fund for recurring capital was reduced to \$189,000 in FY 2021. The city is slowly growing the recurring capital funding in accordance with revenue growth and operational needs. The FY 2022 Budget included a recurring capital funding level of \$1.7 million.

Funding from the General Fund available for immediate capital investment in 2023 includes the following:

- \$12,639,800 Fund Balance for one-time capital;
- 3,000,000 Recurring Capital Contribution from the General Fund
- \$15,639,800

# INTRODUCTION AND OVERVIEW

## Maintaining an Effective Capital Improvement Program (Capital Initiatives)

The FY 2023 Capital Plan includes funding of \$25.5 million for capital initiatives (including potential grant funding). Recommended capital investment totals \$22.9 million and is focused on maintaining and improving city infrastructure and assets. An additional \$2.6 million is being reserved to provide flexibility for future prioritized capital investment.

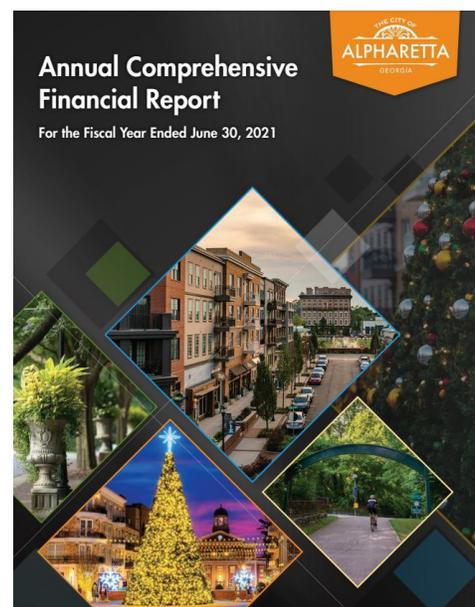
	Capital Project Fund	Stormwater Capital Fund	T-SPLOST Fund	Impact Fee Fund	E911 Fund	Subtotal	Other Sources	Total
<b>Sources:</b>								
Available Fund Balance	\$ 2,500,000	\$ -	\$ 4,300,000	\$ 1,668,690	\$ 330,000	\$ 8,798,690	\$ -	\$ 8,798,690
General Fund								
Recurring Capital Program	-	3,000,000	-	-	-	3,000,000	-	3,000,000
Available Fund Balance	11,439,800	1,200,000	-	-	-	12,639,800	-	12,639,800
Other (Taxes, Interest, etc.)	155,000	-	-	350,000	-	505,000	-	505,000
Grants (LMIG)	-	-	-	-	-	-	600,000	600,000
	<b>\$ 14,094,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>	<b>\$ 2,018,690</b>	<b>\$ 330,000</b>	<b>\$ 24,943,490</b>	<b>\$ 600,000</b>	<b>\$ 25,543,490</b>
<b>Uses:</b>								
Capital								
City Administration	\$ 145,000	\$ -	\$ -	\$ -	-	\$ 145,000	\$ -	\$ 145,000
Community Development	100,000	-	-	-	-	100,000	-	100,000
Human Resources	72,500	-	-	-	-	72,500	-	72,500
Information Technology	500,000	-	-	-	-	500,000	-	500,000
Public Safety	4,568,810	-	-	18,690	330,000	4,917,500	-	4,917,500
Public Works	4,073,000	4,200,000	2,000,000	-	-	10,273,000	600,000	10,873,000
Recreation, Parks & Cultural Services	1,990,000	-	2,300,000	2,000,000	-	6,290,000	-	6,290,000
	<b>\$ 11,449,310</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>	<b>\$ 2,018,690</b>	<b>\$ 330,000</b>	<b>\$ 22,298,000</b>	<b>\$ 600,000</b>	<b>\$ 22,898,000</b>
<b>Non-Allocated:</b>								
Future Capital/One-Time	\$ 2,645,490	\$ -	\$ -	\$ -	\$ -	\$ 2,645,490	\$ -	\$ 2,645,490
	<b>\$ 2,645,490</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,645,490</b>	<b>\$ -</b>	<b>\$ 2,645,490</b>

Please refer to the *Capital Initiatives Request* section of this document for detail of the requests.

## Awards and Acknowledgements

**Financial Reporting:** The Government Finance Officers Association (“GFOA”) awarded a Certificate of Achievement for Excellence in Financial Reporting to the city for our Annual Comprehensive Financial Report (“ACFR”) for the fiscal year ended June 30, 2021.

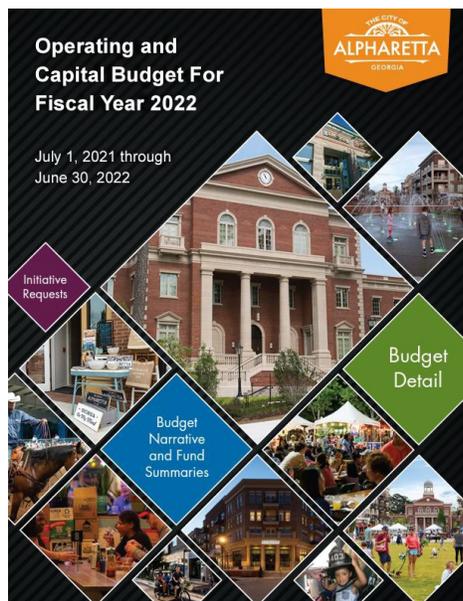
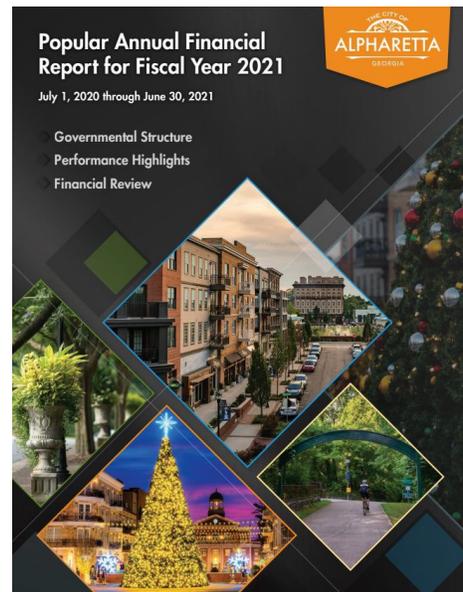
This program recognizes those governments that go beyond the minimum requirements of generally accepted accounting principles to prepare ACFR’s that represent the spirit of transparency and full disclosure.



# INTRODUCTION AND OVERVIEW

**Citizens Reporting:** The city also received the GFOA Popular Annual Financial Reporting Award (“PAFR”) for our annual citizens’ report for the fiscal year ended June 30, 2021.

This program recognizes those governments that produce high quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the public and other interested parties without a background in public finance.



**Budgetary Reporting:** Last but certainly not least, the city also received the GFOA Distinguished Budget Presentation Award for its annual budget for the fiscal year ended June 30, 2022.

This program recognizes those governments that prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA’s recommended practices on budgeting.

In closing, while this budget is conveyed on behalf of the Mayor, this document is due in large part to the diligent work of staff, as well as the constructive management provided by the City Council and the feedback provided by our citizenry. We would like to thank our elected officials for their effective leadership and commitment to continuing our Signature City status in the region, despite the many demands on their time and interests.

Respectfully Submitted,

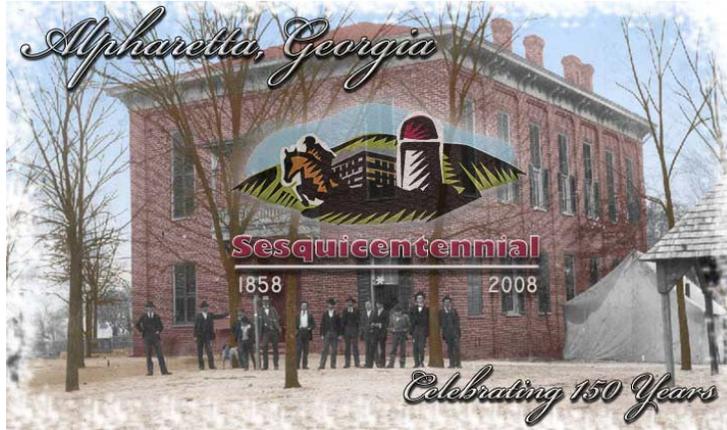
Jim Gilvin  
Mayor

Robert J. Regus  
City Administrator

Thomas G. Harris  
Finance Director

# ABOUT ALPHARETTA

## About Alpharetta



### History<sup>6</sup>

From the North Georgia Mountains to the Chattahoochee River along a Cherokee Indian trail, a tiny village named *New Prospect Campground* was formed. This village made up of tents, a log school, and an arbor became a trading post where Indians and settlers exchanged their goods. The surrounding countryside provided excellent farmland,

especially for cotton. On December 11, 1858, the town was chartered and became the county seat of Milton County. The town was renamed Alpharetta from the Greek words “alpha” meaning first and “retta” meaning town.

Alpharetta and Milton County can trace their history to the time of the Cherokee Indian Nation resettlement in the 1830’s. First, drawn by the promise of free Indian lands, a few somewhat itinerant settlers moved into the area. These first pioneers were soon followed by permanent farmers and merchants who were the fortunate winners of the land lotteries of the early 1830’s.

The first permanent landmark in the area was the New Prospect Campground, often referred to as the “Methodist Campground”. This campground was located next to a natural spring just north of the present “downtown” section of Alpharetta. A “Camp Meeting” in that era was the social and cultural highlight of the year for the families living on isolated farms with few travel options.

On December 11, 1858, Alpharetta was legally chartered. Prior to July of that year, the town was known as the “Town of Milton”. The original town charter provided that the city could pass a tax on every grocery store, retailing liquor store, hallway and billiard table of not more than \$25 per year. Another provision of that charter was the right to levy a tax of \$25 on every show that may be exhibited within the city. The first report of the city Trustees showed a balance of \$1,302 for fiscal year 1859.

A courthouse and jail were soon constructed, and with building costs being what they were, the final bill for the completed facility was \$2,400. This building served as a landmark for the

<sup>6</sup> The information contained within this section is based upon original research by Anne Rogers Ferguson and accessed via the City of Alpharetta website.

## ABOUT ALPHARETTA

city limits because, according to the charter, the limits were to extend in a one-half mile radius from the Courthouse.

By the time of the Civil War, Alpharetta had grown to a fair-sized town with three hotels, several mercantile shops, numerous churches and a school. The farms around the area were for the most part small family farms and most of the farmers were not slave owners.

In 1863, an epidemic of smallpox spread through town. In one instance, 16 cases of the disease were recorded in two families alone. Guards were hired to keep people from leaving their quarantine and thereby spreading the sickness further.

Many of these early records are incomplete because as the left flank of the Union Army passed through Milton County, the original Courthouse was burned. In fairness, it was never established whether it was burned by the Union Troops or by retreating Confederate soldiers. In any case, one enterprising citizen, a Dr. O.P. Skeleton salvaged many of the court documents and carried them to a hiding place in Jackson County and promptly billed the city \$30.00 for "services rendered". Later, the city paid O.P.'s friend, John Webb, \$60.00 to bring them back.

As the Civil War ended, Alpharetta, along with the rest of the South, suffered a period of economic hardship. These "hard times" tended to draw folks together and a sense of community identity began to grow. As hard as these times were, Milton County fared better than many areas. Since the area was populated primarily by small farms and merchants, the collapse of the "Plantation" economy had nowhere near the impact as in other communities.

In the next decades, growth in Milton County was steady, but never spectacular. The area was hampered by the lack of a railroad, around which most growth in those times was centered. The nearest railroad dead-ended at the river in Roswell. It is ironic that in those times a railroad was so important, but today the absence of a noisy and dangerous railroad track is considered desirable for community development.

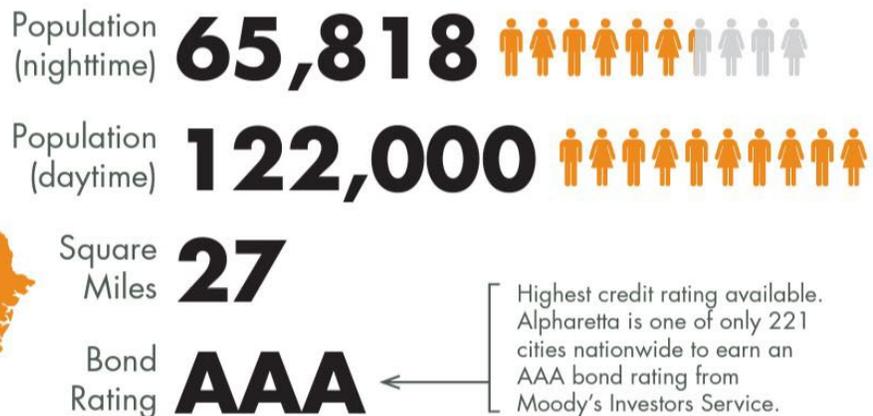
When the depression of the early 1930's devastated the nation's economy, Milton County found itself near bankruptcy. In order to save the area from disaster, it was decided that a merger of Milton County with Fulton County would be to everyone's advantage. It was because of this merger that the first roads began to be paved. Until that time, the only paved roads in the area were State Highway 19 (now Highway 9) and 120 (now Old Milton Parkway).

Today, Alpharetta represents one of fourteen incorporated cities/towns within Fulton County and is one of the fastest growing communities in the South. Its environment is considered ideal for raising families and living a quality lifestyle free from the problems found in so many similar sized cities.

Located approximately 25 miles north of the City of Atlanta, Alpharetta occupies a land area of approximately 27 square miles and serves an estimated population of 122,000 (daytime)

## ABOUT ALPHARETTA

and 65,818 (nighttime). Population growth has been fueled in part by the city's strong economic base as well as the annexation of surrounding communities. With the incorporation of the City of Milton and the City of John's Creek, all unincorporated areas within north Fulton County have been absorbed. As such, future growth is through development and redevelopment as opposed to annexation. Please refer to the *Our Community* section of this document for detailed economic and demographic information about our great city.



### Government

The City of Alpharetta ("city") operates under a strong mayoral form of government, whereby the mayor possesses all the executive and administrative powers granted to the government under the constitution and laws of the State of Georgia and the city charter. Policy making and legislative authority are vested in the governing council, consisting of the mayor and six (6) council members, all elected on a non-partisan basis. The mayor is chosen by popular vote. City Council members run for a specific post, but they are elected by a citywide vote. The city's elected officials serve four (4) year terms which begin on January 2<sup>nd</sup> immediately following the date of election into office. Council members elected for three (3) consecutive terms are not eligible for the succeeding term. A mayor elected and qualified for two (2) consecutive terms is not eligible for a succeeding term. Elections are held every two (2) years and are conducted by the Fulton County Board of Elections. The Mayor and City Council appoint a City Administrator to carry out the day-to-day operations of the city.

The city provides a full range of services, including police and fire protection; the construction and maintenance of highways, streets, and other infrastructure; and recreational activities and cultural events. Sanitation services are provided through relationships with private operators.

## ABOUT ALPHARETTA

The city relies heavily on its dedicated volunteers that provide their expertise and time through serving on our various board and commissions which include.

- **Board of Ethics**

The Board of Ethics is charged with conducting investigations and hearings of complaints of unethical behaviors by city officials. The City of Alpharetta adopted an Ethics Ordinance to ensure that city officials will work for the common good of the people of Alpharetta and not for any private or personal interest, they will assure fair and equal treatment of all persons, claims and transactions coming before City Council, Boards, and Commissions.

When a verified complaint is submitted, the Mayor and Council, at the next public meeting, will draw names randomly from a list of fourteen (14) qualified citizens, until five (5) members of the Board have been appointed to investigate said complaint. The five appointed members will serve until the complaint is resolved and then will no longer be eligible to serve in the pool of fourteen qualified citizens. At that time, the Mayor and City Council will then appoint a new citizen to serve on the Board.

- **Board of Zoning Appeals**

The Board of Zoning Appeals hears and decides appeals of determinations made by the Director of Community Development and may authorize a hardship variance or an exception from the city's Unified Development Code. The Board of Zoning Appeals may hear variance or exceptions that fall between a 20% and 50% variance or exception from the city's stipulated code requirement.

- **Code Enforcement Board**

The Code Enforcement Board was created with the intent to promote, protect, and improve the health, safety, and welfare of the citizens of Alpharetta. The Code Enforcement Board has the authority to impose administrative fines and non-criminal penalties as a method of enforcing city codes and ordinances where a pending, or repeated violation continues to exist.

- **Cultural Arts Commission**

The Cultural Arts Commission was created with the intent to promote, protect, and support the growth of cultural arts in the City of Alpharetta. The Commission reviews and recommends the acquisition of all works of art to be purchased by or gifted to the city, encourages cultural enrichment programs, supports existing local arts and culture organizations, and works to expand public understanding, appreciation, and enjoyment of cultural activities and art forms.

Further, the Commission advises City Council on art acquisition, strategic arts planning, local art groups, sponsoring artistic performances and programs, preservation of city cultural landmarks, and design and location of current or future statutory or art works owned by the city.

## ABOUT ALPHARETTA

- **Design Review Board**

The Design Review Board is charged with conducting a public hearing for all design applications for non-single family detached buildings, structures, sites, and property areas that are located within the Downtown Overlay, Corridors of Influence, Interchange Districts, and any other applications forwarded to the Board by the Director of Community Development. Further, the Design Review Board hears and decides appeals of administrative decisions, where the Director of Community Development has denied sign design approval.

The Board reviews design applications for exterior features of new construction or changes to existing structures, exterior modifications, new paint selection, and signage applications for master plans or properties within the Downtown Overlay. The Board grants or denies applications based upon a review of the application's compliance with the city's design standards and preservation of the historical, cultural, and aesthetic heritage of the city.

- **Development Authority**

The Development Authority of Alpharetta is granted powers and jurisdiction through the Georgia General Assembly and a resolution adopted by the Alpharetta City Council on September 3, 1996 and is regulated under O.C.G.A. Sec. 36-62-1. The function of this Authority is to promote the public good and general welfare, trade, commerce, industry, general tax base and the employment opportunities available in the City of Alpharetta. To accomplish these goals, the Authority may acquire, own, and/or lease real property; issue revenue bonds or other obligations to finance projects and may arrange or provide for property tax abatements or other means of incentivizing projects. The Authority may also engage in a variety of initiative and programs to promote and market the community and/or strengthen the city's position as a location for business investment.

The Development Authority consists of seven members who are appointed by vote of City Council, with each member serving a term of four (4) years. In accordance with Georgia Law, the members of the Authority do not receive compensation for their service but may be reimbursed for out-of-pocket expenses incurred in performing the duties of their appointment.

- **Historic Preservation Commission**

The Historic Preservation Commission updates and maintains an inventory of all properties and buildings within the City that have the potential for designation as a historic property. The Historic Preservation Commission is charged with the responsibility of conducting a public hearing for applications seeking historic property designation. Also, the Commission reviews historic preservation plans and may make recommendations, and further, approve or deny said preservation plans. The Commission makes recommendations to City Council when a historic structure should

## ABOUT ALPHARETTA

be listed in or removed from the City's Historic Resources Inventory – Contributing Historic Buildings and may also recommend other historic preservation incentive programs for City Council to review.

Additionally, the Commission promotes programs related to historic properties, may undertake the restoration or preservation of a historic property owned by the City (based on funding and City Council approval), conduct education programs on historic properties, and may retain persons with professional expertise to carry out tasks related to historic preservation.

- **Natural Resources Commission**

The Natural Resources Commission advises City Council, provides leadership in the development and understanding of the tree program, and assists the Director of Community Development and Director of Public Works in the development and maintenance of technical specifications. Further, the Commission maintains a list of proposed changes to the kinds and species of trees described in the City's Tree Planting List. Any changes are presented before City Council by way of resolution.

- **Planning Commission**

The Planning Commission is charged with the responsibility of conducting a public hearing for all applications for zoning changes, Comprehensive Land Use Plan amendments, and amendments to the city's Unified Development Code. During the public hearing, the Commission reviews applications and makes an appropriate recommendation (based on the City's Unified Development Code) to City Council.

Further, the Commission may also initiate proposed changes to the Comprehensive Land Use Plan and the city's Unified Development Code when said changes are necessary or desirable.

- **Recreation Commission**

The Recreation Commission has the authority to adopt rules and regulations for the proper conduct of city parks, playgrounds, and recreation activities. The Commission may also initiate any form of recreation or cultural activity for all Alpharetta Citizens to enjoy, whether on public property owned by the city or on private property with approval of the property owner.

All meetings and hearings are held in the City Hall Council Chambers (2 Park Plaza, Alpharetta, GA 30009) and are open to the public. City residents and stakeholders are encouraged to attend.

All meetings are subject to change. Please confirm the dates/times on the city's website: <https://www.alpharetta.ga.us/government/meeting-manager-portal>.

# ABOUT ALPHARETTA

## Mission<sup>7</sup>

To make a positive difference in the community by efficiently managing public resources and providing effective services and leadership that exceed the expectations of our citizens.

## Vision<sup>8</sup>

Our Community Vision is to advance Alpharetta as a signature City by:

### Strategic Priorities

Offering the highest quality of environment for our residents and businesses;

Fostering strong sense of community including safety and security; and

Providing a business climate that attracts the top echelon companies.



Big Creek Greenway

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission.

In summary, our vision for the future guides the city's decision-making process. As you read this document, you will notice that direct linkages are identified between the city's vision/strategic priorities and departmental goals & objectives as well as the projects set forth in the Capital Improvement Plan. When funding initiatives (e.g., annual departmental budgets) are brought before the City Council for consideration, discussion is centered on how the initiatives link with the city's vision for the future.

<sup>7</sup> The Mission Statement details our City's reason for existence and embodies our philosophies, goals, ambitions, and character.

<sup>8</sup> The Vision Statement represents what we want our City to become and details how the City's future will look if we continue to achieve our Mission.

# FINANCIAL ACCOUNTING STRUCTURE

## Financial Accounting Structure

The accounting policies of the city shall conform to the generally accepted accounting principles (“GAAP”) as applicable to local governments.

The diverse nature of governmental operations and the necessity of assuring legal compliance preclude recording and summarizing all governmental financial transactions and balances in a single entity. From an accounting and financial management viewpoint, a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functioning independently of each other.

Each accounting entity is accounted for in a separate “fund”. A fund is defined as a fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources together with related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The city’s accounting records for governmental funds are maintained on a modified accrual basis with the revenues being recorded when available and measurable and expenditures being recorded when the services or goods are received, and the liabilities are incurred. Accounting records for the city’s proprietary and fiduciary funds are maintained on an accrual basis.

### Fund Classification

The city’s accounting system is organized and operated on a “fund” basis and each fund is classified in one of three categories:

CLASSIFICATION	FUND TYPE
Governmental Funds	General Fund
	Special Revenue Funds
	Debt Service Fund
	Capital Project Funds
Proprietary Funds	Enterprise Fund
	Internal Service Funds
Fiduciary Funds	Pension Trust Fund
	Other Post Employment Benefit (OPEB) Trust Funds

# FINANCIAL ACCOUNTING STRUCTURE

## **Governmental Funds**

These funds are accounting segregations of financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used; current liabilities are assigned to the fund from which they are to be paid; and the differences between governmental fund assets and liabilities is referred to as “Fund Balance”. The primary measurement focus is “flow of current financial resources”. In other words, are there more or less resources than can be spent soon as a result of transactions of the period? Increases in resources are reported in the operating statement as revenues or other financing sources, and decreases are reported as expenditures or other financing uses.

## **Proprietary Funds**

These funds are sometimes referred to as “income determination,” “non-expendable”, or “commercial type” funds and are used to account for a government’s on-going organizations and activities which are like those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the government’s business and quasi-business activities, where net income and capital maintenance are measured, are accounted for through proprietary funds. The generally accepted accounting principles are those applicable to similar businesses in the private sector, and the measurement focus is the economic condition of the fund as a result of the events and transactions of the period. Events and transactions that improve the economic position of a proprietary fund are reported as revenues or gains in the operating statement. Those events and transactions that diminish the economic position are reported as expenses or losses.

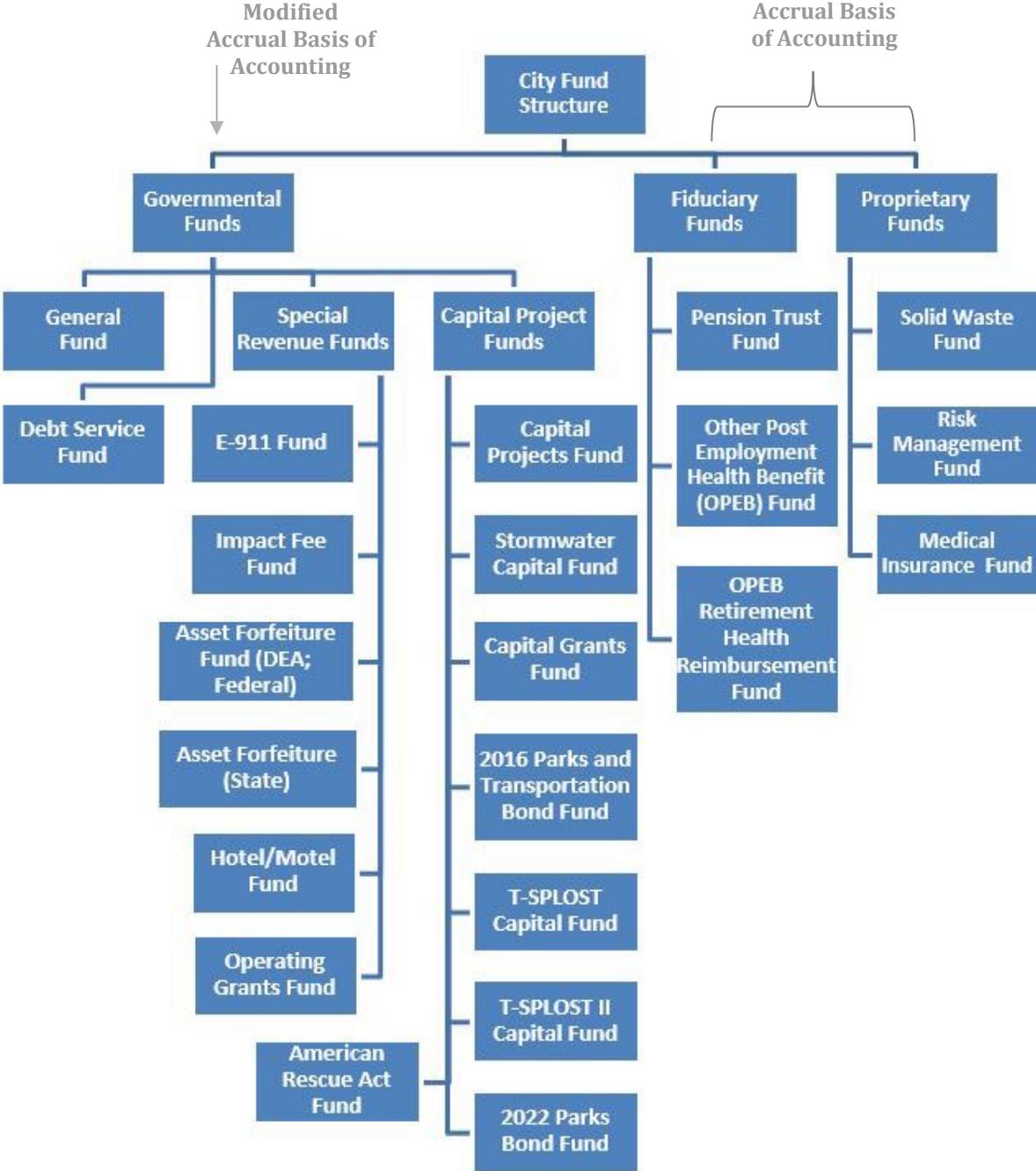
## **Fiduciary Funds**

These funds are used to account for assets held by the city in a trustee capacity or as an agent for other governmental units and for other funds.

# FINANCIAL ACCOUNTING STRUCTURE

## Fund Structure

The city uses 16 governmental funds, 3 proprietary funds, and 3 fiduciary funds as detailed below.



# FINANCIAL ACCOUNTING STRUCTURE

## Fund Descriptions

The following section provides a narrative on each of the city's 22 funds:

### **General Fund (Governmental Fund)**

The General Fund is the principal operating fund of the city and includes governmental activities such as police, fire, recreation, transportation, and other general governmental functions that are primarily funded with property taxes, utility taxes, franchise fees, state shared revenues, and charges for services, such as recreation program fees.

The General Fund utilizes the modified accrual basis of budgeting and accounting. Under the modified accrual basis, revenues are recorded when both available and measurable. Expenditures are recognized when the liability is incurred, except for: (1) principal and interest on general long-term debt which are recognized when due; and (2) annual employee leave and claims/judgments for litigation and self-insurance which are recorded in the period due and payable.

While debt service on voter-approved debt is funded through the Debt Service Fund, debt service on other obligations (i.e., Alpharetta Development Authority revenue bonds that are backed by the City through Intergovernmental Agreement) resides in each applicable Fund based on the identified funding source. As an example, the General Fund includes debt service for the Series 2013 Alpharetta Development Authority revenue bonds which were issued to fund a portion of the costs associated with the new Alpharetta campus of Gwinnett Technical College. The Hotel/Motel Fund also includes debt service associated with Alpharetta Development Authority revenue bonds (discussed in the following section).

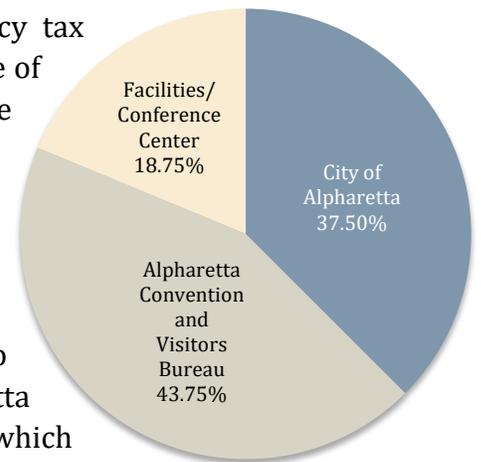
### **Special Revenue Funds (Governmental Funds)**

Special revenue funds are used to account for specific revenues that are legally restricted to expenditures for specific purposes. All special revenue funds utilize the modified accrual basis of budgeting and accounting.

- **E-911 Fund:** This fund accounts for fees received from users, or potential users, of the city's Emergency 911 System. The fee equals \$1.50 monthly and is paid directly from wired, wireless (including prepaid cards), and voice-over-internet-protocol telecommunication providers, with expenditures occurring to maintain and run the system within the government. The city also provides emergency dispatch services to the City of Milton through an Intergovernmental Agreement. Funding under this agreement is based on remittance of Milton's E-911 service fees and is accounted for within the E-911 Fund. The Public Safety Department manages the E-911 Program.

## FINANCIAL ACCOUNTING STRUCTURE

- **Impact Fee Fund:** This fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the city’s impact fee ordinance. The Community Development Department manages the Impact Fee Program.
- **Asset Forfeiture Funds (Federal/State):** These funds account for revenues received from the enforcement of drug laws and the confiscation of property from drug offenders’ arrests that can be used by public safety to aid in drug enforcement activity. Funds cannot be used to supplant the Public Safety Department’s normal operational budget. The Public Safety Department manages the asset forfeiture programs.
- **Hotel/Motel Fund:** This fund accounts for occupancy tax collections from area hotels and motels for the purpose of promoting conventions, tourism, and trade shows, while providing funds to facilitate economic vitality in downtown areas. Currently, the city levies a hotel/motel occupancy tax of 8% on total rental charges. The chart to the right details the resulting revenue distribution. The Conference Center portion of the hotel/motel occupancy tax remains in the Fund to pay debt service costs associated with the Alpharetta Development Authority’s Series 2016 Revenue Bonds<sup>9</sup> which were issued in 2016 to fund construction of a state-of-the-art conference center at the Avalon Development.
- **Operating Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the city. Matching funds, which represents the city’s financial investment, are also recorded within this fund. This fund accounts for operational grants only. Capital grant proceeds are recorded within the Capital Grants Fund. All operating grant funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, only new appropriations are reflected in the annual budget document. Existing appropriations are reflected in the city’s monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us).



<sup>9</sup> The City is obligated via Interlocal Agreement to fund the debt service on this obligation.

# FINANCIAL ACCOUNTING STRUCTURE

## **Debt Service Fund (Governmental Fund)**

This fund accumulates financial resources for the repayment of the city's voter-approved debt obligations including.

- **General Obligation Refunding Bonds, Series 2014** (advanced refunded the callable portion of the Series 2006 GO Bonds);
- **General Obligation Bonds, Series 2016;**
- **General Obligation Refunding Bonds, Series 2020** (refunding of the Series 2012 GO Bonds); and
- **General Obligation Bonds, Series 2022.**

The Debt Service Fund utilizes the modified accrual basis of budgeting and accounting.

## **Capital Project Funds (Governmental Fund)**

These funds are used to account for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities. The city has eight (8) capital project funds which are detailed below. All capital project funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, only new appropriations are reflected in the annual budget document. Existing appropriations are reflected in the city's monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us). The capital project funds utilize the modified accrual basis of budgeting and accounting.

- **Capital Project Fund:** This fund accounts for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities, with a value in excess of \$25,000. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Appropriations are perpetual with only new appropriations recognized in the annual budget.
- **Stormwater Capital Fund:** This fund accounts for stormwater/drainage maintenance, repair, and/or improvement projects with a value in excess of \$25,000. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Appropriations are perpetual with only new appropriations recognized in the annual budget.
- **Capital Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the city. Matching funds, which represents the city's financial investment, are also recorded within this fund. This fund accounts for capital grants only. Operating grant proceeds are recorded within the Operating Grant Fund.

## FINANCIAL ACCOUNTING STRUCTURE

- **2016 Parks and Transportation Bond Fund:** This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2016. Fund appropriations will be perpetual with only new appropriations recognized in the annual budget.
- **T-SPLOST Capital Fund:** This fund accounts for the collection of T-SPLOST 1 (Transportation Special Purpose Local Option Sales Taxes) revenue and the expenditure on eligible transportation improvements and congestion mitigation initiatives. Fund appropriations are perpetual with only new appropriations recognized in the annual budget. This tax was imposed for the period of April 1, 2017, through March 31, 2022.
- **T-SPLOST 2 Capital Fund:** This fund accounts for the collection of T-SPLOST (Transportation Special Purpose Local Option Sales Taxes) revenue and the expenditure on eligible transportation improvements and congestion mitigation initiatives. Fund appropriations are perpetual with only new appropriations recognized in the annual budget. This tax is imposed for the period of April 1, 2022, through March 31, 2027.
- **American Rescue Act Fund:** This fund accounts for the city's allocation of funds under the American Rescue Act legislation. Specifically, the city is classified as a metropolitan city under the legislation and has a total allocation of \$6,644,511.
- **2022 Parks Bond Fund:** This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2022. Fund appropriations will be perpetual with only new appropriations recognized in the annual budget.

### **Proprietary Funds**

The city maintains two different proprietary fund types. Enterprise Funds are used to account for business-type activities whose operations are primarily funded by customer fees. Internal Service Funds are used to accumulate and allocate costs internally among the city's various functions. Proprietary Funds utilize the accrual basis of budgeting and accounting.

- **Solid Waste Fund (Enterprise Fund):** This fund accounts for fees received from users of the city's solid waste program (i.e., garbage and trash collection). Services are provided on a user charge basis and managed through a contract with a private operator. The Finance Department manages the Solid Waste Program including billing, collection, and customer service functions.
- **Risk Management Fund (Internal Service Fund):** This fund is used to account for expenses related to providing and administering the general liability, automotive liability, workers' compensation, and property insurance coverage for the city.

## FINANCIAL ACCOUNTING STRUCTURE

- **Medical Insurance Fund (Internal Service Fund):** This fund accounts for activity under the City's Minimum Premium Plan (MPP) in accordance with Generally Accepted Accounting Principles.

Accounting rules dictate the creation of an Internal Service Fund to track activity under an MPP. As such, this fund does not represent new costs. Rather, it represents a flow of funds from the Operating Funds (e.g., employer/employee premiums) that does have the effect of grossing-up the totals as the appropriations are reflected in multiple Funds. Under the MPP, the City and the medical insurer (CIGNA) agree that the City will be responsible for paying all claims up to an agreed-upon aggregate level, with the insurer responsible for the excess. The insurer will continue to process claims and administrative services. Through the MPP arrangement, the City is able to reduce premium taxes while maintaining coverage benefits. The MPP is still a fully insured medical plan.

### **Fiduciary Funds**

These funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds utilize the accrual basis of accounting and are appropriated in the annual budget (excluding the Pension Trust Fund) and reflected in the city's monthly financial management reports which can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

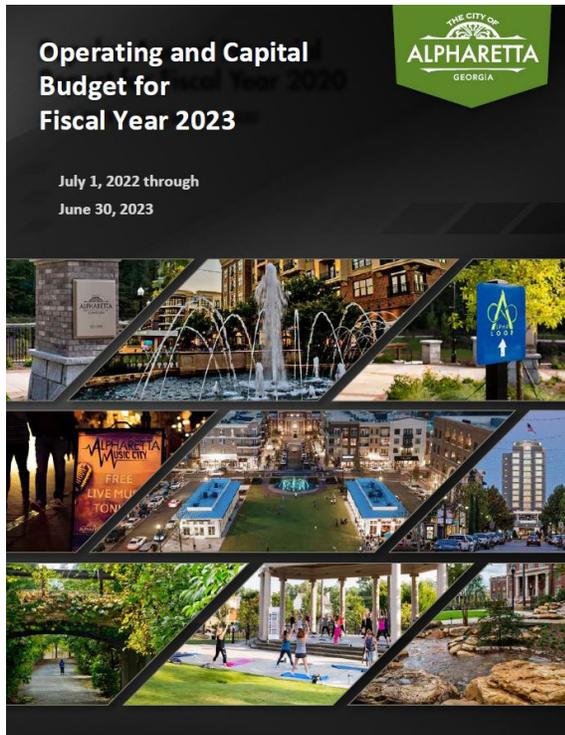
- **Pension Trust Fund:** This fund accounts for assets of the city's defined benefit pension plan. The assets in this fund cannot be used to support government programs or activities.
- **Other Post Employment Health Benefit (OPEB) Fund and Retirement Health Reimbursement Fund:** The OPEB Health Benefit Fund represents activity associated the other post-employment benefit plan (OPEB). Eligible retirees are offered the same health and prescription drug coverage as active employees. Each fiscal year, the city determines the Plan benefits and premium rate for participants (active and retirees). However, unlike active employees, retirees pay 100% of the blended premium afforded to the city. Therefore, as the retiree makes the full premium payment, the city's only exposure is the accounting treatment of this implicit rate subsidy caused by the difference in the blended rate offered to the retiree and his/her actual age adjusted premium. Coverage expires at age 65.

The OPEB Retirement Health Reimbursement Fund accounts for the post-employment healthcare benefit and is funded through City operations (roughly 2% of payroll).

# FINANCIAL REPORTING

## Financial Reporting

The Finance Department provides detailed financial reporting to meet the information needs of the government, authorities, regulatory agencies, and citizens/ stakeholders. In addition, the City Administrator, Mayor, Council, Department Heads, and the public shall have access to reports to allow them to monitor, regulate, and to use as a basis for future financial decisions.

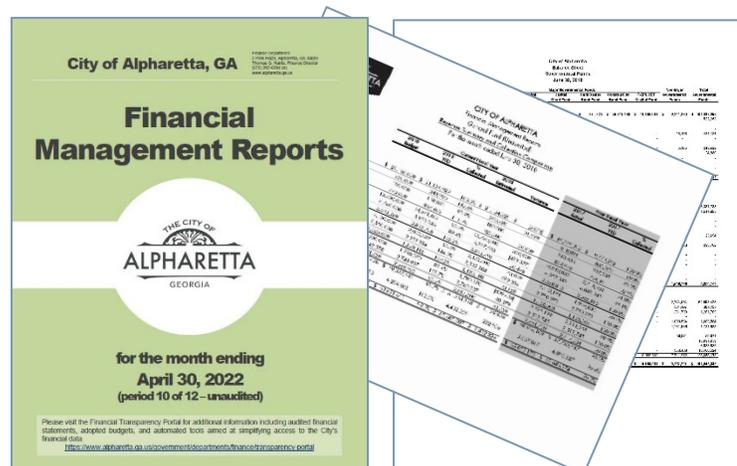


### Operating and Capital Budget<sup>10</sup> (June-August)

The city annually prepares and publishes a comprehensive budget document that aids in the financial administration of the city while providing our elected officials, citizenry, and stakeholders with a complete, clear, and understandable budget document that facilitates the transparency of our budgeting and financial processes.

### Financial Reporting to the City Council<sup>11</sup> (monthly)

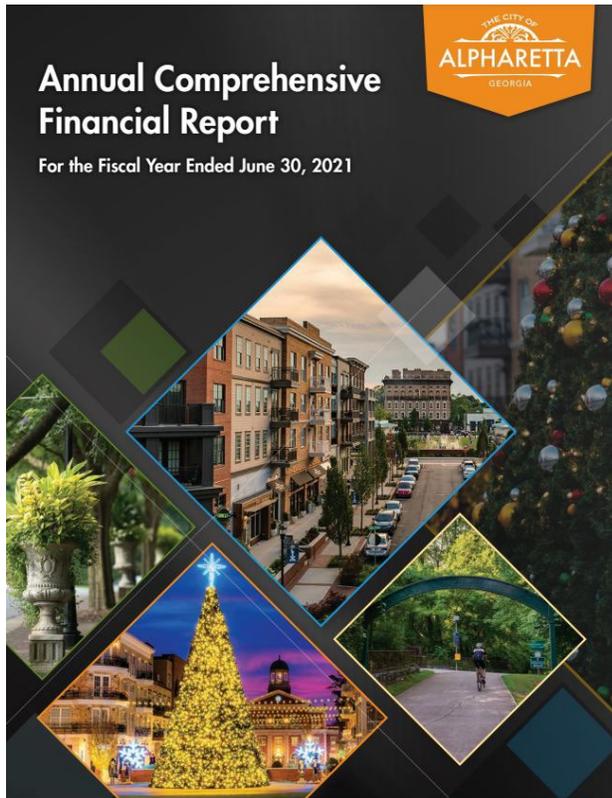
On a monthly basis, the Finance Department prepares and presents detailed revenue and expenditure statements for all city operating funds (including prior year comparisons for the General Fund). In addition, this report shall include: (1) a detailed capital project report including prior-year activity; (2) all checks issued in dollar amounts over \$5,000; (3) all purchase orders with an estimated cost of over \$5,000 but less than \$50,000; (4) status of current year bid's/RFP's.



<sup>10</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

<sup>11</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

# FINANCIAL REPORTING



## Annual Comprehensive Financial Report

For the Fiscal Year Ended June 30, 2021

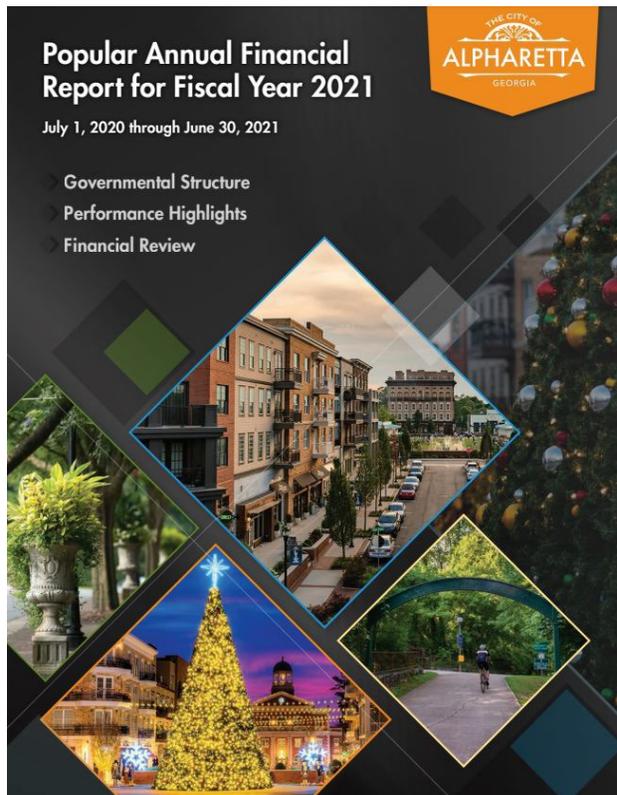


## Annual Comprehensive Financial Report<sup>12</sup> (November-December)

In conjunction with the annual independent audit, the city prepares and publishes an Annual Comprehensive Financial Report (ACFR) that effectively communicates the complete financial affairs of the city to all interested readers.

## Annual Citizens Report<sup>13</sup> (November-December)

The Finance Department also prepares and publishes an annual report to citizens, businesses, and stakeholders with descriptive information about our organizational structure, city departments, service delivery, and financial condition. The focus is on providing information that is readily accessible and easily understandable to the public and other interested parties.



## Popular Annual Financial Report for Fiscal Year 2021

July 1, 2020 through June 30, 2021

Governmental Structure  
Performance Highlights  
Financial Review



<sup>12</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

<sup>13</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

## Budget Process

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The annual budget serves as the foundation for the city's financial plan and assists in control of the financial stability and health of the government. The Mayor and Council are legally required to adopt a balanced budget (i.e., revenues = expenditures) no later than the close of the fiscal year. The city's fiscal year runs from July 1<sup>st</sup> through June 30<sup>th</sup>, with the official fiscal year taken from the year ending date. For example, the FY 2023 Budget is prepared for the fiscal year commencing July 1, 2022 and ending June 30, 2023.

### Annual Budget Process

Responsibility for funding recommendations contained within the annual budget rests with the Budget Review Committee ("BRC"), comprised of the Mayor, City Administrator, and Finance Director. The BRC maintains the primary responsibility of ensuring that funding requests are in alignment with the city's strategic priorities (set by Mayor and City Council) and by extension, the strategic vision for the future. Additionally, the BRC performs a detailed review of revenues and expenditures that culminates in the Mayor's recommended budget which is presented annually to the City Council for discussion and adoption during April-June.

### Budget Methodology

The city's budget is created under a hybrid performance-based budgeting system. This type of budgeting system blends the traditional historical financial trend model with the performance-based model of identifying a particular level of performance for each type of service/program and the resources necessary to operate it, as well as describes the structure of the departments and the programs into which they are divided.

Beginning with each department's mission statement, which sets the direction for the department's activities, goals and objectives are developed that support the department's mission and, by extension, the city's strategic priorities. Goals and objectives should be SMART – Specific, Measurable, Achievable, Relevant, and Timed. Ultimately, the goals and objectives should result in departmental efficiency/effectiveness improvements which are then reflected in the appropriations process.

Departments, in partnership with the Finance Department, then develop a projected budget based on the previous year's budget/actual expenditure trend and amend for any new initiatives or discontinued/non-recurring initiatives.

The departmental budget is separated into the following components:

- *Mission Statement* – the statement must identify the particular purpose for the department and how it relates to the city's overall mission.

## BUDGET PROCESS

- *Goals & Objectives* – a listing of the fundamental goals and objectives which aid the department in achieving its mission. Goals stretch and challenge the department, but they must also be SMART. Direct linkages are identified between the city’s strategic priorities and departmental goals & objectives.
- *Program/Expenditure Summary* – the budget for the department presented on both a department-wide and individual program basis and summarized by expenditure category:
  - Personal Services: salaries, overtime, and other compensation related expenditures.
  - Maintenance & Operations: professional fees, repair & maintenance, general supplies, communications, and other operational related expenditures.
  - Capital: departmental machinery & equipment expenses.
- *New Initiatives* – new services and/or capital investment.
- *Statement of Service and Performance Measures* – multi-year summary of departmental performance measurements.

### Performance Measurement

The city views its performance measurement system as a priority and is continuing to develop and refine performance data and benchmarks. The city’s performance measurement team utilizes a software application to assist in the tracking, analysis and reporting of performance measurement data and the comparison of core measures from identified benchmark cities. As you review the departmental sections of this document, you will notice refined measures for our Public Safety and Information Technology Departments that follow the city’s updated model.

### Council Retreat (January-February)

The budget preparation process commences annually in January/February with the City Council Retreat, including City Administration and key department personnel. The Retreat provides the dedicated time necessary for the City Council and executive staff to discuss the strategic issues facing the city and the associated effects on the upcoming budget. Discussion topics include all strengths, weaknesses, opportunities, threats, etc., facing the city and typically are categorized as follows: millage rates and property taxation; revenue generation/diversification; capital renewal/replacement and improvement; base-level service and operations; personnel compensation; service and operation improvements; bond issues in connection with capital improvement initiatives; etc. The Retreat provides the strategic framework and guiding priorities for the upcoming budget process.

# BUDGET PROCESS

## Budget Preparation and Analysis (February-April)

In February, the Finance Department distributes a budget calendar and target budgets to departments for the coming year which is based on revenue forecasts and projections of current year expenditures, as well as the two prior year's actual expenditures. Included in the target budget are line-items for salaries and benefits (e.g., pension, health insurance, etc.); the department's current year's goals and objectives; and Capital Improvement Program worksheets (i.e., current year updates to the city's capital improvement plan).

Budget information is collected in three phases. The first two phases are collected simultaneously. Phase one requests are related to employee expenses. During this phase, finance staff forecasts the personnel services funding requirements (e.g., salary and benefits) for the upcoming budget. Departments are requested to submit a forecast of personnel-driven operational expenses such as uniforms, professional development, travel, communications, etc.

The second phase includes budget requests that relate to departmental operations. During phase two, city departments are directed to review their operations and provide a forecast of appropriations required to maintain current service levels.

Phase three, the final phase of data collection, includes funding requests for improvements to current service levels as well as new programs or services and capital improvement projects.

As departments formulate their expenditure requests, the Finance Department is preparing the corresponding revenue analysis and forecast. Revenue sources across all funds are analyzed using the expert judgment of department directors and staff, trend analysis, and economic forecasts to compile revenue estimates that are both accurate and conservative. The city maintains a conservative revenue forecasting philosophy aimed at mitigating the over-appropriation of expenditures based on inflated revenue estimates. Additionally, the city's aggressive pay-as-you-go capital program is supported by the conservative revenue philosophy through a level supply of excess fund balance (i.e., fund balance in excess of the city's 25% fund balance reserve) available for one-time capital investment.

Budget requests are completed by every department and submitted to the Finance Department where the data is assembled into a central repository reporting system.

Both expenditure requests and revenue projections are calculated and formatted for presentation to the Mayor and City Administrator for initial review. During these meetings, discussion is focused on appropriations necessary to maintain current service levels. Appropriation growth in excess of a reasonable CPI figure will be thoroughly analyzed to determine the primary growth factors (e.g., fuel, utilities, and other items subject to volatile price fluctuations) and brainstorm ways to mitigate the increased costs. Additionally, new programs, services, improvements to current services, and capital improvement projects are

## BUDGET PROCESS

discussed in terms of how the initiatives link with departmental goals and objectives and by extension, the city's strategic priorities and vision for the future.

Upon completion of the departmental meetings, the BRC reviews base budgets within the context of the conservative revenue forecast and makes the necessary adjustments to balance the budget. Funding for new programs, services, or improvements to current services is prioritized based on a needs assessment and balanced against the goal of reducing the tax burden on our citizenry and stakeholders (e.g., millage rates). Funding for capital improvement projects is contained both within the general operational budget (recurring capital which is transferred from the General Fund into the Capital Projects Fund or Stormwater Capital Fund) as well as the companion capital project budget (one-time funding from excess fund balance). The consolidated balanced budget (i.e., operations and capital) is then prepared for presentation to the City Council.

### City Council Budget Workshops (May-June)

City Council budget workshops are held in May-June. The workshops typically commence with distribution of the Mayor's proposed budget which includes the following:

- Transmittal letter that summarizes the budget including current service levels, new initiatives, strengths/weaknesses/opportunities/threats facing the organization, and how the budget addresses those issues identified during the City Council Retreat;
- Departmental performance measurement listing; and
- Departmental budget detail including a multi-year expenditure summary (current year and two prior years); project summary listing; and budget detail comparison that provides specific line-item allocations for the current and proposed budget years.

The Finance Director conducts public presentations, as needed, to summarize the budget and discuss the underlying economic growth trends. Discussion will focus on the strategic issues facing the organization for the upcoming budget year and the next several years and how this budget positions the city to respond in a prudent and proactive manner (e.g., periods of slowing economic growth, etc.). The City Council takes a lead role in analyzing the budget within the context of the city's strategic vision for the future.

### Budget Adoption (June)

The budget and millage rate(s) are adopted via Ordinance through a public hearing process as provided under State law.

# BUDGET PROCESS

## Budget Calendar



### City of Alpharetta Fiscal Year 2023 Budget Calendar

<b>January</b>	City Council Retreat
<b>January 24-28</b>	Budget kickoff meetings Budget target data distributed to departments <ul style="list-style-type: none"><li>- Phase II (maintenance and operations)</li><li>- Phase III (capital requests and budget initiatives)</li><li>- Performance Measurement ("PM") template<ul style="list-style-type: none"><li>• FY 2020 actual vs. target (results)</li><li>• FY 2021 year-to-date actual</li><li>• FY 2022 target</li><li>• FY 2023 target</li></ul></li><li>- Departmental organizational charts</li><li>- Departmental goals and objectives</li></ul> Service summary by Division/Function funded within Budget Target
<b>February 18</b>	Due to Finance: <ul style="list-style-type: none"><li>- Phase II and III Budget data</li><li>- Updated PM data</li><li>- Updated organizational charts</li><li>- Updated goals and objectives</li><li>- Service summary by Division/Function</li></ul>
<b>February-March</b>	Finance Department 2023 Budget finalization
<b>March-April</b>	Mayor, City Administrator, Departments and Finance Department Budget reprogramming
<b>April 14</b>	Distribute Mayor's Recommended FY 2023 Operating and Capital Budget
<b>May 2/16</b>	City Council Meetings Finance Department presentation <ul style="list-style-type: none"><li>- FY 2023 Budget work sessions (operating and capital)</li></ul>
<b><u>Budget and Millage Levy Hearings</u></b>	
<b>May 23 (6:30pm)</b>	Public Hearing City Council Meeting (1 <sup>st</sup> reading of Budget Ordinance) City Council Meeting (1 <sup>st</sup> reading of Millage Levy Ordinance)
<b>June 6 (11:30am)</b>	Public Hearing
<b>June 6 (6:30pm)</b>	Public Hearing City Council Meeting (2 <sup>nd</sup> reading of Budget Ordinance) City Council Meeting (2 <sup>nd</sup> reading of Millage Levy Ordinance)

# BUDGET PROCESS

## Budget Basis and Structure

The city’s budget is developed on a modified accrual basis. State law requires that the city’s budget be balanced – revenues equal expenditures.

Under the modified accrual basis, revenues are recorded when both available and measurable. Certain fines and forfeitures, however, are recorded when received, as they are not susceptible to accrual. Expenditures are recognized when the liability is incurred, except for: (1) principal and interest on general long-term debt which are recognized when due; and (2) annual employee leave and claims/judgments for litigation and self-insurance which are recorded in the period due and payable.

The legal level-of-control resides at the department level within a given fund. As such, reallocation of appropriations between line-items is acceptable within a given department with the following exceptions:

- Salary and benefit savings due to vacancies are restricted from reallocation to cover operating expenditures except in the case of funding temporary labor assistance; and
- Capital appropriations are restricted to the specific purpose set forth in the budget and cannot be reallocated except through approval by City Administration and/or the City Council.

Budget amendments that cross departments must be approved in advance by the City Council. As such, these amendments are typically brought for consideration by City Council during the mid-year budget review process.



# OPERATING INITIATIVE REQUESTS

## Operating Initiative Requests

### Executive Summary

	Revenue	Expense	Net Cost	Capital Component
<b>Funding Available for Operating Initiatives:</b>	<b>\$ 270,000</b>	<b>\$ 1,995,900</b>	<b>\$ 1,725,900</b>	
<b>Recommended Initiatives:</b>				
<i>Citywide</i>				
Salary Compression Adjustments	\$ -	\$ 825,000	\$ 825,000	\$ -
<i>Human Resources Department</i>				
HR Specialist Position (+1 FTE)	-	107,500	107,500	-
<i>Public Safety Department</i>				
Jail Operations	-	95,500	95,500	-
NEARMAP GIS	-	4,000	4,000	-
Fleetio Fleet Software	-	15,000	15,000	-
Community Paramedic (+1 FTE)	-	100,000	100,000	70,000
Crime Scene Detective (+1 FTE)	-	105,000	105,000	82,500
Police Officers (+4 FTE)	-	361,000	361,000	297,000
SWAT Training and Conferences	-	53,500	53,500	-
Tactical Outsider Instructor	-	10,000	10,000	-
Crisis Negotiator Instructor	-	10,000	10,000	-
<i>Recreation, Parks &amp; Cultural Services</i>				
Event Barricades	-	32,400	32,400	-
Preston Ridge Community Ctr (+1 FTE)	100,000	124,000	24,000	-
MVP Zone Day Camp	100,000	85,000	(15,000)	-
Adventure Day Camp	70,000	68,000	(2,000)	-
	<b>\$ 270,000</b>	<b>\$ 1,995,900</b>	<b>\$ 1,725,900</b>	<b>\$ 449,500</b>

**Remaining Funds Available for Operating Initiatives:** \$ -

Recommended Operating Initiatives represent a net impact of \$1.7 million (\$2 million in additional expenditure requirements which is offset through an additional \$270,000 of forecasted program revenue generation) and have been programmed into the departmental operating budgets. There is an additional capital requirement of \$449,500 associated with these requests that is included within the Capital Initiative Requests for 2023.

Operating Initiatives not recommended for funding total \$1,028,000 and include capital investment requirements of \$297,000.

# OPERATING INITIATIVE REQUESTS

## Detail (Recommended Operating Initiatives)

### Citywide

**Salary Compression Adjustments** **\$825,000**

This initiative represents a continuation of the City’s salary adjustment process and follows the recent adjustments related to maintaining competitiveness within the market. Specifically, this phase is focused on adjusting internal compression issues within our pay structure to ensure we maintain a fair and equitable compensation plan for our employees. The forecasted cost reflects salary adjustments and those impacted benefit line items (e.g., FICA, pension, etc.).

### General Fund

#### **Human Resources**

**HR Specialist position (+1 FTE)** **\$107,500**

The proposed new position will be responsible for recruitment and the administration of our human resources information systems (HRIS) current modules (applicant tracking system, onboarding, eforms, personnel records management system), and any future additions (i.e., performance evaluation). The increase of use of technology requires recruiting an HR professional with a new mix of skills who combine technological expertise with good social interaction, understanding of human resources field, self-motivation, and strong project management skills to coordinate, implement, and train users in the new technological features. Demands and workload performed by current HR personnel exceeds staff capacity.

According to the SHRM 2015 Workforce Analytics, the HR-to-employee ratio is 1.22 fulltime HR professional staff per 100 employees, not including administrative support staff required to process day-to-day tasks. This ratio is at an all-time high, and in sharp contrast to the marked drops we have seen in recent years. The new ratio is primarily attributable to unprecedented workforce growth, recruitment challenges, and an increased need to support the added HR burden on businesses. Our current HR Department organizational chart is composed of two professional positions and one administrative support position supporting 420+ employees half of the year, and 520+ the remaining of the months due to work conducted towards recruitment, onboarding and offboarding temporary seasonal staff.

Additionally, the nationwide push for gender and racial equity, social justice, and inclusion, will continue to challenge organizations to constantly evaluate its practices and provide resources and training to the workforce to ensure a fair and equal treatment. Staff will be needed to deal with the influx of coaching, training, and potential internal investigations.

Personnel costs are estimated at \$100,000 annually and reflect salary and benefit costs only. Operational costs in year one includes equipment (phone, computer, etc.) and limited training costs totaling \$7,500. Starting in 2024, annual operational costs are estimated at \$5,000 and primarily consist of training/professional development.

## OPERATING INITIATIVE REQUESTS

### **Public Safety**

#### **Jail Operations**

**\$95,500**

This initiative covers estimated operational costs for the jail under an IGA structure with Fulton County (e.g., \$ per inmate per day).

#### **NEARMAP GIS**

**\$4,000**

Using new and emerging technology involving aerial photography, artificial intelligence (AI), combined with GIS functionality, NEARMAP provides a service which gathers and provides building footprint information along with other data not readily available. Building Height, Building square footage, number of stories are generated into GIS compatible data sets that can be combined with other GIS available data to create a more comprehensive emergency services operational picture. This operational data would be made available to both Fire and Police services during emergency response. The resulting value is increased safety of emergency employees.

#### **Fleetio Fleet Software**

**\$15,000**

Fleetio is a replacement product for Collective Fleet. Fleetio offers a cloud-based solution to manage and maintain our fleet, billed at a per vehicle rate. Fleetio offers user friendly reporting, easily readable dashboards with current metrics, and mobile phone apps which make vehicle inspections painless. Preventive maintenance reminders and vehicle assignments can be programmed into the system to hold users accountable. Fleetio offers a passthrough service for billing and workorders, so we pay Fleetio directly while fully capturing invoice details from our vendors, eliminating duplicate data entry, and ensuring accurate information for our vehicles. Pricing is for 200 vehicles added to system, plus Single Sign On integration to use Active Directory Credentials.

#### **Community Paramedic (+1 FTE)**

**\$100,000**

#### **(\$100,000 operations/\$70,000 capital)**

The proposed new position increases responsiveness to community needs by adding dedicated a full-time Community Paramedic position. Benefits of program include more efficient call volume/responses, improved patient follow-up and patient advocacy to those citizens who may not need 911 services but do require assistance. Our current Community Paramedic works in a part-time capacity, however the need for the program has grown to the point where we have a waiting list of citizens who may require our services. Unfortunately, due to increased call volume and the part-time attention that the program receives, we are unable to keep up with demand. The hope is that our current Community Paramedic become a full-time position, so we may better attend to the many needs of our citizens on a daily basis.

Personnel costs are estimated at \$91,000 annually and reflect salary and benefit costs only. Operational costs are estimated at \$9,000 and include professional development, uniforms, general supplies, and fuel. There is a companion one-time capital request for \$70,000 that includes funding for a vehicle purchase (and upfitting), mobile and portable radios, laptop, etc.

## OPERATING INITIATIVE REQUESTS

### **Crime Scene Detective (+1 FTE)**

**\$105,000**

**(\$105,000 operations/\$82,500 capital)**

The Criminal Investigations Division (CID) has been without a dedicated or primarily assigned person to effectively process crime scenes and evidence collected since midyear of 2020. Since that time, there have been several incidents where a crime scene technician could have been utilized to assist with that portion of the investigation, and reduce the risk created of evidence lost or missed during the processing of scenes and evidence.

The importance of thorough and proper processing of crime scenes and evidence cannot be understated. There are those cases where trace evidence provides the critical link to successful identification and prosecution. These things could be overlooked by detectives who are processing their own scene while at the same time concerned with victim and witness interviews, suspect interrogations, applications for warrants, etc. It would be a disservice to our community if justice could not be found for our victims due to a lack of a resource that a dedicated crime scene technician can provide.

The proposed position's primary function would be to respond and process scenes and evidence collected. While this would be their primary function, this position will also be required to work a light case load consisting of minor property crimes when not working on their primary functions.

Personnel costs are estimated at \$91,000 annually and reflect salary and benefit costs only. Operational costs are estimated at \$14,000 and include professional development, uniforms, general supplies, and fuel. There is a companion one-time capital request for \$82,500 that includes funding for a vehicle purchase (and upfitting), mobile and portable radios, laptop, body camera, crime scene equipment, etc.

### **Police Officers (+4 FTE) - Downtown**

**\$361,000**

**(\$361,000 operations/\$297,000 capital)**

The Uniform Patrol Division and Special Operations Division have reached a critical point in terms of their ability to meet the various missions of the department. The addition of the downtown area and its expansion over the past couple of years has created a need for a continuous police presence to ensure a pleasant and safe experience for visitors. We currently take a patchwork approach to patrolling downtown using a combination of bicycle units, patrol officers, and overtime positions to meet the needs of the area. This allows us to maintain safety, but not the presence and police coverage throughout the city we all desire. The workload is at a level which requires dedicated staff to provide the level of customer service and police presence expected by the citizens and city leadership. Due to training, sickness/injury, and PTO, we regularly have days where only 5 or 6 officers are actively patrolling the city and responding to 911 calls.

We are requesting an additional four sworn police officers to be able increase our presence and response in the downtown area and throughout the city. It is critical that we keep a constant presence in downtown and Avalon so that visitors and citizens continue to feel safe and enjoy their time in Alpharetta. Without additional people, we

## OPERATING INITIATIVE REQUESTS

fear the quality of work and customer service will suffer. Our plan for the four additional officers will allow us the opportunity to open the downtown zone and maintain an ongoing presence with four uniform and bike patrol units. These units handle all calls for service and provide a visible presence during the peak hours of the day and evening.

Personnel costs are estimated at \$300,000 annually and reflect salary and benefit costs only. Operational costs are estimated at \$61,000 and include professional development, uniforms, general supplies, and fuel. There is a companion one-time capital request for \$297,000 that includes funding for vehicle purchases (and upfitting), mobile and portable radios, laptops, body cameras, cell phones, etc.

### **SWAT Training and Conferences**

**\$53,500**

- **SWAT Medic Training (\$10,000):** Two SWAT Medics need to attend a Tactical Medic Class. Though our Medics are highly trained they need more advanced training in trauma care specific to the type of specialized care needed to treat wounds and injuries that happen in SWAT operations and training. They will receive advanced training taught by medics that have been in combat which is the top-of-the-line newest techniques that will allow them to get the skills to save more lives in the most serious of situations.
- **SWAT Sniper Training (\$7,250):** The two SWAT Long Rifleman need to attend an advanced Marksmanship Class. This training will give enhance their skill in making precision rifle shots in different environments, in various conditions, from different positions. When these operators take a shot, they are shooting at an area of about an inch and a half so their skill must be at the highest level, so these types of classes are crucial for the safety of officers and citizens.
- **SWAT Team Leader Training (\$8,250):** Two Team Leaders need to attend a SWAT Team Leader Class. This training teaches a SWAT Team leader the many aspects of being a team leader including but not limited to decision making, planning, risk assessment, risk mitigation and legal liability. This training is crucial in a Team Leader in running successful SWAT Operations resulting the safest resolution of incidents as possible.
- **SWAT GTOA Conference (\$14,000):** Four SWAT Operators will need to attend the GTOA Conference. This conference allows operators to attend advanced training that is taught by instructors that are from outside of our normal outside area of operations. They will be exposed to new and different tactics and techniques that will improve the way we conduct operations. This outside training is mandated by national standards. This conference is a portion of our 40 in-service which is also a national mandate.
- **SWAT Negotiator Conference (\$14,000):** Four Crisis Negotiators need to attend the Negotiator Conference. Though our Negotiators are highly trained they need more advanced training in Negotiations with different people in various situations. This will also allow Negotiators to gain other skills needed for successful negotiations.

## OPERATING INITIATIVE REQUESTS

### **Tactical Outside Instructor**

**\$10,000**

To comply with National Tactical Officers Association (NTOA), who are the recognized experts in Tactical Operations we need to bring in an instructor to teach a class. We will bring in an instructor to teach firearms and/or tactics classes that will prepare us to handle a variety of incidents that fall under our area of responsibility.

### **Crisis Negotiator Instructor**

**\$10,000**

Crisis Negotiators are highly trained and need ongoing training to maintain their proficiency level. They have the need for more advanced training in Negotiations with different people in various situations. This will also allow Negotiators to gain other skills needed for successful negotiations. This training is not offered locally so the best way to get the training is to bring in an outside instructor to provide the training. It may be possible to recover some of the cost by charging other agencies to take the training. Bringing an instructor in saves money on travel.

### **Recreation, Parks & Cultural Services**

#### **Event Barricades**

**\$32,400**

This initiative is being driven by Public Safety, with input from Public Works. The Community Services Division of Recreation, Parks & Cultural Services will be utilizing the safety barricade plan outlined by the Public Safety and Public Works Departments at the large special events. Specifically, this will be an annual expense for the Taste of Alpharetta (\$12,000), Brew Moon Summer (\$5,600), Brew Moon Fall (\$5,600) and Wire & Wood (\$9,200).

#### **Preston Ridge Community Ctr (+1 FTE) \$124,000 (costs); \$100,000 (revenues)**

Preston Ridge Community Center (PRCC) opened its doors June of 2021. The center was slated to open in 2020, but COVID changed those plans. The facility has been operating on a minimal budget and has no full-time staff to manage the daily programs and running of the building.

Currently, programming is around 35% of the capacity of the facility, with rentals continuing to increase. The building has been temporarily staffed with a Recreation Coordinator splitting his time between PRCC and Athletics; he has since been promoted to Supervisor at the Wills Park Recreation Center and can no longer oversee operations at PRCC. Part time staff are currently managing the front desk and part-time and full-time coordinators are filling in temporarily.

A Recreation Coordinator is needed full-time to continue programming and growing the offerings at PRCC. There may come a time where PRCC needs a Recreation Supervisor, but currently in its infancy, a Coordinator is appropriate for staffing.

Preston Ridge Community Center has great potential to be an active, collaborative, and exceptional Community Center with the right Coordinator in there to do the job and the funding for programming.

Personnel costs are estimated at \$75,000 annually and reflect salary and benefit costs only. Operational costs are estimated at \$49,000 and include professional services

## OPERATING INITIATIVE REQUESTS

(instructor fees), general supplies, etc. Year 1 revenue generation under an expanded operational plan is estimated at \$100,000 and forecast to stabilize at \$125,000 annually by year 2.

### **MVP Zone Day Camp**

**\$85,000 (costs); \$100,000 (revenues)**

In Spring of 2020, two program initiatives were submitted for approval for MVP Zone Sports Camp and Teen Adventure Camp. Registration numbers for all programs were at an all-time high and the addition of these two camps to the all-day choices for the parents of the City of Alpharetta were sure to fill up Summer 2020. Then COVID happened and all initiatives were pulled from the budget process.

Knowing that the youth in Alpharetta had their lives disrupted by COVID, staff felt a strong responsibility to offer Summer programming that would bring back a level of normalcy to our campers. Without full classes, the Recreation Services budget was left with a surplus that we were able to put towards MVP Zone Sports camp for summer of 2020. The camp served 368 campers for 8 weeks that summer, there were no field trips, and the specialty activities were brought to the park. Summer of 2021 funds were still able to be pulled from areas that had not yet recovered and the camp was funded, serving 371 campers for 7 weeks, again with no field trips. Summer of 2022 plans to offer 8 weeks of camp.

Teen adventure camp was cancelled Summer of 2020, but it was held Summer 2021 serving 72 campers for 2 weeks. This camp offered daily trips utilizing the AAAC busses. Funding was also pulled from areas not yet recovered. This summer the plan is to offer 6 weeks with a maximum of 45 campers per week.

The reason these two camps came about were two-fold. (1) Wills Park Day Camp had a consistent waitlist every year at least 30+ deep. Staff felt that if we could add an additional camp that had a sports theme to it, we could accommodate more campers; the last two summers show that this was an intelligent and successful decision. (2) The Department Master Plan and the Recreation Services Strategy both call for offerings that (a) serve teens and (b) provide programming during the summer months that keep children engaged in safe, educational, and fun activities, as well as providing an option for working parents.

Both camps have shown that they are utilized by the citizens of Alpharetta, City of Alpharetta employees and neighboring cities, especially the teen camp, and are an important part of Summer programming offered by the City of Alpharetta.

Recreation Services programming is currently back to 2019 levels, and in some areas, even higher. There will be no surplus to pull from this Summer to fund these camps; that is why it is so important that these initiatives are approved for FY 2023.

Personnel costs are estimated at \$40,000 annually and reflect seasonal salaries and benefits only. Operational costs are estimated at \$45,000 and include professional services (instructor fees), equipment rentals, general supplies, etc. Revenue generation is estimated at \$100,000 annually.

## OPERATING INITIATIVE REQUESTS

### **Adventure Day Camp**

**\$68,000 (costs); \$70,000 (revenues)**

It's becoming clearer that no matter where kids end up—in summer school, with grandparents or at home—it's essential to keep kid's minds active and engaged during the summer. Offering a teen adventure camp for ages 12-15 will provide an opportunity for teenagers to interact effectively with other people. Campers will be on field trips, in the community or participating in community service projects daily. Very little time will be spent in a facility. In the unplugged, noncompetitive camp culture, teens build up their "emotional intelligence" (EQ), their face-to-face communication and relationship skills. Coming out of the pandemic, which has highly affected the youth, Recreation Services feels even more compelled to offer outlets of recreation for all ages and for the working parents that need their children engaged in a safe and structured environment. Max 50 campers. Registration Fees: Resident \$225.00/ Non-Resident \$337.50.

Personnel costs are estimated at \$25,000 annually and reflect seasonal salaries and benefits only. Operational costs are estimated at \$43,000 and include professional services (instructor fees), equipment rentals, general supplies, etc. Revenue generation is estimated at \$70,000 annually.

## Detail (Unfunded Operating Initiatives)

### **General Fund**

#### **Information Technology**

##### **Security Operations Center**

**\$200,000**

This request is to address workload and efficiency issues for the existing City security staff and to provide 24/7 coverage, the City needs to account all security and authentication devices installed in the network including but not limited to firewalls, end-point security, etc. Costs represent annual licensing and maintenance fees. This initiative was highly recommended in the IT Review Project conducted by Layer3Com in 2021.

##### **Enterprise Endpoint Management**

**\$150,000**

This request is to provide for enterprise endpoint management with a focus on security and vulnerability testing. Costs represent annual licensing and maintenance fees.

##### **Network Operations Center**

**\$120,000**

This request is to address the workload and efficiency issues for the existing City network staff and to provide 24/7 coverage. Costs represent annual licensing and maintenance fees. This initiative was highly recommended in the IT Review Project conducted by Layer3Com in 2021.

##### **Enterprise Password Management**

**\$50,000**

This request is to provide for password management for all users. Costs represent annual licensing and maintenance fees.

## OPERATING INITIATIVE REQUESTS

### **Vendor Access Management** **\$20,000**

This request is to provide managed remoted access for vendors; the price may decrease based on the number of licenses needed. Costs represent annual licensing and maintenance fees.

### **SharePoint Management** **\$10,000**

This request is to provide SharePoint system management enhancement. Costs represent annual licensing and maintenance fees.

### **Public Safety**

#### **Police Officers (+4 FTE) **\$361,000****

#### **(\$361,000 operations/\$297,000 capital)**

The Uniform Patrol Division and Special Operations Division have reached a critical point in terms of their ability to meet the various missions of the department. The addition of the downtown area and its expansion over the past couple of years has created a need for a continuous police presence to ensure a pleasant and safe experience for visitors. We currently take a patchwork approach to patrolling downtown using a combination of bicycle units, patrol officers, and overtime positions to meet the needs of the area. This allows us to maintain safety, but not the presence and police coverage throughout the city we all desire. The workload is at a level which requires dedicated staff to provide the level of customer service and police presence expected by the citizens and city leadership. Due to training, sickness/injury, and PTO, we regularly have days where only 5 or 6 officers are actively patrolling the city and responding to 911 calls.

Four officers are recommended for funding in 2023 to augment Downtown policing activities. An additional four officers are being requested herein to be divided among the Uniform Patrol Squads for coverage in the busier zones. These additional officers would allow us more flexibility and ensure we never have fewer than 8-10 officers patrolling the city at any time. Adding these positions will eliminate the need to restrict time off and will provide better coverage and response to calls for service. These additional positions will also enable us to provide more growth opportunities for officers to keep them satisfied and engaged with their careers.

Personnel costs are estimated at \$300,000 annually and reflect salary and benefit costs only. Operational costs are estimated at \$61,000 and include professional development, uniforms, general supplies, and fuel. There is a companion one-time capital request for \$297,000 that includes funding for vehicle purchases (and upfitting), mobile and portable radios, laptops, body cameras, cell phones, etc.

#### **Part-Time Administrative Position - Fire Training (+0.5 FTE) **\$34,000****

With the increased demand on the Fire Training Division, it is necessary that we hire a part-time employee to assist in the administrative portion of keeping our personnel certified. Fire Training and EMS Training would utilize this position for class registrations, document preparations, and other clerical duties that would increase the overall efficiency of the units. These units have been understaffed for years. An uncertified

# OPERATING INITIATIVE REQUESTS

OPERATING INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

part-time position will alleviate our certified personnel from having to do these clerical jobs so that they can focus on the training of our certified staff members in order to reach our departments mission goals.

Personnel costs are estimated at \$31,500 annually and reflect salary and benefit costs only. Operational costs are estimated at \$2,500 and include general supplies and miscellaneous operational costs.

### Recreation, Parks & Cultural Services

**Trash Management** **\$40,000**

For large events, all trash management/removal will be hired out to a landscape company. These events include Mayors Challenge, Taste of Alpharetta, Season of Celebration, Wire & Wood, Brew Moon Summer, Brew Moon Fall, Grilling & GridIron, Food Truck Alley, Pop Fest, and Wine Festival. Also included is the cleanup of all the straw bales and materials from the community-created scarecrows.

**Wire & Wood Event Talent (additional funding)** **\$25,000**

To continue offering high quality musical talent at the City's Wire & Wood music festival, the talent budget needs to be increased by \$25,000 (from current funding level of \$50,000 to \$75,000).

**Wire & Wood Marketing** **\$8,000**

To keep the residents informed of all the numerous elements related to the Wire & Wood event, the Community Services Division will need to hire a short-term marketing contractor to push out all the content for the weeks leading up to the event (Aug-Oct), including, but not limited to parking, lineup, stage locations, etc.

**New Partnered Events** **\$10,000**

This funding is to add two new "Partnered Events" to the Special Event portfolio: Alpharetta Wine Festival and Alpharetta POP Fest. These events are "partnered events", and as such, the City will cover the cost of road closure, toilets, electrical, trash management, etc. For the Alpharetta Wine Festival this will cost \$6,500. For the Alpharetta POP Fest, this will cost \$3,500. The lower cost for the POP fest is due to the venue (Brooke Street Park) having restrooms available, so that none will need to be rented.

## Citywide Budget Summaries

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### Overview

The *Citywide Budget Summaries* section is intended to provide readers with an overall understanding of the city's fiscal year 2023 budget. The following schedules provide readers with revenue and expenditure summaries from several different perspectives including:

- **Citywide Budget Summary by Fund**

This section provides a summary/narrative of FY 2023 budget data by fund type (e.g., General Fund, Special Revenue Funds, etc.). Please refer to the *Financial Accounting Structure* section of this document for detailed information about the city's financial structure and fund types.

- **Citywide Budget Summary by Revenue Source**

This section provides a summary/narrative of FY 2023 budget data by revenue source (i.e., Property Taxes, Other Taxes, Charges for Services, etc.). Please refer to the specific Fund Summaries section (e.g., General Fund Summary, Special Revenue Fund Summaries, etc.) of this document for more detailed information about the city's various revenue sources.

- **Citywide Budget Summary by Department Expenditures**

This section provides a summary/narrative of FY 2023 budget data by department expenditures (e.g., City Administration, Public Safety, etc.). Please refer to the *Departmental Summaries* section of this document for more detailed information about each department's expenditures.

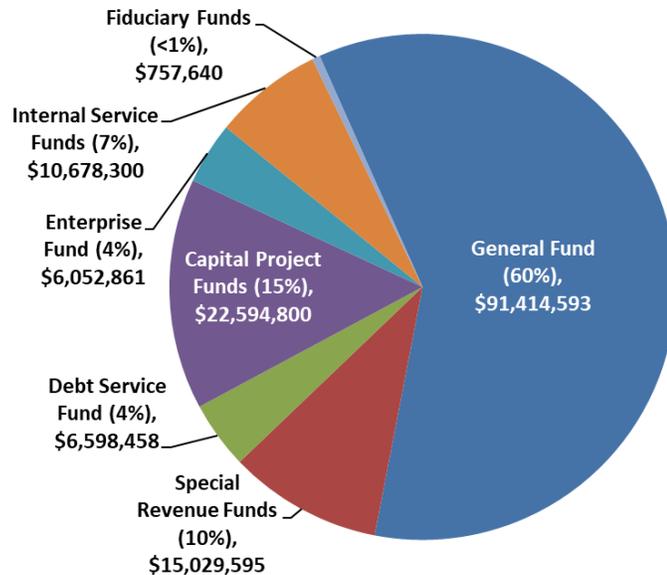
- **Citywide Budget Summary by Expenditure Category**

This section provides a summary/narrative of FY 2023 budget data by expenditure category (e.g., Personnel Services, Maintenance & Operations, etc.).

# CITYWIDE BUDGET SUMMARIES

## Summary by Fund Type

FY 2023 Citywide Budget  
totals \$153 Million



The Fiscal Year 2023 budget for all funds totals \$153 million. The city budget includes appropriations for the following fund types:

**General Fund:** The city's General Fund is its largest fund and includes governmental activities such as police, fire, recreation, and other general governmental functions that are primarily funded with property taxes, utility taxes, franchise fees, and charges for services, such as recreation program fees.

**Special Revenue Funds:** These Funds are established to account for revenues that are restricted by statute, ordinance, or resolution for a specific purpose. Appropriated Funds include E-911 Fund; Impact Fee Fund; and the Hotel/Motel Fund.

**Debt Service Fund:** This Fund is utilized to account for debt service requirements of the city's general government debt obligations.

**Capital Project Funds:** These Funds are used for various citywide capital projects. Projected funding for FY 2023 is from interest earnings, fund balance, and transfers from other funds.

The adopting budget ordinance will authorize unspent appropriations from fiscal year 2022 to be re-appropriated to continue previously approved projects. As such, these appropriations are not reflected herein.

**Enterprise Fund:** This Fund is a self-supporting entity that derives its revenue primarily from charges levied on the users of its services, much like private enterprises. The city utilizes an enterprise fund to account for operations of its solid waste system.

**Internal Service Fund:** These Funds are used to accumulate and allocate costs internally among the city's various functions. The city utilizes a Risk Management Fund (administering general liability, automotive liability, workers' compensation, etc.) and Medical Insurance Fund (account for activity under the Minimum Premium Plan in accordance with GAAP).

**Fiduciary Funds:** These Funds are used to account for resources held for the benefit of parties outside the government and include the OPEB Funds.

# CITYWIDE BUDGET SUMMARIES

## Summary by Fund

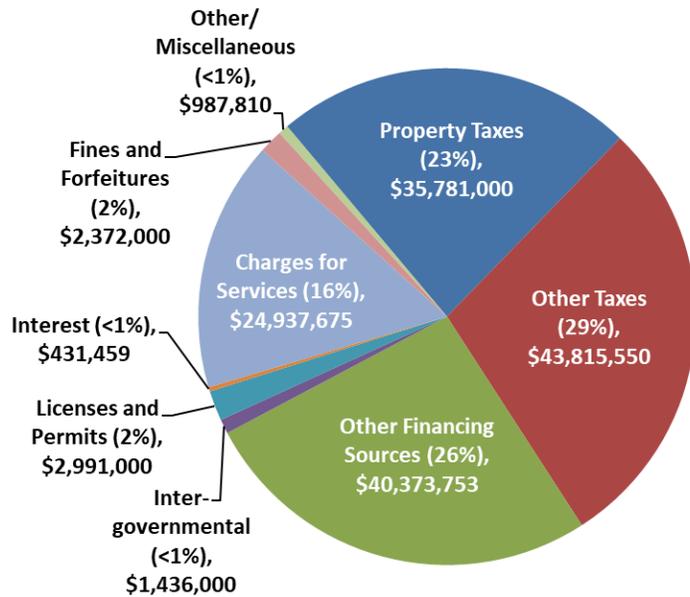
### FY 2023 Budget

	Revenues	Expenditures	Balanced Budget
<b>General Fund</b>	\$ 91,414,593	\$ 91,414,593	√
<b>Special Revenue Funds:</b>			
E-911 Fund	\$ 5,510,905	\$ 5,510,905	√
Impact Fee Fund	2,018,690	2,018,690	√
Hotel/Motel Fund	7,500,000	7,500,000	√
	<b>\$ 15,029,595</b>	<b>\$ 15,029,595</b>	√
<b>Debt Service Fund</b>	\$ 6,598,458	\$ 6,598,458	√
<b>Capital/Grant Funds:</b>			
Capital Projects Fund	\$ 14,094,800	\$ 14,094,800	√
Stormwater Capital Fund	4,200,000	4,200,000	√
TSPLOST 1 Fund	4,300,000	4,300,000	√
	<b>\$ 22,594,800</b>	<b>\$ 22,594,800</b>	√
<b>Enterprise Fund:</b>			
Solid Waste Fund	\$ 6,052,861	\$ 6,052,861	√
<b>Internal Service Funds:</b>			
Risk Management Fund	\$ 1,678,300	\$ 1,678,300	√
Medical Insurance Fund	9,000,000	9,000,000	√
	<b>\$ 10,678,300</b>	<b>\$ 10,678,300</b>	√
<b>Fiduciary Funds:</b>			
OPEB Health Benefit Fund	\$ 23,508	\$ 23,508	√
OPEB Reimbursement Benefit Fund	734,132	734,132	√
	<b>\$ 757,640</b>	<b>\$ 757,640</b>	√
<b>Total</b>	<b>\$ 153,126,247</b>	<b>\$ 153,126,247</b>	√

# CITYWIDE BUDGET SUMMARIES

## Summary by Revenue Source

FY 2023 Citywide Budget  
totals \$153 Million



The chart above segments the FY 2023 budget by revenue source and includes the following:

**Property Taxes:** Ad Valorem tax on real/personal property owned within the city. The recommended millage rate for FY 2023 is flat with the prior year at 5.750 mills and is composed of the following: Operating Millage Rate of 4.785 mills (used to fund general city operations and the recurring capital program); and a Debt Service Millage Rate of 0.965 mills (used to fund debt service on voter approved general obligation bonds).

**Other Taxes:** Includes local option sales taxes (i.e., LOST), franchise fees (fees charged to utility companies operating within the city that allow for the use of public right-of-way), hotel/motel taxes, business and occupational taxes, etc.

**Licenses and Permits:** Includes building permit fees, occupancy permit fees, alcohol beverage permit fees, development permits and related fees, etc.

**Intergovernmental:** Includes federal, state, and local grant funding as well as revenue sharing associated with intergovernmental agreements.

**Charges for Services:** Includes recreation user fees, planning and development fees, fire plan review fees, special event fees, impact fees, solid waste fees, employer/employee premium fees; etc.

**Fines and Forfeitures:** Includes municipal court fines, code enforcement board fines, school zone speed citations, etc.

**Interest:** Includes investment earnings on city funds.

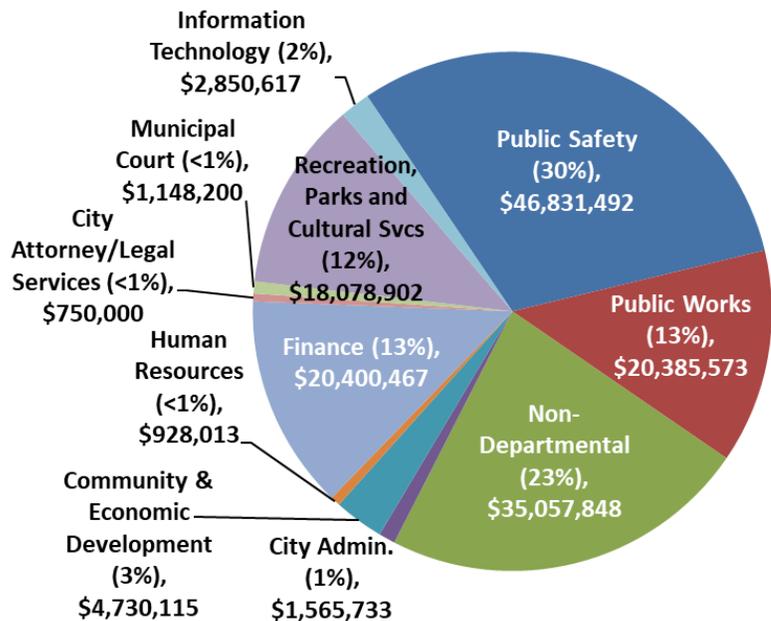
**Other/Miscellaneous:** Includes the sale of surplus assets, donations, and other miscellaneous revenues.

**Other Financing Sources:** Includes inter-fund transfers and budgeted fund balance.

# CITYWIDE BUDGET SUMMARIES

## Summary by Department Expenditures

FY 2023 Citywide Budget  
totals \$153 Million



The chart above segments the FY 2023 budget by department/functional unit and includes the following:

### Mayor and City Council

### City Administration

### Community and Economic Development

### Public Works

**Finance** (includes general operations and activities associated with the Solid Waste Fund, Risk Management Fund, and Medical Insurance Fund)

### Human Resources

### Information Technology

### Legal Services (City Attorney)

### Municipal Court

**Public Safety** (includes general operations and activities associated with the E-911 Fund)

### Recreation, Parks and Cultural Services

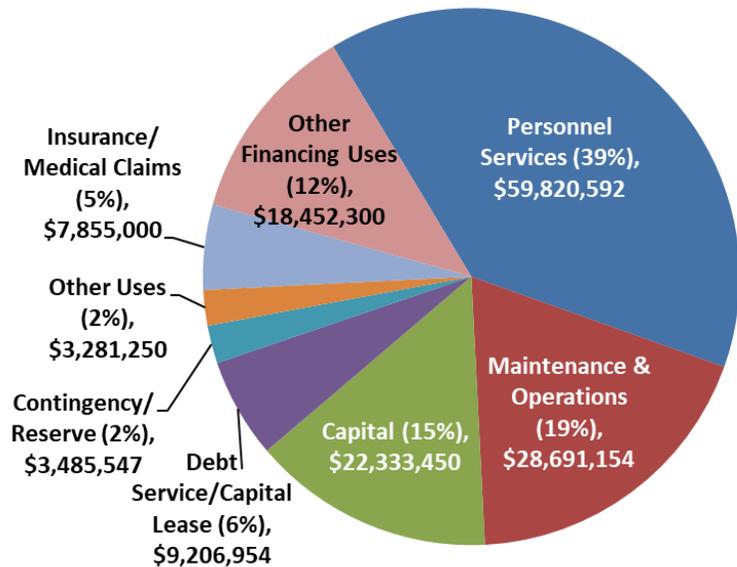
**Non-Departmental** (interfund transfers, contingency/reserves, Hotel/Motel Fund distributions, debt service, activities within the OPEB Funds, etc.)

Please refer to the *Departmental Summaries* section of this document for specific information on each department including mission, goals and objectives, financial summary, and performance measures.

# CITYWIDE BUDGET SUMMARIES

## Summary by Expenditure Category

FY 2023 Citywide Budget  
totals \$153 Million



The chart above segments the FY 2023 budget by expenditure category and includes the following:

**Personnel Services:** Includes expenses for salaries, wages, and related employee benefits provided for all persons employed by the city whether on a full-time, part-time, temporary, or seasonal basis. Employee benefits include employer contribution for health insurance, pension, social security, workers compensation, other post-employment benefits, etc.

**Maintenance and Operations:** Includes expenses for goods and services associated with city's provision of services. Examples include professional fees, repair & maintenance, utilities, travel and training, etc.

**Capital:** Includes expenses for the acquisition of capital assets (e.g., building improvements, machinery and equipment, vehicle replacement/acquisition, etc.).

**Debt Service:** Includes expenses related to the repayment of the city's voter approved

debt obligations (e.g., principal and interest payments, debt service fees, etc.).

**Insurance/Medical Claims:** Includes an actuarially determined estimate for risk-management insurance claims and estimated medical claims under the city's Minimum Premium Plan. There is a grossing-up effect with the Medical Insurance Fund as the employer premium expenses are also reflected in the Operating Funds (e.g., General Fund, E911 Fund, etc.).

**Other Uses:** Includes Hotel/Motel Tax disbursements to the Alpharetta Convention & Visitors Bureau.

**Contingency/Reserves:** Includes General Fund contingency appropriations and reserve appropriations across multiple funds (E911 Fund, Capital Project Fund, etc.).

**Other Financing Uses:** Includes interfund transfers for items such as grant matches, capital improvements, etc.

# CITYWIDE BUDGET SUMMARIES

## Consolidated Summary (Revenues by Source/Expenditures by Department)

	Special Revenue Funds				Capital Project Funds		
	General Fund	E-911 Fund	Impact Fee Fund	Hotel/Motel Fund	Capital Projects Fund	Stormwater Capital Fund	TSPLOST 1 Capital Fund
<b>REVENUES:</b>							
Property Taxes	\$ 29,502,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Option Sales Taxes/TSPLOST	18,925,000	-	-	-	-	-	-
Other Taxes	17,390,150	400	-	7,500,000	-	-	-
Licenses and Permits	2,991,000	-	-	-	-	-	-
Intergovernmental Revenue	186,000	1,250,000	-	-	-	-	-
Charges for Services	4,107,800	3,750,000	350,000	-	-	-	-
Fines and Forfeitures	2,372,000	-	-	-	-	-	-
Interest Earnings	200,000	15,000	-	-	155,000	-	-
Other/Miscellaneous	288,343	-	-	-	-	-	-
<i>subtotal</i>	<b>\$ 75,962,293</b>	<b>\$ 5,015,400</b>	<b>\$ 350,000</b>	<b>\$ 7,500,000</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ 11,439,800	\$ 4,200,000	\$ -
Interfund Transfer from Hotel/Motel Fund	2,812,500	-	-	-	-	-	-
Budgeted Fund Balance	12,639,800	495,505	1,668,690	-	2,500,000	-	4,300,000
<i>subtotal</i>	<b>\$ 15,452,300</b>	<b>\$ 495,505</b>	<b>\$ 1,668,690</b>	<b>\$ -</b>	<b>\$ 13,939,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>
<b>Total Revenues</b>	<b>\$ 91,414,593</b>	<b>\$ 5,510,905</b>	<b>\$ 2,018,690</b>	<b>\$ 7,500,000</b>	<b>\$ 14,094,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>
<b>EXPENDITURES:</b>							
Mayor and City Council	\$ 399,287	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Administration	1,420,733	-	-	-	145,000	-	-
Finance	3,698,826	-	-	-	-	-	-
Legal Services	750,000	-	-	-	-	-	-
Information Technology	2,350,617	-	-	-	500,000	-	-
Human Resources	855,513	-	-	-	72,500	-	-
Municipal Court	1,148,200	-	-	-	-	-	-
Public Safety	36,733,087	5,510,905	18,690	-	4,568,810	-	-
Public Works	10,112,573	-	-	-	4,073,000	4,200,000	2,000,000
Recreation, Parks and Cultural Services	11,788,902	-	2,000,000	-	1,990,000	-	2,300,000
Community and Economic Development	4,630,115	-	-	-	100,000	-	-
Non-Departmental	-	-	-	5,500	-	-	-
Insurance Premiums (Risk Fund)	823,300	-	-	-	-	-	-
Alpharetta Convention and Visitors Bureau	-	-	-	3,281,250	-	-	-
Debt Service (Principal and Interest)*	288,640	-	-	1,365,213	-	-	-
Contingency	775,000	-	-	35,537	-	-	-
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	2,645,490	-	-
<i>subtotal</i>	<b>\$ 75,774,793</b>	<b>\$ 5,510,905</b>	<b>\$ 2,018,690</b>	<b>\$ 4,687,500</b>	<b>\$ 14,094,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>
<b>Other Financing Uses</b>							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ 2,812,500	\$ -	\$ -	\$ -
Interfund Transfer to Capital Funds	15,639,800	-	-	-	-	-	-
<i>subtotal</i>	<b>\$ 15,639,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,812,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenditures</b>	<b>\$ 91,414,593</b>	<b>\$ 5,510,905</b>	<b>\$ 2,018,690</b>	<b>\$ 7,500,000</b>	<b>\$ 14,094,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>

\* Not including Capital Leases which are programmed into the appropriate Departmental budget above.

# CITYWIDE BUDGET SUMMARIES

	Enterprise Fund		Internal Service Funds		Fiduciary Funds		TOTAL
	Debt Service Fund	Solid Waste Fund	Risk Management Fund	Medical Insurance Fund	OPEB Health Benefit Fund	OPEB Reimb. Fund	
<b>REVENUES:</b>							
Property Taxes	\$ 6,279,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,781,000
Local Option Sales Taxes/TSPLOST	-	-	-	-	-	-	18,925,000
Other Taxes	-	-	-	-	-	-	24,890,550
Licenses and Permits	-	-	-	-	-	-	2,991,000
Intergovernmental Revenue	-	-	-	-	-	-	1,436,000
Charges for Services	-	6,051,575	1,678,300	9,000,000	-	-	24,937,675
Fines and Forfeitures	-	-	-	-	-	-	2,372,000
Interest Earnings	2,000	1,286	-	-	10,500	47,673	431,459
Other/Miscellaneous	-	-	-	-	13,008	686,459	987,810
<i>subtotal</i>	\$ 6,281,000	\$ 6,052,861	\$ 1,678,300	\$ 9,000,000	\$ 23,508	\$ 734,132	\$ 112,752,494
<b>Other Financing Sources</b>							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,639,800
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	-	2,812,500
Budgeted Fund Balance	317,458	-	-	-	-	-	21,921,453
<i>subtotal</i>	\$ 317,458	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,373,753
<b>Total Revenues</b>	<b>\$ 6,598,458</b>	<b>\$ 6,052,861</b>	<b>\$ 1,678,300</b>	<b>\$ 9,000,000</b>	<b>\$ 23,508</b>	<b>\$ 734,132</b>	<b>\$ 153,126,247</b>
<b>EXPENDITURES:</b>							
Mayor and City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 399,287
City Administration	-	-	-	-	-	-	1,565,733
Finance	-	6,023,341	1,678,300	9,000,000	-	-	20,400,467
Legal Services	-	-	-	-	-	-	750,000
Information Technology	-	-	-	-	-	-	2,850,617
Human Resources	-	-	-	-	-	-	928,013
Municipal Court	-	-	-	-	-	-	1,148,200
Public Safety	-	-	-	-	-	-	46,831,492
Public Works	-	-	-	-	-	-	20,385,573
Recreation, Parks and Cultural Services	-	-	-	-	-	-	18,078,902
Community and Economic Development	-	-	-	-	-	-	4,730,115
Non-Departmental	8,000	-	-	-	23,508	734,132	771,140
Insurance Premiums (Risk Fund)	-	-	-	-	-	-	823,300
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	-	3,281,250
Debt Service (Principal and Interest)*	6,590,458	-	-	-	-	-	8,244,311
Contingency	-	29,520	-	-	-	-	840,057
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	-	-	2,645,490
<i>subtotal</i>	\$ 6,598,458	\$ 6,052,861	\$ 1,678,300	\$ 9,000,000	\$ 23,508	\$ 734,132	\$ 134,673,947
<b>Other Financing Uses</b>							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,812,500
Interfund Transfer to Capital Funds	-	-	-	-	-	-	15,639,800
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,452,300
<b>Total Expenditures</b>	<b>\$ 6,598,458</b>	<b>\$ 6,052,861</b>	<b>\$ 1,678,300</b>	<b>\$ 9,000,000</b>	<b>\$ 23,508</b>	<b>\$ 734,132</b>	<b>\$ 153,126,247</b>

\* Not including Capital Leases which are programmed into the appropriate Departmental budget above.

# CITYWIDE BUDGET SUMMARIES

## Consolidated Summary (Revenues by Source/Expenditures by Category)

	Special Revenue Funds				Capital Project Funds		
	General Fund	E-911 Fund	Impact Fee Fund	Hotel/Motel Fund	Capital Project Fund	Stormwater Capital Fund	TSPLOST 1 Capital Fund
<b>REVENUES:</b>							
Property Taxes	\$ 29,502,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Option Sales Taxes/TSPLOST	18,925,000	-	-	-	-	-	-
Other Taxes	17,390,150	400	-	7,500,000	-	-	-
Licenses and Permits	2,991,000	-	-	-	-	-	-
Intergovernmental Revenue	186,000	1,250,000	-	-	-	-	-
Charges for Services	4,107,800	3,750,000	350,000	-	-	-	-
Fines and Forfeitures	2,372,000	-	-	-	-	-	-
Interest Earnings	200,000	15,000	-	-	155,000	-	-
Other/Miscellaneous	288,343	-	-	-	-	-	-
<i>subtotal</i>	<b>\$ 75,962,293</b>	<b>\$ 5,015,400</b>	<b>\$ 350,000</b>	<b>\$ 7,500,000</b>	<b>\$ 155,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Financing Sources</b>							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ 11,439,800	\$ 4,200,000	\$ -
Interfund Transfer from Hotel/Motel Fund	2,812,500	-	-	-	-	-	-
Budgeted Fund Balance	12,639,800	495,505	1,668,690	-	2,500,000	-	4,300,000
<i>subtotal</i>	<b>\$ 15,452,300</b>	<b>\$ 495,505</b>	<b>\$ 1,668,690</b>	<b>\$ -</b>	<b>\$ 13,939,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>
<b>Total Revenues</b>	<b>\$ 91,414,593</b>	<b>\$ 5,510,905</b>	<b>\$ 2,018,690</b>	<b>\$ 7,500,000</b>	<b>\$ 14,094,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>
<b>EXPENDITURES:</b>							
Personnel Services	\$ 55,484,008	\$ 3,512,065	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance and Operations	18,531,837	1,366,055	-	5,500	-	-	-
Capital	35,450	330,000	2,018,690	-	11,449,310	4,200,000	4,300,000
Debt Service	948,498	302,785	-	1,365,213	-	-	-
<b>Other</b>							
Insurance/Medical Claims	-	-	-	-	-	-	-
Alpharetta Convention and Visitors Bureau	-	-	-	3,281,250	-	-	-
Contingency	775,000	-	-	35,537	-	-	-
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	2,645,490	-	-
<i>subtotal</i>	<b>\$ 75,774,793</b>	<b>\$ 5,510,905</b>	<b>\$ 2,018,690</b>	<b>\$ 4,687,500</b>	<b>\$ 14,094,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>
<b>Other Financing Uses</b>							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ 2,812,500	\$ -	\$ -	\$ -
Interfund Transfer to Capital Funds	15,639,800	-	-	-	-	-	-
<i>subtotal</i>	<b>\$ 15,639,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,812,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenditures</b>	<b>\$ 91,414,593</b>	<b>\$ 5,510,905</b>	<b>\$ 2,018,690</b>	<b>\$ 7,500,000</b>	<b>\$ 14,094,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>

# CITYWIDE BUDGET SUMMARIES

	Enterprise Fund		Internal Service Funds		Fiduciary Fund		TOTAL
	Debt Service Fund	Solid Waste Fund	Risk Management Fund	Medical Insurance Fund	OPEB Health Benefit Fund	OPEB Reimb. Fund	
<b>REVENUES:</b>							
Property Taxes	\$ 6,279,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,781,000
Local Option Sales Taxes/TSPLOST	-	-	-	-	-	-	18,925,000
Other Taxes	-	-	-	-	-	-	24,890,550
Licenses and Permits	-	-	-	-	-	-	2,991,000
Intergovernmental Revenue	-	-	-	-	-	-	1,436,000
Charges for Services	-	6,051,575	1,678,300	9,000,000	-	-	24,937,675
Fines and Forfeitures	-	-	-	-	-	-	2,372,000
Interest Earnings	2,000	1,286	-	-	10,500	47,673	431,459
Other/Miscellaneous	-	-	-	-	13,008	686,459	987,810
<i>subtotal</i>	\$ 6,281,000	\$ 6,052,861	\$ 1,678,300	\$ 9,000,000	\$ 23,508	\$ 734,132	\$ 112,752,494
<b>Other Financing Sources</b>							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,639,800
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	-	2,812,500
Budgeted Fund Balance	317,458	-	-	-	-	-	21,921,453
<i>subtotal</i>	\$ 317,458	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,373,753
<b>Total Revenues</b>	<b>\$ 6,598,458</b>	<b>\$ 6,052,861</b>	<b>\$ 1,678,300</b>	<b>\$ 9,000,000</b>	<b>\$ 23,508</b>	<b>\$ 734,132</b>	<b>\$ 153,126,247</b>
<b>EXPENDITURES:</b>							
Personnel Services	\$ -	\$ 96,879	\$ -	\$ -	\$ 13,008	\$ 714,632	\$ 59,820,592
Maintenance and Operations	8,000	5,926,462	923,300	1,900,000	10,500	19,500	28,691,154
Capital	-	-	-	-	-	-	22,333,450
Debt Service	6,590,458	-	-	-	-	-	9,206,954
<b>Other</b>							
Insurance/Medical Claims	-	-	755,000	7,100,000	-	-	7,855,000
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	-	3,281,250
Contingency	-	29,520	-	-	-	-	840,057
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	-	-	2,645,490
<i>subtotal</i>	\$ 6,598,458	\$ 6,052,861	\$ 1,678,300	\$ 9,000,000	\$ 23,508	\$ 734,132	\$ 134,673,947
<b>Other Financing Uses</b>							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,812,500
Interfund Transfer to Capital Funds	-	-	-	-	-	-	15,639,800
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,452,300
<b>Total Expenditures</b>	<b>\$ 6,598,458</b>	<b>\$ 6,052,861</b>	<b>\$ 1,678,300</b>	<b>\$ 9,000,000</b>	<b>\$ 23,508</b>	<b>\$ 734,132</b>	<b>\$ 153,126,247</b>

# CITYWIDE BUDGET SUMMARIES

## Personnel Listing by Department

	Actual FY 2019	Actual FY 2020	Actual FY 2021	Actual FY 2022	Recommended FY 2023*	Variance
<b>Detail by Department:</b>						
<b>General Fund</b>						
Mayor & City Council	7.0	7.0	7.0	7.0	7.0	-
City Administration	8.0	7.0	6.0	6.0	6.0	-
Community and Economic Development	28.0	30.0	32.0	32.0	32.0	-
Public Works	52.0	52.0	52.0	51.0	51.0	-
Finance	21.5	21.5	21.5	21.5	21.5	-
** Public Safety	221.0	223.5	226.5	232.5	238.5	6.0
** Human Resources	3.0	3.0	3.0	3.0	4.0	1.0
Municipal Court	8.0	8.0	8.0	7.0	6.0	(1.0)
Recreation, Parks & Cultural Services	51.0	51.0	51.0	48.0	49.0	1.0
Information Technology	11.0	12.0	12.0	13.0	13.0	-
<b>subtotal</b>	<b>410.5</b>	<b>415.0</b>	<b>419.0</b>	<b>421.0</b>	<b>428.0</b>	<b>7.0</b>
<b>E-911 Fund (Special Revenue Fund)</b>						
Public Safety	29.0	33.0	32.0	32.0	32.0	-
Information Technology	1.0	-	1.0	1.0	1.0	-
<b>subtotal</b>	<b>30.0</b>	<b>33.0</b>	<b>33.0</b>	<b>33.0</b>	<b>33.0</b>	<b>-</b>
<b>DEA Fund (Special Revenue Fund)</b>						
Public Safety	3.0	3.0	-	-	-	-
<b>Solid Waste Fund (Enterprise Fund)</b>						
Finance	1.0	1.0	1.0	1.0	1.0	-
<b>Full-Time Equivalent (FTE) Positions</b>						
	<b>444.5</b>	<b>452.0</b>	<b>453.0</b>	<b>455.0</b>	<b>462.0</b>	<b>7.0</b>

Notes:

Includes 1.5 full-time equivalent positions that are not funded but are part of the City's authorized work force. These positions will remain vacant pending a (1) justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

Frozen positions include:

General Fund	Department	Full-Time Equivalent
Treasury Services Manager	Finance	1.0
Parking Enforcement Officer	Public Safety	0.5
		<u>1.5</u>

FY 2023 includes the addition of eight new full-time equivalent positions (Human Resources Specialist; Community Paramedic, Crime Scene Detective, and four Police Officers; and a Recreation Coordinator). Please refer to the *Operating Initiative Requests* section of this document for detailed information on the duties and responsibilities of these new positions.

# GENERAL FUND SUMMARY

## General Fund Summary

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### Overview

The *General Fund Summary* section is intended to provide readers with an overall understanding of the city's fiscal year 2023 General Fund budget. The following schedules provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **General Fund Summary**

This section provides a brief description of the General Fund as well as charts segmenting revenues by source (e.g., Property Taxes, Licenses & Permits, etc.) and expenditures by department (e.g., City Administration, Public Safety, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2022 and 2023. Revenues are presented by source and expenditures are presented by category (i.e., Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Revenues, Expenditures, and changes in Fund Balance**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2019-2023 as well as a forecast for fiscal years 2024-2025. Also included are changes in fund balance. The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect expenditure mandates as provided by the City Council.

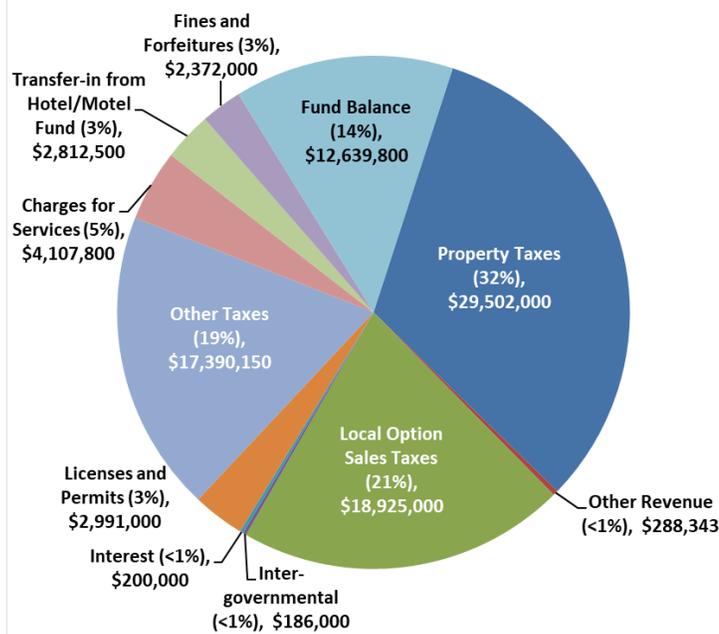
- **Budget Narrative**

This section provides a narrative of General Fund revenue and expenditure trends including historical information.

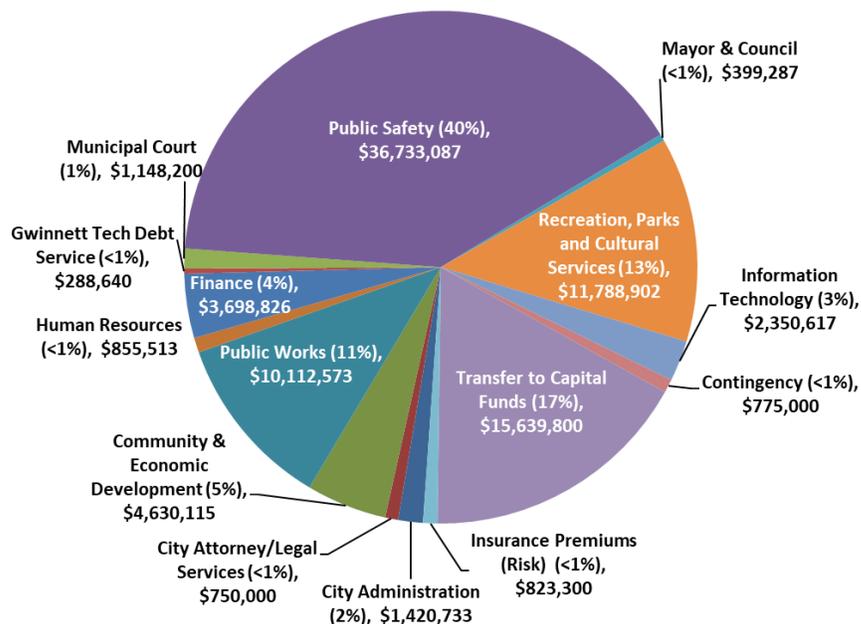
# GENERAL FUND SUMMARY

The General Fund is the city's largest fund and includes governmental activities such as police, fire, recreation, and other general governmental functions that are primarily funded with property taxes, utility taxes, franchise fees, state shared revenues, and charges for services, such as recreation program fees.

## Summary by Revenue Source



## Summary by Department Expenditures



FY 2023 General Fund Budget totals \$91 Million

# GENERAL FUND SUMMARY

## Statement of Budgetary Comparisons

	FY 2022 AMENDED BUDGET	FY 2023 RECOMMENDED BUDGET	\$ Variance	% Variance
<b>Revenues:</b>				
Property Taxes:				
Current Year	\$ 25,649,642	\$ 26,300,000	\$ 650,358	2.5%
Motor Vehicle Title Tax Fee	1,800,000	3,000,000	1,200,000	66.7%
Prior Year/Delinquent	297,000	202,000	(95,000)	-32.0%
Local Option Sales Tax	16,249,473	18,925,000	2,675,527	16.5%
Other Taxes	15,837,152	17,390,150	1,552,998	9.8%
Licenses & Permits	2,729,100	2,991,000	261,900	9.6%
Intergovernmental	396,190	186,000	(210,190)	-53.1%
Charges for Services	3,903,700	4,107,800	204,100	5.2%
Fines & Forfeitures	2,056,000	2,372,000	316,000	15.4%
Interest	190,000	200,000	10,000	5.3%
Other Revenues	256,487	288,343	31,856	12.4%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	2,062,500	2,812,500	750,000	36.4%
<b>Total Operating Revenues</b>	<b>\$ 71,427,244</b>	<b>\$ 78,774,793</b>	<b>\$ 7,347,549</b>	<b>10.3%</b>
Fund Balance Carryforward	5,836,799	12,639,800		
<b>Total Revenues</b>	<b>\$ 77,264,043</b>	<b>\$ 91,414,593</b>		
<b>Expenditures (by Category):</b>				
Personnel Services:				
Salaries	\$ 32,314,685	\$ 35,391,075	\$ 3,076,390	9.5%
Group Insurance	9,563,947	10,083,080	519,133	5.4%
Pension (Defined Benefit)	2,818,660	2,869,712	51,052	1.8%
Pension (401A)	2,552,305	2,899,010	346,705	13.6%
Miscellaneous Benefits	3,817,039	4,241,131	424,092	11.1%
<i>subtotal</i>	<b>\$ 51,066,636</b>	<b>\$ 55,484,008</b>	<b>\$ 4,417,372</b>	<b>8.7%</b>
Maintenance and Operations:				
Professional Services	\$ 2,955,181	\$ 2,813,842	\$ (141,339)	-4.8%
Repair/Maintenance	1,664,289	1,831,840	167,551	10.1%
Maintenance Contracts	3,174,868	3,705,288	530,420	16.7%
Professional Services (IT)	2,124,660	2,433,408	308,748	14.5%
General Supplies	893,320	974,697	81,377	9.1%
Utilities	2,939,555	2,917,825	(21,730)	-0.7%
Fuel	407,414	582,560	175,146	43.0%
Travel/Training	315,504	516,138	200,634	63.6%
Insurance Premiums (Risk Fund)	779,750	823,300	43,550	5.6%
Miscellaneous	1,770,557	1,932,939	162,382	9.2%
<i>subtotal</i>	<b>\$ 17,025,098</b>	<b>\$ 18,531,837</b>	<b>\$ 1,506,739</b>	<b>8.9%</b>
Capital/Lease:	\$ 695,870	\$ 695,308	\$ (562)	-0.1%
Other Uses:				
Contingency	\$ 700,000	\$ 775,000	\$ 75,000	10.7%
Gwinnett Tech Contribution (Debt Svc)	289,640	288,640	(1,000)	-0.3%
<i>subtotal</i>	<b>\$ 989,640</b>	<b>\$ 1,063,640</b>	<b>\$ 74,000</b>	<b>7.5%</b>
<b>Total Operating Expenditures</b>	<b>\$ 69,777,244</b>	<b>\$ 75,774,793</b>	<b>\$ 5,997,549</b>	<b>8.6%</b>
Interfund Transfer (Capital/Grant Funds):				
Fund Balance	5,836,799	12,639,800		
Recurring Capital Program	1,650,000	3,000,000		
<b>Total Expenditures</b>	<b>\$ 77,264,043</b>	<b>\$ 91,414,593</b>		

Personnel (full-time-equivalent)*	421.0	428.0
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\* FY 2023 includes 1.5 full-time equivalent positions that are not funded but are part of the City's authorized workforce. These positions will remain vacant pending a (1) justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

# GENERAL FUND SUMMARY

## Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>Beginning Fund Balance:</b>	\$ 24,637,083	\$ 27,826,270	\$ 26,626,051	\$ 35,676,603	\$ 29,839,804	\$ 17,200,004	\$ 17,686,745
<b>Revenues:</b>							
Property Taxes	\$ 25,930,361	\$ 27,301,937	\$ 29,314,431	\$ 27,746,642	\$ 29,502,000	\$ 30,977,100	\$ 31,627,619
Local Option Sales Taxes	16,849,321	15,991,131	16,984,903	16,249,473	18,925,000	20,249,750	20,897,742
Other Taxes	15,664,320	16,064,467	16,958,303	15,837,152	17,390,150	18,259,658	18,874,059
Licenses and Permits	4,198,814	3,269,383	3,080,442	2,729,100	2,991,000	3,110,640	3,235,066
Intergovernmental	599,521	447,357	338,694	396,190	186,000	186,000	189,720
Charges for Services	4,327,190	3,622,070	3,374,786	3,903,700	4,107,800	4,313,185	4,651,062
Fines and Forfeitures	1,841,143	1,723,631	2,531,031	2,056,000	2,372,000	2,488,500	2,612,925
Interest	745,578	706,149	104,382	190,000	200,000	200,000	200,000
Other Revenue	206,291	190,607	214,698	149,487	175,343	178,850	178,850
	<u>\$ 70,362,538</u>	<u>\$ 69,316,732</u>	<u>\$ 72,901,670</u>	<u>\$ 69,257,744</u>	<u>\$ 75,849,293</u>	<u>\$ 79,963,682</u>	<u>\$ 82,467,043</u>
<b>Expenditures:</b>							
Mayor and City Council	\$ 351,543	\$ 366,417	\$ 368,717	\$ 386,092	\$ 399,287	\$ 409,323	\$ 419,845
City Administration	1,714,638	1,661,974	1,267,117	1,556,360	1,420,733	1,623,019	1,530,349
Legal Services	842,459	882,013	762,682	750,000	750,000	825,000	907,500
Community & Economic Development	3,080,445	3,377,666	3,868,757	4,439,117	4,630,115	4,808,270	4,993,650
Public Works	8,415,314	8,352,910	8,536,228	9,377,556	10,112,573	10,442,990	10,785,498
Finance	3,247,984	3,394,381	3,363,629	3,518,190	3,698,826	3,832,886	3,972,170
Public Safety	27,622,038	28,854,870	29,352,576	33,387,927	36,733,087	37,979,802	39,391,568
Human Resources	450,955	554,384	521,820	696,560	855,513	883,135	911,796
Municipal Court	973,898	889,434	905,796	1,123,639	1,148,200	1,183,100	1,219,354
Recreation, Parks & Cultural Services	9,628,772	9,419,744	8,866,601	10,562,114	11,788,902	12,147,889	12,519,285
Information Technology	1,701,499	1,994,728	2,029,606	2,210,299	2,350,617	2,442,894	2,538,930
Non-Departmental:							
Contingency	114,858	31,388	37,426	700,000	775,000	790,500	806,310
(1) Insurance Premiums (Risk Fund)	689,500	667,500	720,250	779,750	823,300	831,533	839,848
Gwinnett Tech Debt Service	286,590	291,190	290,490	289,640	288,640	289,000	289,000
Non-Allocated/Reserve	-	32,500	-	-	-	-	-
	<u>\$ 59,120,492</u>	<u>\$ 60,771,099</u>	<u>\$ 60,891,695</u>	<u>\$ 69,777,244</u>	<u>\$ 75,774,793</u>	<u>\$ 78,489,341</u>	<u>\$ 81,125,103</u>
<b>Other Financing Sources (Uses):</b>							
Proceeds from the sale of Capital Assets	\$ 132,939	\$ 68,380	\$ 123,658	\$ 107,000	\$ 113,000	\$ 118,650	\$ 124,583
Interfund Transfer:							
Hotel/Motel Fund	3,394,250	2,502,036	1,458,781	2,062,500	2,812,500	3,093,750	3,403,125
Operating Grant Fund	(30,000)	-	-	-	-	-	-
Capital Project Fund	(9,675,047)	(9,766,268)	(3,156,862)	(5,966,799)	(11,439,800)	-	-
Stormwater Capital Fund	(1,875,000)	(2,550,000)	(1,385,000)	(1,520,000)	(4,200,000)	(4,200,000)	(4,200,000)
	<u>\$ (8,052,859)</u>	<u>\$ (9,745,852)</u>	<u>\$ (2,959,423)</u>	<u>\$ (5,317,299)</u>	<u>\$ (12,714,300)</u>	<u>(987,600)</u>	<u>(672,293)</u>
<b>Ending Fund Balance: (2)</b>	<u>\$ 27,826,270</u>	<u>\$ 26,626,051</u>	<u>\$ 35,676,603</u>	<u>\$ 29,839,804</u>	<u>\$ 17,200,004</u>	<u>\$ 17,686,745</u>	<u>\$ 18,356,392</u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ 3,189,187	\$ (1,200,219)	\$ 9,050,552	\$ (5,836,799)	\$ (12,639,800)	\$ 486,741	\$ 669,647
<i>Personnel (full-time-equivalent)</i>	410.5	415.0	419.0	421.0	428.0 *		

**Notes:**

(1) Represents funding to the Risk Management Fund.

(2) Pursuant to the City's financial management policies, fund balance in excess of the City's current 25% Fund Balance Reserve can be used for one-time capital initiatives. Additionally, the budgetary presentation for fiscal years 2022 and 2023 assumes all appropriations will be spent; historically, a portion of the appropriations will go unspent which will augment the fund balance (i.e. the actual reduction in fund balance will be lower than what is presented above).

\* FY 2023 includes 1.5 full-time equivalent positions that are not funded but are part of the city's authorized workforce. These positions are detailed within the *Personnel Listing by Department* section of this document and will remain vacant pending a (1) justifiable needs assessment by City Administration and (2) identification of a sustainable funding source.

# GENERAL FUND SUMMARY

## Budget Narrative

### Revenues

As detailed later in this section through the discussion of expenditure trends, the city's budget is in the midst of multiple disruptive economic pressures. As quickly as the COVID-19 pandemic and its associated social distancing measures drove a decline in economic activity, the current phase of post-lockdown economic activity coupled with Federal stimulus has resulted in a spike of economic growth. This strong economic growth can be witnessed in our revenue trends as well as our expenditure trends which seek to meet a spiking service demand from our customers while also covering unprecedented inflationary (e.g., labor costs) and market-based cost pressures (e.g., fuel, steel, concrete, wood, etc.).

FY 2023 General Fund operating revenues are forecasted to grow by 10%, or \$7.3 million (including \$270,000 in new revenue generation from the recommended operating initiatives including recreation camp programs), compared to Amended FY 2022. However, operating revenue estimates based on trend data suggest actual collections for FY 2022 in excess of \$76 million which results in a growth rate approximating around 3% (budget to est. actual). The following table compares major revenue categories within the General Fund:

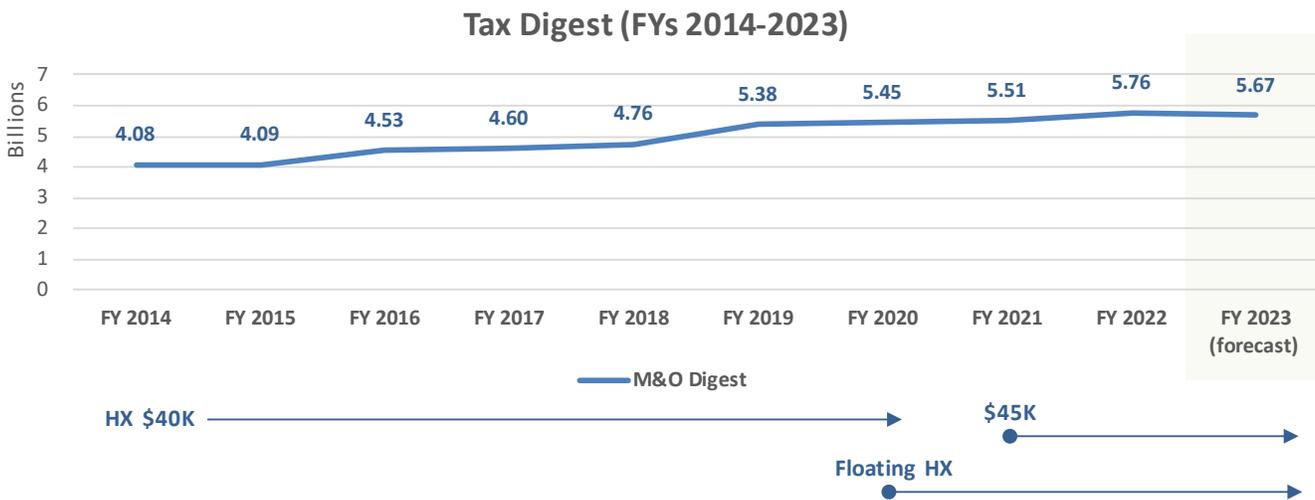
	<b>FY 2022 AMENDED BUDGET</b>	<b>FY 2023 FORECASTED BUDGET</b>	<b>\$ Variance</b>	<b>% Variance</b>
<b>Revenues:</b>				
Property Taxes:				
Current Year	\$ 25,649,642	\$ 26,300,000	\$ 650,358	2.5%
Motor Vehicle	60,000	55,000	(5,000)	-8.3%
Motor Vehicle Title Tax Fee	1,800,000	3,000,000	1,200,000	66.7%
Prior Year/Delinquent	237,000	147,000	(90,000)	-38.0%
Local Option Sales Tax	16,249,473	18,925,000	2,675,527	16.5%
Other Taxes:				
Franchise Fees	6,620,000	7,100,000	480,000	7.3%
Insurance Premium Tax	4,759,402	4,825,000	65,598	1.4%
Alcohol Beverage Excise Tax	2,025,000	2,575,000	550,000	27.2%
Other Taxes	2,432,750	2,890,150	457,400	18.8%
Licenses & Permits	2,729,100	2,991,000	261,900	9.6%
Intergovernmental	396,190	186,000	(210,190)	-53.1%
Charges for Services	3,903,700	4,107,800	204,100	5.2%
Fines & Forfeitures	2,056,000	2,372,000	316,000	15.4%
Interest	190,000	200,000	10,000	5.3%
Other Revenues	256,487	288,343	31,856	12.4%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	2,062,500	2,812,500	750,000	36.4%
<b>Total Operating Revenues</b>	<b>\$ 71,427,244</b>	<b>\$ 78,774,793</b>	<b>\$ 7,347,549</b>	<b>10.3%</b>
Fund Balance Carryforward	5,836,799	12,639,800		
<b>Total Revenues</b>	<b>\$ 77,264,043</b>	<b>\$ 91,414,593</b>		

# GENERAL FUND SUMMARY

## Property and Motor Vehicle Taxes

Property taxes are calculated based on an assessed millage rate on real and personal property owned within the city. Real property consists of land, buildings, structures, and improvements affixed to land. Personal property includes machinery, equipment, inventory supplies, furniture, motor vehicles, boats, etc. The Fulton County Board of Assessors (the “BOA”) determines the fair market value of property (i.e., tax digest) utilizing numerous analytical methods including comparative sales data. As of the date of this budget submission, the BOA has not provided the updated tax digest. As such, FY 2023 is based on a forecasted tax digest.

The chart below illustrates the tax digest growth within the city for the last 9 years as provided by the BOA and a staff forecast for FY 2023. These figures are net of all exemptions (e.g., basic homestead and floating homestead exemptions).



As previously mentioned, FY’s 2014-2022 represent tax digest valuations provided by the BOA. Property valuation growth has been tempered from a digest perspective over the last several years due to a combination of the following:

- FY 2020: Implementation of the floating homestead exemption;
- FY 2021: \$5,000 increase to the basic homestead exemption (\$40,000 to \$45,000);
- FY 2021: Removal of income restrictions for residents aged 65 and older to qualify for the \$10,000 senior homestead exemption; and
- General tax digest appeal valuation adjustments.

The tax digest is subject to tax appeal adjustments which reduce overall valuations. As such, staff forecasts a 2022 tax digest that adjusts for actual/estimated valuation reductions (e.g.,

# GENERAL FUND SUMMARY

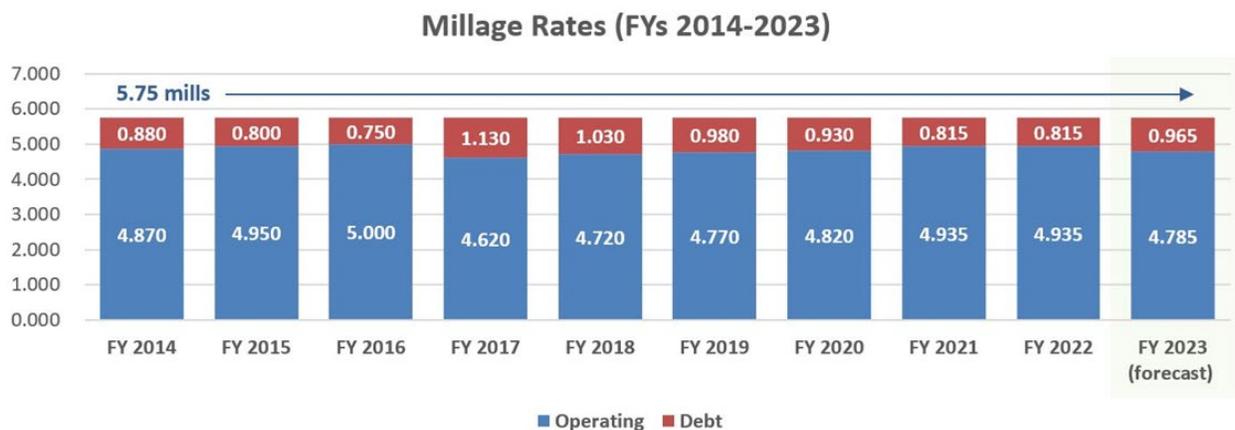
tax appeals) which results in a revised valuation approximating \$5.5 billion. The forecast for FY 2023 builds upon the 2022 estimate with the following growth factors:

- 3% valuation growth trend for the Residential portion of the digest (market segment is experiencing strong growth but valuations growth is tempered through the floating homestead exemption which limits growth to the lesser of 3% or CPI).
- 1% valuation growth trend for the Commercial portion of the digest which highlights the uncertainty facing our commercial office developments resulting from the COVID-19 pandemic and its impact on occupancy rates.
- \$68 million in new construction taxable-value-added.

The net result is a forecasted growth in the 2023 tax digest of 3% over 2022 estimates.

In conjunction with the annual budget process, the city adopts a millage rate to be applied to the tax digest in order to determine the taxroll value and, consequently, the property tax billings.

The city has historically acknowledged the need to provide a taxation rate commensurate with the government’s level of service. The chart below illustrates the annual millage rates levied by the city for the last 9 years including the request for FY 2023.



The FY 2023 Budget is based on maintenance of the city’s millage rate at 5.750 mills.

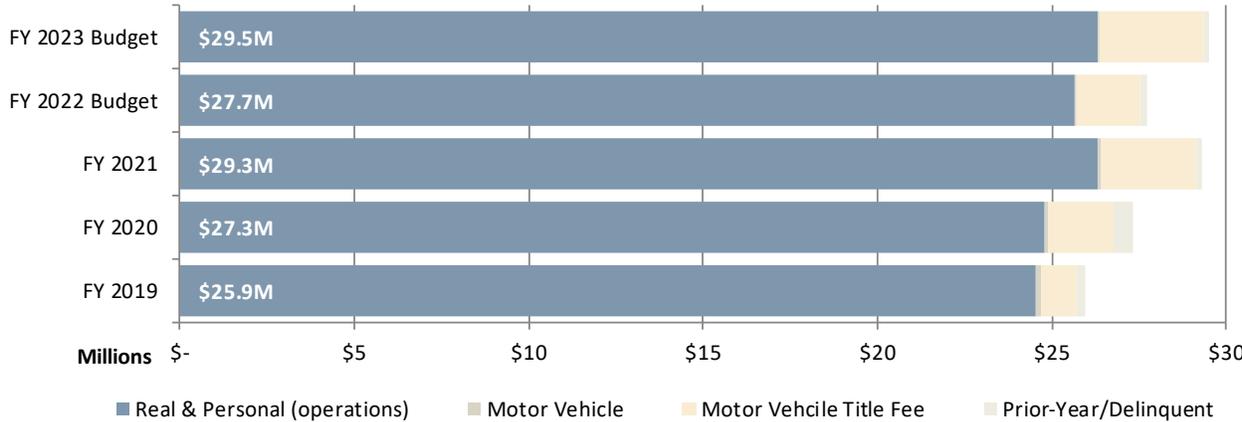
- The portion of the millage rate funding debt service (Debt Service Fund) is estimated to increase 0.15 mills compared to FY 2022 to a total of 0.965 mills. This millage rate shift is necessary to cover debt service on the 2022 General Obligation Parks Bonds (\$1.6 million annually).
- The portion of the millage rate funding operations and recurring capital investment (General Fund) is estimated to decline -0.15 mills compared to FY 2022 to a total of 4.785 mills. This reduction was necessary due to escalating debt service requirements (see above).

# GENERAL FUND SUMMARY

The property tax revenue estimates are net of the city’s homestead exemptions which is estimated to save our homeowners over \$5.4 million annually. The main homestead components include the floating homestead exemption that caps the valuation growth of homesteaded properties at the lesser of 3% or CPI and the basic homestead exemption that lowers the taxable value of a homesteaded property by \$45,000. The city’s homestead exemptions go great lengths in keeping Alpharetta an affordable place to live and retire.

General Fund property taxes are budgeted at \$29.5 million in FY 2023 and represent approximately 32% of General Fund revenues. The chart below depicts a 5-year history of General Fund property tax collections by type.

**Property Tax Collection History (General Fund) in millions**



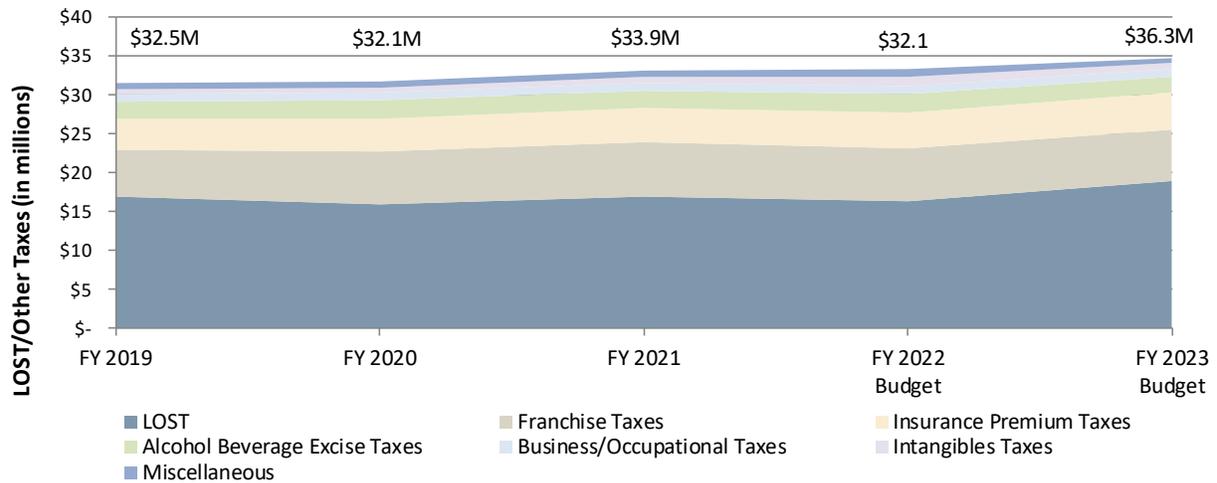
Motor vehicle taxes are experiencing declines due to House Bill 386 which phased out motor vehicle taxes on all vehicles titled on or after March 1, 2013. The city is still receiving motor vehicle taxes on vehicles titled before March 1, 2013, until the vehicle is sold/transferred. Accordingly, the city is forecasting motor vehicle revenues to decline moving forward.

HB 386 created a Motor Vehicle Title Fee to partially offset the reduction in motor vehicle taxes. The Title Fee is 6.6% and is shared between the State and local governments (county, city, and school boards; local share approaches 65% of collections). An increase of 67% is forecasted in FY 2023 for motor vehicle title fees from a budget-to-budget standpoint. However, the reduction programmed into the FY 2022 budget due to anticipated COVID-19 impacts has not been realized and 2022 actuals are conservatively trending towards \$2.8 million resulting in a revised growth trend of 7%. This trend, while high, is reflective of year-to-date collection patterns. That said, limited vehicle availability may suppress growth in the short-term.

# GENERAL FUND SUMMARY

## Other Taxes (including LOST)

Other taxes account for 40%, or \$36 million, of total General Fund revenue for FY 2023. Specifically, revenue sources within the Other Taxes category include Local Option Sales Taxes (“LOST”), Franchise Taxes, Insurance Premium Taxes, Alcohol Beverage Excise Taxes, etc. The chart below provides a 5-year history of Other Tax collections by type.



- Local Option Sales Taxes (“LOST”):** This revenue source represents the city’s portion of the 7% sales and use tax collected in Fulton County (not counting T-SPLOST levy) and totals \$18.9 million for FY 2023.

Sales and use tax is collected by the retailer making sales of tangible personal property in Fulton County. LOST is reported and remitted to the Georgia Department of revenue each month for the previous month’s sales. The DOR calculates the distribution and remits the revenue to the city monthly.

The LOST is distributed to municipalities within Fulton County based on population. The rate of distribution is negotiated every 10-years after the decennial U.S. Census. Due to relative population growth (including annexations), the city received an increase in its proportionate distribution in 2013 to 5.84% of the amount shared by local governments (roughly 1% of the 7% sales and use tax levy). The city will be engaging in the next round of LOST distribution negotiations within the next 12-months.

An increase of 17% is forecasted for FY 2023 from a budget-to-budget standpoint. However, actual collections are conservatively estimated at \$17.8 million in FY 2022 which equates to a revised growth rate of 7%. Due to Federal stimulus and overall strong consumer spending emerging after the post-pandemic shutdowns, LOST collections are likely to exceed budgetary figures for 2023.

## GENERAL FUND SUMMARY

- **Franchise Taxes:** Several of the larger franchise agreements include the following: Georgia Power (electric/4% of taxable gross sales); Comcast (cable and communications/5% of gross receipts); BellSouth (communications/3% of gross receipts); etc.

An increase of 7% is forecasted for FY 2023 from a budget-to-budget standpoint. However, actual collections are estimated at \$6.8 million in FY 2022 which equates to a revised growth rate of 5%.

Collections from GA Power and Sawnee EMC, the largest contributors of this revenue source (70% of total franchise fees), totaled \$4.5 million in FY 2022 and represents a \$137,841 increase over the prior year (\$4.3 million was collected in FY 2021). The budget forecast for FY 2023 totals \$4.5 million and represents minor growth compared to 2022 collections.

Collections from cable franchise agreements represent the next largest source and are estimated to total \$825,000 in FY 2022. The budget forecast for FY 2023 totals \$850,000 and reflects growth approximating 3%. The city raised the Cable Franchise Fee from 3% to 5% effective January 1, 2019.

- **Insurance Premium Taxes:** This revenue source represents a percentage of insurers' gross direct premiums on life, accident, and sickness insurance policies written within the State and totals \$4.8 million in FY 2023. Minimal growth is forecasted for FY 2023 from a budget-to-budget standpoint (1%) based on collection trends.

Insurance premium tax is due on the first day of the calendar year and is collected directly by the city.

- **Alcohol Beverage Excise Taxes:** This revenue source represents taxes levied on dealers and wholesalers of alcoholic beverages within the city and totals \$2.6 million in FY 2023. Growth of 27% is forecasted for FY 2023 from a budget-to-budget standpoint and reflects the strong consumer spend trends occurring in the local market.

### **Licenses & Permits**

Licenses & permits account for 3%, or \$3 million, of total General Fund revenue for FY 2023. Licenses and permit revenues include alcoholic beverage permit fees, development permit and related fees, building permit fees, occupancy permit fees, sign permit fees, etc.

Growth of 10% is forecasted for FY 2023 based on 2022 collection patterns but lags pre-pandemic collection levels (\$4.2 million in 2019).

The largest revenue source is Building Permit Fees (\$1.9 million forecasted for FY 2023; \$1.7 million estimated for FY 2022).

# GENERAL FUND SUMMARY

## Intergovernmental

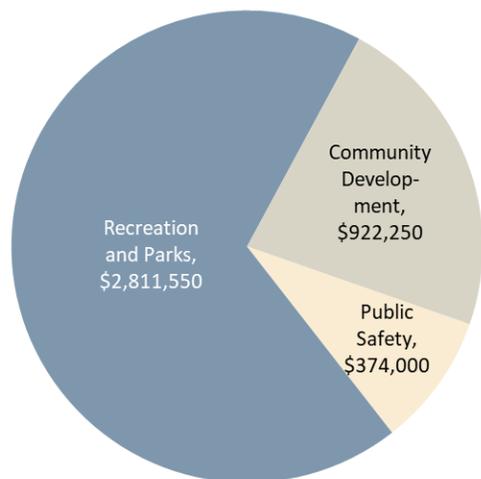
Intergovernmental sources account for <1%, or \$186,000, of total General Fund revenue for FY 2023. This revenue is primarily generated from Intergovernmental Agreements with the City of Milton related to the sharing of court management capabilities as well as overtime reimbursement through the Federal/State HIDTA (High Intensity Drug Trafficking Area) program.

## Charges for Services

Charges for services include user fees for community development (plan review, planning and development fees, etc.), public safety (plan review, police reports and services, etc.), recreation and parks (program and activity fees, etc.), and special events.

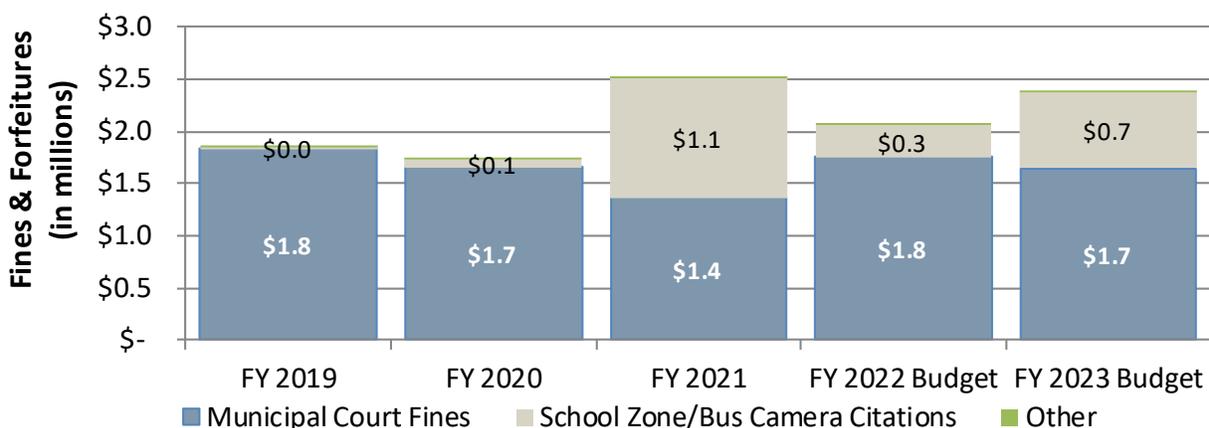
Charges for services account for 5%, or \$4.1 million, of total General Fund revenue. The forecast for 2023 does assume growth in recreational program attendance above the recent few years which have been severely impact by the COVID-19 pandemic as well as \$270,000 in new revenue generation from the recommended operating initiatives (recreation camp programs, Preston Ridge Community Center programs, etc.).

**Charges for Services: \$4.1M**



## Fines & Forfeitures

Fines & Forfeitures include municipal court fines, code enforcement, school zone citations, etc. Fines & forfeitures account for 3%, or \$2.4 million, of total General Fund revenue for FY 2023. An increase of 15% is forecasted for FY 2023 from a budget-to-budget standpoint. Primary variance is a budget-to-budget growth in school zone citation trends (FY 2022 budget of \$300,000 vs est. collections of \$1.2 million).



## GENERAL FUND SUMMARY

### **Interest**

Interest earnings account for <1%, or \$200,000, of total General Fund revenue for FY 2023. Reductions are forecasted to more accurately reflect the earnings the city is currently receiving on its investments in the market.

### **Transfer-In from Hotel/Motel Fund (Other Financing Sources)**

Other Financing Sources account for 3%, or \$2.8 million, of total General Fund revenue for FY 2023 and consists of the city's share (40%) of the Hotel/Motel Tax. This revenue source is discussed in more detail within the *Special Revenue Fund Summaries (Hotel/Motel Fund)* section of this document.

### **Fund Balance**

Carryforward fund balance accounts for 14%, or \$12.6 million, of total General Fund appropriations for FY 2023. Carryforward Fund Balance represents available cash in excess of the city's 25% emergency reserve.

It has been the city's policy to utilize the remaining fund balance above the emergency requirement for one-time expenditures.

# GENERAL FUND SUMMARY

## Expenditures

As previously discussed earlier under the revenue section, the city's budget is in the midst of multiple disruptive economic pressures. As quickly as the COVID-19 pandemic and its associated social distancing measures drove a decline in economic activity, the current phase of post-lockdown economic activity coupled with Federal stimulus has resulted in a spike of economic growth. This strong economic growth can be witnessed in our revenue trends as well as our expenditure trends which seek to meet a spiking service demand from our customers while also covering unprecedented inflationary (e.g., labor costs) and market-based cost pressures (e.g., fuel, steel, concrete, wood, asphalt, etc.).

Operating expenditures of the General Fund are forecasted to grow by 9% over FY 2022. This figure includes the operating initiative funding for FY 2023<sup>14</sup>. After adjusting for the operating initiative funding, the base operational growth totals 6%.

The following table compares departmental appropriations within the General Fund:

Expenditures (by Department):	FY 2022 AMENDED BUDGET	FY 2023 FORECASTED BUDGET	\$ Variance	% Variance
Mayor and Council	\$ 386,092	\$ 399,287	\$ 13,195	3.4%
City Administration	1,556,360	1,420,733	(135,627)	-8.7%
Finance	3,518,190	3,698,826	180,636	5.1%
Legal Services	750,000	750,000	-	0.0%
Information Technology	2,210,299	2,350,617	140,318	6.3%
Human Resources	696,560	855,513	158,953	22.8%
Municipal Court	1,123,639	1,148,200	24,561	2.2%
Public Safety	33,387,927	36,733,087	3,345,160	10.0%
Public Works	9,377,556	10,112,573	735,017	7.8%
Recreation, Parks & Cultural Services	10,562,114	11,788,902	1,226,788	11.6%
Community and Economic Development	4,439,117	4,630,115	190,998	4.3%
Non-Departmental:				
Contingency	700,000	775,000	75,000	10.7%
Insurance Premiums (Risk Fund)	779,750	823,300	43,550	5.6%
Gwinnett Tech Contribution (Debt Svc)	289,640	288,640	(1,000)	-0.3%
<b>Total Operating Expenditures</b>	<b>\$ 69,777,244</b>	<b>\$ 75,774,793</b>	<b>\$ 5,997,549</b>	<b>8.6%</b>
Interfund Transfer (Capital/Grant Funds):				
Fund Balance	5,836,799	12,639,800		
Recurring Capital Program	1,650,000	3,000,000		
<b>Total Expenditures</b>	<b>\$ 77,264,043</b>	<b>\$ 91,414,593</b>		

<sup>14</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

# GENERAL FUND SUMMARY

The following table compares expenditure category appropriations within the General Fund:

	FY 2022 AMENDED BUDGET	FY 2023 FORECASTED BUDGET	\$ Variance	% Variance
<b>Expenditures (by Category):</b>				
Personnel Services:				
Salaries/Overtime	\$ 32,314,685	\$ 35,391,075	\$ 3,076,390	9.5%
Group Insurance	9,563,947	10,083,080	519,133	5.4%
Pension (Defined Benefit)	2,818,660	2,869,712	51,052	1.8%
Pension (401A)	2,552,305	2,899,010	346,705	13.6%
OPEB/Post Employment Healthcare	566,084	657,980	91,896	16.2%
Miscellaneous Benefits	3,250,955	3,583,151	332,196	10.2%
<i>sub total</i>	<b>\$ 51,066,636</b>	<b>\$ 55,484,008</b>	<b>\$ 4,417,372</b>	<b>8.7%</b>
Maintenance and Operations:				
Professional Services	\$ 2,955,181	\$ 2,813,842	\$ (141,339)	-4.8%
Repair/Maintenance	1,664,289	1,831,840	167,551	10.1%
Maintenance Contracts	3,174,868	3,705,288	530,420	16.7%
Professional Services (IT)	2,124,660	2,433,408	308,748	14.5%
General Supplies	893,320	974,697	81,377	9.1%
Utilities	2,939,555	2,917,825	(21,730)	-0.7%
Fuel	407,414	582,560	175,146	43.0%
Travel/Training	315,504	516,138	200,634	63.6%
Insurance Premiums (Risk Fund)	779,750	823,300	43,550	5.6%
Miscellaneous	1,770,557	1,932,939	162,382	9.2%
<i>sub total</i>	<b>\$ 17,025,098</b>	<b>\$ 18,531,837</b>	<b>\$ 1,506,739</b>	<b>8.9%</b>
Capital/Lease:	\$ 695,870	\$ 695,308	\$ (562)	-0.1%
Other Uses:				
Contingency	\$ 700,000	\$ 775,000	\$ 75,000	10.7%
Gwinnett Tech Contribution (Debt Svc)	289,640	288,640	(1,000)	-0.3%
<i>sub total</i>	<b>\$ 989,640</b>	<b>\$ 1,063,640</b>	<b>\$ 74,000</b>	<b>7.5%</b>
<b>Total Operating Expenditures</b>	<b>\$ 69,777,244</b>	<b>\$ 75,774,793</b>	<b>\$ 5,997,549</b>	<b>8.6%</b>
Interfund Transfer (Capital/Grant Funds):				
Fund Balance	5,836,799	12,639,800		
Recurring Capital Program	1,650,000	3,000,000		
<b>Total Expenditures</b>	<b>\$ 77,264,043</b>	<b>\$ 91,414,593</b>		

# GENERAL FUND SUMMARY

## **Meeting the Internal Needs of Operating Departments**

Several of the major points of the FY 2023 Budget are as follows:

- Management of personnel and compensation program to align with current market environment which includes budgetary adjustments to cover significant inflation in labor costs which are necessary to retain and recruit our highly skilled workforce:
  - Staffing level at 462 full-time equivalents “FTE” with the funding breakdown as follows:
    - 460.5 full-time equivalents (funded). This includes the addition of eight new full-time equivalent positions in FY 2023 (Human Resources Specialist; Community Paramedic, Crime Scene Detective, and four Police Officers; and a Recreation Coordinator). Please refer to the *Operating Initiative Requests* section of this document for detailed information on the duties and responsibilities of these new positions.
    - 1.5 full-time equivalents (unfunded; budgetary savings of \$167,000); positions to remain vacant pending an identified funding source and workload justification.
  - Staffing compensation adjustments aimed at maintaining competitiveness in an inflationary labor market include:
    - Recent compensation adjustments:
      - July 1, 2021: Continuation of the annual performance-based merit program (3% on average) in an estimated cost of \$1 million annually.
      - November 19, 2021: The following mid-year 2022 adjustments (combined) result in an estimated cost of \$1.9 million annually.
        - Across-the-board 3% salary adjustment for all employees.
        - Additional across-the-board 10% salary adjustment for 911 personnel and sworn Police Officers to maintain market competitiveness in recruitment and retention.
    - Proposed compensation adjustments:
      - July 1, 2022: Increase in the annual performance-based merit program (4% on average) in a total estimated cost of \$1.6 million. This figure is included within the departmental operating budgets.

## GENERAL FUND SUMMARY

- July 1, 2022 (Operating Initiative): Salary compression adjustments in an amount totaling \$825,000 annually (including taxes/benefits). Specifically, this initiative represents a continuation of the City's salary adjustment process and follows the recent adjustments related to maintaining competitiveness within the market. This phase is focused on adjusting internal compression issues within our pay structure to ensure we maintain a fair and equitable compensation plan for our employees. This figure is included within the departmental operating budgets.
- Increase (9% or \$1.5 million) in departmental maintenance and operations budgets (General Fund) that is experiencing unprecedented inflationary growth through our labor-intensive contracted services (e.g., landscaping services, janitorial services, etc.), material-intensive contracts (maintenance needs that utilize concrete, wood, technology items that utilize microchips, etc.), and basic commodities like fuel. This figure includes the operating initiative funding for FY 2023. After adjusting for the operating initiative funding, the base operational growth totals 6% or \$1.1 million. Specific cost drivers include:
  - Labor-Intensive Contracts: The city's landscape maintenance contract (right-of-way) expired during FY 2022 and was rebid to a 69% increase in costs due primarily to explosive growth in labor rates experience by that market sector. This contract alone resulted in cost growth of \$276,478 annually (last rebid 5-years ago). The city's landscape maintenance contract (parks) expired during FY 2022 and was rebid to a 47% increase in costs due primarily to explosive growth in labor rates experience by that market sector. This contract resulted in cost growth of \$225,000 annually (last rebid 5-years ago). The city's labor-intensive contract costs will most likely continue to result in high growth-pressures over the next several years as our private-sector partners adapt to inflationary labor cost spikes (e.g., janitorial services, etc.).
  - Commodity-Intensive Activities: Grounds-Maintenance and Facility-Maintenance accounts represent budget-to-budget cost growth of \$48,593 and \$84,488 respectively due to large increases in commodity costs (e.g., steel, wood, concrete, etc.) and labor-rates (e.g., HVAC repair, etc.).
  - Fuel costs are forecast to grow 38% in FY 2023 (+\$155,086) as economic growth continues and places upward pressure on demand relative to supply. Instability in Europe will further increase the volatility of fuel prices. This figure does not include the impact of the recommended 2023 Operating Initiatives which are listed separate herein for transparency.

# GENERAL FUND SUMMARY

- Travel/Training costs are forecast to grow 31% in FY 2023 (+\$98,134) and reflect an adjustment following post-COVID lockdowns (which included a freeze on travel) as staff is able to seek professional development opportunities in a safe and efficient manner. This figure does not include the impact of the recommended 2023 Operating Initiatives which are listed separate herein for transparency.
- IT Professional Service costs are forecast to grow 15% in FY 2023 (+\$308,748) and represent a combination of service alterations to reflect: a more mobile-responsive workforce (forecasted growth of \$80,000 in cloud storage usage); a more technologically secure infrastructure (forecasted growth of \$65,000 for security scanning software, password storage software, etc.); prior-year initiatives (forecasted cost growth of \$47,500 for eCourts [Municipal Court] and CityWorks Respond [Community Development]); and a reallocation of line-items previously paid from the Maintenance Contracts account that should be accounted for in the IT Professional Services account moving forward to ensure consistency and IT visibility (\$111,700 for existing software services such as NOVAtime, Bonfire, OpenGov, DocuSign, etc.).
- Maintenance and Operational funding for the recommended 2023 Operating Initiatives<sup>15</sup> in an amount totaling \$448,900 that has been programmed into multiple department accounts.
- The departmental operating capital/lease budget primarily represents funding for the city’s capital lease obligations (fire trucks, police tasers, etc.) coupled with minor maintenance capital needs.
- Funding from the General Fund which is available for immediate capital investment in 2023 includes the following:
  - \$12,639,800 Fund Balance for one-time capital;
  - 3,000,000 Recurring Capital Contribution from the General Fund
  - \$15,639,800

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<sup>15</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

# GENERAL FUND SUMMARY



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## General Fund Departmental Summaries

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### Overview

The *Department Summaries* section is intended to provide detailed financial and non-financial information of the departmental operations funded within the General Fund.

This section segments departmental budgets into the following components:

- *Mission Statement* – the statement must identify the particular purpose for the department and how it relates to the city’s overall mission.
- *Goals & Objectives* – a listing of the fundamental goals and objectives which aid the department in achieving its mission. Goals stretch and challenge the department, but they must also be SMART (Specific, Measurable, Achievable, Relevant, and Timed).  
  
Direct linkages are identified between the city’s vision/strategic priorities and departmental goals & objectives.
- *Revenue/Expenditure Summary* – the budget for the department summarized by expenditure category:
  - Personal Services: salaries, overtime, and other compensation related expenditures.
  - Maintenance & Operations: professional fees, repair & maintenance, general supplies, communications, and other operational related expenditures.
  - Capital: departmental machinery & equipment expenses.
- *Statement of Service and Performance Measures* – multi-year summary of departmental performance measurements.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Mayor and City Council

DONALD MITCHELL  
CITY COUNCIL (POST 1)



DMitchell@alpharetta.ga.us

BRIAN WILL  
CITY COUNCIL (POST 2)



BWill@alpharetta.ga.us

DOUGLAS DERITO  
CITY COUNCIL (POST 3)



DDerito@alpharetta.ga.us

JIM GILVIN  
MAYOR



JGilvin@alpharetta.ga.us



**Mission Statement**

*TO MAKE A POSITIVE DIFFERENCE in the community by efficiently managing public resources and providing effective services and leadership that exceed the expectations of our citizens.*

JOHN HIPES  
CITY COUNCIL (POST 4)



JHipes@alpharetta.ga.us

JASON BINDER  
CITY COUNCIL (POST 5)

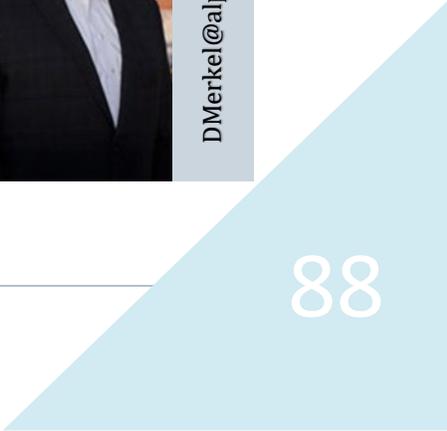


JBinder@alpharetta.ga.us

DAN MERKEL  
CITY COUNCIL (POST 6)



DMerkel@alpharetta.ga.us



# GENERAL FUND DEPARTMENTAL SUMMARIES

## Mayor and City Council

### **Mission Statement**

To make a positive difference in the community by efficiently managing public resources and providing effective services and leadership that exceed the expectations of our citizens.

### **Core Values**

***Excellence:*** We believe that expectations are the starting point; not the destination. Every member of the City of Alpharetta Team shall be dedicated to the pursuit of continuous improvement in our results and how they are achieved.

***Stewardship:*** The citizens of Alpharetta have entrusted to us public resources and empowered us to protect, invest, and leverage them for the good and betterment of the community. We shall do so in a manner that reflects the highest ethics, exacting standards, and unwavering principles.

***Integrity:*** The trust of the public is the foundation of our ability to conduct the business of local government and realize the City's mission. Every member of the City of Alpharetta Team shall maintain her or his reputation for honesty, straightforwardness, fair dealing, and a sincere desire to serve in the best interest of the community and citizens of Alpharetta.

***Service:*** The City of Alpharetta is committed to efficient, effective, and responsive service delivery that makes a positive difference in the community and the lives of those we serve. We shall proactively address issues and pursue opportunities, act with humility, and deliver more than what is expected.

***Loyalty:*** Through our every word and action we shall serve, protect, and promote the community and citizens of Alpharetta; advance the City's mission; and support and work in unity with those with whom we serve.

### **Community Vision**

Our Community Vision is to advance Alpharetta as a signature City by:



Offering the highest quality of environment for our residents and businesses;



Fostering strong sense of community including safety and security;



Providing a business climate that attracts the top echelon companies.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### Mayor and City Council General Fund

	FY 2019	FY 2020	FY2021	FY 2022	FY 2023	FY 2024	FY 2025
	Actual	Actual	Actual	Amended Budget	Recommended Budget	Forecast	Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>				
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	165,061	171,786	183,279	188,913	188,331	197,748	207,635
FICA	7,036	7,036	6,763	9,448	9,455	9,455	9,455
Pension (401A Cont./Match)	15,563	18,000	16,390	18,000	18,000	18,000	18,000
Workers Compensation	3,307	3,626	3,384	3,363	3,153	3,216	3,280
OPEB Contribution	2,718	2,808	2,856	2,459	2,520	2,621	2,726
Miscellaneous	3,600	3,600	3,755	3,763	3,834	3,834	3,834
<i>subtotal</i>	<i>\$ 317,284</i>	<i>\$ 326,856</i>	<i>\$ 336,426</i>	<i>\$ 345,946</i>	<i>\$ 345,293</i>	<i>\$ 354,873</i>	<i>\$ 364,930</i>
<b>Maintenance &amp; Operations:</b>							
* Mayor	\$ 8,467	\$ 9,000	\$ 7,200	\$ 5,200	\$ 7,200	\$ 7,200	\$ 7,200
* City Council Post 1	6,154	4,692	4,000	4,000	4,000	4,000	4,000
* City Council Post 2	4,975	5,000	3,977	6,000	4,000	4,000	4,000
* City Council Post 3	1,979	4,593	4,000	4,000	4,000	4,000	4,000
* City Council Post 4	1,513	4,472	1,567	4,000	4,000	4,000	4,000
* City Council Post 5	3,367	4,999	4,000	4,000	4,000	4,000	4,000
* City Council Post 6	958	3,527	2,106	4,000	4,000	4,000	4,000
Miscellaneous	6,845	3,278	5,440	8,946	22,794	23,250	23,715
<i>subtotal</i>	<i>\$ 34,258</i>	<i>\$ 39,561</i>	<i>\$ 32,290</i>	<i>\$ 40,146</i>	<i>\$ 53,994</i>	<i>\$ 54,450</i>	<i>\$ 54,915</i>
<b>Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>				
<b>TOTAL</b>	<b>\$ 351,543</b>	<b>\$ 366,417</b>	<b>\$ 368,717</b>	<b>\$ 386,092</b>	<b>\$ 399,287</b>	<b>\$ 409,323</b>	<b>\$ 419,845</b>
<b>PERSONNEL</b>							
Mayor	1.0	1.0	1.0	1.0	1.0		
City Council	6.0	6.0	6.0	6.0	6.0		
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>		

\* Financial activity is tied to the Post and not the necessarily the current incumbent.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Budget Narrative

The Fiscal Year 2023 Budget for Mayor and City Council totals \$399,287 and represents an increase of 3%, or \$13,195, compared to the FY 2022 budget. This variance is solely related to a change in the allocation of IT Professional Services (Maintenance & Operations category) to reflect the impact of seven positions accessing the city’s networks and various software/hardware platforms. Whereas in prior years, the allocation was based solely on one position (Mayor).

Authorized personnel totals 7.0 full-time-equivalents (“FTE”) and represent the following:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Variance
Mayor	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 1	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 2	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 3	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 4	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 5	1.0	1.0	1.0	1.0	1.0	-
Councilperson Post 6	1.0	1.0	1.0	1.0	1.0	-
	7.0	7.0	7.0	7.0	7.0	-



The City of Alpharetta is one of the first communities in the region to qualify for the Green Community Certification by the Atlanta Regional Commission. Certification is earned by implementing environmental sustainability practices and policies in 10 categories, ranging from energy efficiency and green building to transportation and water efficiency.

The City Council adopted the Alpharetta Green City Program in early 2009 as a comprehensive document for all the city’s sustainable policies and practices. A variety of measures are incorporated in the Green City Program, including LEED or EnergyStar certification for all new local government buildings, a green fleet policy, “green” purchasing policies and more. The city received points for its water conservation requirement for new construction, which mandates that any project within the city limits demonstrate how the project will reduce water consumption by at least 10 percent to receive a permit. Other measures implemented by the City of Alpharetta are community incentives for green building and WaterSense homes, a commercial recycling requirement, installation of LED bulbs in all traffic signals and a no-idling policy for government.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## City Administration

BOB REGUS  
CITY ADMINISTRATOR

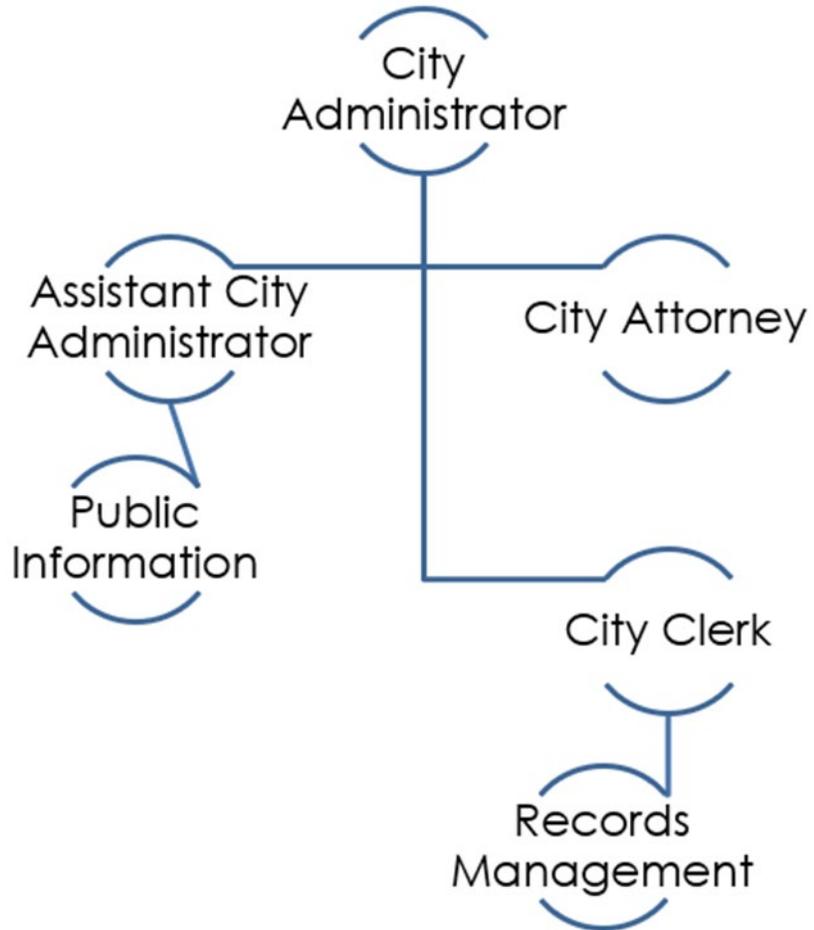


BRegus@alpharetta.ga.us

JAMES DRINKARD  
ASSISTANT CITY ADMINISTRATOR



JDrinkard@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:



*Offering the highest quality of environment for our residents and businesses;*



*Fostering strong sense of community including safety and security; and*



*Providing a business climate that attracts the top echelon companies.*

The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

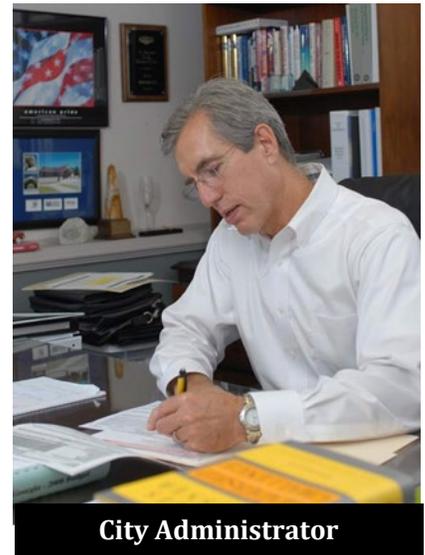
# GENERAL FUND DEPARTMENTAL SUMMARIES

## City Administration

*Administration, City Attorney, City Clerk, and Public Information*

### **Mission Statement**

The mission of the City Administrator’s Office is to carry out the policies and implement the goals established by the City Council in providing services to the citizens in the most effective and economical manner while promoting awareness and understanding of services, policies, information, programs, and priorities that results in an informed and participative community.



**City Administrator**

### **Goals and Objectives**

-    ✓ To improve quality of service to citizens of the City of Alpharetta;
-  ✓ To improve morale and promote teamwork among all employees;
-  ✓ To improve coordination and administration of interdepartmental activities;
-    ✓ To promote better communication between all levels of government and the citizens;
-    ✓ To use technology to improve processes for citizen input into facets of governance;
-   ✓ To increase the public/government interaction through the City’s website; and

## GENERAL FUND DEPARTMENTAL SUMMARIES

### Key Issues

- ✓ Continue the development of a “customer-driven” organizational culture among the staff;
- ✓ Strengthen the relationship between the City Council and staff - building bridges in communication to facilitate the relationship;
- ✓ Continue the informative, cooperative endeavor of providing the best available information for the City Council to remain effective and successful in their offices;
- ✓ Meet the service provision and service level demand of the citizens while ensuring the most cost-effective delivery of those services;
- ✓ Continue efforts toward more effective communication strategies with citizens through enhanced public awareness and public education programs;
- ✓ Seek to work with the local legislative delegation on the introduction or support of legislation that benefits the City of Alpharetta and its citizens;
- ✓ Anticipate the future population and area growth of the City as a result of continued development and annexations, ensuring staff meets the expectations of existing and new residents; and
- ✓ Continue efforts toward enhancing the compensation and benefits package to attract and retain the very best employees.



The City of Alpharetta has been awarded the *Certified City of Ethics* designation from the Georgia Municipal Association (“GMA”). This program was created to recognize cities that have adopted principles and procedures that offer guidance on ethical issues, along with a mechanism to resolve complaints at the local level.

The city has also been awarded the *City of Excellence* designation from the GMA in conjunction with Georgia Trend Magazine. This program was created to recognize Georgia’s best managed and most livable cities.



# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### City Administration General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Licenses and Permits:</b>							
Alcohol Beverage Permits	\$ 11,200	\$ 2,300	\$ 1,700	\$ -	\$ -	\$ -	\$ -
<b>Charges for Services:</b>							
Other	775	588	274	450	250	250	250
<b>Other Revenue:</b>							
Property Leases	-	-	-	-	-	-	-
Other	17,156	16,621	2,178	-	-	-	-
<b>TOTAL</b>	<b>\$ 29,131</b>	<b>\$ 19,509</b>	<b>\$ 4,152</b>	<b>\$ 450</b>	<b>\$ 250</b>	<b>\$ 250</b>	<b>\$ 250</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 897,873	\$ 761,456	\$ 713,685	\$ 749,512	\$ 782,178	\$ 813,465	\$ 846,004
Overtime	-	-	36	-	-	-	-
Group Insurance	147,597	122,879	125,388	128,227	124,788	131,027	137,579
FICA	60,169	48,935	44,954	46,460	60,370	62,785	65,296
Pension (Defined Benefit)	99,253	80,260	102,738	112,581	99,998	103,998	108,158
Pension (401A Cont./Match)	59,559	50,836	38,893	44,679	55,253	57,463	59,762
Workers Compensation	27,015	22,417	18,347	18,817	18,610	18,982	19,362
OPEB Contribution	22,789	18,216	15,483	13,682	16,089	16,733	17,402
Miscellaneous	7,743	7,200	12,134	7,772	7,510	7,510	7,510
<i>subtotal</i>	<i>\$ 1,321,998</i>	<i>\$ 1,112,199</i>	<i>\$ 1,071,658</i>	<i>\$ 1,121,730</i>	<i>\$ 1,164,796</i>	<i>\$ 1,211,963</i>	<i>\$ 1,261,072</i>
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 113,594	\$ 243,064	\$ 80,677	\$ 245,000	\$ 80,000	\$ 231,600	\$ 86,232
Advertising	115,804	162,385	10,298	25,250	14,300	14,586	14,878
Printing	-	3,308	-	-	-	-	-
Employee Training	9,102	6,305	4,904	8,500	11,700	11,934	12,173
Employee Travel	6,507	5,592	328	5,000	8,500	8,670	8,843
General Supplies	57,721	32,428	27,659	38,792	31,900	32,538	33,189
Maint. Contracts/IT Services	88,943	79,379	71,593	108,088	105,037	107,138	109,280
Utilities	56	222	-	-	-	-	-
Miscellaneous	914	17,092	-	4,000	4,500	4,590	4,682
<i>subtotal</i>	<i>\$ 392,640</i>	<i>\$ 549,774</i>	<i>\$ 195,459</i>	<i>\$ 434,630</i>	<i>\$ 255,937</i>	<i>\$ 411,056</i>	<i>\$ 269,277</i>
<b>Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,714,638</b>	<b>\$ 1,661,974</b>	<b>\$ 1,267,117</b>	<b>\$ 1,556,360</b>	<b>\$ 1,420,733</b>	<b>\$ 1,623,019</b>	<b>\$ 1,530,349</b>
<b>Authorized Personnel</b>	<b>8.0</b>	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>		

# GENERAL FUND DEPARTMENTAL SUMMARIES

## **Budget Narrative**

The FY 2023 Budget for City Administration totals \$1.4 million and represents a decrease of -9%, or \$135,627, compared to FY 2022.

The Personnel Services category increased 4%, or \$43,066, due primarily to the 4% performance-based merit program scheduled for July 1, 2022, citywide salary compression adjustments (2023 Operating Initiative), growth in group insurance costs, which is partially offset through departmental turnover (e.g., salary/benefit variances).

Authorized personnel total 6 full-time-equivalents (“FTE”) and represent the following:

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Variance</b>
Assistant City Administrator	1.0	1.0	1.0	1.0	1.0	-
Assistant City Clerk	1.0	1.0	1.0	1.0	1.0	-
City Administrator	1.0	1.0	1.0	1.0	1.0	-
City Clerk	1.0	1.0	1.0	1.0	1.0	-
Economic Development Director	1.0	-	-	-	-	-
Economic Development Manager	1.0	1.0	-	-	-	-
Executive Office Coordinator	1.0	1.0	1.0	1.0	1.0	-
Web Administrator	1.0	1.0	1.0	1.0	1.0	-
	<b>8.0</b>	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>-</b>

The Maintenance and Operations category decreased -41%, or -\$178,693, due primarily to the following activity:

- Decrease in professional services and advertising of -\$155,000 due to a reduction in election related expenditures (FY 2022 was an election year while FY 2023 is not).
- Decrease in general supplies of -\$6,892 to reflect historical expenditure trend levels.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### Legal Services General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Maintenance &amp; Operations:</b>							
Professional Fees	\$ 842,459	\$ 882,013	\$ 762,682	\$ 750,000	\$ 750,000	\$ 825,000	\$ 907,500
<b>TOTAL</b>	<b>\$ 842,459</b>	<b>\$ 882,013</b>	<b>\$ 762,682</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 825,000</b>	<b>\$ 907,500</b>
<b>PERSONNEL*</b>	-	-	-	-	-	-	-

\* City Attorney services are provided through a contractual arrangement with a private law firm.

### Performance Measurement

The following section provides detailed information on City Administration programs including performance measures and personnel.

- **City Administration**

**Statement of Service:** Serves as the administrative head of the municipal government, coordinating municipal functions in order to provide effective, efficient, and responsive services. This office also ensures that ordinances, resolutions and regulations of the City Council and laws of the State of Georgia are enforced and is responsible for public relations activities.

City Administration Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
City Administration Department annual turnover percentage	14.3%	0.0%	16.7%	16.7%	0.0%
Number of website hits	585,556	614,396	588,658	600,000	600,000
Website Unique Visitors	361,548	497,660	N/A <sup>(1)</sup>	N/A <sup>(1)</sup>	N/A <sup>(1)</sup>
Website Page Views	1,285,007	1,296,371	1,186,045	1,200,000	1,200,000
Website Unique Page Views	N/A <sup>(2)</sup>	N/A <sup>(2)</sup>	970,836	975,000	975,000
Bounce Rate	N/A <sup>(2)</sup>	N/A <sup>(2)</sup>	61.87%	60.00%	60.00%
% of Website New Visits	60%	81%	N/A <sup>(1)</sup>	N/A <sup>(1)</sup>	N/A <sup>(1)</sup>
Facebook Followers	11,117	13,589	15,061	16,578	17,500
Twitter Followers	9,337	10,556	10,808	12,000	12,200

<sup>(1)</sup> This metric is no longer tracked by the system analytics

<sup>(2)</sup> This is a new metric for FY 2021.

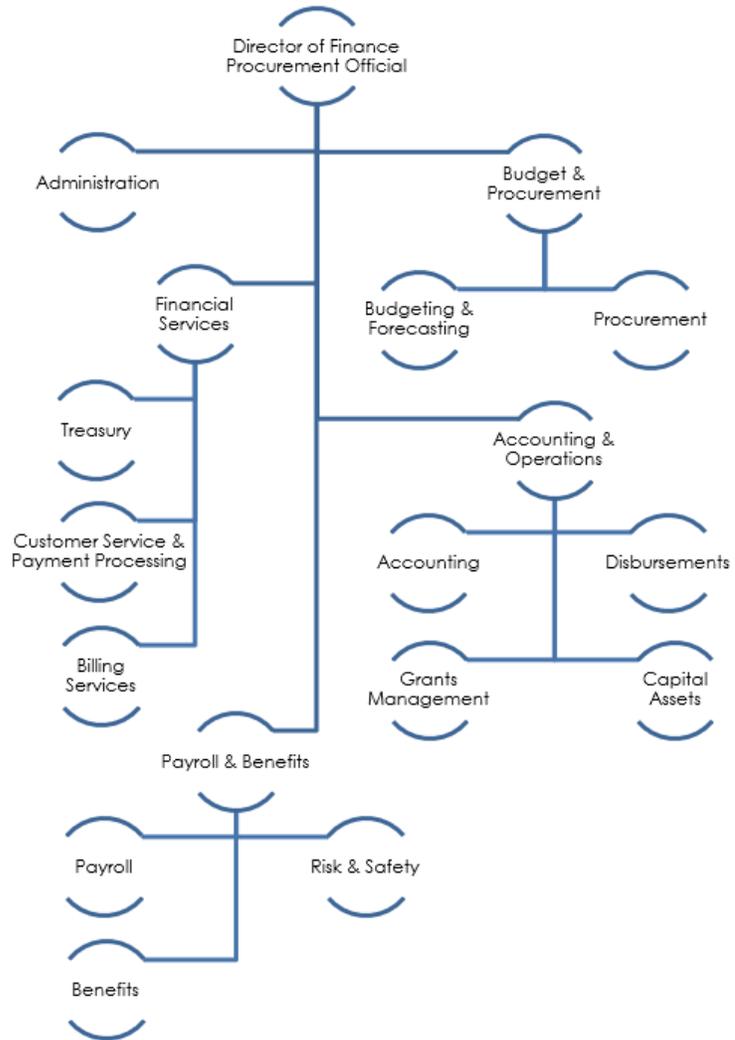
# GENERAL FUND DEPARTMENTAL SUMMARIES

## Finance

THOMAS G. HARRIS  
DIRECTOR



T.Harris@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:



*Offering the highest quality of environment for our residents and businesses;*



*Fostering strong sense of community including safety and security; and*



*Providing a business climate that attracts the top echelon companies.*

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city’s Community Vision and the goals and objectives of our various departmental divisions/projects.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Finance

*Administration, Accounting, Budgeting, Employee Benefits and Compensation, Procurement, Grants Management, Risk Management, Treasury, Internal and External Service*

### **Mission Statement**

The mission of the Finance Department is to plan, receive, monitor, safeguard, invest, account, and expend the financial resources of the City of Alpharetta in the highest legal, ethical, and professional standard practical, and to respond to the service needs of our internal and external customers in a timely, courteous and accurate manner.

### **Goals and Objectives**



- ✓ Implementation of a finance/human resources system that utilizes current technology and provides heightened data analysis functionality and increases overall staff efficiencies;



- ✓ Process and procedure documentation program – conduct a comprehensive review of team processes, procedures, and practices;



- ✓ Expansion of the financial planning process – continue the development of a comprehensive long-term capital improvement program and multi-year budgeting, forecasting, and planning in order to more accurately predict our financial position in future years, and the impact current year decisions have on the city’s long-range financial position;



- ✓ Update to Financial Management Program (e.g., policy revisions); and



- ✓ Design and administer innovative and cost-effective benefit programs (e.g., Health Savings Accounts and enhanced Wellness Program) that meet the needs of today’s diverse workforce and enhance the city’s ability to attract, retain and reward employees.



# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### Finance General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 1,586,992	\$ 1,568,576	\$ 1,568,519	\$ 1,681,623	\$ 1,790,771	\$ 1,862,402	\$ 1,936,898
Overtime	2,760	1,149	495	3,000	-	-	-
Group Insurance	402,106	422,092	422,875	465,150	462,825	485,966	510,265
FICA	113,798	110,447	110,056	123,141	136,889	142,365	148,059
Pension (Defined Benefit)	203,743	217,163	199,706	186,526	197,829	205,742	213,972
Pension (401A Cont./Match)	96,325	108,615	104,995	134,120	147,479	153,378	159,513
Workers Compensation	44,107	50,234	46,539	47,149	48,145	49,108	50,090
OPEB Contribution	34,943	37,647	39,279	34,273	38,438	39,976	41,575
Miscellaneous	930	1,006	542	571	1,474	1,474	1,474
<i>subtotal</i>	<b>\$ 2,485,702</b>	<b>\$ 2,516,929</b>	<b>\$ 2,493,005</b>	<b>\$ 2,675,553</b>	<b>\$ 2,823,850</b>	<b>\$ 2,940,410</b>	<b>\$ 3,061,845</b>
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 296,764	\$ 317,926	\$ 336,007	\$ 298,551	\$ 333,314	\$ 339,980	\$ 346,780
Printing	26,332	23,964	23,125	27,350	25,000	25,500	26,010
Employee Travel	6,582	1,777	593	3,750	4,750	4,845	4,942
Employee Training	9,112	10,201	9,290	6,565	8,250	8,415	8,583
Maint. Contracts/IT Services	200,182	340,372	328,845	335,562	325,702	332,216	338,860
General Supplies	38,496	54,224	37,873	40,548	40,460	41,269	42,095
Wellness Programs	160,768	122,071	113,032	124,482	125,000	127,500	130,050
Miscellaneous	16,966	(364)	21,859	5,829	12,500	12,750	13,005
<i>subtotal</i>	<b>\$ 755,201</b>	<b>\$ 870,172</b>	<b>\$ 870,624</b>	<b>\$ 842,637</b>	<b>\$ 874,976</b>	<b>\$ 892,476</b>	<b>\$ 910,325</b>
<b>Capital/Lease/Other:</b>							
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Software Lease	-	-	-	-	-	-	-
Int. on Property Tax Refunds	7,080	7,280	-	-	-	-	-
<i>subtotal</i>	<b>\$ 7,080</b>	<b>\$ 7,280</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 3,247,984</b>	<b>\$ 3,394,381</b>	<b>\$ 3,363,629</b>	<b>\$ 3,518,190</b>	<b>\$ 3,698,826</b>	<b>\$ 3,832,886</b>	<b>\$ 3,972,170</b>
<b>Authorized Personnel</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>		

FY 2023 includes 1 full-time equivalent position (Treasury Services Manager) that is not funded but part of the City's authorized workforce. This position will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

## GENERAL FUND DEPARTMENTAL SUMMARIES

### **Budget Narrative**

The FY 2023 Budget for Finance totals \$3.7 million and represents an increase of 5%, or \$180,636, compared to FY 2022.

The Personnel Services category increased 6%, or \$148,297, due primarily to the residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment), 4% performance-based merit program scheduled for July 1, 2022, citywide salary compression adjustments (2023 Operating Initiative), growth in group insurance costs, offset partially through turnover (e.g., one-time paid-time-off payouts in 2022).

Authorized personnel total 21.5 full-time-equivalents (“FTE”) and represent the following:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Variance
Accountant (2FT; 1PT)	3.5	3.5	2.5	2.5	3.5	1.0
Accounting & Operations Manager	1.0	1.0	1.0	1.0	1.0	-
Accounting Coordinator	-	-	-	1.0	1.0	-
Accounts Payable Technician	1.0	1.0	1.0	1.0	-	(1.0)
Benefits Analyst	-	-	1.0	-	-	-
Benefits Manager	1.0	1.0	-	-	-	-
Benefits Coordinator	1.0	1.0	-	-	-	-
Benefits Specialist	-	-	1.0	1.0	1.0	-
Billing Coordinator	1.0	1.0	1.0	1.0	1.0	-
Billing/Collections Rep.	1.0	1.0	1.0	1.0	1.0	-
Budget & Procurement Coordinator	-	-	-	3.0	3.0	-
Budget & Procurement Manager	1.0	1.0	1.0	1.0	1.0	-
Cash Management Coordinator	1.0	1.0	1.0	1.0	1.0	-
Chief Accountant	1.0	1.0	1.0	-	-	-
Customer Account Representative	1.0	1.0	1.0	1.0	1.0	-
Director	1.0	1.0	1.0	1.0	1.0	-
Office Manager	1.0	1.0	1.0	1.0	1.0	-
Payroll Coordinator	1.0	1.0	1.0	-	-	-
Payroll & Benefits Coordinator	-	-	-	1.0	1.0	-
Payroll & Benefits Manager	-	-	-	1.0	1.0	-
Payroll Specialist	-	-	1.0	1.0	1.0	-
Safety/Risk Administrator	1.0	1.0	1.0	1.0	1.0	-
Senior Budget & Procurement Analyst	3.0	3.0	3.0	-	-	-
Treasury Services Manager	1.0	1.0	1.0	1.0	1.0	-
	21.5	21.5	21.5	21.5	21.5	-

\* FY 2023 includes 1 full-time equivalent position (Treasury Services Manager) that is not funded but part of the City's authorized workforce. This position will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

The Maintenance and Operations category increased 4%, or \$32,339, primarily due to an increase in banking fees (e.g., credit card processing fees) that have, in the past, been partially offset through interest earnings but is not feasible in the short-term due to the low interest rate environment.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Performance Measurement

The following section provides detailed information on Finance programs including performance measures and personnel.

- **Administration**

**Statement of Service:** The purpose of the administrative arm of the Department of Finance is to facilitate the success of the operating divisions of the department through the provision of oversight, staff support, and internal and public advocacy. Finance administration provides fiduciary oversight and support to the various departments of the city and communicates the financial health of the city to the Mayor, City Council, and stakeholders. Administration is also responsible for cash and debt management.

Finance Admin Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of New GAAP/GASB financial requirements implemented	3	3	3	7	3
Bond rating maintained or upgraded	Maintain Aaa - AAA				
Cash management program maximizing interest returns (all funds)	\$2,717,547	\$2,184,465	\$1,488,738	\$750,000	\$403,286

- **External Services**

**Statement of Service:** The purpose of the external services team is to provide accurate and efficient services to City of Alpharetta residents, businesses, and stakeholders through timely and accurate billing and collections processes and outstanding customer service.

Financial Services Performance Measurements	Actual FY 2019	Actual FY 2020	Actual* FY 2021	Target* FY 2022	Target* FY 2023
% of bills generated on time	99%	99%	99%	99%	99%
% of bills collected on time	95%	95%	92%	92%	92%
# of Real estate tax bills generated	20,674	20,989	21,197	21,617	21,817
# of Personal property tax bills	3,055	3,128	3,096	3,147	3,180
# of Liens processed	127	135	164	195	220
# of Sanitation customers	16,382	16,550	17,593	17,883	18,183
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<10%

# GENERAL FUND DEPARTMENTAL SUMMARIES

- **Internal Services**

**Statement of Service:** The internal services arm of the Department of Finance includes Accounting & Operations along with Budgeting & Procurement Services, each further defined as:

- *Budget & Procurement:* The purpose of the budget/procurement division is to facilitate the financial planning process. This is accomplished through the budgeting and expenditure monitoring process in order to effectively distribute available resources consistent with city objectives and priorities. Responsibilities also include supporting all city departments with financial information, activities, transactions, and administration of their annual financial plan.
- *Accounting & Operations:* Accounting services records the city's financial transactions. Responsibilities include financial reporting and disbursement activities. The accounting function also provides financial data for the purpose of compiling management and public reports which reflect the financial condition of the city in accordance with Generally Accepted Accounting Principles.

Accounting, Budget, Procurement Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Audited CAFR to be published within 180 days of fiscal year end	12/5/2019	12/30/2020**	12/27/2021	11/30/2022	11/30/2022
GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
GFOA Outstanding Achievement in Popular Annual Financial Reporting	Yes	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes
Percentage of General Fund departments within appropriated budget*	91%	91%	91%	100%	100%
% of Budgeted employees participating in direct deposit	99%	99%	99%	99%	99%
Average # of vendor responses to Bids/Requests for Proposals	5	5	5	4	4

\* Legal Services is the only department that has gone over its appropriations. Legal services represents professional services expenses to a private legal firm.

\*\* COVID-19 Pandemic slowed auditor response times.

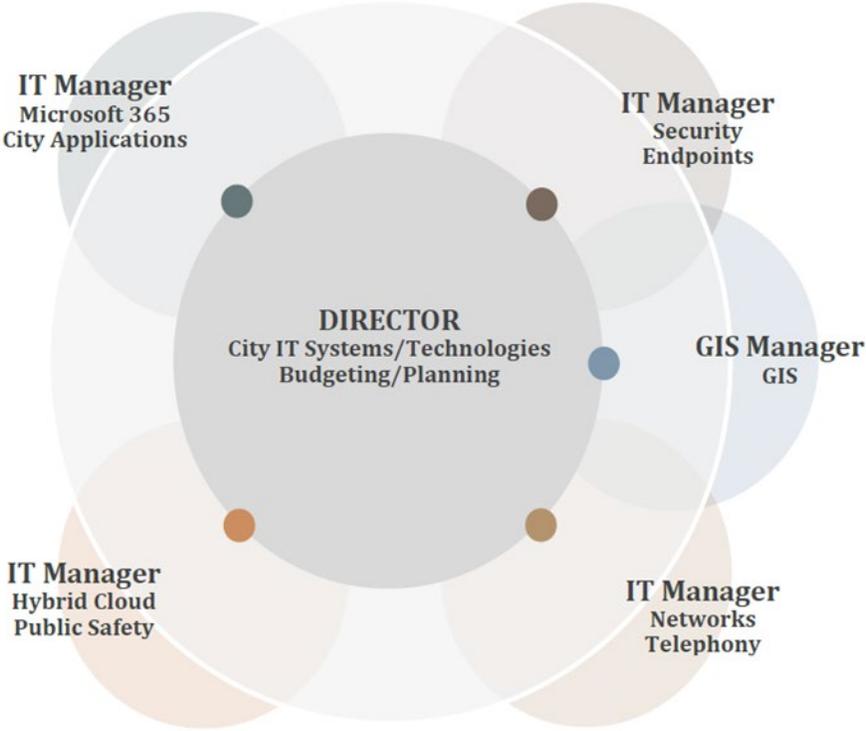
# GENERAL FUND DEPARTMENTAL SUMMARIES

## Information Technology

RANDY BUNDY  
DIRECTOR



RBundy@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:

-  *Offering the highest quality of environment for our residents and businesses;*
-  *Fostering strong sense of community including safety and security; and*
-  *Providing a business climate that attracts the top echelon companies.*

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city’s Community Vision and the goals and objectives of our various departmental divisions/projects.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Information Technology

*Administration, Network, and Systems*

### **Mission Statement**

Information Technology's mission is to provide high quality technology products, services and human resources to City departments that enable them to accomplish their goals and objectives. The Information Technology Department strives to continuously improve the delivery of services and minimize costs while accommodating future City growth.

### **Goals and Objectives**

As we accomplish our mission, the City of Alpharetta Information Technology Department will be known to provide high quality services by:

-   ✓ Being recognized by City departments as having a high level of skill and knowledge;
-   ✓ Providing excellent service to all City departments as measured by the City's performance standards;
-    ✓ Acquiring and supporting proven, sustainable technology solutions that are continually maintained and updated; and
-   ✓ Helping City departments to improve and extend the functionality of major systems by offering systems integration and software development services.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### Information Technology General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 1,030,097	\$ 1,141,452	\$ 1,123,438	\$ 1,256,069	\$ 1,372,174	\$ 1,427,061	\$ 1,484,143
Group Insurance	223,431	261,312	255,783	331,127	342,292	359,407	377,377
FICA	74,945	83,668	82,160	94,301	104,950	109,148	113,514
Pension (Defined Benefit)	100,618	106,663	121,870	131,986	116,670	121,337	126,190
Pension (401A Cont./Match)	80,672	90,553	83,283	107,874	129,797	134,989	140,388
Workers Compensation	28,195	31,967	33,441	33,810	33,173	33,836	34,513
OPEB Contribution	22,734	24,384	28,223	24,579	26,369	27,424	28,521
Miscellaneous	544	542	-	980	155	155	155
<i>subtotal</i>	<b>\$ 1,561,237</b>	<b>\$ 1,740,540</b>	<b>\$ 1,728,197</b>	<b>\$ 1,980,726</b>	<b>\$ 2,125,580</b>	<b>\$ 2,213,356</b>	<b>\$ 2,304,802</b>
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 20,044	\$ 22,446	\$ 8,580	\$ -	\$ 2,500	\$ 2,550	\$ 2,601
Employee Travel	19,638	14,016	-	2,500	22,000	22,440	22,889
Employee Training	16,874	15,994	12,195	15,000	22,500	22,950	23,409
Maint. Contracts/IT Svcs.	68,654	175,375	276,554	198,323	154,037	157,118	160,260
General Supplies	8,584	18,334	3,362	9,332	8,500	8,670	8,843
Utilities	-	-	-	-	-	-	-
Small Equipment	4,118	7,491	342	4,168	15,000	15,300	15,606
Miscellaneous	2,351	532	375	250	500	510	520
<i>subtotal</i>	<b>\$ 140,262</b>	<b>\$ 254,188</b>	<b>\$ 301,409</b>	<b>\$ 229,573</b>	<b>\$ 225,037</b>	<b>\$ 229,538</b>	<b>\$ 234,128</b>
<b>Capital/Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,701,499</b>	<b>\$ 1,994,728</b>	<b>\$ 2,029,606</b>	<b>\$ 2,210,299</b>	<b>\$ 2,350,617</b>	<b>\$ 2,442,894</b>	<b>\$ 2,538,930</b>
<b>Authorized Personnel</b>	<b>11.0</b>	<b>12.0</b>	<b>12.0</b>	<b>13.0</b>	<b>13.0</b>		

## GENERAL FUND DEPARTMENTAL SUMMARIES

### **Budget Narrative**

The FY 2023 Budget for Information Technology totals \$2.4 million and represents an increase of 6%, or \$140,318, compared to FY 2022.

The Personnel Services category increased 7%, or \$144,854, due to multiple factors including: residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment) and funding of the IT Tech Analyst position (previously frozen); 4% performance-based merit program scheduled for July 1, 2022; citywide salary compression adjustments (2023 Operating Initiative); growth in group insurance costs; etc.

Authorized personnel total 13 full-time-equivalents (“FTE”) and represent the following:

	FY 2019	FY 2020	FY 2021	FY 2022*	FY 2023	Variance
IT Manager (Security)	-	1.0	1.0	1.0	1.0	-
CityWorks IT Administrator	-	1.0	1.0	1.0	1.0	-
Director	1.0	1.0	1.0	1.0	1.0	-
GIS Manager	1.0	1.0	1.0	1.0	1.0	-
IT Administrator	-	4.0	4.0	4.0	4.0	-
IT Analyst	-	1.0	1.0	1.0	1.0	-
IT Manager	4.0	3.0	3.0	3.0	3.0	-
IT Technician	-	-	-	1.0	1.0	-
Network Administrator	2.0	-	-	-	-	-
Network Analyst II	1.0	-	-	-	-	-
Systems Analyst II	2.0	-	-	-	-	-
	11.0	12.0	12.0	13.0	13.0	-

\* FY 2022 includes 1 full-time equivalent position (IT Technician) added during the FY 2022 Mid-Year Budget.

The Maintenance & Operations category decreased -2%, or -\$4,536, due primarily a change in allocation methodologies (-\$44,286) within the IT Professional services account (e.g., prior year included cloud storage service costs primarily within IT because relative usage between departments was not discernable; a year of operations has given staff a basis to allocate costs to departments in 2023) and offset through growth in professional development (+\$27,000 in travel/training to ensure staff maintains industry knowledge) and small equipment costs (+\$10,000 to replace aged printers citywide that have reached end of life).

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Performance Measurement

The following section provides detailed information on Information Technology programs including performance measures and personnel.

- **Information Technology**

**Statement of Service:** Information Technology provides hardware, software, and support services to all departments in technology related areas.

### Performance Measures for Calendar Year 2021 (Zen Desk Calendar Year Stats)

	2021	Department Target	Results	%
<b>Service Desk</b>				
Number total calls	5,458		5,458	
Number resolved w/in 4 hours	2,094		2,094	
% resolved w/in 4 hours	38%	30%	A+	128%
Number resolved w/in 8 hours	2,673		2,673	
% resolved w/in 8 hours	49%	50%	A+	98%
Number resolved in a day	3,407		3,407	
% resolved in a day	62%	70%	B+	89%
Number resolved in a week	4,773		4,773	
% resolved in a week	87%	90%	A	97%
<b>Applications</b>				
Repairs				
Number	482		482	
Number resolved in a day	257		257	
% resolved w/in in a day	53%	50%	A+	107%
Number resolved in a week	393		393	
% resolved in a week	82%	90%	B	91%
Service Requests				
Number	295		295	
Number resolved in a day	112		112	
% resolved w/in in a day	38%	50%	C	76%
Number resolved in a week	220		220	
% resolved in a week	75%	90%	B	83%
<b>Desktop</b>				
Repairs				
Number	217		217	
Number resolved in a day	81		81	
% resolved w/in in a day	37%	50%	C	75%
Number resolved in a week	167		167	
% resolved in a week	77%	90%		86%
Service Requests				
Number	97		97	
Number resolved in a day	33		33	
% resolved w/in in a day	34%	33%	A+	103%
Number resolved in a week	69		69	
% resolved in a week	71%	90%	C+	79%
<b>GIS</b>				
Number total cases	95		95	
Number resolved in a day	35		35	
% resolved w/in in a day	37%	33%	A+	112%
Number resolved in a week	65		65	
% resolved in a week	68%	75%	A-	91%

# GENERAL FUND DEPARTMENTAL SUMMARIES

## (Zen Desk Calendar Year Stats)

	2021	Department Target	Results	%
<b>Network</b>				
Repairs				
Number	70		70	
Number resolved in a day	29		29	
% resolved w/in in a day	41%	50%	B	83%
Number resolved in a week	58		58	
% resolved in a week	83%	100%	B	83%
Service Requests				
Number	10		10	
Number resolved in a day	3		3	
% resolved w/in in a day	30%	33%	A-	91%
Number resolved in a week	7		7	
% resolved in a week	70%	90%	C+	78% *
<i>*Low % Due to Delay in Hardware Availability</i>				
<b>Security</b>				
Repairs				
Number	348		348	
Number resolved in a day	181		181	
% resolved w/in in a day	52%	50%	A+	104%
Number resolved in a week	286		286	
% resolved in a week	82%	90%	A-	91%
Service Requests				
Number	201		201	
Number resolved in a day	35		35	
% resolved w/in in a day	17%	25%	C-	70%
Number resolved in a week	76		76	
% resolved in a week	38%	50%	C	76%
<b>Telephone / Mobile Phones</b>				
Repairs				
Number	98		98	
Number resolved in a day	29		29	
% resolved w/in in a day	30%	33%	A-	90%
Number resolved in a week	65		65	
% resolved w/in in a week	66%	90%	C	74%
Service Requests				
Number	40		40	
Number resolved in a day	10		10	
% resolved w/in in a day	25%	33%	C	76%
Number resolved in a week	18		18	
% resolved in a week	45%	90%	F	50% *
<i>*Low % Due to Delay in Hardware Availability</i>				
<b>Other Requests</b>				
Number	51		51	
Number resolved in a day	23		23	
% resolved w/in in a day	45%	50%	A-	90%
Number resolved in a week	41		41	
% resolved in a week	80%	90%	B+	89%

## OTHER MEASURES

<b>Emails</b>				
Number of Inbound	2,559,034	N/A	2,559,034	
Number of Outbound	662,300	N/A	662,300	
Number of Internal	2,720,286	N/A	2,720,286	
Spam and Viruses blocked	869,594	N/A	869,594	
% Spam and Viruses blocked	34%	N/A	34%	
<b>Servers</b>				
Avg. number	121		121	
% availability (including maint.)	99.88%	99.90%	A+	

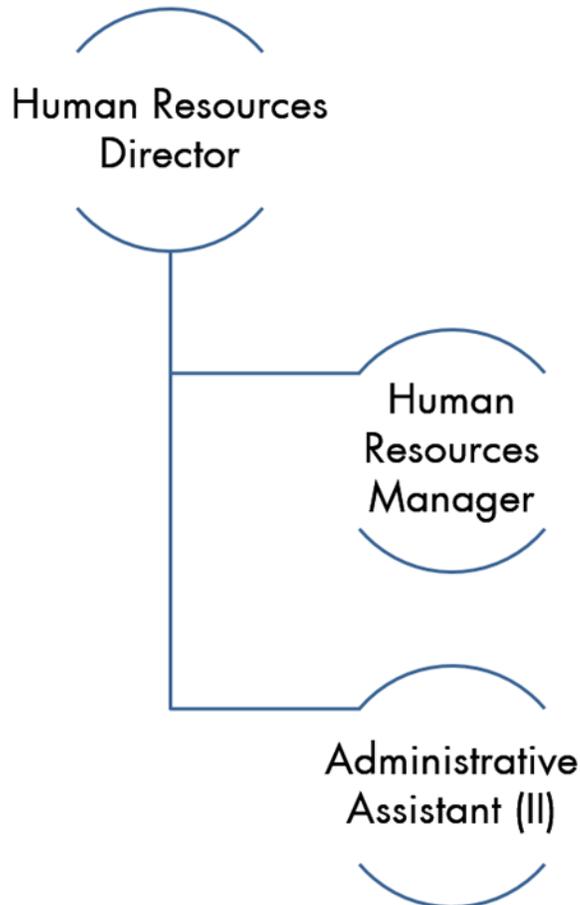
# GENERAL FUND DEPARTMENTAL SUMMARIES

## Human Resources

CRIS RANDALL  
HUMAN RESOURCES  
DIRECTOR



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Our Community Vision is to advance Alpharetta as a signature City by:



*Offering the highest quality of environment for our residents and businesses;*



*Fostering strong sense of community including safety and security; and*



*Providing a business climate that attracts the top echelon companies.*

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city’s Community Vision and the goals and objectives of our various departmental divisions/projects.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Human Resources

*Administration, Talent and Compensation Management, Employee Relations, Development, Recruitment and Retention*

### **Mission Statement**

HR is committed to achieve the highest standards of public administration through sound HR practices, and to EMPOWER and ENCOURAGE employees by providing the support, training and development needed to fulfill their CAREER GOALS and the duties and responsibilities of their positions as a public servant.

### **Synopsis**

To successfully carryout our core mission, the Human Resources Team shall:

- ✓ Ensure that employees are provided the same concern, respect, and caring attitude within the organization that they are expected to share with every customer, both external and internal;
- ✓ Be committed to achieve the highest standards of public administration through sound HR practices, to ensure compliance with federal and local employment laws;
- ✓ Act as a catalyst in providing employees with the support, training and development needed to fulfill the duties and responsibilities of their position as a public servant and contribute at optimum levels towards the success of the community and the City of Alpharetta;
- ✓ Establish, administer, and effectively communicate sound policies, rules, and practices that treat employees with dignity, respect and equality while maintaining compliance with employment and labor laws, organizational directives, and the mission, vision and core values of the City of Alpharetta;
- ✓ Act as strategic partner and trusted advisor to senior management and supervisory staff on talent management, workforce planning and staffing, organizational effectiveness, training and development, engagement and corrective actions, compliance, and related matters; and
- ✓ Collaborate with Finance Department to develop and provide a competitive salary and benefit package that supports our employees and meets the needs and goals of the City of Alpharetta.



**Human Resources Team**

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Goals and Objectives

-  ✓ Develop and maintain appropriate personnel policies and procedures that provide flexibility in the management of personnel while maintaining compliance with current employment law and practice so as to effectively protect the City;
-   ✓ Improve operational efficiency, effectiveness and reduce costs by elevating the overall health and wellbeing of our employees;
-   ✓ Develop, implement, evaluate, enforce and communicate job classification and compensation policies and programs. This is a critical HR role as a well-designed classification and compensation system will help attract, motivate and retain employees as well as work within fiscal constraints;
-  ✓ Develop and deliver effective training programs to employees so as to constantly improve customer service delivery, efficiency of operations, and the overall effectiveness and professionalism of the organization;
-   ✓ Identify and develop internal talent and future leaders to build succession pipelines to meet current and future talent needs in critical roles;
-   ✓ Develop and maintain a Strategic Human Resources Plan to ensure continuity of operations, effective succession planning in key positions, appropriate staffing to meet City goals and customer service expectations, and anticipate fiscal needs and impacts;
-  ✓ Serves as advisor and resource for employees and supervisors regarding employee relations cases. Assist and educate employees about operating within the bounds of personnel policies. Assist supervisors address difficult and complex employee situations, help in resolving labor disputes, and respond with the appropriate level of corrective action while working to prevent retaliation;
-  ✓ Elevate and maintain employee engagement by enhancing communication channels and fostering an information rich environment; and
-   ✓ Leverage technology to enhance the effectiveness and efficiencies of certain labor intense HR functions and automate routine and administrative tasks in order to be able to focus on strategic tasks.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### Human Resources General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
Public Records Requests	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 179,337	\$ 262,440	\$ 274,267	\$ 288,645	\$ 373,179	\$ 388,106	\$ 403,630
Overtime	57	116	-	200	-	-	-
Group Insurance	15,100	25,896	26,318	39,529	70,869	74,412	78,133
FICA	16,381	22,849	23,594	21,822	28,475	29,614	30,799
Pension (Defined Benefit)	21,426	22,793	26,117	28,666	29,529	30,710	31,939
Pension (401A Cont./Match)	11,717	19,905	22,457	26,914	35,360	36,774	38,245
Workers Compensation	3,962	8,149	7,633	7,857	7,897	8,055	8,216
OPEB Contribution	3,197	6,199	6,438	5,701	7,982	8,301	8,633
Tuition Reimbursement	36,734	34,025	15,389	52,659	55,000	55,000	55,000
Miscellaneous	-	-	-	408	233	233	233
<i>subtotal</i>	<b>\$ 287,910</b>	<b>\$ 402,372</b>	<b>\$ 402,212</b>	<b>\$ 472,401</b>	<b>\$ 608,524</b>	<b>\$ 631,206</b>	<b>\$ 654,828</b>
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 67,402	\$ 41,824	\$ 38,938	\$ 63,000	\$ 65,000	\$ 66,300	\$ 67,626
Employee Travel	2,272	1,109	-	1,000	2,500	2,550	2,601
Employee Training	3,283	6,188	6,022	3,500	9,500	9,690	9,884
Maint. Contracts/IT Svcs.	6,971	39,643	32,964	76,593	87,764	89,519	91,310
General Supplies	9,771	4,853	1,546	11,066	8,725	8,900	9,077
Employee Recognition	66,479	57,181	37,968	65,000	65,000	66,300	67,626
Miscellaneous	6,867	1,214	2,169	4,000	8,500	8,670	8,843
<i>subtotal</i>	<b>\$ 163,045</b>	<b>\$ 152,012</b>	<b>\$ 119,608</b>	<b>\$ 224,159</b>	<b>\$ 246,989</b>	<b>\$ 251,929</b>	<b>\$ 256,967</b>
<b>Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 450,955</b>	<b>\$ 554,384</b>	<b>\$ 521,820</b>	<b>\$ 696,560</b>	<b>\$ 855,513</b>	<b>\$ 883,135</b>	<b>\$ 911,796</b>
<b>Authorized Personnel</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>		

### **Budget Narrative**

The FY 2023 Budget for Human Resources totals \$855,513 and represents an increase of 23%, or \$158,953, compared to FY 2022.

The Personnel Services category increased 29%, or \$136,123, due primarily to the residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment), 4% performance-based merit program scheduled for July 1, 2022, citywide salary compression

## GENERAL FUND DEPARTMENTAL SUMMARIES

adjustments (2023 Operating Initiative), addition of one Human Resources Specialist position (2023 Operating Initiative), growth in group insurance costs, etc.

Authorized personnel total 4 full-time-equivalents (“FTE”), including the new position added during FY 2023, and represent the following:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Variance
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Human Resources Manager	1.0	1.0	1.0	1.0	1.0	-
Human Resources Specialist*	-	-	-	-	1.0	1.0
Director	1.0	1.0	1.0	1.0	1.0	-
	3.0	3.0	3.0	3.0	4.0	1.0

\* FY 2023 includes the addition of one new full-time equivalent position (HR Specialist). Please refer to the *Operating Initiative Requests* section of this document for detailed information on the duties and responsibilities of this new position.

The Maintenance & Operations category increased 10%, or \$22,830, due primarily to IT Professional Services allocable costs (NeoGov software enhancements aimed at automating the performance review process; +\$9,671 in net cost growth), a renewed focus on professional development (+\$4,500 in travel/training to ensure staff maintains industry knowledge), and operational funding (+\$7,500) for the new Human Resources Specialist position (2023 Operating Initiative).

### **Performance Measurement**

The following section provides detailed information on Human Resources programs including performance measures and personnel.

- **Administration**

**Statement of Service:** The administrative function monitors legal compliance and employee relations in order to effectively administer sound policies, and practices that will treat all employees equally while maintaining compliance with employment and labor laws.

Human Resources Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Human Resources Dept. annual turnover percentage	0%	0%	0%	0%	0%
City-wide turnover percentage	11.80%	8.18%	10.85%	9.95%	15%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	573	565	583	606	619
HR staff to total full-time equivalent employee ratio*	0.524	0.531	0.515	0.495	0.485

\*HR-staff-to-employee-ratio represents the number of professional HR staff per 100 employees supported by HR in the organization. SHRM's most recent Human Capital Benchmarking Study shows the average HR-to-employee ratio in 2020 was 2.57 (not including administrative support staff) or 1.22 when not supporting benefits functions.

# GENERAL FUND DEPARTMENTAL SUMMARIES

- **Recruitment and Retention**

**Statement of Service:** The recruitment and retention function facilitate programs to continually increase the quality of the workforce through placing, training, and retaining highly qualified individuals who have the educational background, knowledge, and competencies to perform at above average levels.

Human Resources Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
<b>Employment &amp; Retention</b>					
Average cost per hire - Regular positions	\$7,500	\$7,500	\$6,000	\$6,000	\$6,500
Average cost per hire - Seasonal positions	\$1,200	\$1,200	\$750	\$750	\$850
# of Online job postings hits	6142*	36,459	106,673	115,500	150,235
# of Job interest cards received	634*	1,347	1,239	1,585	1,856
# of Applications reviewed	767	342	1084	2538	2,874
# of Qualified applications processed	153	193	652	782	873
# of New hires - Regular positions	54	40	34	50	55
# of New hires - Seasonal positions	70	70	87	90	95
# of Internal promotions	24	22	19	40	30
# of Separations (not including retirement)	106	103	124	123	130
# of Retirements	15	12	9	10	15
# New hire orientation sessions	31	21	24	20	12^
<b>Workforce Management</b>					
% of Employees rated "Exceeds" on performance review	27.3%	37.4%	37.2%	39.0%	41.0%
% of Employees rated "Meets" on performance review	72.7%	62.6%	62.8%	61.0%	59.0%
% of Employees underperforming on annual review	0.0%	0.0%	0.0%	0.0%	0.0%
% of Employees on "Performance Improvement Plan"	0.0%	1.3%	1.4%	1.0%	0.0%
# Employee Relation Cases	28	31	38	45	50
<b>Education Incentive - Professional Development</b>					
# enrollments by program***					
Doctorate Degree	2	1	0	1	1
Master's Degree	5	4	1	3	2
Bachelor's Degree	9	10	7	10	8
Associate's Degree	1	1	1	2	2
Certificate Programs	0	2	2	1	1
Total # of employees receiving education incentive	17	18	11	17	14
<b>Other Metrics</b>					
# Payroll action forms processed	****	****	1412	1853	2082

^NEO completed once a month starting FY23

\*New Applicant Tracking System (NEOGOV) implemented on Sept., 2019.

\*\*Operating under hiring freeze for certain non-Public Safety positions.

\*\*\* FY21 and FY22 - program partially unfunded due to budget constraints

\*\*\*\* started collecting data in 2021

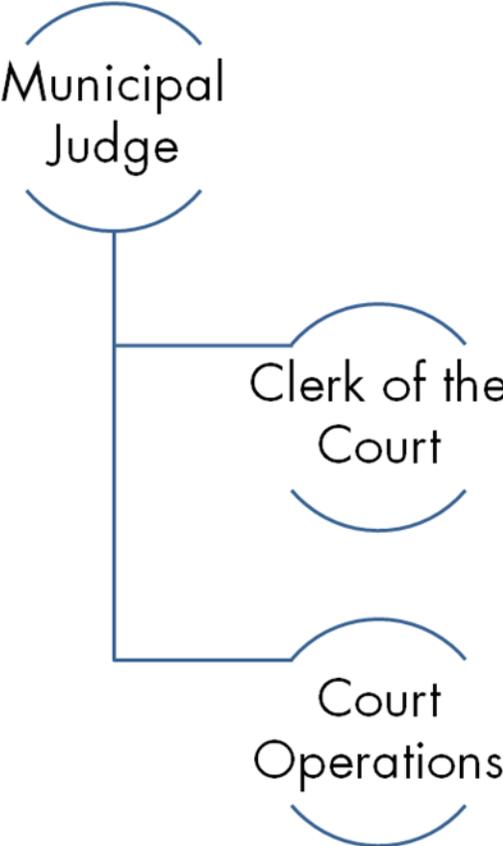
# GENERAL FUND DEPARTMENTAL SUMMARIES

## Municipal Court

BROOKE LAPPIN  
DIRECTOR



BLappin@alpharetta.ga.us



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# GENERAL FUND DEPARTMENTAL SUMMARIES

## Municipal Court

*Administration, Court Services*

### **Mission Statement**

To grow and maintain sufficient staffing, infrastructure, and general court services for the City of Alpharetta; to educate and inform persons who attend court; to ensure the citizens' rights are observed and protected; to achieve justice and fundamental fairness in all matters including cases that go to trial and those that are settled pre-trial; and to efficiently and responsibly serve all citizens living in the community.

### **Goals and Objectives**

-   ✓ Provide professional, quality service;
-   ✓ Monitor court sessions and continue to improve efficiency;
-   ✓ Develop operations guide to use internally;
-   ✓ Implement the new eCourts software system;
-   ✓ Enhance reporting to state and city departments;
-   ✓ Review and enhance current reports/forms;
-   ✓ Enhance the current data that is shared between Court/Police;
-   ✓ Review, improve, and update day to day operations;
-   ✓ Provide proper training to ensure compliance with all State laws and regulations; and
-   ✓ Continue to cross-train employees.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### Municipal Court General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
Intergovernmental	\$ -	\$ -	\$ 37,665	\$ 80,678	\$ 141,000	\$ 141,000	\$ 141,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37,665</b>	<b>\$ 80,678</b>	<b>\$ 141,000</b>	<b>\$ 141,000</b>	<b>\$ 141,000</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 355,800	\$ 329,975	\$ 371,878	\$ 346,652	\$ 449,083	\$ 467,046	\$ 485,728
Overtime	707	129	4,678	79,400	90,000	90,000	90,000
Group Insurance	92,507	70,243	70,526	96,261	133,320	139,986	146,985
FICA	25,531	24,251	27,896	26,228	41,246	42,896	44,612
Pension (Defined Benefit)	46,617	33,429	31,311	18,145	19,584	20,367	21,182
Pension (401A Cont./Match)	24,933	27,319	30,613	44,088	52,117	54,202	56,370
Workers Compensation	11,854	13,904	10,778	11,655	8,655	8,828	9,005
OPEB Contribution	9,576	10,590	9,105	8,470	6,891	7,167	7,453
Miscellaneous	77	-	542	-	78	78	78
<i>subtotal</i>	<b>\$ 567,603</b>	<b>\$ 509,841</b>	<b>\$ 557,326</b>	<b>\$ 630,899</b>	<b>\$ 800,974</b>	<b>\$ 830,570</b>	<b>\$ 861,413</b>
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 265,152	\$ 252,699	\$ 227,434	\$ 239,955	\$ 156,300	\$ 159,426	\$ 162,615
Land/Building Rental	-	-	-	82,000	82,000	82,000	82,000
Printing	8,314	8,336	10,269	6,000	8,000	8,160	8,323
Maint. Contracts/IT Svcs.	60,620	68,427	67,103	120,335	78,676	80,250	81,855
General Supplies	13,865	16,013	13,108	10,100	12,250	12,495	12,745
Utilities	19,586	21,544	21,250	13,055	-	-	-
Miscellaneous	38,758	12,574	9,306	21,295	10,000	10,200	10,404
<i>subtotal</i>	<b>\$ 406,295</b>	<b>\$ 379,594</b>	<b>\$ 348,470</b>	<b>\$ 492,740</b>	<b>\$ 347,226</b>	<b>\$ 352,531</b>	<b>\$ 357,941</b>
<b>Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 973,898</b>	<b>\$ 889,434</b>	<b>\$ 905,796</b>	<b>\$ 1,123,639</b>	<b>\$ 1,148,200</b>	<b>\$ 1,183,100</b>	<b>\$ 1,219,354</b>
<b>Authorized Personnel</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>7.0</b>	<b>6.0</b>		

### **Budget Narrative**

The FY 2023 Budget for Municipal Court totals \$1.1 million and represents an increase of 2%, or \$24,561, compared to FY 2022.

The Personnel Services category increased 27%, or \$170,075, due to multiple factors including: residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment) and funding of the Court Solicitor position (previously paid through professional services); 4% performance-based merit program scheduled for July 1, 2022;

## GENERAL FUND DEPARTMENTAL SUMMARIES

citywide salary compression adjustments (2023 Operating Initiative); growth in group insurance costs; etc.

Authorized personnel total 6 full-time-equivalents (“FTE”) and represent the following:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Variance
Administrative Assistant I	-	-	1.0	-	-	-
Director	1.0	1.0	1.0	1.0	1.0	-
Chief Court Clerk	-	-	-	-	1.0	1.0
Deputy Court Clerk	-	-	-	-	2.0	2.0
GCIC Coordinator	-	-	-	-	1.0	1.0
Deputy Clerk I	1.0	1.0	-	-	-	-
Deputy Clerk II	4.0	4.0	4.0	4.0	-	(4.0)
Deputy Clerk III	1.0	1.0	1.0	1.0	-	(1.0)
Court Solicitor	-	-	-	1.0	1.0	-
Judge	1.0	1.0	1.0	-	-	-
	8.0	8.0	8.0	7.0	6.0	(1.0)

Starting with FY 2022, the Judge position was converted to a contracted position and the Solicitor position was converted from a contracted position to a full-time equivalent position. Additionally, one Deputy Court Clerk III position was eliminated in FY 2022 (unfunded position - no financial impact).

The Maintenance and Operations category decreased -30%, or -\$145,514, due primarily to the following activity:

- Decrease in professional fees of -\$83,655 due primarily to the net impact of an operational reorganization that included reclassifying the Judge from a full-time position to a 1099 contractor while also reclassifying the Court Solicitor from a 1099 contractor to a full-time position. The City of Milton will be paying their contractually determined 40% of all Court Solicitor personnel costs through the existing IGA and can be seen through the additional Intergovernmental revenue estimates for 2023.
- Decrease in maintenance contracts of -\$15,350 due primarily to an elimination of janitorial services upon the partnership and move to the Milton courts facility (said cleaning costs are now covered through the land/building rental account).
- Decrease in IT professional services of -\$26,309 due primarily to reduced allocations resulting from a decline in users (e.g., personnel which drives much of the usage allocations) coupled with one-time costs for the eCourts software implementation during FY 2022 that will not continue into FY 2023.
- Decrease in non-recurring costs of -\$11,120 due to one-time costs in FY 2022 associated with moving court operations to the Milton courts facility (e.g., furniture, equipment, etc.) that will not be incurred in FY 2023.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## **Performance Measurement**

The following section provides detailed information on Municipal Court programs including performance measures and personnel.

- **Violations Bureau**

**Statement of Service:** The purpose of the Municipal Court is to process all alleged violations of city Ordinances and certain state laws in a fair, impartial, expeditious, accurate, and fiscally responsible manner. The Violations Bureau holds traffic and state court, monitors and handles all cash bonds and manages all Court records.

Municipal Court Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021*	Target FY 2022*	Target FY 2023*
# of Citations received to process	14,268	9,503	8,765	10,000	13,000
Total # of cases disposed	13,019	11,198	7,745	12,000	13,000
# of Court sessions	242	238	216	216	216
Annual deposits (Court Fines)	\$1,834,716	\$1,657,373	\$1,361,323	\$1,700,000	\$1,800,000



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# GENERAL FUND DEPARTMENTAL SUMMARIES

## Public Safety

JOHN ROBISON  
DIRECTOR



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# GENERAL FUND DEPARTMENTAL SUMMARIES

## Public Safety

Administration, Police, Fire, and Emergency  
911

### Mission Statement

*Public Safety:* It is the **Mission** of the **Alpharetta Department of Public Safety** to **Enhance** the **Quality of Life** of those that **Live, Work, and Play** in the **City of Alpharetta**.

*Police Services* strives to ensure the highest quality of life for its citizens through developing and maintaining partnerships with the community. We take pride in the fact that all contacts with the public are professional and at all times personify the highest levels of honor, integrity, ethics and justice, entrusted to us by those we are sworn to serve.

*Fire and Emergency Services* is a proactive, customer-oriented emergency services provider. Our objective is to provide the best possible fire and emergency medical services. Our goal is to maximize the saving of lives, minimize the loss of property and avoid loss whenever possible through prevention and education.



### Goals and Objectives

#### *Police Services*



- ✓ Crime Prevention - Partner with the community through the Alpharetta Community of Excellence (ACE) program, Crime-Free Multifamily Housing, and building partnerships and mitigating problems through education and enforcement;



- ✓ Uniform Patrol - Increase visible presence in the community with an emphasis on residential neighborhoods;



- ✓ Criminal Investigation - Maintain a case clearance rate above national averages through strong local investigative efforts and appropriate partnerships with other federal, state and local law enforcement agencies; and



- ✓ Traffic Safety - Identify and address traffic and pedestrian concerns through engineering, education, and enforcement. Build an effective strategy utilizing a collaborative effort between city departments.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## *Fire Services*

-  ✓ Maintain a minimum on-duty staffing level of not less than 23 Firefighter/EMT or Paramedics at all times;
-  ✓ Assure all firefighters are certified at the National Professional Qualifications Firefighter II Level;
-  ✓ Maintain a minimum of 240 hours of annual training and career development for each career firefighter;
-  ✓ Place the first fire apparatus on the scene of an emergency within five minutes of dispatch at least 90% of the time;
-  ✓ Place a minimum of 14 firefighters on the scene of a structure fire within seven minutes of dispatch at least 90% of the time;
-  ✓ Place an advance life support paramedic on the scene of a medical emergency within five minutes of dispatch at least 90% of the time;
-  ✓ Present programs of fire safety education to 80% of all preschool children and 95% of all first and fourth grade students who reside within the City; and
-  ✓ Conduct a fire safety inspection and/or design a pre-fire plan for every non-residential occupancy annually.



# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### Public Safety General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Licenses and Permits</b>							
Alcohol Beverage	\$ 676,671	\$ 26,925	\$ (1,241)	\$ -	\$ -	\$ -	\$ -
Other	46,243	23,635	200	-	500	515	530
<b>Intergovernmental:</b>							
City of Milton	55,000	65,000	15,968	-	-	-	-
Fulton County/COVID-19 Testing Site	-	-	234,735	37,912	-	-	-
1st Responders Grant	-	-	-	224,600	-	-	-
<b>Charges for Services:</b>							
Reports	25,942	22,641	20,627	25,000	20,000	20,600	21,218
Services	227,731	173,410	150,310	210,000	160,000	164,800	169,744
False Alarms	44,911	45,852	35,191	46,000	40,000	41,200	42,436
Plan Review	188,685	206,443	138,229	193,000	150,000	154,500	159,135
Other	19,335	11,280	150	8,000	4,000	4,120	4,244
<b>Fines &amp; Forfeitures:</b>							
Municipal Court Fines	1,834,716	1,657,373	1,367,813	1,750,000	1,650,000	1,732,500	1,819,125
School Zone/Bus Camera Citations	4,020	63,009	1,139,043	304,000	720,000	756,000	793,800
Other	-	-	-	-	-	-	-
Other Revenue	15,254	944	10,405	100	-	-	-
<b>TOTAL</b>	<b>\$ 3,138,508</b>	<b>\$ 2,296,512</b>	<b>\$ 3,111,429</b>	<b>\$ 2,798,612</b>	<b>\$ 2,744,500</b>	<b>\$ 2,874,235</b>	<b>\$ 3,010,232</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 13,484,795	\$ 14,197,773	\$ 14,638,844	\$ 16,976,205	\$ 18,520,928	\$ 19,261,765	\$ 20,032,236
Overtime	1,846,569	1,789,103	1,736,876	1,704,042	1,931,950	1,931,950	1,931,950
Group Insurance	4,174,201	4,602,770	4,877,695	5,490,238	5,776,119	6,064,925	6,368,171
FICA	1,109,675	1,161,545	1,188,219	1,382,668	1,561,827	1,624,300	1,689,272
Pension (Defined Benefit)	1,511,217	1,535,869	1,529,222	1,631,525	1,725,035	1,794,036	1,865,798
Pension (401A Cont./Match)	1,062,077	1,188,108	1,135,079	1,404,828	1,567,708	1,630,416	1,695,633
Miscellaneous	717,979	766,689	730,361	747,102	831,312	755,892	770,746
<i>subtotal</i>	<b>\$ 23,906,513</b>	<b>\$ 25,241,856</b>	<b>\$ 25,836,297</b>	<b>\$ 29,336,608</b>	<b>\$ 31,914,879</b>	<b>\$ 33,063,285</b>	<b>\$ 34,353,806</b>
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 212,426	\$ 176,701	\$ 86,065	\$ 173,947	\$ 268,700	\$ 274,074	\$ 279,555
Fuel/Repair & Maint. (Vehicles)	746,078	704,730	659,673	672,371	842,560	859,411	876,599
Employee Travel	120,059	85,902	32,565	85,122	103,620	105,692	107,806
Employee Training	99,716	76,567	83,766	104,327	202,218	206,262	210,388
Maint. Contracts/IT Services	1,032,103	1,115,253	1,295,782	1,623,405	1,925,687	1,964,201	2,003,485
General Supplies	244,860	285,121	219,962	256,037	303,650	309,723	315,917
Miscellaneous	629,878	537,461	552,601	459,240	511,915	522,153	532,596
<i>subtotal</i>	<b>\$ 3,085,120</b>	<b>\$ 2,981,734</b>	<b>\$ 2,930,414</b>	<b>\$ 3,374,449</b>	<b>\$ 4,158,350</b>	<b>\$ 4,241,517</b>	<b>\$ 4,326,347</b>
<b>Capital/Leases:</b>							
Capital/Other	\$ -	\$ -	\$ 2,902	\$ -	\$ -	\$ -	\$ -
Software/Fire Truck Lease(s)	630,405	631,280	582,963	676,870	659,858	675,000	675,000
<i>subtotal</i>	<b>\$ 630,405</b>	<b>\$ 631,280</b>	<b>\$ 585,866</b>	<b>\$ 676,870</b>	<b>\$ 659,858</b>	<b>\$ 675,000</b>	<b>\$ 711,415</b>
<b>TOTAL</b>	<b>\$ 27,622,038</b>	<b>\$ 28,854,870</b>	<b>\$ 29,352,576</b>	<b>\$ 33,387,927</b>	<b>\$ 36,733,087</b>	<b>\$ 37,979,802</b>	<b>\$ 39,391,568</b>
<b>Authorized Personnel</b>	<b>221.0</b>	<b>223.5</b>	<b>226.5</b>	<b>232.5</b>	<b>238.5</b>		

FY 2023 includes 1 part-time position (Parking Enforcement Officer) position that is not funded but part of the City's authorized workforce. This position will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## **Budget Narrative**

The FY 2023 Budget for Public Safety totals \$36.7 million and represents an increase of 10%, or \$3.3 million, compared to FY 2022.

The Personnel Services category increased 9%, or \$2.6 million, due to multiple factors including:

- Residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment);
- Residual impact of the mid-year 2022 wage adjustments (additional 10% across-the-board adjustment for sworn police and E911 personnel);
- Residual impact of the mid-year 2022 funding of two full-time Police Officers positions (previously frozen);
- Wage increases associated with the 3% performance-based merit program scheduled for July 1, 2022;
- Citywide salary compression adjustments (2023 Operating Initiative);
- Addition of six full-time positions (Community Paramedic, Crime Scene Detective, and four Police Officers; 2023 Operating Initiative);
- Increases in overtime, group insurance premiums, pension contributions, etc.; and
- Some of which is partially offset through a reduction in personnel costs related to the one-time pass-thru expenses in FY 2022 for the Georgia Public Safety Officials 1<sup>st</sup> Responders Supplemental Grant that will not occur in FY 2023.

Authorized personnel total 238.5 full-time-equivalents (“FTE”), including the six new positions added during FY 2023, and represent the following:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023*	Variance
<b>Sworn Police Officers</b>						
Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Captain	4.0	4.0	4.0	4.0	4.0	-
Lieutenant	15.0	8.0	7.0	7.0	7.0	-
Division Chief	1.0	-	-	-	-	-
Field Training Officer	9.0	6.0	4.0	5.0	5.0	-
Officer*	67.0	70.0	73.0	72.0	76.0	4.0
Sergeants	6.0	13.0	16.0	16.0	16.0	-
Police Operations Major	1.0	1.0	1.0	1.0	1.0	-
Police Support Operations Major	1.0	1.0	1.0	1.0	1.0	-
Crime Scene Detective*	-	-	-	-	1.0	1.0
Public Information Officer	-	-	-	-	-	-
Training Coordinator/Police	-	1.0	1.0	1.0	1.0	-
	105.0	105.0	108.0	108.0	113.0	5.0

# GENERAL FUND DEPARTMENTAL SUMMARIES

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023*	Variance
<b>Certified Firefighters</b>						
Deputy Director of Public Safety	1.0	1.0	-	-	-	-
Battalion Chief	3.0	4.0	4.0	4.0	4.0	-
Division Chief	-	-	-	-	-	-
Captain	22.0	18.0	18.0	17.0	18.0	1.0
EMS Chief	-	-	1.0	1.0	1.0	-
Lieutenant	-	3.0	3.0	7.0	6.0	(1.0)
Public Affairs Coordinator	1.0	1.0	1.0	-	-	-
Special Projects and Data Analyst	-	-	-	1.0	1.0	-
Accreditation/Emer. Mgmt. Coord. (Captain)	1.0	1.0	1.0	-	-	-
Training/Emergency Medical Svcs Coord.	1.0	1.0	-	-	-	-
EMS Training Officer	-	-	1.0	1.0	1.0	-
Fire Apparatus Engineer	24.0	24.0	24.0	27.0	27.0	-
Firefighter/Paramedic	20.0	20.0	20.0	20.0	20.0	-
Firefighter II	19.0	19.0	19.0	19.0	19.0	-
Community Paramedic*	-	-	-	-	1.0	1.0
Public Safety Logistics/Emer. Mgmt Coord.	1.0	1.0	1.0	1.0	1.0	-
Fire Marshal (Battalion Chief)	1.0	1.0	1.0	1.0	1.0	-
Fire Operations Chief	1.0	1.0	1.0	1.0	1.0	-
Deputy Fire Marshal	1.0	1.0	1.0	1.0	1.0	-
Assistant Fire Marshal	3.5	5.0	5.0	5.0	5.0	-
	99.5	101.0	101.0	106.0	107.0	1.0
<b>Civilian Positions</b>						
Administrative Assistant II	2.0	2.0	2.0	2.0	1.0	(1.0)
Administrative Generalist	-	-	-	-	1.0	1.0
Accreditation Manager	-	-	-	1.0	1.0	-
Criminal Intelligence Analyst	1.0	1.0	1.0	1.0	1.0	-
Evidence Custodian	1.0	1.0	1.0	1.0	1.0	-
Evidence Technician	-	1.0	1.0	1.0	1.0	-
Fingerprint Technician	1.0	1.0	0.5	0.5	0.5	-
Parking Enforcement Officer (2PT)**	1.0	1.0	1.0	1.0	1.0	-
Budget/Finance Coordinator	1.0	1.0	1.0	1.0	1.0	-
Records Clerk	4.5	4.5	5.0	5.0	5.0	-
Records Manager	-	-	-	1.0	1.0	-
Records Supervisor	1.0	1.0	1.0	-	-	-
School Crossing Guard (8PT)	4.0	4.0	4.0	4.0	4.0	-
	16.5	17.5	17.5	18.5	18.5	-
	<b>221.0</b>	<b>223.5</b>	<b>226.5</b>	<b>232.5</b>	<b>238.5</b>	<b>6.0</b>

\* FY 2023 includes the addition of six new full-time equivalent positions (Community Paramedic, Crime Scene Detective, and four Police Officers). Please refer to the *Operating Initiative Requests* section of this document for detailed information on the duties and responsibilities of these new positions.

\*\* FY 2023 includes 1 part-time position (Parking Enforcement Officer) that is not funded but part of the City's authorized workforce. This position will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

## GENERAL FUND DEPARTMENTAL SUMMARIES

The Maintenance & Operations category increased 23%, or \$783,901, due primarily to the following:

- Change in allocation methodologies (+\$174,017) within the IT Professional services account (e.g., prior year included cloud storage service costs primarily within the IT Department because relative usage between departments was not discernable; a year of operations has given staff a basis to allocate costs to departments in 2023 and Public Safety is the largest user of these services).
- Growth in fuel pricing (+\$128,186). This figure does not include the impact of the recommended 2023 Operating Initiatives which are listed separate herein for transparency.
- New operational funding for the Crabapple Training Facility (\$25,000).
- Reallocation of \$68,400 from Public Works (electricity account) to Public Safety (maintenance contracts account) to fund additional flock cameras. Specifically, the city has been funding 11 vigilant cameras through GA Power bills within the Public Works Department and will shift the funding to the Flock camera system which is considerably more cost effective (can double the number of cameras for the same annual investment).
- Maintenance and Operational funding for the recommended 2023 Operating Initiatives<sup>16</sup> in an amount totaling \$272,000 that has been programmed into multiple departmental accounts (e.g., fuel, travel, training, professional services, uniforms, etc.).

The Capital/Lease category includes funding for fire truck leases, heart monitors, and tasers, and declined -3% compared to FY 2022 due to final payment of the Air & Light Truck during FY 2022. This apparatus was always forecast to outlive its financing which maxed-out at 10-years (2012 lease).

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<sup>16</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Performance Measurement

The following section provides detailed information on Public Safety programs including performance measures and personnel.

- **Police Services**

**Statement of Service:** Alpharetta's Police Services include criminal investigations, uniform patrol, traffic patrol, and training activities.

### **National Incident Based Reporting System**

#### **Patrol Division**

Offenses	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022 YTD</b>
Group A Offenses	2,769.00	2,631.00	1,850.00	1,564.00	1,125.00
Group B Offenses	818.00	728.00	663.00	297.00	244.00
Total	<b>3,587.00</b>	<b>3,359.00</b>	<b>2,513.00</b>	<b>1,861.00</b>	<b>1,369.00</b>
Per 1000 Population	54.14	50.70	36.35	N/A	N/A

#### Arrest

Group A Offenses	343.00	436.00	372.00	330.00	414.00
Group B Offenses	477.00	422.00	248.00	280.00	259.00
Non-Criminal Offenses	684.00	695.00	563.00	401.00	263.00
Total	<b>1,504.00</b>	<b>1,553.00</b>	<b>1,183.00</b>	<b>1,011.00</b>	<b>936.00</b>
Per 1000 Population	22.70	23.44	17.11	N/A	N/A

#### **Criminal Investigations Division**

Assigned for Investigation	842.00	889.00	944.00	1,374.00	575.00
Closed by Arrest	59.00	60.00	87.00	91.00	41.00
Closed by Exception	50.00	27.00	38.00	29.00	14.00
Unfounded	101.00	78.00	112.00	166.00	42.00
Active Cases	<b>632.00</b>	<b>724.00</b>	<b>707.00</b>	<b>1,088.00</b>	<b>478.00</b>

#### **Traffic Division**

Accidents	2,969.00	3,059.00	2,538.00	1,800.00	1,402.00
Fatalities	4.00	4.00	1.00	3.00	0.00

#### **911 Communications**

Calls For Service	39,174.00	38,069.00	33,997.00	35,866.00	1,402.00
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## GENERAL FUND DEPARTMENTAL SUMMARIES

- **Fire Services**

**Statement of Service:** Alpharetta's Fire Services include fire prevention, fire inspection, and fire suppression.

	2017 Total Incidents	2018 Total Incidents	2019 Total Incidents	2020 Total Incidents	2021 Total Incidents
<b>FIRES</b>					
Structure Fires	60	32	45	41	61
Vehicle Fires	28	22	27	25	22
Other Fires	43	46	80	30	35
<b>Total Fires</b>	<b>131</b>	<b>100</b>	<b>152</b>	<b>96</b>	<b>118</b>
Pressure Ruptures, Explosion, Overheat	5	2	0	0	4
<b>RESCUE CALLS</b>					
Emergency Medical Treatment	3373	3011	3103	3442	3510
All Others	84	63	61	54	145
<b>Total Rescue Calls</b>	<b>3457</b>	<b>3074</b>	<b>3164</b>	<b>3496</b>	<b>3655</b>
Hazardous Condition Calls	160	121	107	147	124
Service Calls	946	726	806	598	574
Good Intent Calls	1753	2424	2368	1123	1466
Severe Weather or Natural Disaster	15	1	1	2	0
Special Incident Calls	19	3	9	2	0
Unknown Incident Type	0	0	0	0	0
<b>FALSE CALLS</b>					
Malicious Calls	21	16	18	19	13
Other False Calls	771	749	776	768	847
<b>Total False Calls</b>	<b>792</b>	<b>765</b>	<b>794</b>	<b>787</b>	<b>860</b>
<b>TOTAL CALLS .....</b>	<b>7278</b>	<b>7216</b>	<b>7401</b>	<b>6251</b>	<b>6801</b>



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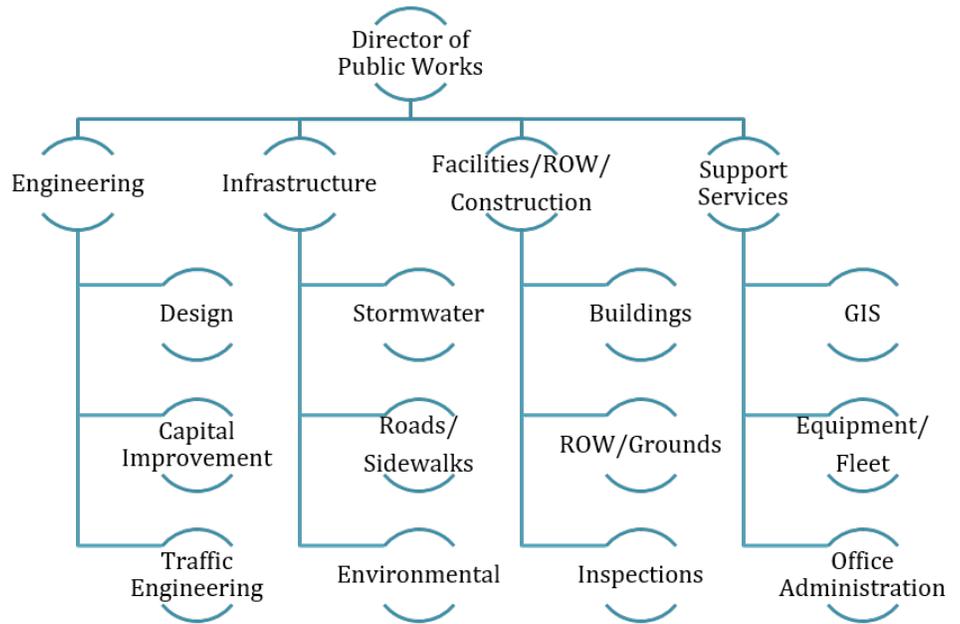
# GENERAL FUND DEPARTMENTAL SUMMARIES

## Public Works

PETE SEWCZWICZ  
DIRECTOR



Psewczwicz@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:



*Offering the highest quality of environment for our residents and businesses;*



*Fostering strong sense of community including safety and security; and*



*Providing a business climate that attracts the top echelon companies.*

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Public Works

*Administration, Public Works, and Conservation*

### **Mission Statement**

The Department of Public Works is committed to providing cost effective engineering, maintenance and design solutions through the highest possible professionalism which protects, preserves and improves the City of Alpharetta's infrastructure. Our focus shall include facilities, traffic, streets, stormwater, and environmental conservation.

### **Goals and Objectives**

-  ✓ Improve and maintain the City of Alpharetta infrastructure at the highest possible level and to enhance and promote the quality of life;
-  ✓ Provide engineering professionalism to ensure growth and progress for the City of Alpharetta;
-  ✓ Provide consistent Public Works functions and operations that afford future excellence in growth and expansion for the City of Alpharetta;
-  ✓ Improve intergovernmental relations;
-  ✓ Provide more efficient support and response for the citizens of Alpharetta;
-  ✓ Develop strategic, long-range plans for the future; and
-  ✓ Ensure timely completion of repairs on work projects so the disruption of service to the customer is minimal.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### Public Works General Fund

	FY 2019 Actual	FY 2020 Actual	FY2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Other Revenue:</b>							
CID (GA400 Interchange Maint.)	\$ 73,262	\$ 88,944	\$ 106,679	\$ 87,749	\$ 92,500	93,000	93,000
Miscellaneous	-	2,500	24,300	1,500	1,000	-	-
<b>TOTAL</b>	<b>\$ 73,262</b>	<b>\$ 91,444</b>	<b>\$ 130,979</b>	<b>\$ 89,249</b>	<b>\$ 93,500</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 2,952,337	\$ 2,864,499	\$ 2,924,482	\$ 3,280,026	\$ 3,609,612	\$ 3,753,996	\$ 3,904,156
Overtime	39,419	33,356	20,406	40,000	40,000	41,600	43,264
Group Insurance	864,686	892,231	895,540	1,076,650	1,184,342	1,243,559	1,305,737
FICA	216,406	209,851	216,601	248,149	278,726	289,875	301,470
Pension (Defined Benefit)	310,830	354,974	306,128	323,670	296,195	308,043	320,365
Pension (401A Cont./Match)	194,753	216,423	203,358	272,832	335,619	349,044	363,006
Workers Compensation	83,195	94,888	88,360	91,966	91,661	93,494	95,364
OPEB Contribution	67,848	72,374	74,549	66,877	73,455	76,393	79,449
Miscellaneous	1,008	2,554	1,161	3,448	1,864	1,864	1,864
<i>subtotal</i>	<b>\$ 4,730,481</b>	<b>\$ 4,741,150</b>	<b>\$ 4,730,585</b>	<b>\$ 5,403,618</b>	<b>\$ 5,911,474</b>	<b>\$ 6,157,869</b>	<b>\$ 6,414,674</b>
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 39,652	\$ 10,933	\$ 5,383	\$ 17,500	\$ 6,000	\$ 6,120	\$ 6,242
Fuel/Repair & Maint. (Vehicles)	140,666	103,856	117,014	110,000	130,000	132,600	135,252
Repair & Maint. (Facilities)	437,871	414,037	366,097	347,000	400,000	408,000	416,160
Maint. Contracts/IT Services	957,455	1,038,912	1,138,897	1,285,088	1,488,349	1,518,116	1,548,478
General Supplies	159,758	142,199	103,166	108,250	104,000	106,080	108,202
Utilities	1,779,627	1,814,759	1,976,712	2,015,600	1,971,750	2,011,185	2,051,409
Miscellaneous	92,861	87,064	98,374	90,500	101,000	103,020	105,080
<i>subtotal</i>	<b>\$ 3,607,891</b>	<b>\$ 3,611,761</b>	<b>\$ 3,805,644</b>	<b>\$ 3,973,938</b>	<b>\$ 4,201,099</b>	<b>\$ 4,285,121</b>	<b>\$ 4,370,823</b>
<b>Capital/Lease/Other</b>							
Enterprise Software Lease	\$ 76,942	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>subtotal</i>	<b>\$ 76,942</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 8,415,314</b>	<b>\$ 8,352,910</b>	<b>\$ 8,536,228</b>	<b>\$ 9,377,556</b>	<b>\$ 10,112,573</b>	<b>\$ 10,442,990</b>	<b>\$ 10,785,498</b>
<b>Authorized Personnel</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>	<b>51.0</b>	<b>51.0</b>		

### Budget Narrative

The FY 2023 Budget for Public Works totals \$10.1 million and represents an increase of 8%, or \$735,017, compared to FY 2022.

## GENERAL FUND DEPARTMENTAL SUMMARIES

The Personnel Services category increased 9%, or \$507,856, due to multiple factors including:

- Residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment);
- Residual impact of the mid-year 2022 funding of two full-time Public Works Crew Leader positions and one full-time Public Works Tech I position (all previously frozen);
- Wage increases associated with the 3% performance-based merit program scheduled for July 1, 2022; and
- Citywide salary compression adjustments (2023 Operating Initiative); and
- Increases in group insurance premiums, pension contributions, etc.

Authorized personnel total 51 full-time-equivalents (“FTE”) and represent the following:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Variance
Administrative Assistant II	1.0	1.0	-	-	-	-
Administrative Office Coordinator	-	-	-	-	-	-
Assistant Construction Manager	1.0	1.0	1.0	1.0	1.0	-
Civil Engineer	2.0	2.0	2.0	1.0	1.0	-
Construction Manager	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Public Works	1.0	1.0	-	-	-	-
Director	1.0	1.0	1.0	1.0	1.0	-
Engineering Technician	6.0	5.0	5.0	4.0	6.0	2.0
Environmental Program Coordinator	1.0	1.0	1.0	1.0	1.0	-
Fleet/Equipment Logistics Tech.	-	-	1.0	1.0	1.0	-
Fleet Coordinator	1.0	1.0	-	-	-	-
GIS Specialist/Planner	-	-	-	1.0	-	(1.0)
GIS Specialist/Special Projects Planner	-	-	-	-	1.0	1.0
Infrastructure Operations Manager	-	-	-	-	1.0	1.0
Office Manager	-	-	1.0	1.0	1.0	-
Project Administrator	1.0	1.0	1.0	1.0	1.0	-
Public Works Crew Leader	8.0	8.0	8.0	8.0	7.0	(1.0)
Public Works Supervisor	4.0	4.0	4.0	4.0	3.0	(1.0)
Public Works Technician I	6.0	6.0	6.0	6.0	6.0	-
Public Works Technician II	10.0	10.0	10.0	10.0	9.0	(1.0)
Right of Way Coordinator	-	1.0	1.0	1.0	1.0	-
Senior Engineer	2.0	2.0	2.0	2.0	2.0	-
Senior Inspector	1.0	1.0	1.0	1.0	1.0	-
Senior Operations Manager	-	-	1.0	1.0	1.0	-
Senior Water Resources Analyst	1.0	1.0	1.0	1.0	1.0	-
Support Services Manager	1.0	1.0	1.0	1.0	1.0	-
Traffic Operations Manager	1.0	1.0	1.0	1.0	1.0	-
Traffic Signal Engineer	1.0	1.0	-	-	-	-
Transportation Engineering Manager	-	-	1.0	1.0	1.0	-
Urban Forestry Program Manager	1.0	1.0	1.0	1.0	1.0	-
	52.0	52.0	52.0	51.0	51.0	-

## GENERAL FUND DEPARTMENTAL SUMMARIES

The Maintenance and Operations category increased 6%, or \$227,161, due primarily to the following activity:

- Increase in repair/maintenance costs of +\$53,000 due primarily to inflationary cost growth of labor/supplies for many of the included services such as plumbing, HVAC, etc. in addition to the recapture of appropriations that were reduced during the height of the COVID pandemic but are now needed as the city approaches full operational capacity levels.
- Increase in maintenance contract costs of +\$150,037 due primarily to significant inflationary cost increases in many of the city's labor-intensive contracts such as landscaping (annualized impact of recent right-of-way maintenance contract), janitorial, etc.
- Increase in IT professional service costs of +\$53,224 due primarily to a change in allocation methodologies (e.g., prior year included cloud storage service costs primarily within the IT Department because relative usage between departments was not discernable; a year of operations has given staff a basis to allocate costs to departments in 2023 and Public Works is a large user of these services).
- Increase in fuel costs due to general inflationary growth (+\$20,000).
- Decrease in electricity utility costs of -\$43,400 due to a combination of forecasted growth in energy costs (+\$25,000) and reduced through a reallocation of \$68,400 from Public Works (electricity account) to Public Safety (maintenance contracts account) to fund additional flock cameras. Specifically, the city has been funding 11 vigilant cameras through GA Power bills within the Public Works Department and will shift the funding to the Flock camera system which is considerably more cost effective (can double the number of cameras for the same annual investment).

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Performance Measurement

The following section provides detailed information on Engineering and Public Works programs including performance measures and personnel.

- **Conservation**

**Statement of Service:** Conservation provides education and community activism strategies to address environmental and aesthetic issues in the City of Alpharetta, through clean-up campaigns, seminars, literature, and other beautification efforts.

Public Works Conservation					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of Events coordinated	26	17	24	24	24
# of Students reached	419	404	18	18	18
# of Volunteers	626	307	244	244	250

- **Engineering**

**Statement of Service:** Engineering administration provides for the administration and technical review of public and private improvements in the City of Alpharetta by managing all projects skillfully, efficiently, and professionally.

Public Works Engineering					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021*	Target FY 2022*	Target FY 2023*
# of Water quality samples analyzed	400	421	448	448	448

\* Capital contracts include traffic, stormwater, sidewalks, infrastructure, community development, and facilities projects.

## GENERAL FUND DEPARTMENTAL SUMMARIES

- **Public Works**

**Statement of Service:** Public works coordinates and performs maintenance on streets, sidewalks, traffic signals, traffic signs, and city facilities. Public Works also provides construction services in support of the engineering division and other city departments.

Public Works					
Public Works Operations					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021*	Target FY 2022*	Target FY 2023*
Average # of days to complete sidewalk work order	6.6	12.5	12.2	10.0	10.0
Average # of days to complete pothole work order	1.0	1.0	1.0	1.0	1.0
Average # of days to complete curb and gutter work order	4.1	2.7	2.0	2.5	2.5
Average # of days to complete ROW., mowing, limb work order	1.3	1.2	1.0	1.0	1.0
Average # of days to complete sink hole work order	1.4	2.2	3.4	3.0	3.0
Average # of days to complete sign replacement/upgrade work order	2.0	1.7	1.7	1.5	1.5
Average # of days to complete signal light maintenance work order	2.2	3.4	3.6	3.0	3.0
Average # of days to complete striping work order	2.2	5.9	3.7	3.5	3.5
Average # of days to complete catch basin work order	4.1	4.9	2.5	3.5	3.5
Average # of days to complete storm drain work order	7.3	5.2	10.3	7.5	7.5
Average # of days to complete facilities work order	3.4	4.8	4.0	4.0	4.0



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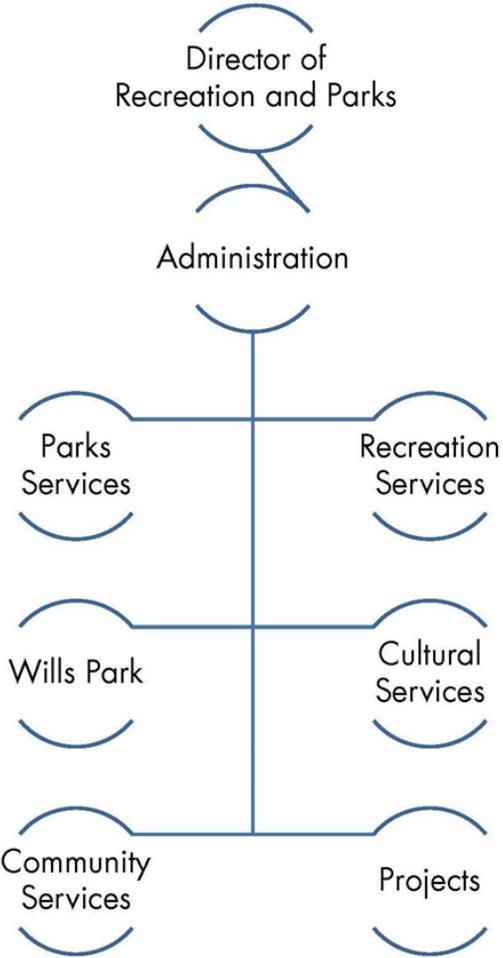
# GENERAL FUND DEPARTMENTAL SUMMARIES

## Recreation, Parks & Cultural Services

MORGAN RODGERS  
DIRECTOR



MRodgers@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:

-  *Offering the highest quality of environment for our residents and businesses;*
-  *Fostering strong sense of community including safety and security; and*
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# GENERAL FUND DEPARTMENTAL SUMMARIES

## Recreation, Parks & Cultural Services

*Administration, Parks Services, Recreation Services, Wills Park, Cultural Services, Community Services, Projects*

### **Mission Statement**

The Recreation, Parks & Cultural Services Department strives to promote the highest quality recreation programs and park facilities to our citizens consistent with our core values of Excellence, Stewardship, Integrity, Service and Loyalty.



**Youth Athletics**

### **Goals and Objectives**

-   ✓ Implement the nine (9) Park improvement/Development projects prioritized by the 2021 Parks Bond Referendum;
-   ✓ Implement new programs where there is a need to serve residents;
-   ✓ Increase revenues through increased participation and sponsorships;
-   ✓ Improve access and usability of all parks and facilities by improved signage, beautification, and facility enhancement; and
-   ✓ Continue to seek out additional partnerships with adjoining cities, The Fulton County Board of Education and other community organizations.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel

### Recreation, Parks and Cultural Services

#### General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Intergovernmental</b>	\$ 452,098	\$ 318,295	\$ 2,486	\$ 3,000	\$ 3,000	\$ 3,090	\$ 3,183
<b>Charges for Services:</b>							
Aquatics Activity Fees	216,328	127,559	114,299	225,000	200,000	220,000	242,000
Athletics Activity Fees	446,387	418,111	342,519	400,000	415,000	456,500	502,150
Arts Services	83,569	53,688	96,622	103,500	132,500	145,750	160,325
Community Center Activity Fees	599,823	451,273	567,756	632,250	655,000	720,500	792,550
Preston Ridge Community Center Activity Fees	-	-	725	40,000	104,000	-	-
Senior Center Activity Fees	98,071	102,675	30,376	82,000	87,000	95,700	105,270
Equestrian Center Activity Fees	362,103	222,383	318,494	315,000	400,000	440,000	484,000
Wills Park Rec. Ctr Activity Fees	264,324	211,913	198,119	250,000	450,000	495,000	544,500
Non-Resident Fees	247,467	199,162	209,891	300,000	300,000	330,000	363,000
Taste of Alpharetta	214,577	900	-	-	-	-	-
Other	76,024	219,178	153,992	92,000	68,050	74,855	82,341
<b>Other Revenue</b>	34,982	17,526	13,508	14,200	-	-	-
<b>TOTAL</b>	<b>\$ 3,095,753</b>	<b>\$ 2,342,661</b>	<b>\$ 2,048,787</b>	<b>\$ 2,456,950</b>	<b>\$ 2,814,550</b>	<b>\$ 2,981,395</b>	<b>\$ 3,279,318</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 2,474,200	\$ 2,578,921	\$ 2,504,452	\$ 2,746,153	\$ 2,980,271	\$ 3,099,482	\$ 3,223,461
Seasonal	566,635	562,833	532,875	580,289	738,000	767,520	798,221
Overtime	156,640	128,413	74,527	129,557	130,000	135,200	140,608
Group Insurance	791,664	843,908	811,101	964,209	999,411	1,049,382	1,101,851
FICA	234,926	242,111	229,058	260,861	295,810	307,642	319,948
Pension (Defined Benefit)	182,937	186,096	210,321	223,610	206,704	214,972	223,571
Pension (401A Cont./Match)	219,505	234,332	215,485	262,783	310,565	322,988	335,907
Miscellaneous	141,745	137,315	155,799	131,450	137,106	139,848	142,645
<i>subtotal</i>	<b>\$ 4,768,252</b>	<b>\$ 4,913,928</b>	<b>\$ 4,733,618</b>	<b>\$ 5,298,912</b>	<b>\$ 5,797,867</b>	<b>\$ 6,037,034</b>	<b>\$ 6,286,212</b>
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 1,692,651	\$ 1,433,673	\$ 1,088,980	\$ 1,693,425	\$ 1,767,328	\$ 1,802,675	\$ 1,838,728
Fuel/Repair & Maint. (Vehicles)	59,212	53,574	65,678	60,600	77,500	79,050	80,631
Repair & Maintenance (Grounds)	514,541	525,515	570,351	673,597	722,190	736,634	751,366
Repair & Maintenance (Facilities)	33,498	19,749	41,557	23,450	59,000	60,180	61,384
Equipment Rental	148,993	129,803	57,714	94,455	159,793	162,989	166,249
Maintenance Contracts/IT Svcs.	967,872	1,016,315	1,096,678	1,322,358	1,724,456	1,758,945	1,794,124
General Supplies	388,613	395,035	358,631	379,264	425,212	433,716	442,391
Uniforms	25,822	23,220	15,934	23,905	25,000	25,500	26,010
Utilities	636,100	637,639	654,217	726,000	727,000	741,540	756,371
Miscellaneous	340,624	255,412	170,649	247,148	275,606	281,118	286,740
<i>subtotal</i>	<b>\$ 4,807,927</b>	<b>\$ 4,489,937</b>	<b>\$ 4,120,389</b>	<b>\$ 5,244,202</b>	<b>\$ 5,963,085</b>	<b>\$ 6,082,347</b>	<b>\$ 6,203,994</b>
<b>Capital/Other</b>	\$ 52,593	\$ 15,880	\$ 12,594	\$ 19,000	\$ 27,950	\$ 28,509	\$ 29,079
<b>TOTAL</b>	<b>\$ 9,628,772</b>	<b>\$ 9,419,744</b>	<b>\$ 8,866,601</b>	<b>\$ 10,562,114</b>	<b>\$ 11,788,902</b>	<b>\$ 12,147,889</b>	<b>\$ 12,519,285</b>
<b>Authorized Personnel</b>	<b>51.0</b>	<b>51.0</b>	<b>51.0</b>	<b>48.0</b>	<b>49.0</b>		

### Budget Narrative

The FY 2023 Budget for Recreation, Parks & Cultural Services totals \$11.8 million and represents an increase of 12%, or \$1,226,788, compared to FY 2022.

## GENERAL FUND DEPARTMENTAL SUMMARIES

The Personnel Services category increased 9%, or \$498,955, due primarily to the residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment), 4% performance-based merit program scheduled for July 1, 2022, growth in seasonal salaries (recreation programs approaching pre-pandemic levels), citywide salary compression adjustments (2023 Operating Initiative), addition of one Recreation Coordinator position (2023 Operating Initiative), addition of seasonal salaries to staff various recreation programs/camps (2023 Operating Initiative), growth in group insurance costs, etc.

Authorized personnel total 49 full-time-equivalents (“FTE”), including the new position added during FY 2023, and represent the following:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Variance
Administrative Assistant I	4.0	4.0	4.0	3.0	3.0	-
Administrative Assistant II	1.0	2.0	2.0	1.0	1.0	-
Administrative Office Coordinator	-	1.0	1.0	1.0	1.0	-
Community Agricultural Coordinator	-	-	0.5	0.5	0.5	-
Community Services Manager	1.0	1.0	1.0	1.0	1.0	-
Cultural Services Coordinator	-	1.0	1.0	1.0	1.0	-
Cultural Arts Supervisor	1.0	1.0	1.0	-	-	-
Cultural Services Supervisor	-	-	-	2.0	2.0	-
Cultural Services Manager	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Recreation/Parks	-	-	-	-	-	-
Director	1.0	1.0	1.0	1.0	1.0	-
Equestrian Center Manager	-	-	-	-	-	-
Facility Technician	4.0	4.0	4.0	2.0	2.0	-
Marketing/Accreditation Coordinator	1.0	-	-	-	-	-
Marketing Coordinator	-	0.5	0.5	0.5	0.5	-
Office Manager	1.0	-	-	-	-	-
Park Services Manager	1.0	1.0	1.0	1.0	1.0	-
Parks Maintenance Crew Leader	-	1.0	1.0	1.0	1.0	-
Parks Maintenance Technician I	12.0	12.0	12.0	12.0	12.0	-
Parks Maintenance Technician II	5.0	4.0	4.0	4.0	4.0	-
Parks Supervisor II	3.0	3.0	3.0	3.0	3.0	-
Projects Manager	1.0	1.0	1.0	1.0	1.0	-
Recreation Coordinator*	6.0	4.0	4.0	4.0	5.0	1.0
Recreation Services Manager	1.0	1.0	1.0	1.0	1.0	-
Recreation Supervisor II	3.0	4.0	4.0	4.0	4.0	-
Special Events Coordinator	3.0	2.5	2.0	2.0	2.0	-
Special Events Manager	-	-	-	-	-	-
Wills Park Manager	1.0	1.0	1.0	1.0	1.0	-
	51.0	51.0	51.0	48.0	49.0	1.0

\* FY 2023 includes the addition of one new full-time equivalent position (Recreation Coordinator). Please refer to the *Operating Initiative Requests* section of this document for detailed information on the duties and responsibilities of this new position.

## GENERAL FUND DEPARTMENTAL SUMMARIES

The Maintenance and Operations category increased 14%, or \$718,883, due primarily to the following activity:

- Increase in repair/maintenance costs of +\$100,030 due primarily to inflationary cost growth of labor/supplies for many of the included services such as mulch, stone, sod, plumbing, HVAC, etc. in addition to the recapture of appropriations that were reduced during the height of the COVID pandemic but are now needed as the city approaches full operational capacity levels (including new park land is constructed and falling under the maintenance phase).
- Increase in maintenance contract costs of +\$364,950 due primarily to significant inflationary cost increases in many of the city's labor-intensive contracts such as landscaping (parks), janitorial, etc. Specifically, the city's landscape maintenance contract (parks) expired during FY 2022 and was rebid to a 47% increase in costs due primarily to explosive growth in labor rates experience by that market sector. This contract resulted in cost growth of \$225,000 annually (last rebid 5-years ago). An additional \$120,000 has been added to fund estimated increases in janitorial service costs (contract to be rebid in Spring 2022) resulting from inflationary cost growth coupled with the addition of facilities to the contract (previously cleaned by facility technician staff positions which, as they become vacant, have been transitioned to private janitorial services).
- Increase in IT professional service costs of +\$37,148 due primarily to a change in allocation methodologies (e.g., prior year included cloud storage service costs primarily within the IT Department because relative usage between departments was not discernable; a year of operations has given staff a basis to allocate costs to departments in 2023 and Recreation, Parks & Cultural Services is a large user of these services).
- Increase in general supplies of +\$14,948 due primarily to program needs as the city approaches full operational capacity levels. This figure does not include the impact of the recommended 2023 Operating Initiatives which are listed separate herein for transparency.
- Increase in utilities/fuel costs due to general inflationary growth (+\$5,900).
- Maintenance and Operational funding for the recommended 2023 Operating Initiatives<sup>17</sup> in an amount totaling \$169,400 that has been programmed into multiple departmental accounts (e.g., general supplies, professional services, etc.).

The Capital/Other category includes funding for general repair/replacement capital and equipment needs.

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<sup>17</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## **Performance Measurement**

The following section provides detailed information on Recreation and Parks programs including performance measures and personnel.

- **Administration**

**Statement of Service:** The administrative arm of the Recreation & Parks Department provides short/long-term capital projects planning, oversees the effective distribution of the department's resources, and provides professional guidance to each division.

Recreation, Parks & Cultural Services - Rec Admin					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022*	Target FY 2023*
Recreation & Parks turnover percentage	16%	10%	17%	10%	10%
Annual Activity Enrollments as in RecWare and ActiveNet	20,242	15,811	16,944	18,500	20,000
# of Part-time hours used	56,399	45,046	41,267	60,000	60,000

- **Adult Activity Center**

**Statement of Service:** To meet the needs of Alpharetta's adult and senior citizens through facilitating convenient, affordable, and accessible recreation activities and services.

Recreation, Parks & Cultural Services - Adult Activity					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Total # of Participants per year* (Res / Non-Res)	32,321 17707/14614	22,425 9299/13126	6,033 1870/4163	25,000 10,000/15,000	30,000 17,000/13,000
Total # of Building rentals	19	18	8	10	12
Total # of Day trips taken	95	100	0	40	65
Total # of Overnight trips taken using City buses	5	8	0	5	8

# GENERAL FUND DEPARTMENTAL SUMMARIES

- Aquatics**

**Statement of Service:** Aquatics provides accessible and safe recreation opportunities through water-related training, events, and facilities.

Recreation, Parks & Cultural Services - Aquatics					
Performance Measurements	Actual** FY 2019	Actual** FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
% of Days pool facilities were open during pool season (93 days)	100%	100%	90%	100%	100%
Average daily attendance at City pool	415	400	150	400	400
Hours of lifeguard training per person	40	40	40	40	40
# of Swim lessons held	128	133	0	N/A	N/A*
# of Swim lessons participants	421	598	0	N/A	N/A*
(resident / non-resident)	288/133	439/159	0	N/A	N/A*
Swim teams participants	249	196	121	200	250
(resident / non-resident)	157/92	117/79	76/45	150/50	175/75
C.O.A.S.T. participants	39	19	0	50	55
(resident / non-resident)	20/19	9 res/10 nr	0	30/20	35/20
# of Pool passes sold	558	601	0	600	650
(resident / non-resident)	430/128	314/287	0	400/200	450/200

\* Swim lessons contracted to YMCA Summer 2022

- Health and Wellness**

**Statement of Service:** Health & Wellness provides programs, services and information to allow all residents to live a healthier lifestyle.

Recreation, Parks & Cultural Services - Health & Wellness					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of Participants in aerobics	1416**	1459	1049	N/A rental	N/A *
(resident / non-resident)	1062/354	1092/367	-----		N/A *
# of Participants in Yoga (Adults & (resident / non-resident)	116	81	132	N/A rental	N/A *
	64/52	44/37	59/73		N/A*
# of Participants in tennis	540	286	285	350	400
(resident / non-resident)	320/220	238/46	227/58	300/50	325/75
# of Participants in Couch to 5K	18	60	5	25	30
(resident / non-resident)	13/5	40/20	5/0	15/10	20/10
# Participants in Babysitter Bootcamp Classes and Camps	119	72	60	100	110
(resident / non-resident)	48/71	27/45	27/33	50/50	50/60
# of Participants in Cooking Classes (remove "and Camps")	28	40	0	40	50
(resident / non-resident)	19/9	11/29	0	20/20	25/25
# of HW Pop-Up Participants	872	1542	3200	2000	2000
# of Participants in Pickleball			333	500	600
(resident / non-resident)			107/226	200/300	250/350

\*Aerobics is no longer a contracted service- has moved into a Health & Wellness Partner offering free classes- Spring 2022

# GENERAL FUND DEPARTMENTAL SUMMARIES

- **Athletics**

**Statement of Service:** Athletics provides accessible and safe recreation opportunities through athletic-related training and events.

Recreation, Parks & Cultural Services - Athletics					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of Participants - Adult Basketball					
2 Seasons-25 teams	451/48	111/11 teams	0	557/61	600/65
(resident / non-resident)	166/285	31/80	0	325/232	400/200
# of Participants - Adult Softball					
3 Seasons-170 teams	1567/124	598/46 teams	1182/171 teams	1200/175 teams	1200/175
(resident / non-resident)	596/971	232/366	640/542	700/500	700/500
# of Participants - Teen Basketball					
2 Season-12 teams	301/32	67/8 teams	56/7 teams	200/20	225/22
(resident / non-resident)	94/207	20/47	44/12 Summer only	150/50	175/50
# of Participants - Youth Basketball					
75 Teams	582	491	0	329	400
(resident / non-resident)	343/239	353/138	0	251/78	300/100
# of Participants - Youth Soccer					
70 Teams	1946	2071	1395	N/A	N/A
(resident / non-resident)	1093/853	1292/779	868/527	N/A	N/A
# of Participants - Youth Travel Soccer					
40 Teams (2 seasons)	1062	545	N/A	N/A	N/A
(resident / non-resident)	538/524	284/261		M	N/A

\* Ambush Soccer Club is no longer a contracted program- they are now a Youth Athletic Association- Fall 2021

- **Community Center**

**Statement of Service:** The Alpharetta Community Center provides a convenient and safe environment for diverse recreational opportunities and services to meet the needs of all populations.

Recreation, Parks & Cultural Services - Community Center					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of Participants in summer camp	1316	1369	1427	1700	1750
(resident / non-resident)	612/704	770/599	878/549	950/750	1000/750
# of Participants in dance, including camps	618	533	30	500	600
(resident / non-resident)	354/264	232/301	186/115	350/150	400/200
# of Participants in gymnastics, including camps	2564	2261	2602	2700	2900
(resident / non-resident)	1383/1181	1315/946	1538/1064	1700/1000	2000/900
# of Participants in Specialty Recreation	50	850	54	100	120

# GENERAL FUND DEPARTMENTAL SUMMARIES

Recreation, Parks & Cultural Services - Preston Ridge					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Total # of Active Adult Participants per year*	N/A	N/A	125*	5000	6000
(resident / non-resident)	N/A	N/A	59/66	2000/3000	2500/3500
Total # of Building Rentals	N/A	N/A	8	40	60
Total # of Youth Participants	N/A	N/A	0	300	500
Total # Camps	N/A	N/A	0	4	8

\* CENTER OPENED JUNE 2021

- **Cultural Arts**

**Statement of Service:** Cultural Arts facilitates programs that educate and expose citizens and visitors to a rich and diverse range of cultural expressions, through both education and special events.

Recreation, Parks & Cultural Services - Cultural Arts					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022*	Target FY 2023*
# of Participants in youth art classes	397	365	196	250	320
(resident/Milton/non-resident)	196/111/90	222/53/90	96 res /100 non-res	150 / 100	190/130
# of Participants in adult art classes	477	343	265	300	340
(resident/Milton/non-resident)	257/122/98	178/65/100	res 199 / 66 non-res	200 /100	225/115
# of Participants in summer camp	277	119	193	225	260
(resident/Milton/non-resident)	158/61/58	84/21/14	res 130 / 63 non-res	150 / 75	175/185

- **Equestrian Center**

**Statement of Service:** The equestrian center provides an accessible and safe venue for hosting local and national equestrian events as well as other outdoor events.

Recreation, Parks & Cultural Services - Equestrian Center					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Total # of Equestrian event dates	92	86	92	86	95
Total # dog show events	17	6	14	11	11
Total # other event dates hosted at equestrian center	43	3	13	13	15
Total attendance at events	135,000	100,000	100,000	120,000	135,000
# of Arenas/rings maintained	5	5	5	7	7
# of Part-time hours used	261	9	0	0	832

# GENERAL FUND DEPARTMENTAL SUMMARIES

- **Community Services**

**Statement of Service:** To enhance the quality of life and reputation of the city by providing special event opportunities for citizens and visitors of Alpharetta.

Recreation, Parks & Cultural Services - Community Services Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
<b># of Total Approved Events:</b>					
Exclusive City Events	48	24	2	3	5
City Partnered Events	36	32	32	50	48
Outside Event Applications Processed	37	17	19	30	30
Approved / Denied	37 / 0			30/0	
Film Permit Requests Processed	6	3	0	6	6
Approved / Denied	5 / 1	3/0	0	6/0	
<b>Estimated Attendance for:</b>					
Taste of Alpharetta	45,000	0	0	50,000	50,000
Mayor's Challenge	2,400	2,400	0	1,000	1,300
Old Soldier's Day Parade	4,000	3,000	0 - cancelled	0 - cancelled	0 - cancelled
Season of Celebration	1,500	7,000	0	7,000	7,000
Alpharetta Arts StreetFest	15,000	0	0	10,000	10,000
Scarecrow Harvest	5,000	5,000	0 - cancelled	0 - cancelled	0 - cancelled
Wire & Wood	15,000	20,000	0	20,000	20,000
Food Trucks	20,000	13,000	0	5,000	7,000
Restless In Resthaven	200	0	0 - cancelled	0 - cancelled	0 - cancelled
Grilling & Gridiron	750	1,000	0	1,000	1,000
<b>Volunteer Recruitment:</b>					
Taste of Alpharetta (Non-City Staff)	18	0	0	0	0
Season of Celebration	84	64	0	25	25
Scarecrow Harvest	51	40	0	0	0
Wire & Wood	25	6	0	0	0
Community Agriculture	225	65	668 (CY2021)	675	675
TOTAL	403	175			
<b>Sponsorship Revenue Raised:</b>					
SPONSORSHIPS ARE BASED ON CY NOT FY					
Taste of Alpharetta	63,210	0	0	0	0
Food Truck Alley	28,550	0	0	0	0
Season of Celebration	3,000	0	0	0	0
Scarecrow Harvest	3,400	0	0	0	0
Wire & Wood	78,000	0	0	0	0
Brooke Street Park Concert Series	20,000	0	0	0	0
TOTAL (minus 20% commission)	N/A		0	0	0

## GENERAL FUND DEPARTMENTAL SUMMARIES

- **Parks Maintenance**

**Statement of Service:** Parks maintenance provides for the development and maintenance of the city's parks, greenway space, recreation facility grounds, athletic fields, and other city owned property in order to aesthetically reflect community identity, enrich the quality of life, and provide accessible and safe open space for leisure time activities.

Recreation, Parks & Cultural Services - Parks Maintenance					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of Athletic fields maintained*	33	32	35	35	35
# of Park acres maintained	322	350	355	355	360
# of Greenway acres maintained	252	252	254	254	254
# of Playground inspections	96	102	108	108	108
# of Park/playground injuries	4	2	2	0	0
# of Athletic field preparations	6,864	5,304	4,200	4,360	4,630
# of Park mowings	40	40	40	40	40
# of Athletic field mowings	80	80	80	80	80
# of Buildings maintained	36	36	37	38	38
# of Restrooms maintained	54	56	56	57	57
# of Pavilions maintained	15	15	17	17	17
# of Hours utilized for trash	10,950	10,000	10,950	10,950	10,950
# of Part-time hours used	6,927	6,848	4,211	7,000	7,000
# of Vehicles maintained	17	18	22	22	22
# of Vehicle-related accidents	1	2	1	0	0



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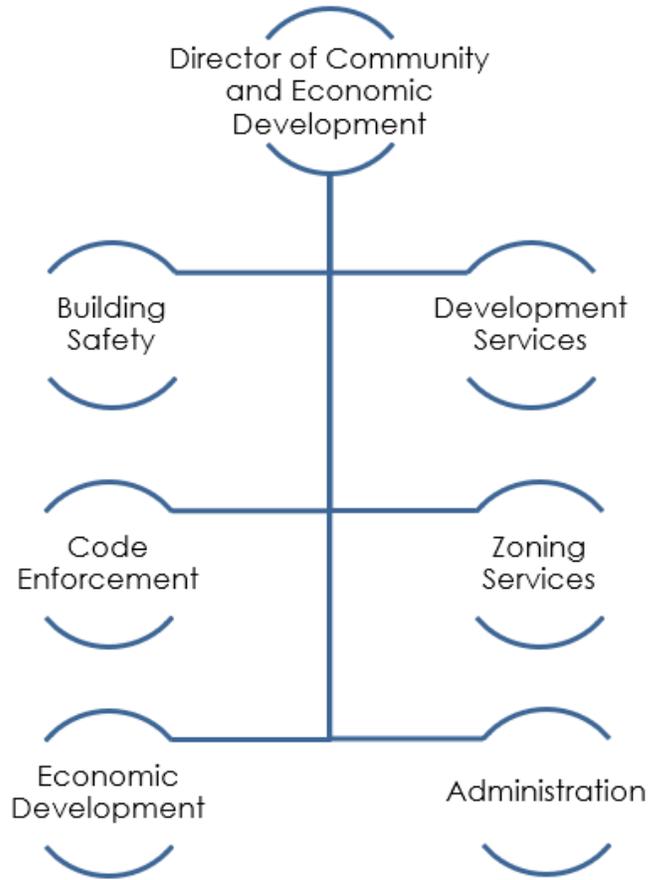
# GENERAL FUND DEPARTMENTAL SUMMARIES

## Community and Economic Development

KATHI COOK  
DIRECTOR



KCook@alpharetta.ga.us



Our Community Vision is to advance Alpharetta as a signature City by:



*Offering the highest quality of environment for our residents and businesses;*



*Fostering strong sense of community including safety and security; and*



*Providing a business climate that attracts the top echelon companies.*

Our Community Vision serves as the guiding principles for the planning and operation of our city government and each department structures its mission, goals and objectives to facilitate achievement of our mission. The icons set forth above are used throughout the Budget Narrative to identify the link between the city's Community Vision and the goals and objectives of our various departmental divisions/projects.

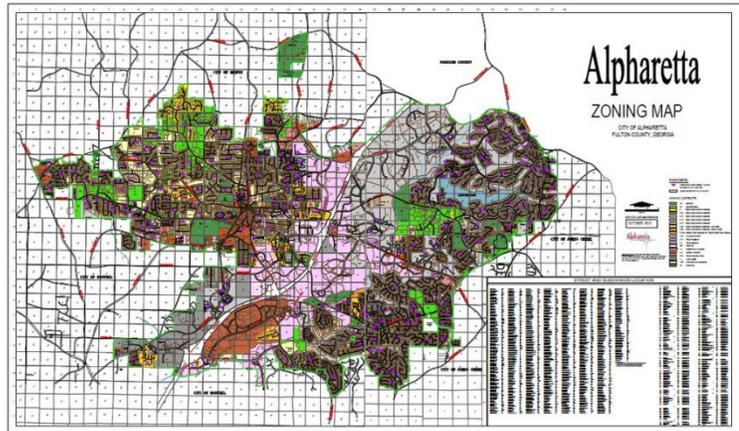
# GENERAL FUND DEPARTMENTAL SUMMARIES

## Community and Economic Development

*Administration, Building Safety, Development Services, Zoning, Code Enforcement, and Economic Development*

### **Mission Statement**

To protect and enhance the lives of Alpharetta citizens by guiding the city's growth and safeguarding the built environment.



### **Goals and Objectives**

-  ✓ Enforce the standard building code and zoning code;
-  ✓ Provide building inspections within 48 hours of request;
-  ✓ Provide efficient plans processing and permitting;
-  ✓ Provide quality support to boards and commissions staffed by Community Development;
-  ✓ Provide the highest quality of customer service;
-  ✓ Maintain and update demographic, statistical and other data, maps and materials;
-  ✓ Process all public hearings in the most efficient manner possible;
-  ✓ Maintain and process business licenses for the City;
-  ✓ Collaborate with the Community to provide planning documents for the future; and
-  ✓ Focus on Economic Development to fulfill the vision of the City of Alpharetta as the preeminent place to live, work, learn and play.

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Statement of Revenues, Expenditures, and changes in Personnel Community and Economic Development General Fund

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Business Taxes:</b>							
Occupational License Fees	\$ 1,184,418	\$ 1,162,099	\$ 1,171,692	\$ 957,500	\$ 1,015,000	\$ 1,045,450	\$ 1,076,814
<b>Licenses &amp; Permits:</b>							
Development Permits/Fees	244,921	178,480	137,046	160,000	185,000	190,550	196,267
Building Permit Fees	2,887,710	2,130,275	1,971,207	1,700,000	1,850,000	1,905,500	1,962,665
Occupancy Permit Fees	249,586	187,262	168,602	160,000	170,000	175,100	180,353
Tree Removal Permit	12,626	4,736	3,236	7,500	3,500	3,605	3,713
Soil Erosion Permit	38,638	22,034	13,354	35,000	20,000	20,600	21,218
Alcoholic Beverage Permit	-	656,303	692,255	639,000	715,000		
Other	31,218	36,433	69,783	27,500	46,000	47,380	48,801
<b>Charges for Services:</b>							
Planning and Development Fees	104,767	95,959	93,590	85,000	120,000	123,600	127,308
Plan Review Fees	1,059,850	1,003,981	837,651	875,000	750,000	772,500	795,675
Other	37,342	48,481	65,982	21,500	52,000	53,560	55,167
<b>Fines &amp; Forfeitures</b>	<b>2,406</b>	<b>1,250</b>	<b>18,175</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>TOTAL</b>	<b>\$ 5,853,483</b>	<b>\$ 5,527,293</b>	<b>\$ 5,242,572</b>	<b>\$ 4,670,000</b>	<b>\$ 4,928,500</b>	<b>\$ 4,339,845</b>	<b>\$ 4,469,980</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 1,703,432	\$ 1,887,959	\$ 2,040,849	\$ 2,330,333	\$ 2,462,929	\$ 2,561,446	\$ 2,663,904
Overtime	3,486	588	132	2,979	-	-	-
Group Insurance	554,638	646,350	709,983	783,643	800,783	840,822	882,863
FICA	124,889	137,068	147,651	174,373	188,230	195,759	203,590
Pension (Defined Benefit)	123,294	138,285	144,877	161,951	178,168	185,295	192,707
Pension (401A Contribution/Matc	150,008	170,800	171,879	236,187	247,112	256,996	267,276
Miscellaneous	84,951	94,476	106,757	110,777	113,549	115,820	118,136
<i>subtotal</i>	<b>\$ 2,744,699</b>	<b>\$ 3,075,526</b>	<b>\$ 3,322,128</b>	<b>\$ 3,800,243</b>	<b>\$ 3,990,771</b>	<b>\$ 4,156,139</b>	<b>\$ 4,328,476</b>
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 77,771	\$ 49,445	\$ 176,702	\$ 223,803	\$ 134,700	\$ 137,394	\$ 140,142
Board Member Fees	10,675	9,375	9,050	11,000	11,000	11,220	11,444
Fuel/Repair & Maintenance	19,277	12,702	13,098	13,000	15,000	15,300	15,606
Advertising	19,873	14,692	130,859	66,197	147,500	150,450	153,459
Employee Training	12,847	10,767	8,799	17,700	19,250	19,635	20,028
Employee Travel	14,810	7,355	3,039	20,000	27,500	28,050	28,611
Printing	4,938	6,900	10,778	10,000	10,000	10,200	10,404
Maintenance Contracts/IT Svcs.	131,424	141,345	162,434	224,830	230,194	234,798	239,494
General Supplies	31,105	26,226	27,905	35,931	36,000	36,720	37,454
Miscellaneous	13,026	10,363	3,964	16,413	8,200	8,364	8,531
<i>subtotal</i>	<b>\$ 335,747</b>	<b>\$ 289,170</b>	<b>\$ 546,629</b>	<b>\$ 638,874</b>	<b>\$ 639,344</b>	<b>\$ 652,131</b>	<b>\$ 665,173</b>
<b>Capital/Other</b>	<b>\$ -</b>	<b>\$ 12,971</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 3,080,445</b>	<b>\$ 3,377,667</b>	<b>\$ 3,868,757</b>	<b>\$ 4,439,117</b>	<b>\$ 4,630,115</b>	<b>\$ 4,808,270</b>	<b>\$ 4,993,650</b>
<b>Authorized Personnel</b>	<b>28.0</b>	<b>30.0</b>	<b>32.0</b>	<b>32.0</b>	<b>32.0</b>		

## GENERAL FUND DEPARTMENTAL SUMMARIES

### **Budget Narrative**

The FY 2023 Budget for Community and Economic Development totals \$4.6 million and represents an increase of 4%, or \$190,998, compared to FY 2022.

The Personnel Services category increased 5%, or \$190,528, due primarily to the residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment), 4% performance-based merit program scheduled for July 1, 2022, citywide salary compression adjustments (2023 Operating Initiative), growth in group insurance costs, etc.

Authorized personnel total 32 full-time-equivalents (“FTE”) and represent the following:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Variance
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Administrative Office Coordinator	-	-	-	-	1.0	1.0
Arborist	1.0	1.0	1.0	1.0	1.0	-
Building Inspector	4.0	4.0	4.0	4.0	4.0	-
Building Inspector Manager	1.0	1.0	1.0	1.0	1.0	-
Building Official	1.0	1.0	1.0	1.0	1.0	-
Building Plans Examiner	2.0	2.0	2.0	2.0	2.0	-
Code Enforcement Manager	1.0	1.0	1.0	1.0	1.0	-
Code Enforcement Officer	3.0	5.0	5.0	5.0	5.0	-
Director	1.0	1.0	1.0	1.0	1.0	-
Development Services Engineer (Stormwater)	1.0	1.0	1.0	1.0	1.0	-
Economic Development Director	-	-	1.0	-	-	-
Economic Development Manager	-	-	1.0	1.0	1.0	-
Marketing & Communications Coordinator*	-	-	-	1.0	1.0	-
GIS Specialist/Planner	1.0	1.0	1.0	1.0	1.0	-
Inspectors	3.0	3.0	3.0	3.0	-	(3.0)
Land Development Inspectors	-	-	-	-	3.0	3.0
Office Manager	1.0	1.0	1.0	1.0	-	(1.0)
Planning and Zoning Coordinator	1.0	1.0	1.0	1.0	1.0	-
Planning and Development Services Manager	-	-	-	-	1.0	1.0
Permit Technician	2.0	2.0	2.0	2.0	2.0	-
Project Administrator	1.0	1.0	1.0	1.0	1.0	-
Senior Building Inspector	-	-	-	-	-	-
Senior Transportation Engineer/Planner	1.0	1.0	1.0	1.0	1.0	-
Senior Planner	1.0	1.0	1.0	1.0	-	(1.0)
Zoning Administrator	1.0	1.0	1.0	1.0	1.0	-
	28.0	30.0	32.0	32.0	32.0	-

The Maintenance and Operations remained flat with FY 2022 as their primary operational needs are somewhat insulated from the inflationary stresses present in other departments (i.e., does not include any labor-intensive contract allocations). Specifically, this budget represents a renewed focus on professional development (+\$9,050 in travel/training to ensure staff maintains industry knowledge) and coverage of inflationary fuel increases (+\$2,000) while recognizing a reduction in non-recurring costs associated with the buildout/equipping of office space for the Economic Development team (costs will not continue into 2023).

# GENERAL FUND DEPARTMENTAL SUMMARIES

## Performance Measurement

The following section provides detailed information on Community Development programs including performance measures and personnel.

- **Administration**

**Statement of Service:** The purpose of Community Development Administration is to provide effective, efficient and responsive services to account for the resources allocated to the Planning & Zoning and Code Enforcement division of the department.

Community Development - Administration					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of Special projects managed	16	19	20	16	16

- **Zoning/Development/Building Safety Services**

**Statement of Service:** These Divisions are tasked with guiding the growth and development of the city in a manner that enhances the quality of life and recognizes the city's historic and natural features.

Community Development - Zoning					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of New public hearings filed	112	106	120	121	115
Total # of public hearings processed	85	91	91	121	115
# of parcels annexed	0	0	0	0	0

Community Development - Development Services					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Private development plans reviewed	144	136	121	125	125
Tree permits issued	1024	991	1177	1000	1000

Community Development - Building Safety					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of New building permits issued	5,717	4,756	5,024	5,100	5,200
# of Building inspections completed	31,500	24,161	23,213	24,000	25,000

## GENERAL FUND DEPARTMENTAL SUMMARIES

- **Code Enforcement Services**

**Statement of Service:** To protect the public health, safety, and welfare by ensuring compliance with city building and land-use codes and ordinances.

Community Development - Code Enforcement					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of Code enforcement inspections completed	677	679	1,284	1,000	1,000

- **Economic Development**

**Statement of Service:** The purpose of Economic Development is to foster and retain the business ecosystem of Alpharetta, both large and small. To advance policies that help Alpharetta grow and stay true to its values.

Community Development - Economic Development					
Performance Measurements	Actual FY 2019	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
# of Existing business contacts	400	418	418	418	418
# of New projects	15	19	16	16	16
# of Major business prospects recruited	2	2	2	2	2

# SPECIAL REVENUE FUND SUMMARIES

## Special Revenue Fund Summaries

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### Overview

The *Special Revenue Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2023 budgets for the city's Special Revenue Funds.

Special Revenue Funds are used to account for revenues that are legally restricted to expenditures for specific uses. All special revenue funds utilize the modified accrual basis of budgeting and accounting.

The following schedules are set forth by Fund and provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **Fund Summary**

This section provides a brief description of the Fund.

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures across multiple fiscal years. Revenues are presented by source and expenditures are presented by use.

- **Statement of Revenues, Expenditures, and changes in Fund Balances**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2019-2023 as well as a forecast for fiscal years 2024-2025. Also included are changes in fund balance.

The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect expenditure mandates as provided by the City Council.



## SPECIAL REVENUE FUND SUMMARIES

The Personnel Services category increased 8%, or \$263,153, due to multiple factors including:

- Residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment);
- Residual impact of the mid-year 2022 wage adjustments (additional 10% across-the-board adjustment for sworn police and E911 personnel);
- Wage increases associated with the 3% performance-based merit program scheduled for July 1, 2022;
- Increases in group insurance premiums, pension contributions, etc.; and
- Some of which is partially offset through a reduction in personnel costs related to the one-time pass-thru expenses in FY 2022 for the Georgia Public Safety Officials 1<sup>st</sup> Responders Supplemental Grant that will not occur in FY 2023.

Authorized personnel total 33.0 FTEs.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Variance
Communications Officer	17.0	20.0	20.0	20.0	20.0	-
Communications Shift Supervisor	4.0	4.0	4.0	4.0	4.0	-
Communications Quality Assurance Officer	1.0	1.0	1.0	1.0	-	(1.0)
911 Quality Assurance/Training Coordinator	-	-	-	-	1.0	1.0
Division Chief	1.0	1.0	1.0	1.0	1.0	-
Section Chief - Communications Training	1.0	1.0	1.0	1.0	1.0	-
Sr. Communications Officer	4.0	4.0	4.0	4.0	4.0	-
911 Operations Manager	1.0	1.0	1.0	1.0	1.0	-
IT Analyst	-	1.0	1.0	1.0	1.0	-
Network Analyst II	1.0	-	-	-	-	-
	30.0	33.0	33.0	33.0	33.0	-

The Maintenance and Operations category increased 2%, or \$20,849, due primarily to growth in communications costs (e.g., AT&T), North Fulton Regional Radio System Authority costs, IT professional services, etc.

The Capital/Leases category includes appropriations for the existing mobile and portable radio leases as well as funding requested through the 2023 Capital Initiative Requests (Fire Station Alerting System). Please refer to the *Capital Initiatives Requests* section of this document for a detailed description.

# SPECIAL REVENUE FUND SUMMARIES

## Statement of Budgetary Comparisons

### Emergency 911 Fund Public Safety Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Charges for Services:</b>							
E-911 Service Fees	\$ 2,696,943	\$ 2,774,476	\$ 2,956,734	\$ 3,130,000	\$ 3,450,000	\$ 3,622,500	\$ 3,803,625
E-911 Prepaid Service Fees	319,871	258,419	283,184	280,000	300,000	315,000	330,750
<b>Other Taxes:</b>							
Excise Tax	-	-	-	-	400	-	-
<b>Intergovernmental:</b>	1,238,943	1,260,758	1,157,905	1,277,000	1,250,000	1,312,500	1,378,125
<b>Investment Earnings</b>	24,444	23,154	342	18,482	15,000	15,450	15,914
<b>Other</b>							
Miscellaneous	-	403	8,520	564	-	-	-
Mobile Radio Lease Financing	-	-	-	1,565,705	-	-	-
Fund Balance	-	-	-	1,441,399	495,505	-	-
<b>TOTAL</b>	<b>\$ 4,280,200</b>	<b>\$ 4,317,210</b>	<b>\$ 4,406,685</b>	<b>\$ 7,713,150</b>	<b>\$ 5,510,905</b>	<b>\$ 5,265,450</b>	<b>\$ 5,528,414</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 1,448,818	\$ 1,495,738	\$ 1,558,457	\$ 1,891,272	\$ 1,984,736	\$ 2,064,125	\$ 2,146,690
Overtime	265,227	218,017	232,851	199,821	275,000	275,000	275,000
Group Insurance	371,923	415,603	420,166	582,315	623,268	654,431	687,153
FICA	125,816	126,374	132,230	170,337	172,749	179,659	186,845
Pension (Defined Benefit)	100,062	99,468	103,689	115,365	130,289	135,501	140,921
Pension (401A Cont./Match)	138,775	151,194	143,586	202,508	227,998	237,118	246,603
Miscellaneous	79,469	82,367	92,575	87,294	98,025	99,986	101,985
<i>subtotal</i>	<i>\$ 2,530,089</i>	<i>\$ 2,588,761</i>	<i>\$ 2,683,553</i>	<i>\$ 3,248,912</i>	<i>\$ 3,512,065</i>	<i>\$ 3,645,820</i>	<i>\$ 3,785,197</i>
<b>Maintenance &amp; Operations:</b>							
Communications	\$ 358,194	\$ 298,143	\$ 346,952	\$ 359,900	\$ 372,000	\$ 379,440	\$ 387,029
Maintenance Contracts	356,558	401,632	414,756	455,862	470,025	479,426	489,014
IT Professional Services	261,894	281,260	266,601	325,558	325,558	332,069	338,711
Miscellaneous	158,268	155,845	190,966	203,886	198,472	202,441	206,490
<i>subtotal</i>	<i>\$ 1,134,914</i>	<i>\$ 1,136,880</i>	<i>\$ 1,219,274</i>	<i>\$ 1,345,206</i>	<i>\$ 1,366,055</i>	<i>\$ 1,393,376</i>	<i>\$ 1,421,244</i>
<b>Capital/Leases:</b>							
Capital	\$ 70,437	\$ 22,932	\$ -	\$ -	\$ 330,000	\$ -	\$ -
PS/911 HQ Improvements	438,310	-	-	50,000	-	-	-
North Fulton Regional Radio System	72,660	-	-	-	-	-	-
Radio Replacements	360	58,000	-	1,565,705	-	-	-
Mobile Radio Lease	76,777	76,777	76,777	76,777	76,777	76,777	85,000
E911 Telephone Hardware	-	-	-	193,000	-	-	-
Portable Radio Lease	-	-	-	250,001	226,008	226,007	226,007
<i>subtotal</i>	<i>\$ 658,544</i>	<i>\$ 157,709</i>	<i>\$ 76,777</i>	<i>\$ 2,135,483</i>	<i>\$ 632,785</i>	<i>\$ 302,784</i>	<i>\$ 311,007</i>
<b>Non-Allocated</b>							
Reserve	\$ -	\$ -	\$ 39,934	\$ 1,009,390	\$ -	\$ -	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 39,934</i>	<i>\$ 1,009,390</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 4,323,547</b>	<b>\$ 3,883,350</b>	<b>\$ 4,019,538</b>	<b>\$ 7,738,991</b>	<b>\$ 5,510,905</b>	<b>\$ 5,341,980</b>	<b>\$ 5,517,448</b>
<b>Authorized Personnel</b>	<b>30.0</b>	<b>33.0</b>	<b>33.0</b>	<b>33.0</b>	<b>33.0</b>		

# SPECIAL REVENUE FUND SUMMARIES

## Statement of Revenues, Expenditures, and changes in Fund Balance

### Emergency 911 Fund Public Safety Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2023 Forecast	FY 2024 Forecast
Beginning Fund Balance	\$ 1,851,911	\$ 1,808,567	\$ 2,242,426	\$ 2,629,573	\$ 2,171,723	\$ 1,676,218	\$ 1,599,688
<b>REVENUES BY CATEGORY</b>							
Charges for Services	\$ 3,016,813	\$ 3,032,895	\$ 3,239,918	\$ 3,410,000	\$ 3,750,000	\$ 3,937,500	\$ 4,134,375
Other Taxes	-	-	-	-	400	-	-
Intergovernmental	1,238,943	1,260,758	1,157,905	1,277,000	1,250,000	1,312,500	1,378,125
Investment Earnings	24,444	23,154	342	18,482	15,000	15,450	15,914
Other	-	403	8,520	1,566,269	-	-	-
<b>TOTAL</b>	<b>\$ 4,280,200</b>	<b>\$ 4,317,210</b>	<b>\$ 4,406,685</b>	<b>\$ 6,271,751</b>	<b>\$ 5,015,400</b>	<b>\$ 5,265,450</b>	<b>\$ 5,528,414</b>
<b>EXPENDITURES BY FUNCTION</b>							
Public Safety	\$ 4,323,547	\$ 3,883,350	\$ 4,019,538	\$ 6,729,601	\$ 5,510,905	\$ 5,341,980	\$ 5,517,448
<b>TOTAL</b>	<b>\$ 4,323,547</b>	<b>\$ 3,883,350</b>	<b>\$ 4,019,538</b>	<b>\$ 6,729,601</b>	<b>\$ 5,510,905</b>	<b>\$ 5,341,980</b>	<b>\$ 5,517,448</b>
ACFR Rounding Adjustments	\$ 3	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1),(2)	\$ 1,808,567	\$ 2,242,426	\$ 2,629,573	\$ 2,171,723	\$ 1,676,218	\$ 1,599,688	\$ 1,610,654
Changes in Fund Balance (actual/est.)	\$ (43,344)	\$ 433,859	\$ 387,148	\$ (457,850)	\$ (495,505)	\$ (76,530)	\$ 10,966

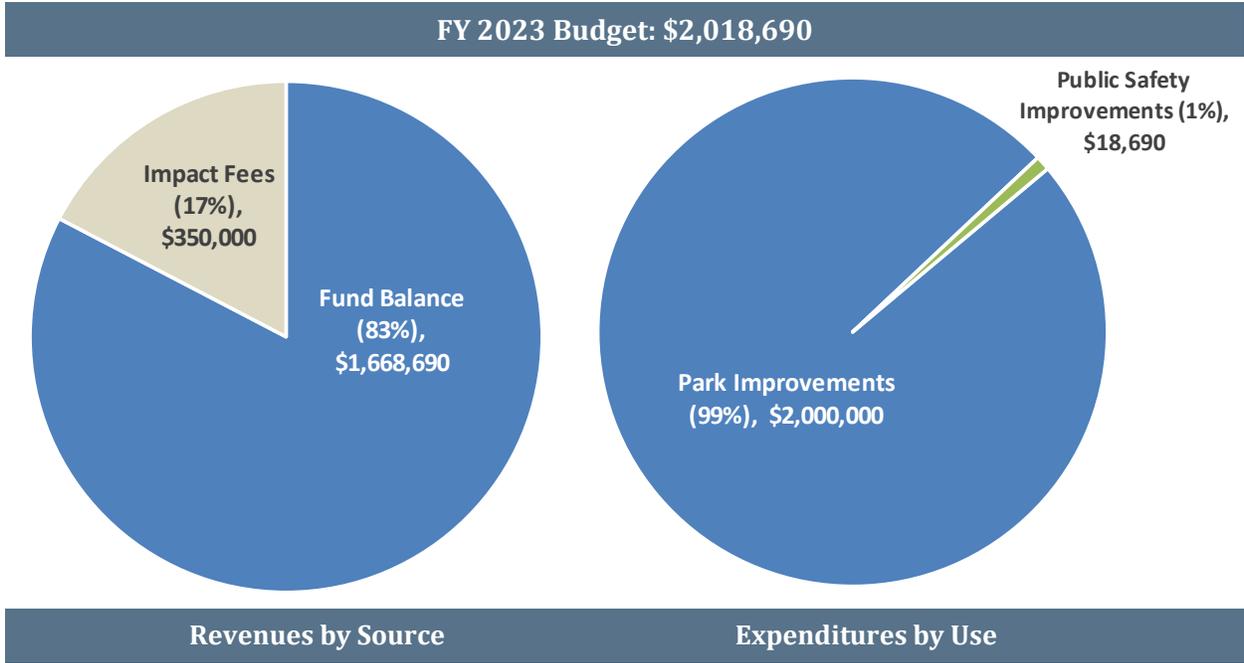
Notes:

(1) In order to accurately measure anticipated fund balance usage, this schedule omits Carryforward Fund Balance and Non-Allocated/ Reserve accounts.

(2) Fund balance usage is for multiple one-time capital initiatives (e.g. Fire Station Alerting System, 911 911 Facility renovations, 911 phone system replacement, etc.).

# SPECIAL REVENUE FUND SUMMARIES

## Impact Fee Fund Summary



The Impact Fee Fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the city’s impact fee ordinance. The Community Development Department manages the Impact Fee Program.

### **Trends**

The FY 2023 Budget totals \$2 million. This fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the city’s impact fee ordinance.

Impact Fee revenues are variable and dependent upon multiple factors such as the local and national economy. Due to the variability, the annual budget typically appropriates fund balance as the primary funding tool. That is to say, appropriations are made with funds already collected (i.e., fund balance) as opposed to a forecast of collections that may not materialize due to their inherent variability. As such, only 17% of the revenue budget is comprised of estimated impact fee collections.

Impact Fees are being allocated to the following capital initiatives which are discussed in depth within the *Capital Initiatives Requests* section of this document.

- Encore Parkway Greenway Connection/Park; and
- All-Terrain Vehicles (Qty: 2).

# SPECIAL REVENUE FUND SUMMARIES

## Statement of Budgetary Comparisons

### Impact Fee Fund Multiple Departments

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Charges for Services:</b>							
Impact Fees (Roads)	\$ 246,362	\$ 182,291	\$ 533,645	\$ 347,356	\$ -	150,000	150,000
Impact Fees (Parks)	564,632	592,472	1,489,506	1,143,965	350,000	250,000	250,000
Impact Fees (Public Safety)	149,437	91,329	75,595	48,098	-	75,000	75,000
<b>Investment Earnings</b>	83,063	74,870	2,496	-	-	-	-
<b>Other</b>							
Fund Balance	-	-	-	3,809,715	1,668,690	-	-
<b>TOTAL</b>	<b>\$ 1,043,495</b>	<b>\$ 940,963</b>	<b>\$ 2,101,242</b>	<b>\$ 5,349,134</b>	<b>\$ 2,018,690</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>
<b>EXPENDITURES</b>							
<b>Capital/Leases:</b>							
Impact Fee Study Update	\$ -	\$ -	\$ -	\$ 69,500	\$ -	\$ -	\$ -
<b>Roads</b>							
Rucker Rd Corridor Imp.	23,700	556,968	218,014	277,695	-	-	-
Wills Rd Widening	14,460	-	-	-	-	-	-
Teasley St Imp.	-	38,125	-	18,800	-	-	-
Park Plaza Signal	-	45,935	-	-	-	-	-
Hopewell/Vaughan Roundabout	-	16,553	-	11,652	-	-	-
AlphaLoop	-	-	-	500,000	-	-	-
North Point Corridor (grant match)	-	-	-	1,250,000	-	-	-
<b>Parks</b>							
Alpharetta Arts Center	13,606	-	-	-	-	-	-
Wills Park Pool Expansion	-	-	-	-	-	-	-
City Center Sidewalks	300,000	-	-	-	-	-	-
Greenway Ext. to Forsyth	-	-	1,130,190	121,213	-	-	-
Equestrian Center Improvements	-	-	-	463,679	-	-	-
Town Green Artificial Turf	-	-	33,177	-	-	-	-
Park Development	-	420,993	12,700	-	-	-	-
Encore Parkway Greenway Connection/Park	-	-	-	-	2,000,000	-	-
<b>Public Safety</b>							
Headquarters Expansion	40,000	-	-	-	-	-	-
HAZMAT Truck & Trailer	-	-	155,750	-	-	-	-
Fire Rescue-Rapid Resp. Truck	-	-	-	124,600	-	-	-
All-Terrain Vehicles (Qty: 2)	-	-	-	-	18,690	-	-
<i>subtotal</i>	<b>\$ 391,766</b>	<b>\$ 1,078,574</b>	<b>\$ 1,549,831</b>	<b>\$ 2,837,139</b>	<b>\$ 2,018,690</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Non-Allocated</b>							
Roads	\$ -	\$ -	\$ -	\$ 694,006	\$ -	\$ 150,000	\$ 150,000
Parks	-	-	-	1,700,532	-	250,000	250,000
Public Safety	-	-	-	117,457	-	75,000	75,000
<i>subtotal</i>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,511,995</b>	<b>\$ -</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>
<b>TOTAL</b>	<b>\$ 391,766</b>	<b>\$ 1,078,574</b>	<b>\$ 1,549,831</b>	<b>\$ 5,349,134</b>	<b>\$ 2,018,690</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>
<b>Authorized Personnel</b>	-	-	-	-	-	-	-

# SPECIAL REVENUE FUND SUMMARIES

## Statement of Revenues, Expenditures, and changes in Fund Balance

### Impact Fee Fund Multiple Departments

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
Beginning Fund Balance:	\$ 2,744,188	\$ 3,395,917	\$ 3,258,305	\$ 3,809,716	\$ 2,511,996	\$ 843,306	\$ 1,318,306
<b>REVENUES BY CATEGORY</b>							
Charges for Services	\$ 960,432	\$ 866,093	\$ 2,098,746	\$ 1,539,419	\$ 350,000	\$ 475,000	\$ 475,000
Investment Earnings	83,063	74,870	2,496	-	-	-	-
Other	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,043,495</b>	<b>\$ 940,963</b>	<b>\$ 2,101,242</b>	<b>\$ 1,539,419</b>	<b>\$ 350,000</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>
<b>EXPENDITURES BY FUNCTION</b>							
Capital (Roads)	\$ 38,160	\$ 657,581	\$ 218,014	\$ 2,110,039	\$ -	\$ -	\$ -
Capital (Parks)	313,606	420,993	1,176,067	595,112	2,000,000	-	-
Capital (Public Safety)	40,000	-	155,750	131,988	18,690	-	-
<b>TOTAL</b>	<b>\$ 391,766</b>	<b>\$ 1,078,574</b>	<b>\$ 1,549,831</b>	<b>\$ 2,837,139</b>	<b>\$ 2,018,690</b>	<b>\$ -</b>	<b>\$ -</b>
ACFR Rounding Adjustments	\$ -	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1),(2)	\$ 3,395,917	\$ 3,258,305	\$ 3,809,716	\$ 2,511,996	\$ 843,306	\$ 1,318,306	\$ 1,793,306
Changes in Fund Balance (actual/est.)	\$ 651,729	\$ (137,612)	\$ 551,411	\$ (1,297,720)	\$ (1,668,690)	\$ 475,000	\$ 475,000

Notes:

In order to accurately measure anticipated fund balance usage, this schedule omits Carryforward Fund Balance and Non-Allocated/Reserve accounts. Please note, the (1) city does not materially base Impact Fee investment on forecasted revenues. Instead, opting to utilize actual collections. FY 2022 impact fee collections will increase available fund balance as collection activity approaches the FY 2019-2020 trends.

(2) Impact Fee fund balance usage is targeted towards eligible capital projects that offset the costs associated with growth (e.g. population, business, etc.).



# SPECIAL REVENUE FUND SUMMARIES

based on budgeted FY 2022 revenue totals \$163,115 [\$127,578 + \$35,537] but will be higher as actual collections are outpacing budget for 2022). This reserve figure dipped below the \$1.5 million target level in 2019 due to the impact of the COVID-19 pandemic on the hospitality industry and is being replenished as revenues continue to strengthen.

Hotel/Motel tax collection estimates for FY 2023 total \$7.5 million and represent growth of 30% compared to the FY 2022 budget but still lower than pre-pandemic levels (\$9 million in 2019). That said, recent trends have been encouraging. Hotel tax collections is currently trending 133% higher than FY 2021. Collection estimates for FY 2022 conservatively total \$6.8 million which is \$1.3 million greater than budget. Expectations are that collections for FY 2023 will eclipse the budget forecast as the hospitality industry continues its trek to pre-pandemic utilization levels.

## Statement of Budgetary Comparisons

### Hotel/Motel Fund Multiple Departments

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Other Taxes</b>							
Hotel/Motel Taxes	\$ 9,049,266	\$ 6,668,386	\$ 3,875,217	\$ 5,500,000	\$ 7,500,000	\$ 8,250,000	\$ 9,075,000
Interest/Penalties	2,066	3,711	14,876	-	-	-	-
<b>Investment Earnings</b>	-	-	1,582	10,000	-	-	-
<b>Other</b>							
Transfer-In from Conf. Ctr. Fund	380,308	-	-	-	-	-	-
Fund Balance	-	-	-	1,311,313	-	-	-
<b>TOTAL</b>	<b>\$ 9,431,640</b>	<b>\$ 6,672,097</b>	<b>\$ 3,891,676</b>	<b>\$ 6,821,313</b>	<b>\$ 7,500,000</b>	<b>\$ 8,250,000</b>	<b>\$ 9,075,000</b>
<b>EXPENDITURES</b>							
<b>ACVB/City</b>							
Alpharetta Convention & Visitors Bureau	\$ 3,959,958	\$ 2,919,042	\$ 1,701,911	\$ 2,406,250	\$ 3,281,250	\$ 3,609,375	\$ 3,970,313
City of Alpharetta (transfer-out)	3,394,250	2,502,036	1,458,781	2,062,500	2,812,500	3,093,750	3,403,125
<i>subtotal</i>	<i>\$ 7,354,207</i>	<i>\$ 5,421,079</i>	<i>\$ 3,160,691</i>	<i>\$ 4,468,750</i>	<i>\$ 6,093,750</i>	<i>\$ 6,703,125</i>	<i>\$ 7,373,438</i>
<b>Facility</b>							
Professional Svcs (Bond Admin)	\$ 6,440	\$ 5,500	\$ 4,125	\$ 6,000	\$ 5,500	\$ 5,638	\$ 6,000
Series 2016 Bonds (debt service)	979,963	975,963	1,311,963	1,339,963	1,365,213	1,392,713	1,417,213
Debt Service Reserve	-	-	-	127,578	35,537	148,525	278,350
Downtown Land Purchase	-	795,398	-	-	-	-	-
Alpharetta Arts Center	164,391	-	-	-	-	-	-
Wayfinding Signage	-	53,917	-	-	-	-	-
Equestrian Center Improvements	-	3,185	34,625	930	-	-	-
Wills Park Master Plan Imp.	-	147,577	35,592	878,092	-	-	-
<i>subtotal</i>	<i>\$ 1,150,794</i>	<i>\$ 1,981,540</i>	<i>\$ 1,386,305</i>	<i>\$ 2,352,563</i>	<i>\$ 1,406,250</i>	<i>\$ 1,546,875</i>	<i>\$ 1,701,563</i>
<b>TOTAL</b>	<b>\$ 8,505,001</b>	<b>\$ 7,402,619</b>	<b>\$ 4,546,996</b>	<b>\$ 6,821,313</b>	<b>\$ 7,500,000</b>	<b>\$ 8,250,000</b>	<b>\$ 9,075,000</b>
Authorized Personnel	-	-	-	-	-	-	-

# SPECIAL REVENUE FUND SUMMARIES

## Statement of Revenues, Expenditures, and changes in Fund Balance

### Hotel/Motel Fund Multiple Departments

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
Beginning Fund Balance:	\$ 1,770,515	\$ 2,697,154	\$ 1,966,633	\$ 1,311,313	\$ 127,578	\$ 163,115	\$ 311,639
<b>REVENUES BY CATEGORY</b>							
Hotel Taxes	\$ 9,051,332	\$ 6,672,097	\$ 3,890,094	\$ 5,500,000	\$ 7,500,000	\$ 8,250,000	\$ 9,075,000
Investment Earnings	-	-	1,582	10,000	-	-	-
Other	380,308	-	-	1,311,313	-	-	-
<b>TOTAL</b>	<b>\$ 9,431,640</b>	<b>\$ 6,672,097</b>	<b>\$ 3,891,676</b>	<b>\$ 6,821,313</b>	<b>\$ 7,500,000</b>	<b>\$ 8,250,000</b>	<b>\$ 9,075,000</b>
<b>EXPENDITURES BY FUNCTION</b>							
Alpharetta Convention & Visitors Bureau	\$ 3,959,958	\$ 2,919,042	\$ 1,701,911	\$ 2,406,250	\$ 3,281,250	\$ 3,609,375	\$ 3,970,313
City of Alpharetta (transfer-out)	3,394,250	2,502,036	1,458,781	2,062,500	2,812,500	3,093,750	3,403,125
Tourism Product Development portion of the Hotel Tax:							
Debt Service	986,403	981,463	1,316,088	1,345,963	1,370,713	1,398,351	1,423,213
Eligible System Improvements	164,391	1,000,077	70,217	879,022	-	-	-
<b>TOTAL</b>	<b>\$ 8,505,001</b>	<b>\$ 7,402,619</b>	<b>\$ 4,546,996</b>	<b>\$ 6,693,735</b>	<b>\$ 7,464,463</b>	<b>\$ 8,101,476</b>	<b>\$ 8,796,651</b>
ACFR Rounding Adjustments	\$ -	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1),(2)	\$ 2,697,154	\$ 1,966,633	\$ 1,311,313	\$ 127,578	\$ 163,115	\$ 311,639	\$ 589,989
Changes in Fund Balance (actual/est.)	\$ 926,639	\$ (730,521)	\$ (655,320)	\$ (1,183,735)	\$ 35,537	\$ 148,525	\$ 278,349

Notes:

(1) In order to accurately measure anticipated fund balance usage, this schedule omits Carryforward Fund Balance and Non-Allocated/Reserve accounts.

(2) Revenue is to be distributed to the participating entities based on their relative share. Funding for Tourism Product Development is used for debt service on the Series 2016 Conference Center Bonds or reserved for debt service/future eligible initiatives (fund balance within the Hotel/Motel Fund).

Fund balance target totaling \$1.5 million will be retained as a debt service reserve. Forecasts indicate this balance being eroded over the short-term due to COVID-19 and associated social distancing policies and their impact on the travel industry. This reserve target will be replenished before further eligible system improvements

# CAPITAL PROJECT FUND SUMMARIES

## Capital Project Fund Summaries

### Overview

Pursuant to the Governmental Accounting Standards Board's ("GASB") Codification, Section 1300.106, capital project funds are used to account for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities.

The city's capital program has the most visible and long-term effect on the quality of life for our stakeholders. Through an aggressive capital program, improvements to transportation, access to quality cultural and recreational opportunities, partnering with local businesses for continued economic development, and providing infrastructure and assets for public safety are afforded. The foundation of the city's capital program is the ten-year capital project improvement plan ("CIP") which is updated annually. The CIP assists in the planning, acquisition, and financing of capital projects.



**Big Creek Greenway**



**Wills Park**

A capital project generally is defined as an expenditure that has an expected useful life of more than three years with an estimated total cost of \$25,000 or more, or an improvement/ addition to an existing capital asset. Examples include building/ infrastructure construction, park improvements, streetscapes, land acquisitions, vehicles, etc.

Capital projects are budgeted primarily in the city's capital project funds with the main exceptions being those capital investments funded through restricted revenues that require separate accounting treatment (e.g., Impact Fees, E911 Fees, etc.). Please refer to the *Financial Management Policies* section of this document for more information on the city's Capital Improvement Plan.

## CAPITAL PROJECT FUND SUMMARIES

The city has eight (8) capital project funds, and they all follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects and remains in full-effect until project completion or re-allocation by City Council. As such, these appropriations are not reflected in this budget document but are reflected in the city's monthly financial management reports and can be accessed at [www.alpharetta.ga.us](http://www.alpharetta.ga.us). The capital project funds utilize the modified accrual basis of budgeting and accounting.

The following section provides a brief narrative of the city's capital project funds.

- **Capital Project Fund:** This fund accounts for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities, with a value in excess of \$25,000. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Appropriations are perpetual with only new appropriations recognized in the annual budget.
- **Stormwater Capital Fund:** This fund accounts for stormwater/drainage maintenance, repair, and/or improvement projects with a value in excess of \$25,000. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Appropriations are perpetual with only new appropriations recognized in the annual budget.
- **Capital Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the city. Matching funds, which represents the city's financial investment, are also recorded within this fund. This fund accounts for capital grants only. Operating grant proceeds are recorded within the Operating Grant Fund.
- **2016 Parks and Transportation Bond Fund:** This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2016. Fund appropriations will be perpetual with only new appropriations recognized in the annual budget.
- **T-SPLOST Capital Fund:** This fund accounts for the collection of T-SPLOST 1 (Transportation Special Purpose Local Option Sales Taxes) revenue and the expenditure on eligible transportation improvements and congestion mitigation initiatives. Fund appropriations are perpetual with only new appropriations recognized in the annual budget. This tax was imposed for the period of April 1, 2017, through March 31, 2022.
- **T-SPLOST 2 Capital Fund:** This fund accounts for the collection of T-SPLOST 2 (Transportation Special Purpose Local Option Sales Taxes) revenue and the expenditure on eligible transportation improvements and congestion mitigation initiatives. Fund appropriations are perpetual with only new appropriations

## CAPITAL PROJECT FUND SUMMARIES

recognized in the annual budget. This tax is imposed for the period of April 1, 2022, through March 31, 2027.

- **American Rescue Act Fund:** This fund accounts for the city's allocation of funds under the American Rescue Act legislation. Specifically, the city is classified as a metropolitan city under the legislation and has a total allocation of \$6,644,511.
- **2022 Parks Bond Fund:** This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2022. Fund appropriations will be perpetual with only new appropriations recognized in the annual budget.

For the purposes of this budget document, only the Capital Projects Fund, Stormwater Capital Fund, and T-SPLOST Capital Fund are presented as new appropriation activity was approved for FY 2023.

### Funding Methodology

The city's preferred method for funding capital projects within the CIP shall be through current revenue when available (i.e., pay-as-you-go) or from outside funding sources such as grant funding and related aid. Debt obligations may be issued for capital projects when it is appropriate to achieve a fair allocation of costs between current and future beneficiaries. Funding for the CIP is provided as follows:

- **Proper Use of Fund Balance**  
**General Fund:** Based on audited financial statements for the year ended June 30, 2021, the city's fund balance totaled \$35.7 million. Of this amount, approximately \$5.8 million was appropriated in the FY 2022 Budget for capital/one-time initiatives/reserve and \$17.2 million has been designated as an emergency account based on a conservative policy of 25% of total appropriations (i.e., roughly 3 months of operating expenditures). It has been the city's policy to utilize the remaining fund balance above the emergency requirement for one-time expenditures (generally capital investment). Available capital/one-time initiative funding for FY 2023 totals \$12.6 million.
- **Funding Recurring Capital/Operational Reserves from Operating Budget**  
The 2020 budget included \$4.8 million in appropriations within the General Fund budget to fund recurring capital initiatives (e.g., milling and resurfacing of city streets, traffic equipment replacement, fleet replacement, stormwater repair and maintenance, etc.). By programming the recurring capital program into the operating budget, the city is announcing to its citizens and stakeholders that capital investment in our roads and infrastructure is a priority that should be funded with certainty as opposed to relying on fund balance which may or may not be accumulated.

## CAPITAL PROJECT FUND SUMMARIES

However, due to the sudden impact of COVID-19 on forecasted revenues, operational funding from the General Fund for recurring capital was reduced to \$189,000 in FY 2021. The city is slowly growing the recurring capital funding in accordance with revenue growth and operational needs. The FY 2022 Budget included a recurring capital funding level of \$1.7 million.

Funding from the General Fund available for immediate capital investment in 2023 includes the following:

- \$12,639,800 Fund Balance for one-time capital;
  - 3,000,000 Recurring Capital Contribution from the General Fund
- \$15,639,800

- **Debt Funding:** Debt obligations are primarily reserved for large scale capital projects when it is appropriate to achieve a fair allocation of costs between current and future beneficiaries.

### FY 2023 Capital Funding

The FY 2023 Capital Plan includes funding of \$25.5 million for capital initiatives (including potential grant funding). Recommended capital investment totals \$22.9 million and is focused on maintaining and improving city infrastructure and assets. An additional \$2.6 million is being reserved to provide flexibility for future prioritized capital investment.

	Stormwater							
	Capital Project Fund	Capital Fund	T-SPLOST Fund	Impact Fee Fund	E911 Fund	Subtotal	Other Sources	Total
<b>Sources:</b>								
Available Fund Balance	\$ 2,500,000	\$ -	\$ 4,300,000	\$ 1,668,690	\$ 330,000	\$ 8,798,690	\$ -	\$ 8,798,690
General Fund								
Recurring Capital Program	-	3,000,000	-	-	-	3,000,000	-	3,000,000
Available Fund Balance	11,439,800	1,200,000	-	-	-	12,639,800	-	12,639,800
Other (Taxes, Interest, etc.)	155,000	-	-	350,000	-	505,000	-	505,000
Grants (LMIG)	-	-	-	-	-	-	600,000	600,000
	<b>\$ 14,094,800</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>	<b>\$ 2,018,690</b>	<b>\$ 330,000</b>	<b>\$ 24,943,490</b>	<b>\$ 600,000</b>	<b>\$ 25,543,490</b>
<b>Uses:</b>								
Capital								
City Administration	\$ 145,000	\$ -	\$ -	\$ -		\$ 145,000	\$ -	\$ 145,000
Community Development	100,000	-	-	-		100,000	-	100,000
Human Resources	72,500	-	-	-		72,500	-	72,500
Information Technology	500,000	-	-	-		500,000	-	500,000
Public Safety	4,568,810	-	-	18,690	330,000	4,917,500	-	4,917,500
Public Works	4,073,000	4,200,000	2,000,000	-	-	10,273,000	600,000	10,873,000
Recreation, Parks & Cultural Services	1,990,000	-	2,300,000	2,000,000		6,290,000	-	6,290,000
	<b>\$ 11,449,310</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>	<b>\$ 2,018,690</b>	<b>\$ 330,000</b>	<b>\$ 22,298,000</b>	<b>\$ 600,000</b>	<b>\$ 22,898,000</b>
<b>Non-Allocated:</b>								
Future Capital/One-Time	\$ 2,645,490	\$ -	\$ -	\$ -	\$ -	\$ 2,645,490	\$ -	\$ 2,645,490
	<b>\$ 2,645,490</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,645,490</b>	<b>\$ -</b>	<b>\$ 2,645,490</b>

# CAPITAL PROJECT FUND SUMMARIES

## Capital Improvement Plan

A consolidated version of the city’s ten-year capital project improvement plan (“CIP”) is included below. The CIP forecasts the city’s total capital investment requests over the next ten-year period and consolidates the projects by Department. These figures do not include the city’s existing capital initiatives (i.e., initiatives funded prior to FY 2023). The CIP will be constrained in future years by available funding levels which will most likely be far less than the requests set forth below. Additionally, several of the larger capital investment requests are predicated upon grant funding that may or may not be secured.

Investment by Department	Fiscal Years					Total
	2023 Budget <sup>(1)</sup>	2023 Other <sup>(2)</sup>	2024-2026	2027-2029	2030-2032	
General Government	\$ 217,500	\$ -	\$ 148,640	\$ 99,370	\$ 280,450	\$ 745,960
Information Technology	500,000	-	1,450,100	1,513,600	1,820,500	5,284,200
Public Safety	4,917,500	-	7,327,078	10,374,090	5,765,000	28,383,668
Public Works	10,273,000	600,000	80,561,370	67,957,310	40,908,900	200,300,580
Recreation, Parks & Cultural Services	6,290,000	-	14,786,600	7,543,800	3,290,900	31,911,300
Community and Economic Development	100,000	-	50,964,500	2,177,700	900,700	54,142,900
	<b>\$ 22,298,000</b>	<b>\$ 600,000</b>	<b>\$ 155,238,288</b>	<b>\$ 89,665,870</b>	<b>\$ 52,966,450</b>	<b>\$ 320,768,608</b>
Reserve for Future Capital	2,645,490	-	-	-	-	2,645,490
<b>Capital Plan Total</b>	<b>\$ 24,943,490</b>	<b>\$ 600,000</b>	<b>\$ 155,238,288</b>	<b>\$ 89,665,870</b>	<b>\$ 52,966,450</b>	<b>\$ 323,414,098</b>
<b>Net Impact to Operations Budget</b>	<b>\$ 800</b>	<b>\$ -</b>	<b>\$ 329,640</b>	<b>\$ 18,640</b>	<b>\$ 16,700</b>	

(1) Includes funding thru the Capital Project Fund, Stormwater Capital Fund, T-SPLOST Fund, Impact Fee Fund, and E-911 Fund.

(2) Represents project initiatives that are funded through external sources and will be appropriated once earned/received (land sales, grants, etc.).



**Alpharetta Arts Center (Parks/Transportation Bonds, Series 2016)**

# CAPITAL PROJECT FUND SUMMARIES

## FY 2023 Capital Project Listing

The following section provides both a (1) summary list of FY 2023 capital investment and (2) a detailed narrative of each capital project.

	Capital Project Fund	Stormwater Capital Fund	T-SPLOST Fund	E911 Fund	Impact Fee Fund	Total	Other Sources	Total
City Administration								
Website Upgrade	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ -	\$ 145,000
<b>Subtotal</b>	<b>\$ 145,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 145,000</b>	<b>\$ -</b>	<b>\$ 145,000</b>
Community and Economic Development								
Fleet Replacement (Qty: 2)	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ 60,000
Design Services	40,000	-	-	-	-	40,000	-	40,000
<b>Subtotal</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>
Human Resources								
Personnel Records Digitization Initiative	\$ 72,500	\$ -	\$ -	\$ -	\$ -	\$ 72,500	\$ -	\$ 72,500
<b>Subtotal</b>	<b>\$ 72,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 72,500</b>	<b>\$ -</b>	<b>\$ 72,500</b>
Information Technology								
Recurring Technology Replacement (all city departments)	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
Telephony VOIP Network Switches Replacement	200,000	-	-	-	-	200,000	-	200,000
IT Governance and Business Continuity Program and Analysis	50,000	-	-	-	-	50,000	-	50,000
<b>Subtotal</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>
Public Safety								
Recurring Fleet Replacement (Qty: 25)	\$ 1,375,000	\$ -	\$ -	\$ -	\$ -	\$ 1,375,000	\$ -	\$ 1,375,000
Recurring Public Safety Equipment (replacement)	263,000	-	-	-	-	263,000	-	263,000
Security Systems: Cameras and Badge Access Systems	220,000	-	-	-	-	220,000	-	220,000
Records Management System	2,250,000	-	-	-	-	2,250,000	-	2,250,000
Fire Station Alerting System	-	-	-	330,000	-	330,000	-	330,000
All-Terrain Vehicles (Qty: 2)	11,310	-	-	-	18,690	30,000	-	30,000
Op. Initiative - Community Paramedic Equipment	70,000	-	-	-	-	70,000	-	70,000
Op. Initiative - Crime Scene Detective Equipment	82,500	-	-	-	-	82,500	-	82,500
Op. Initiative - Police Officers (4 FTE) Equipment	297,000	-	-	-	-	297,000	-	297,000
<b>Subtotal</b>	<b>\$ 4,568,810</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 330,000</b>	<b>\$ 18,690</b>	<b>\$ 4,917,500</b>	<b>\$ -</b>	<b>\$ 4,917,500</b>
Public Works								
Recurring Milling and Resurfacing	\$ 1,000,000	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 3,000,000	\$ 600,000	\$ 3,600,000
Recurring Traffic Striping and Signage	200,000	-	-	-	-	200,000	-	200,000
Recurring Traffic Signal System Maintenance	100,000	-	-	-	-	100,000	-	100,000
Recurring Traffic Control Equipment	100,000	-	-	-	-	100,000	-	100,000
Recurring Traffic Responsive System Maintenance	100,000	-	-	-	-	100,000	-	100,000
Recurring Traffic Calming Improvements	100,000	-	-	-	-	100,000	-	100,000
Recurring Bridge Maintenance	200,000	-	-	-	-	200,000	-	200,000
Recurring Streetlight Maintenance	80,000	-	-	-	-	80,000	-	80,000
Recurring Traffic Control Center/Server Room Maintenance	50,000	-	-	-	-	50,000	-	50,000
Recurring Tree Maintenance and Replacement	100,000	-	-	-	-	100,000	-	100,000
Recurring Parking Garage Maintenance	100,000	-	-	-	-	100,000	-	100,000
Recurring HVAC Replacements	62,000	-	-	-	-	62,000	-	62,000
Recurring Fire Station Renovations	75,000	-	-	-	-	75,000	-	75,000

# CAPITAL PROJECT FUND SUMMARIES

	Capital Project Fund	Stormwater Capital Fund	T-SPLOST Fund	E911 Fund	Impact Fee Fund	Total	Other Sources	Total
<b>Public Works</b>								
Recurring Recreation Facility Bathroom, Painting, Floor Repairs	30,000	-	-	-	-	30,000	-	30,000
Recurring Recreation facilities Gym Restoration	35,000	-	-	-	-	35,000	-	35,000
Public Works Headquarters Renovation	50,000	-	-	-	-	50,000	-	50,000
Recurring Park Facilities Roof Repairs (Community Center)	700,000	-	-	-	-	700,000	-	700,000
Recurring PS Facility Roof Replacement (FS 84)	300,000	-	-	-	-	300,000	-	300,000
Recurring Fleet Replacement (F-550 Crew Cab Dump Truck; Qty: 1)	145,000	-	-	-	-	145,000	-	145,000
Recurring Fleet Replacement (pool vehicle)	50,000	-	-	-	-	50,000	-	50,000
Recurring City Trash Receptacle Service	50,000	-	-	-	-	50,000	-	50,000
Recurring Variable Message Boards Replacement (Qty: 2)	36,000	-	-	-	-	36,000	-	36,000
Recurring Stormwater Pipes/Structure Repair	-	3,930,000	-	-	-	3,930,000	-	3,930,000
Recurring Stormwater Drainage Maintenance	-	150,000	-	-	-	150,000	-	150,000
Recurring Stormwater Inspections	-	120,000	-	-	-	120,000	-	120,000
Pedestrian Safety Improvements	85,000	-	-	-	-	85,000	-	85,000
Pedestrian Safety Barrier at City Center	250,000	-	-	-	-	250,000	-	250,000
Design Services	75,000	-	-	-	-	75,000	-	75,000
<b>Subtotal</b>	<b>\$ 4,073,000</b>	<b>\$ 4,200,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,273,000</b>	<b>\$ 600,000</b>	<b>\$ 10,873,000</b>
<b>Recreation, Parks &amp; Cultural Services</b>								
Recurring Synthetic Turf Field Replacements (WP Field 4)	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ 550,000
Recurring Park Enhancements	125,000	-	-	-	-	125,000	-	125,000
Recurring Playground Equipment Replacement	150,000	-	-	-	-	150,000	-	150,000
Recurring Park Repairs/Improvements	125,000	-	-	-	-	125,000	-	125,000
Recurring Athletic Courts Resurfacing	40,000	-	-	-	-	40,000	-	40,000
Recurring Greenway Improvements/Repairs	155,000	-	-	-	-	155,000	-	155,000
Recurring Fleet Replacement (Qty: 3)	120,000	-	-	-	-	120,000	-	120,000
Recurring Park Equipment Replacement	100,000	-	-	-	-	100,000	-	100,000
Encore Parkway Greenway Connection/Park Wood Lightpole/LED Replacement Initiative (1 field)	200,000	-	-	-	-	200,000	-	200,000
Alpharetta Public Arts Initiative	45,000	-	-	-	-	45,000	-	45,000
Historic Preservation Initiative	35,000	-	-	-	-	35,000	-	35,000
Alpharetta Community Ctr Gym Floor Replacement/Moisture Barrier	175,000	-	-	-	-	175,000	-	175,000
Tree Removal in all Parks	150,000	-	-	-	-	150,000	-	150,000
Design Services	20,000	-	-	-	-	20,000	-	20,000
<b>Subtotal</b>	<b>\$ 1,990,000</b>	<b>\$ -</b>	<b>\$ 2,300,000</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 6,290,000</b>	<b>\$ -</b>	<b>\$ 6,290,000</b>
<b>TOTAL</b>	<b>\$ 11,449,310</b>	<b>\$ 4,200,000</b>	<b>\$ 4,300,000</b>	<b>\$ 330,000</b>	<b>\$ 2,018,690</b>	<b>\$ 22,298,000</b>	<b>\$ 600,000</b>	<b>\$ 22,898,000</b>
<b>NON-ALLOCATED (future capital/one-time)</b>	<b>\$ 2,645,490</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,645,490</b>		<b>\$ 2,645,490</b>
Budgeted as part of FY 2023 Budget							Budgeted once received	

# CAPITAL INITIATIVE REQUESTS

## Capital Initiative Requests

### Summary

#### Capital Funding Sources:

General Fund	
<u>Recurring Capital Program:</u>	<u>\$ 3,000,000</u>
<u>Available Fund Balance:</u>	<u>12,639,800</u>
E911 Fund <sup>19</sup>	
<u>Available Fund Balance:</u>	<u>330,000</u>
Capital Project Fund	
<u>Available Fund Balance:</u>	<u>2,500,000</u>
<u>Other (interest earnings):</u>	<u>155,000</u>
T-SPLOST 1 Capital Fund <sup>20</sup>	
<u>Available Fund Balance:</u>	<u>4,300,000</u>
Impact Fee Fund <sup>21</sup>	
<u>Available Fund Balance:</u>	<u>1,668,690</u>
<u>Other (impact fees):</u>	<u>350,000</u>
Grant <sup>22</sup> :	<u>600,000</u>
<b>Total Sources:</b>	<b>\$25,543,490</b>

#### Recommended Capital Initiatives\*:

<u>Recurring Capital Initiatives:</u>	<u>\$ 9,996,000</u>
<u>Stormwater/Drainage Initiatives:</u>	<u>4,200,000</u>
<u>General Capital Initiatives:</u>	<u>8,702,000</u>
<b>Total Uses:</b>	<b>\$22,898,000</b>

#### Non-Allocated (Future Capital/One-Time Investment)

Capital Project Fund:	\$ 2,645,490
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\* Capital initiatives not recommended for funding total \$8,633,558.

<sup>19</sup> Represents funding for the Fire Station Alerting System.

<sup>20</sup> Represents funding for the Encore Parkway Greenway Connection and Milling/Resurfacing initiatives.

<sup>21</sup> Represents funding for the All-Terrain Vehicles initiative (public safety) and the Restroom replacement/expansion for North Park (Fields 1-4).

<sup>22</sup> Represents potential LMIG grant funding for Milling/Resurfacing initiatives and would be appropriated upon execution of binding agreements and/or receipt of the funds.

# CAPITAL INITIATIVE REQUESTS

## Detail (Recommended Capital Investment)

### **Recurring Capital Initiatives**

#### **Public Works**

##### **Recurring Milling and Resurfacing**

**\$3,600,000 (multiple sources)**

This request is for the on-going maintenance of milling and resurfacing and preservation of city streets. Resurfacing of city streets increases the life expectancy of the roads. Without resurfacing, roadways will deteriorate and be more costly to repair.

In FY 2019, the City contracted with Dynatest to complete a full evaluation of the city roadways. Each road receives a Pavement Condition Index score between 0 and 100. This standardized rating system is also used by the Georgia Department of Transportation. Lower scores indicate need for maintenance or reconstruction.

In FY 2023, the City will allocate funding in accordance with the Pavement Condition Index findings and identify preservation techniques that will best extend the life of our roads. This includes a combination of surface coating techniques, milling and resurfacing, soil cement, etc. The requested funding would provide an expected service life of the roadway surface of 15-20 yrs. for all currently city-maintained roadways.

Funding is comprised of Fund Balance (estimated at \$1 million), T-SPLOST 1 (estimated at \$2 million), and LMIG grant funds (estimated at \$600,000).

Operating Budget Impact: This program decreases roadway maintenance costs as the surface is less susceptible to potholes and road surface deterioration.

##### **Recurring Traffic Striping and Signage**

**\$200,000**

This request is for purchase of equipment and materials needed for the repair/replacement of traffic striping, raised pavement markers, and signage throughout the City. Repair/replacement of striping consists of refreshing the existing striping due to normal wear, replacement and/or installation of raised pavement markers and the restriping of roadways after milling and resurfacing. Repair/replacement of traffic signage consists of replacement of existing signage due to normal wear as well as damage. This request also includes equipment/materials needed for fabrication of signage.

Operating Budget Impact: Maintenance funding is included within this initiative.

##### **Recurring Traffic Signal System Maintenance**

**\$100,000**

This request is for the continual maintenance, repair, and upgrading of existing traffic signals throughout the City. This includes vehicular detection systems, pedestrian signals, signal heads, signal cabinets and components, and signal communication systems. This funding request also allows for the replacement of loops removed during the annual milling and resurfacing project.

Operating Budget Impact: Maintenance funding is included within this initiative.

## CAPITAL INITIATIVE REQUESTS

### **Recurring Traffic Control Equipment**

**\$100,000**

This request is for equipment necessary for traffic control throughout the City. This includes traffic signal communications, traffic monitoring, and temporary traffic control measures. Traffic signal communications enable the intersections to work together and smoothen traffic flow. Traffic signal monitoring includes equipment such as traffic cameras. Temporary traffic control equipment includes devices used to detour or delineate traffic flow, such as cones, delineators and barricades, and variable message boards.

Operating Budget Impact: Maintenance funding is included within this initiative.

### **Recurring Traffic Responsive System Maintenance**

**\$100,000**

Since 2018, the Georgia Department of Transportation (GDOT) has upgraded over 100 signals throughout the City with new software (MaxTime) and has worked with City staff to develop new Traffic Responsive timing plans along major corridors. All at no cost to the City.

This request provides funds to maintain the upgraded traffic signal software and equipment provided and installed by GDOT. Additionally, the funds will be utilized to work with consultants to analyze data collected through these upgrades to continue modifying timing plans and expanding the system throughout the City with new signal timings. The funds will also be utilized for maintenance, replacements, upgrades, and necessary installation of network, security, and communication systems to-and-from signalized intersections/traffic cameras in the server room and out on the field. Furthermore, this request is for maintenance, replacement, upgrades, and installation of the emergency vehicle preemption system and connected vehicle technology.

Operating Budget Impact: Maintenance funding is included within this initiative.

### **Recurring Traffic Calming Improvements**

**\$100,000**

This request is for the identification, design, and implementation of safety improvements primarily in neighborhoods and at high crash-rate intersections. Additionally, funds will enable staff to implement necessary traffic calming measures within the City. Projects may consist of roadway striping, signage such as radar signs, speed cushions, and channelization to mitigate existing safety deficiencies. The program will enhance public health and safety for users of the city's transportation system.

Operating Budget Impact: Maintenance funding is included within this initiative.

### **Recurring Bridge Maintenance**

**\$200,000**

This request is for the continual performance of required repairs and maintenance measures identified by Georgia Department of Transportation (GDOT) inspectors during their biennial inspections of city-owned bridges. Tasks include: the removal of corrosion and repainting of bridge supports; remediation of erosion issues; installation/extension of concrete encasements around piles; cleaning and sealing deck joints; and replacement of failed wing walls. Failure to address these items can lead to further deterioration of bridge conditions.

## CAPITAL INITIATIVE REQUESTS

Repair and maintenance of the following four bridges has been awarded to E&D Contracting Services, Inc in FY 2022: 1) Waters Road over Long Indian Creek; 2) Windward Pkwy westbound lanes over Big Creek; 3) Windward Pkwy eastbound lanes over Big Creek; and 4) Windward Pkwy eastbound lanes over Camp Creek.

FY 2023 funding request is targeted towards repair and maintenance of the following three locations as well as findings from future GDOT Inspections: 1) Windward Pkwy eastbound lanes over Big Creek; 2) Mansell Road westbound lanes over Foe Killer Creek; and 3) Windward Pkwy westbound lanes over Camp Creek.

Operating Budget Impact: This program decreases bridge maintenance costs as it is less susceptible to surface and structure deterioration.

### **Recurring Streetlight Maintenance** **\$80,000**

This request is for the maintenance of existing city-owned streetlights. The City owns and maintains approximately 600 lights within City Center, Rucker Road, Westside Parkway, Northwinds, and Kimball Bridge Road. This work will include maintenance of new and existing lighting either on existing poles or the installation of new poles with lighting. This will increase the safety of citizens who use our streets and sidewalks daily. Periodic inspections and troubleshooting will ensure longevity and minimal replacement of lighting components.

Operating Budget Impact: Maintenance funding is included within this initiative.

### **Recurring Traffic Control Center/Server Room Maintenance** **\$50,000**

This project is to make necessary improvements and keep the City traffic control center and server room equipment up to industry standards concerning network communication and security features. Some of the major tasks include: 1) Asset management and upgrade assessment of ITS equipment; 2) Server room reorganization and reconfiguration; 3) Configuring new and existing switches, routers, firewalls, and servers; 4) Implementing and configuring network management tools and software packages.

Operating Budget Impact: Maintenance funding is included within this initiative.

### **Recurring Tree Maintenance and Replacement** **\$100,000**

This request is for tree maintenance within the City not associated with the right of way maintenance contract. The City's aging tree canopy within right-of-way areas requires tree care, including pruning and sometimes removal to address issues such as pedestrian and vehicular safety, utility conflicts, streetlight clearance, signal head clearance, and intersection sightline clearance.

Operating Budget Impact: Maintenance funding is included within this initiative.

### **Recurring Parking Garage Maintenance** **\$100,000**

This request is for general maintenance of the two parking decks, 92 Milton Avenue and City Center. Milton Avenue parking deck work includes painting stairway handrails, washing windows, pressure washing inside surfaces of garage, inspection of structural

## CAPITAL INITIATIVE REQUESTS

components and repair as needed. City Center's parking deck's work consists of epoxy injections for structural cracks on columns and wall surfaces, expansion joint repairs to verify proper flex under heavy loads and creating a watertight seal. Each garage will be pressure washed once a year.

Operating Budget Impact: Facility maintenance costs to decrease due to decline in repairs.

### **Recurring HVAC Replacements**

**\$62,000**

This request is for the replacement of HVAC units for all City-maintained facilities. Useful life expectancy for HVAC units is 15 years and a lot of the units serving facilities within the City are approaching or have exceeded the life expectancy. FY 2023 replacements include units at the Public Works (1998 models; 3 units ranging from 2.5 to 5-ton units) and North Park Fields 1-4 (age undeterminable; 4-ton unit), North Park Football Field 1 (2001 model; 4-ton unit).

Operating Budget Impact: This program decreases maintenance and utilities costs (increased energy efficiency).

### **Recurring Fire Station Renovations**

**\$75,000**

This request is for the renovation of bathrooms, kitchens, flooring, lighting, appliances, ceiling fans, etc. at various Fire Stations within the City. The renovations will be accomplished over multiple years. FY 2023 requests are subject to available funding and include: (1) LED lighting in multiple fire stations; (2) kitchen remodel, including new cabinetry and appliances at Station 85; (3) new flooring at Station 82; (4) new appliances at Station 86; and, depending on funds availability, (5) new appliances and bathroom remodeling within multiple stations.

Operating Budget Impact: Facility maintenance costs to decrease due to decline in repairs.

### **Recurring Recreation Facility Bathroom, Painting, Floor Repairs**

**\$30,000**

This request is for the renovation and maintenance of recreation facilities. This request is for interior painting, repairs to concrete masonry unit walls, sani- glaze on existing floors, and exterior/interior paint and repairs at Rock Mill Park and Wills Park. These maintenance initiatives are aimed at improving the functionality and aesthetics of the facilities.

Operating Budget Impact: Facility maintenance costs to decrease due to decline in repairs.

### **Recurring Recreation facilities Gym Restoration**

**\$35,000**

This request is for repair and maintenance of interior ceilings, walls, beams, and duct work in various gym facilities. It will also include repairs to ceiling insulation and painting of the ceilings as well, improving the energy efficiency and longevity of the facility. For FY 2023, this request is for the interior painting of gym 1 at the Alpharetta Community Center (12,100 sq. ft.) and exterior painting of the Wills Park Recreation Center (4,500 sq. ft.).

Operating Budget Impact: Facility maintenance costs to decrease due to decline in repairs.

## CAPITAL INITIATIVE REQUESTS

### **Public Works Headquarters Renovation**

**\$50,000**

This Request is for the renovation and maintenance of the Public Works Headquarters.

FY 2023 funding will be used to remodel public bathrooms, replace flooring, paint walls and trim, replace cove base, replace large foyer windows and tile at the front entrance.

Renovation of the break room and training room was funded in FY 2021 along with monies to begin the furniture replacement program. The 2023 monies will continue this project within other areas of PW headquarters.

Operating Budget Impact: Facility maintenance costs to decrease due to decline in repairs.

### **Recurring Park Facilities Roof Repairs (Community Center)**

**\$700,000**

For FY 2023, this request is for roof replacement of the EPDM (Ethylene Propylene Diene Monomer; basically, a synthetic rubber roofing membrane) roof segments at the Alpharetta Community Center. These roof segments represent the flat roof segments of this facility (not to be confused with the pitched metal roof segments which are scheduled for replacement in an upcoming fiscal year). The EPDM roof segments were installed in 1997 and total approximately 25,000 sq. ft. Said segments had a restoration coating installed in 2016 to prolong their life. That said, the roof segments have reached end of life and are experiencing active leaks. On a positive note, a moisture scan was done on the facility to determine the relative percentage of wet insulation (due to leaks) and the findings came back positive and pointed to very little wet insulation. As such, the insulation does not need to be removed and the new roofing can be applied over the existing EPDM material which saves hundreds of thousands of capital investment. Specifically, the proposed roof replacement is a 2-ply Modified Bitumen solution with a mineral surface that carries a 30-year warranty. This roofing solution is our preferred option as it is extremely durable and significantly less susceptible to damage/punctures as the current EPDM roof membrane. This funding level also includes two coats of an aluminizer which reflects the harmful UV rays that can degrade the roofing membrane over time and assists in making the facility more energy efficient.

Operating Budget Impact: This program decreases facility maintenance and utilities costs (increased energy efficiency).

### **Recurring PS Facility Roof Replacement (FS 84)**

**\$300,000**

This request is for roof replacement of the metal roof segment at Fire Station 84. This roof was installed in 1993 and totals approximately 4,800 sq. ft. Although the field of the roof is in good shape, the transition at the ridge and eave are showing significant signs of age and are no longer providing adequate watertight protection. This facility is actively experiencing leaks. The metal roof segments at Stations 81, 82, and 83 were recently replaced and are approximately the same age as the roofing at Station 84.

Operating Budget Impact: This program decreases facility maintenance and utilities costs (increased energy efficiency).

## CAPITAL INITIATIVE REQUESTS

### **Recurring Fleet Replacement (F-550 Crew Cab Dump Truck; Qty: 1) \$145,000**

This request is for the replacement of a F-550 truck within the Public Works fleet. The F-550 replacement is based on age and/or maintenance/repair costs. FY 2023 replacements include Unit #350 (2003 model year F-550 standard cab bucket truck) with 73,265 miles. This bucket truck is currently out of service due to safety issues. Multiple hydraulic air hoses have dry rotted and need replacement. The versalift equipment that is currently on this bucket truck is difficult to maintain (limited parts availability and few qualified service technicians). Due to the age and wear and tear on the vehicle, this vehicle is scheduled for replacement.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs and an increase in fuel efficiency.

### **Recurring Fleet Replacement (pool vehicle) \$50,000**

This request is for the recurring replacement of department pool vehicles within the Public Works fleet. These vehicles are not assigned to an individual but are used by a pool of people in the department; additionally, these vehicles are used as replacement vehicles when others are out of service. These replacements are based on age and/or maintenance/repair costs. These vehicles are expected to last in excess of 10 years.

FY 2023: This request is for the replacement of (1) 2002 Ford F250 4x4 Crew Cab (Unit 290) with 92,000 miles. This vehicle warrants replacement based on age (20 years) and the condition. The interior has damage due to weather exposure and everyday use. This will be replaced with a F-150 Supercab 4x4. It is more feasible and versatile for the department to have a F-150 as a pool vehicle rather than the larger F250. This pool vehicle was used previously for plowing when necessary; however, we are looking to place plows directly on the F-750 to eliminate the need for another vehicle and driver in emergency situations.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs and an increase in fuel efficiency.

### **Recurring City Trash Receptacle Service \$50,000**

This initiative proposes that 80 trash receptacles owned by the City and located within City right-of-way be serviced two days per week by a private vendor. The work area will be split into two areas as follows: Area 1) all receptacles located within the Downtown Overlay District; and Area 2) all receptacles located outside of the Downtown Overlay District. Public use of City owned trash receptacles has increased dramatically over the last few years, particularly in the Downtown Overlay District. The increased public use has resulted in a corresponding increase of Public Works resources committed to servicing the receptacles. The effect of this increased commitment to trash receptacle service is a decline in roadside litter collection, vegetation management, and other general right-of-way maintenance activities by the department.

Operating Budget Impact: Maintenance funding is included within this initiative.

## CAPITAL INITIATIVE REQUESTS

### **Recurring Variable Message Boards Replacement (Qty: 2)**

**\$36,000**

Public Works currently has nine Variable Message Boards that are used to assist the public during special events, such as the Taste of Alpharetta and Christmas tree lighting. The signs notify the public before the event of its time, location, and road closures. During the event, they are used for providing advance notice of detour routes and parking location. These sign boards also include modems to allow city personnel to update the sign boards during an event to reflect changing conditions, such as parking lots being full. The boards include two 2005 models, three 2008 models, and four 2015 models. This request is for the replacement of the two 2005 models (17 years old) that have reached the end of their useful life.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs and an increase in fuel efficiency.

### **Community Development**

#### **Fleet Replacement (Qty: 2)**

**\$60,000**

This request is for the forecasted annual replacement of Community and Economic Development vehicles. The replacement criteria are as follows: 1) when the department director determines it is no longer cost effective to retain the vehicle; 2) when either mileage or age reaches or exceeds 10-years of service or 125,000 miles; and 3) motorized equipment damaged in accidents shall be inspected by the Safety/Risk Administrator to determine feasibility of repairs as compared to replacement cost. FY 2023 includes replacement of (1) 2007 F-150 (Unit CD4300 with 42,173 miles) and (1) 2009 Ford Ranger (Unit CD6531 with 108,558 miles). Both are requested herein for replacement based on age with the Ranger nearing its mileage threshold as well.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs and an increase in fuel efficiency.

### **Information Technology**

#### **Recurring Technology Replacement (all city departments)**

**\$250,000**

This request is to provide for the annual replacement, procurement, and upgrading of technology for all city departments. As in prior-years, funding for technology replacement is placed in one capital project account to allow for more efficient management (as opposed to being spread across multiple departments based on an estimate of replacement needs which may or may not equate to the actual need during the fiscal year). The city currently has 454 computers in operation (220 desktops - 234 laptops). The main component of the FY 2023 request includes funding for the replacement of approximately 128 PCs, 31 iPhones, 75 iPads.

The current city standards for technology replacement (based on funding availability) are as follows: servers (5-6 years); SANS – Storage (5-6 years); desktop PCs (4 years); laptop PCs (4 years); iPad tablets (3 years); iPhones (3 years); large scale multi-function printers (MFPs) (5-7 years); small scale MFPs (5 years); small printers (3-5 years); desktop UPS (electrical service backup) (3 years); Network UPS (closets) (4 years); Wireless Access

## CAPITAL INITIATIVE REQUESTS

Points [WAPs] (5 years); network routers/switched/firewalls (5 years); telephony gateways (5-6 years).

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs. Frees-up IT staff to focus on other priorities.

### **Telephony VOIP Network Switches Replacement \$200,000**

This request is for the replacement of existing CISCO VOIP Network switching equipment across the city campus. System-wide telephony devices that use our CISCO Network for VOIP (major devices listed): (3) UCS C210M2 servers at the Public Works (PW) data center; CISCO 2910 telephony servers with 32 or 64 channel capacity and 24 Port VOIP Components for PW, Public Safety, City Hall, Fire Stations, Recreation, Parks and Cultural Services facilities, Community and Economic Development, Courts, and Finance; and various other minor cost components. The current equipment is 9-years old and is scheduled to be replaced every 5 - 6 years (normal maintenance life). Specifically, this initiative is needed to not only refresh the equipment, but also to install the latest software for our entire system.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs. Frees-up IT staff to focus on other priorities.

### **Public Safety**

#### **Recurring Fleet Replacement (Qty: 25) \$1,375,000**

This request is for the forecasted annual replacement of Police and Fire SUVs, pickup trucks, and motorcycles. The replacement need is driven by the model year, mileage, engine hours and mechanical condition of the vehicles. Emergency response vehicles are expected to be in service for seven years or 100,000 miles. This request includes the complete upfitting and Public Safety marking costs for new vehicles and the removal of emergency equipment and marking costs for expired vehicles in preparation for public auction. Funding levels are anticipated to remain as illustrated above. The forecasted replacement plan identifies an annual replacement need in order to flat line the annual budget for public safety. Currently, we have 52 vehicles that are above 85,000 miles that will need to be replaced in 2023 & 2024. Based on the annual purchase of 25 vehicles, this will give the department an overall fleet replacement in 7.5 years. At the end of 6 years, the amount may decrease proportionally based on current replacement philosophies and needs.

Replacement vehicles to be purchased in FY 2023 include: (15) SUVs for Patrol; (2) SUVs for CID; (2) SUVs for the Admin team; (1) F150 for Police Training; (1) F150 for Fire Training; (3) SUVs for Fire Admin; and (1) F250 for Fire Special Operations totaling 25 vehicles.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs and an increase in fuel efficiency.

## CAPITAL INITIATIVE REQUESTS

### **Recurring Public Safety Equipment (replacement)**

**\$263,000**

This request is for scheduled replacement of equipment that is essential for the safety of firefighters and police officers which has expired, failed inspection, is uneconomical to repair, or otherwise must be taken out of service.

FY 2023 request includes: funding for furniture/bedding (\$10,000); fire tools /equipment (\$15,000); replacement of exercise equipment (\$10,000); (12) AEDs (Patrol \$17,000); turnout gear and PPE for firefighters (\$60,000); (8) Stalker Lasers (\$20,000); police department tools/equipment (\$60,000); fire haz-mat equipment (\$10,000); (20) police department replacement fingerprint kits (\$1,000); Barrel replacements for 17 SWAT rifles (\$10,000); replacement thermal imaging cameras (est. 8 units; \$50K net of trade-ins). Total: \$263,000. Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

### **Security Systems: Cameras and Badge Access Systems**

**\$220,000**

Working in conjunction with the Department of Information Technology, this request is for an improved access control system as recommended by the city's contracted vendor. Interfacing with the recently upgraded video control system, Avigilon applications are being researched. In addition to having a city-wide impact, this project will include installation of additional hardware to secure information technology infrastructure. The current access control system is nearing its end of life. Replacement parts, such as relay control boards, are exceedingly hard to find and in some instances may be no longer available, making replacement of the existing system necessary. Specifically, the priority for FY 2023 is replacement of the badge reader system (software and hardware) across the entire organization.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

### **Recreation, Parks & Cultural Services**

#### **Recurring Synthetic Turf Field Replacements (WP Field 4)**

**\$550,000**

This request is for the replacement of Wills Park Field 4 turf baseball field. The turf was installed in 2009. Average life of a turf field is 8-10 years. Understanding that the overall wear and tear for this field would be less than our rectangular fields, we scheduled it to be replaced at 10 years. Extensive turf repairs have occurred over the past 5-years to extend the life of the infield. The infield reached its life capacity 2 years ago and must be replaced. The request includes updates to the fencing and netting.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs. Revenue generation improves due to longer seasonal playability.

#### **Recurring Park Enhancements**

**\$125,000**

This funding is for amenities within the parks themselves such as fence replacement and repair, bleacher repair and replacement, new trash cans, new benches, netting replacement and signage not related to wayfinding (such as park rules, dogs on leash, no smoking, etc.) and maintenance shade structures. Each year we are repairing and/or

## CAPITAL INITIATIVE REQUESTS

replacing the amenities, plus adding these same amenities to our new parks and downtown areas.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

### **Recurring Playground Equipment Replacement** **\$150,000**

One of our park systems favorite amenities is our playgrounds. This program will allow for the replacement of all our playgrounds in a timely manner. FY 2023 funding will be combined with residual funding from 2022 for replacement of the Webb Zone Playground. The Webb Zone Playground was originally built in 1999 with a minor renovation in 2017.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

### **Recurring Park Repairs/Improvements** **\$125,000**

This funding is for general park repairs and improvements on a smaller scale (non-capital size projects). This account allows us to repair trails throughout the system as they need to be repaired. As an example, FY 2021 funds were used to: (1) remove and replace parking lot curb at Windward Community Park; (2) remove and replace damaged sidewalk at Union Hill Skatepark; (3) design and install a modular block wall at Wills Park Recreation Center; (4) repair concrete walkways and pads at Wills Park; (5) repair and refinish Gym 1 floor at Community Center, etc. This account is crucial to the Department's ability to respond to the needs and repairs as they arise throughout the year.

For FY 2023, the current priorities are (1) trail repairs and maintenance at the Wills Park walking trail and (2) repair, maintenance, or replacement of existing shade structure as needed at Webb Bridge Park, Wills Park, and North Park. Priorities may be adjusted as necessary repairs are identified throughout the year. Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

### **Recurring Athletic Courts Resurfacing** **\$40,000**

This request is for the repair/resurface/recoat of athletic courts with a fabric crack repair system. The FY 2023 request is for the resurfacing of two full basketball courts at Wills Park. These courts were last resurfaced in FY 2015. Department policy is to resurface athletic courts every five years. A five-year cycle for this work is recommended to maintain the courts in the best and safest condition for public use. Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

### **Recurring Greenway Improvements/Repairs** **\$155,000**

This fund will be used to repair, improve and enhance the entire length of the Alpharetta Greenway. This asset is extremely valuable to the City but is showing its age. Washouts, erosion, heavy use and constant maintenance has taken a toll on the Greenway. Major repairs are needed on the boardwalk portion of the Greenway. Many trees need to be maintained and/or removed to ensure the health of the Greenway and Big Creek. Operating

## CAPITAL INITIATIVE REQUESTS

Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

### **Recurring Fleet Replacement (Qty: 3)**

**\$120,000**

This request is for the forecasted annual replacement of Recreation, Parks & Cultural Services vehicles. The replacement criteria are as follows: 1) when the department director determines it is no longer cost effective to retain the vehicle; 2) when either mileage or age reaches or exceeds 10-years of service or 125,000 miles; and 3) motorized equipment damaged in accidents shall be inspected by the Safety/Risk Administrator to determine feasibility of repairs as compared to replacement cost. FY 2023 includes replacement of (2) 2012 Ford F-150s (Unit RP5704 with 73,747 miles and Unit RP4289 with 58,355 miles) and (1) 2000 International Water Truck (Unit RP7031 with 166,230 miles). Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

### **Recurring Park Equipment Replacement**

**\$100,000**

This request is for the replacement of 2013 John Deere Turf Gators (qty: 2), 2013 John Deere Trail Gator (qty: 1), and 2013 John Deere Draggers (qty: 4). Replacement is requested due to age, hours of use, and estimated repair cost.

Replacement criteria is as follows: 1) When the department director determines it is no longer cost effective to retain the equipment: 2) when age and/or hours exceed recommended life.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

## **Stormwater/Drainage Initiatives**

### **Public Works**

#### **Recurring Stormwater Pipes/Structure Repair**

**\$3,930,000**

This request is for stormwater pipe and structure maintenance, repair, and replacement. This category includes unclogging pipes and structures filled with sediment and debris, repairing pipes by relining, contractual repairs to stormwater structures, and pipe replacement projects citywide in addition to targeted projects such as Meadow Brook Hills drainage improvement for 2023. The contractual pipe unclogging and structure repair will be throughout the city based on inspection results.

Operating Budget Impact: This program decreases maintenance costs as flooding and erosion will be reduced.

#### **Recurring Stormwater Drainage Maintenance**

**\$150,000**

This request is for the continual maintenance and small drainage maintenance work within the City.

One component is pond and best management practices (BMP) maintenance, testing, sampling, work crew materials, education materials, and tree impediment maintenance.

## CAPITAL INITIATIVE REQUESTS

Pond and BMP maintenance is required by the Georgia Environmental Protection Division MS4 permit and includes ponds, bioretention, green infrastructure, pervious pavers, etc. Water quality education, education materials, and testing on streams and runoff is also required by the Georgia Environmental Protection Division. Sampling and testing include laboratory and field materials, testing, analysis, etc.

Another component includes small drainage repair and maintenance designs, crew materials such as rip rap, pine straw, grout, sod, etc., street sweeping, and removal of trees and shrubs blocking storm flow from or to pipes and structures or otherwise impeding water flow.

The breakdown for this funding is 35% for detention pond and BMP maintenance and 65% for testing, sampling, sweeping, crew materials, etc.

Operating Budget Impact: This program decreases maintenance costs as flooding and erosion will be reduced.

### **Recurring Stormwater Inspections**

**\$120,000**

The National Pollutant Discharge Elimination System (NPDES) Stormwater Permit requires Alpharetta to complete several inspections to protect our stormwater system. These inspections include site visits to private industrial facilities, private carwash and auto body repair shops, city ponds and stormwater management facilities, private ponds and stormwater management facilities, and city-maintained storm structures and pipes. These inspections help us identify maintenance repair work, help us prioritize our crews and CIP lists, and help us recognize private violations of the stormwater ordinance. This project includes hiring a private consultant to complete the inspections so that city staff can focus their efforts toward planning, maintenance, and enforcement activities.

Operating Budget Impact: This program decreases maintenance costs as flooding and erosion will be reduced.

## **General Capital Initiatives**

### **Public Works**

#### **Pedestrian Safety Improvements**

**\$85,000**

This request is for funding to evaluate, design, and implement pedestrian safety improvements throughout the City. Requests from citizens come to the Department through e-mail, phone calls, and See Click Fix to improve pedestrian safety along City streets. Prior to any improvement being installed, data is collected in the area to obtain traffic speeds and volume of vehicles along a corridor. Examples of improvements that might be implemented consist of installing radar detection devices, improving illumination at crosswalks, installing rectangular rapid flashing beacons at mid-block crosswalks, installing refuge islands in a median, etc.

Operating Budget Impact: Routine capital – maintenance is negligible and included within the base operating budget.

## CAPITAL INITIATIVE REQUESTS

### **Pedestrian Safety Barrier at City Center**

**\$250,000**

The growing success of Downton and the recent installation of artificial turf in the Town Green has increased the usage of the green space. Families are gathering and enjoying the open space. A component missing in this area is increased safety measures for the public. The project consists of installing 3 walls approximately 18"-30" in height to serve as a barrier along Main Street fronting the Town Green at City Center. The actual height of the wall will be dependent on the safety needs.

Operating Budget Impact: Highly dependent upon design (e.g., planted barrier vs no-plantings).

### **Design Services**

**\$75,000**

This request is for various design services associated with minor projects unable to be completed by city staff. Such services include structural designs and/or evaluations, sub-surface geotechnical investigations, miscellaneous right-of-way/easement research. Utilizing experts in various fields enables city staff to make the appropriate decisions related to resolving construction issues. Additionally, the information gathered by the design professionals allows staff to properly design or address issues in the field.

Operating Budget Impact: N/A

### **City Administration**

#### **Website Upgrade**

**\$145,000**

The City's current website will need to be rebuilt as its existing CMS (content management system) will reach end-of-life over the next several years.

The project consists of the design, development, hosting, and maintenance of a new City of Alpharetta website and suite of public communications tools including an integrated mobile application, mass notification system, and other features. The core platform will be based on a complete Headless Content Management System (HCMS) with an enhanced design that will organize, structure, and label content in a way that will help website users find information and complete tasks in an efficient, user-friendly way. The solution proposed should be based on the latest technologies to be implemented in a constantly growing organization with a need for scalability, security, and the capability necessary to seamlessly integrate with other systems used within the organization.

The mass notification system should include the ability to create geo-fencing and send alert notifications to all mobile devices within the designated geographic area without the need for recipients to be subscribed to the notification service.

All applications must comply with accepted accessibility standards in keeping with the WCAG 2.0 A&AA accessibility guidelines. CaaS, create once and share content between multiple sites and subsites (calendars, documents, pictures, FAQs, etc.) is essential.

The project should include hosting of the website and applications in a secure data center with 99.9% uptime and full business continuity capability and the provision of 24/7/365 technical support and services. It is estimated that the project would take approximately 28 weeks to plan, design, build, and launch.

## CAPITAL INITIATIVE REQUESTS

Operating Budget Impact: Support and maintenance costs are estimated to be substantially similar to costs for the current system and are included within the base operating budget.

### **Community and Economic Development**

#### **Design Services**

**\$40,000**

This request is to provide funding for various studies and professional services that arise each year from Council and/or Department initiatives. Such services may include revisions to Comprehensive Plans, Small Area Plans, project designs such as plazas, landscape architecture, hosting a series of public input sessions, conceptual design standards, etc. These types of studies and professional services are essential and will assist in forecasting the current market environment, recommend standards that will assist in policy decisions, improve project completion timelines and functionality to maintain the high level of performance by City Staff that our citizens and business owners are accustomed to.

In FY 2023 the expectation is an increased demand for architectural review services; small area studies for campus office areas to connect and brand existing uses by creating trail connections and creative placemaking to help economic viability; and assistance with code and standards modifications to account for emerging uses and trends is also a need.

Operating Budget Impact: N/A

### **Human Resources**

#### **Personnel Records Digitization Initiative**

**\$72,500**

This request is for funding to engage temporary contract services to digitalize all active employees' personnel files and upload into our HR information system (NEOGOV) records management module. There are approximately 500 personnel files to be digitalized (audit, scan, upload), averaging five (5) hours per file. Estimated cost per hour \$29. Once all personnel files are stored electronically, there will be a significant decrease in the time spent retrieving documents in response to requests for information made by employees, supervisors, in compliance with ORR or retrieval of documentation by HR/Finance (payroll/benefits regarding employment information). Additional benefits include preservation of files against catastrophic events and increase of data integrity and privacy by setting user roles controlling/tracking permission to view and/or edit information.

Operating Budget Impact: Reduces operational costs as boxes are no longer required to be retrieved from offsite storage.

### **Information Technology**

#### **IT Governance and Business Continuity Program and Analysis**

**\$50,000**

The initiation of a formal program for Business Continuity and framework for standardization of security. This one-time capital project will provide for a consultant to help setup and institute practices and framework for an ongoing business continuity and governance system for the City that spans across all City Departments and functions.

This project was highly recommended in the IT Review Project conducted by Layer3Com in 2021. Operating Budget Impact: N/A

## CAPITAL INITIATIVE REQUESTS

### **Public Safety**

#### **Records Management System**

**\$2,250,000**

The Department of Public Safety currently uses records management software that was originally purchased in 2008. While the software is currently supported and functioning to meet the needs of the department, several parent company takeovers and corporate restructuring events have resulted in the current vendor making the decision to no longer offer the software for sale and to severely curtail research and development advances for the software.

The current software is used for: Computer Aided Dispatch; Police Department Records; Mobile Incident Reporting; Arrest; Accident reports and investigations; Criminal Investigations; Evidence and Property; and other areas.

Operating Budget Impact: Annual maintenance fees are roughly 15%-20% of the purchase price or roughly \$400,000. This figure will be reduced in future years by the current budgetary allocation of \$160,000 (current OSSI software). But that will not occur until the software is fully functional and implemented.

#### **Fire Station Alerting System**

**\$330,000 (E911 Funds)**

Working in cooperation between the Fire Division and 911 Operations, the Department of Public Safety requests funding to remove and replace the current fire station alerting hardware to be replaced by a state of the art, specifically engineered system for fire station response notification. Utilizing proven technology to reduce response times, human error and firefighter PTSD attributed to auditory startle response, the installation of Purvis Fire Station alerting systems in all 6 City of Alpharetta Fire Stations is requested.

PURVIS Fire Station Alerting System is an IP-based alerting solution designed to automate the notification process of fire and rescue personnel. Using a combination of visual and auditory alerts to notify response personnel of a pending emergency, information is received in a consistent voice and order of information that reduces initial confusion and inherently reduces apparatus en-route times.

The current alerting system in place at all fire stations has been in place since original construction. In the case of Fire Station 83 and 84, it is in excess of 30 years old. This existing system utilizes a system of amplifiers, PA speakers, and electromechanical relays to active lights and buzzers. The current speakers are significantly reduced in audio quality due to age and technology. Replacement amplifiers demand premium pricing due to availability and no reliable service is available due to the age of the technology.

Using computer-based technology, operating seamlessly with Computer Aided Dispatch technology, the process of initiating an emergency response is reduced to a single "mouse-click" and therefore removes as many as 10 sequenced steps to initiate a response.

Fire Personnel are provided clear and concise communications, incident type and stress-reducing alerts.

## CAPITAL INITIATIVE REQUESTS

The PURVIS FSAS provides:

- Improved response times through streamlined dispatch communications and reliable alert delivery;
- Reduced stress on first responders through automated heart-friendly, zone-specific alerts;
- Accurate incident alerting through a variety of devices;
- High system reliability and availability through real-time monitoring and built-in redundancy; and
- An NFPA-compliant system to keep you within recommended guidelines.

As evidenced with the use in the Milton Fire Station since October 2020, there is a tremendous reduction in alarm processing time, dispatching, and a significant decrease in human errors.

911 Funds are being used for this acquisition and represents an allowable use under law.

Operating Budget Impact: Purvis Fire Station alerting was purchased and installed by the City of Milton Fire Department. A component of Milton's investment is useable by Alpharetta (network servers and switches, dispatch software interface, software licenses) and lowers our required investment (reflected in the funding request). Specifically, Alpharetta's investment is now limited to the hardware installed at each Fire Station as well as the radio/Motorola/Purvis interface.

### **All-Terrain Vehicles (Qty: 2)**

**\$30,000 (multiple sources)**

This request is for the purchase of two All-Terrain Vehicles (ATVs), a trailer to transport the ATVs, and safety equipment for the officers. The ATVs will be used by police personnel for patrol and response to calls-for-service / emergencies along the greenway. The ATVs will also be deployed during City special events and other details as needed. The ATVs will provide police officers with quick response options to areas where traditional patrol vehicles are not accessible. The ATVs are \$10,000 per unit. The estimated useable lifespan of ATVs is 8-10 years. A trailer will be needed to transport the ATVs from their storage location for maintenance and redeployment operations. Trailer is \$5,000. Safety equipment for officers is estimated at \$5,000. Safety equipment is recommended for replacement every four years. Funding is provided through Fund Balance (\$11,310) and Impact Fees (\$18,690; allowable use).

Operating Budget Impact: Maintenance and fuel costs are estimated at \$800 annually and will be added to the operating budget.

### **Operating Initiative - Community Paramedic (+1 FTE) Equipment**

**\$70,000**

**(\$100,000 operations/\$70,000 capital)**  
The proposed new position increases responsiveness to community needs by adding dedicated a full-time Community Paramedic position. Benefits of program include more efficient call volume/responses, improved patient follow-up and patient advocacy to those citizens who may not need 911 services but do require assistance. Our current Community Paramedic works in a part-time capacity, however the need for the program has grown to

## CAPITAL INITIATIVE REQUESTS

the point where we have a waiting list of citizens who may require our services. Unfortunately, due to increased call volume and the part-time attention that the program receives, we are unable to keep up with demand. The hope is that our current Community Paramedic become a full-time position, so we may better attend to the many needs of our citizens on a daily basis.

Capital costs are estimated at \$70,000 and include funding for a vehicle purchase (and upfitting), mobile and portable radios, laptop, etc. There is a companion operating initiative request to fund the personnel/operational costs. Personnel costs are estimated at \$91,000 annually and reflect salary and benefit costs only. Operational costs are estimated at \$9,000 and include professional development, uniforms, general supplies, and fuel.

### **Operating Initiative - Crime Scene Detective (+1 FTE) Equipment      \$82,500 (\$105,000 operations/\$82,500 capital)**

The Criminal Investigations Division (CID) has been without a dedicated or primarily assigned person to effectively process crime scenes and evidence collected since midyear of 2020. Since that time, there have been several incidents where a crime scene technician could have been utilized to assist with that portion of the investigation, and reduce the risk created of evidence lost or missed during the processing of scenes and evidence.

The importance of thorough and proper processing of crime scenes and evidence cannot be understated. There are those cases where trace evidence provides the critical link to successful identification and prosecution. These things could be overlooked by detectives who are processing their own scene while at the same time concerned with victim and witness interviews, suspect interrogations, applications for warrants, etc. It would be a disservice to our community if justice could not be found for our victims due to a lack of a resource that a dedicated crime scene technician can provide.

The proposed position's primary function would be to respond and process scenes and evidence collected. While this would be their primary function, this position will also be required to work a light case load consisting of minor property crimes when not working on their primary functions.

Capital costs are estimated at \$82,500 and include funding for a vehicle purchase (and upfitting), mobile and portable radios, laptop, body camera, crime scene equipment, etc. There is a companion operating initiative request to fund the personnel/operational costs. Personnel costs are estimated at \$91,000 annually and reflect salary and benefit costs only. Operational costs are estimated at \$14,000 and include professional development, uniforms, general supplies, and fuel.

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### **Operating Initiative - Police Officers (+4 FTE; Downtown) Equipment \$297,000 (\$361,000 operations/\$297,000 capital)**

The Uniform Patrol Division and Special Operations Division have reached a critical point in terms of their ability to meet the various missions of the department. The addition of the downtown area and its expansion over the past couple of years has created a need for a continuous police presence to ensure a pleasant and safe experience for visitors. We currently take a patchwork approach to patrolling downtown using a combination of bicycle units, patrol officers, and overtime positions to meet the needs of the area. This allows us to maintain safety, but not the presence and police coverage throughout the city we all desire. The workload is at a level which requires dedicated staff to provide the level of customer service and police presence expected by the citizens and city leadership. Due to training, sickness/injury, and PTO, we regularly have days where only 5 or 6 officers are actively patrolling the city and responding to 911 calls.

We are requesting an additional four sworn police officers to be able increase our presence and response in the downtown area and throughout the city. It is critical that we keep a constant presence in downtown and Avalon so that visitors and citizens continue to feel safe and enjoy their time in Alpharetta. Without additional people, we fear the quality of work and customer service will suffer. Our plan for the four additional officers will allow us the opportunity to open the downtown zone and maintain an ongoing presence with four uniform and bike patrol units. These units handle all calls for service and provide a visible presence during the peak hours of the day and evening.

Capital costs are estimated at \$297,000 and include funding for vehicle purchases (and upfitting), mobile and portable radios, laptops, body cameras, cell phones, etc. There is a companion operating initiative request to fund the personnel/operational costs. Personnel costs are estimated at \$300,000 annually and reflect salary and benefit costs only. Operational costs are estimated at \$61,000 and include professional development, uniforms, general supplies, and fuel.

### **Recreation, Parks & Cultural Services**

#### **Encore Parkway Greenway Connection/Park \$4,300,000 (multiple sources)**

Establishing a more direct connection to the Big Creek Greenway will help activate the North Point Parkway Corridor. Due to the topographic constraints as well as existing creeks, flood plain, wetlands, sanitary sewer lines, and walking trails/bridges, the 12' wide greenway trail will be elevated. The approximate length of the Greenway Connection from the intersection of Encore Parkway and North Point Parkway is approximately 1,400 linear feet. Also included in the project is developing focal features to bring attention to the Greenway connection. Design work has commenced, and the layout has been approved.

The construction estimate is approximately \$4.3M for the Greenway, entry feature, raised trail, and park. Funding is comprised of Impact Fees (estimated at \$2 million) to cover the park features and T-SPLOST 1 (estimated at \$2.3 million) to cover the transportation (walkway/trail) features.

## CAPITAL INITIATIVE REQUESTS

Operating Budget Impact: improvements will impact operational maintenance costs (landscaping, trail maintenance, etc.) but are undeterminable until design progresses.

### **Wood Lightpole/LED Replacement Initiative (1 field) \$200,000**

Currently all athletic lights are a form of metal halide lights. These lights are expensive to operate, expensive to maintain and create a lot of light pollution. New LED lights would improve the playability of the fields and cost much less to operate and maintain. Currently the City has wooden light poles on (29) athletic fields and (15) tennis/pickleball courts. Most of these poles are near or have exceeded their life expectancy. These wooden poles should be replaced with concrete poles and the fixtures replaced with LEDs.

FY 2023 includes funds for replacing the poles/fixtures with concrete poles/LED fixtures for 1 field (approximately 8 poles). The pole replacement improves safety and the LED fixtures provide a much lower operational cost (energy and maintenance) and more optimal lighting for our customers.

Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs coupled with energy savings through the conversion to LEDs.

### **Alpharetta Public Arts Initiative \$45,000**

This request is for funding of public arts programs on an alternate year basis through Arts Alpharetta which is a nonprofit organization dedicated to bringing quality arts to Alpharetta.

Arts Alpharetta, along with City staff, have several public art projects in-process. These projects include: (1) Outdoor Sculpture Exhibit Contract, an on-loan, permanent, or lease-to-own installations in downtown Alpharetta/Art Walk Brochure; (2) Alpha Loop Permanent Public Art, permanent murals or sculpture installations along the Alpha Loop; (3) Alpha Loop On-Loan Public Art, an on-loan installations along the Alpha Loop; and (4) Public Art, an on-loan installations and/or permanent installations throughout Alpharetta.

Funding for FY 2023 will be prioritized through the projects identified above.

Art installations will be in place for an average of 1.5 – 2 years, subject to available funding.

Operating Budget Impact: New art installations will incur maintenance costs but will not be determinable until the art investment decision is made (e.g., mural vs. statue, etc.).

### **Historic Preservation Initiative \$35,000**

This fund supports several initiatives to preserve the rich history of the City of Alpharetta:

- The Stories Project - This project entails video recording the stories and oral history of our citizens and their memories of the Alpharetta experience. This project will continue into the future and involve the recordings of a number of citizens each year as seniors are willing to express their emotions, memories and recollections of the Alpharetta they have known. As time progresses, the videos will be compiled so they can be used as an online story of our past and its respected citizens who have helped to shape our city. This documentation can also

## CAPITAL INITIATIVE REQUESTS

be used within the History Center as an oral history of Alpharetta's development over time. We are hoping to record 50 citizens within the next year.

- Alpharetta Old Milton County Museum - This request is for upgrading the displays, artifacts, equipment, etc.

Operating Budget Impact: N/A

### **Alpharetta Community Ctr Gym Floor Replacement/Moisture Barrier \$175,000**

The large gymnasium floor at the Alpharetta Community Center needs a major overhaul. The gym floor is 25+ years old. It has been sanded and restrained as many times as possible. We have had a re-occurring moisture issue in this gym for many years. The moisture builds up to the point where it begins pushing the floor up, causing a dangerous situation. We have eliminated all the possible avenues of the moisture except a cracked foundation. It is the opinion of experts in the field, that the floor needs to be demoed, the moisture problem fixed, and a new floor installed.

The following is the recommendations for the process and protocols for removing the gym floor at the Alpharetta Community Center. Once the demolition of the floor is complete, an epoxy moisture membrane would be installed, and then a new hardwood floor system would be installed.

The demolition is straightforward utilizing as much manual labor as possible, cutting the floor into manageable pieces to be thrown into dumpsters. Then Relative Humidity slab (RH) tests would be taken which will allow for the proper selection of the correct epoxy moisture mitigation system to be used. The slab is then "shot blasted", a process which opens the pores (capillaries), to allow the epoxy moisture system to sink into and seal those pores. This epoxy process seals and stops the moisture migration up from under the slab due to foundation and compromised below slab vapor barrier systems. Some commonly used epoxy systems include, Mapei, Koster, Aquafin, and Ardex.

After the epoxy is applied and allowed to cure, the floor installation can proceed. Based on the current slab recess of the existing floor a 2 1/2inch floor should be used. This type of panel system is commonly used in the industry because of performance, playability, structural integrity, and dimensional stability. It is suggested that following be used: 25/32 x2 1/4 2nd and better grade or third grade maple, 2 layers of 1/2 inch or 7/16ths subfloor, and a 3/4-inch pads. Once the wood flooring is installed the athletic contactor will start the sanding, sealing, game lines, logos, and finish. Cost estimates are based on \$18-\$19.00 per square foot for a turnkey demo, moisture mitigation, install, and sanding and finishing at approximately 8,900 square feet. It is anticipated, including epoxy, paint, and urethane dry times, the project will take 6-7 weeks. Operating Budget Impact: Routine replacement capital - operating costs to decrease due to decline in repairs.

# CAPITAL INITIATIVE REQUESTS

**Tree Removal in all Parks** **\$150,000**

This request is for removal of dead or dying trees throughout the park system. By removing the dead or dying trees, we are reducing safety hazards, avoiding pest infestations and spreading infections, and improving the appearance of the parks. Tree removal services have averaged \$180,000 per year for the past several years.

Operating Budget Impact: Reduces pressure on operating budget as an alternate source of funding is available to meet this need which is often a public safety priority that takes precedent over all other potential uses.

**Design Services** **\$20,000**

This request is to provide funding for various studies and professional services that arise each year from Council and/or Department initiatives. Such services may include revisions to Recreation Master Plans, construction plans for recreation amenities including pavilions, gazebos, etc. These types of studies and professional services are essential and will assist in forecasting the current market environment, recommend standards that will assist in policy decisions, and improve project completion timelines and functionality to maintain the high level of services our customers are accustomed to.

Operating Budget Impact: N/A

## Detail (Unfunded Capital Investment)

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

**Public Works**

**Recurring Pavement Resurfacing/Preservation for Parks** **\$250,000**

This request is for the on-going maintenance of pavement within the city's park facilities. Preservation of the roads, driveways, and parking lots increases their life expectancy. Without preservation, these pavements will deteriorate and be more costly to repair.

FY 2023 funding request is for (3) upper parking lots of Webb Bridge Park and can be bid in conjunction of the City's annual Milling and Resurfacing Contract.

Operating Budget Impact: This program decreases asphalt maintenance costs as the surface is less susceptible to potholes and road surface deterioration.

**Recurring Traffic Signal Pole Painting and Maintenance** **\$75,000**

This request funds the continued paint maintenance of the city's traffic signal mast arms and pedestrian signals. Painting will coincide with the expected 7-10 year lifespan of the current signal pole painting plus miscellaneous general maintenance and touchups. The average total cost per intersection is currently \$18,000. FY 2023 includes funding for four intersections.

Operating Budget Impact: Maintenance funding is included within this initiative.

## CAPITAL INITIATIVE REQUESTS

### **Recurring Guardrail Maintenance**

**\$70,000**

This request is for maintenance, such as painting, replacement, and upgrade, of existing guardrails throughout the City. Guardrails are crucial to keeping roadways safe by helping to prevent minor accidents from escalating to major accidents. One example of necessary guardrail maintenance is cleaning and repainting of multiple guardrail segments along Mansell Road between Haynes Bridge Road and Old Alabama Road Connector.

Operating Budget Impact: Maintenance funding is included within this initiative.

### **Recurring Sidewalk Maintenance and Repair**

**\$600,000**

This request is for the continual maintenance and repair of the city's sidewalk inventory. Over the last 10 years, the city has expended in excess of \$5 million on sidewalk projects. During that same period, the city's sidewalk inventory has also been increased through larger roadway and streetscape projects, through private development, and through annexation. The \$600,000 will go towards repairs of sections in Poor and Very Poor condition. The goal is to perform 7,000 linear feet of repairs per year.

In FY 2019 the City contracted with Dynatest to complete a sidewalk inventory and evaluate sidewalk conditions. This list will standardize the evaluation process, provide a clear prioritized list of sidewalks needing repair, and tie sidewalk data into the city's GIS and asset management software. Types of repairs (cracking, trip hazard vertical displacements, and spalling) along with location (near schools and parks, along arterial roadways, in the downtown district, etc.) will help determine the repair priority. Dynatest's work was completed in spring of 2019. Due to the large number and complexity, the City contracts out some of these repairs. This budget item covers the cost of sidewalk repairs completed by outside contractors. The FY 2023 work will occur in various locations throughout the city pursuant to the Dynatest findings.

Operating Budget Impact: This program decreases sidewalk maintenance costs as it is less susceptible to surface and structure deterioration.

### **Recurring City Hall Maintenance**

**\$75,000**

This request is for on-going interior maintenance, including but not limited to replacing cabinetry in multiple breakroom floors, pressure washing and sealing brick sidewalks, painting walls and trim, etc. In addition, repairs to the custom stained moldings throughout the main floor which will require procurement of a third-party vendor to perform the work.

Operating Budget Impact: This program decreases facility maintenance and utilities costs (increased energy efficiency).

### **Streetlight Expansion**

**\$150,000**

This request is for recurring capital of the installation of new street/pedestrian lighting in neighborhoods and areas of the City where currently limited illumination is evident.

Older neighborhoods in the City do not meet today's illumination standards and require extra lighting for safety. Neighborhoods identified as needing more lighting are primarily

# CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

located on the west side of town. Subdivisions such as North Farm, North Towne at Andover, Burnett Way, etc. have all inquired about adding more streetlighting in their neighborhoods for safety. This recurring capital item would start addressing these areas on an as needed/requested basis. Funding would also allow phasing-in of lighting along Haynes Bridge Road from Academy Street to Old Milton Parkway.

Operating Budget Impact: Will result in additional maintenance (light replacement, etc.) and utility costs and are estimated at \$3,000 annually.

**Roundabout Studies \$100,000**

This request is for funding to study the replacement of some signalized intersections throughout the City with roundabouts.

When designed and placed appropriately, roundabouts promote a continuous flow of traffic, allowing for more efficient travel and improve pedestrian safety. Additionally, the long-term maintenance costs are significantly less than those of a signalized intersection.

Studies will provide a conceptual layout, traffic analysis, conceptual cost estimate, and modeling of each intersection. Some of the intersections considered are: (1) Cumming Street at Henderson Parkway; (2) Milton Avenue at Canton Street/Roswell Street; (3) Upper Hembree Road at Harris Road; (4) Braeden Way at Northwinds Parkway; and (5) Mansell at Haynes Bridge Road.

Operating Budget Impact: N/A

**Tree Planting and Landscape Improvements (Haynes Bridge Road) \$450,000**

This request includes landscape improvements along Haynes Bridge Road. Specifically, this initiative proposes to revitalize the existing declining and overgrown median landscape within the approximate one-mile segment from SR 400 to just south of Old Milton Parkway (Nottaway Lane).

The project will include selective removal and pruning of existing trees/plants followed by the addition of new trees, shrubs and groundcovers. The city's aging tree canopy within right-of-way areas requires pruning and removal as needed to address issues such as vehicle clearance, traffic safety, streetlight and signal head clearance, and maintaining the required intersection sightlines. Approximately 10% of the budget item will go towards pruning and removal, while the remaining 90% will go towards the installation and watering of new trees and plants. Funding for this capital initiative may be partially offset through the City's Tree Replacement Fund.

Operating Budget Impact: Maintenance funding is included within this initiative.

## CAPITAL INITIATIVE REQUESTS

### **Henderson Parkway Traffic Calming**

**\$60,000**

Traffic speeding is still a safety concern on Henderson Parkway, although the following three intersections have already been equipped with all-way stop signs and speed bumps: 1) Henderson Parkway at Henderson Place; 2) Henderson Parkway at Brookridge Terrace/Millstone Court; and 3) Henderson Parkway at Somerset Lane. 85% of the vehicles are traveling in excess of 10mph over the posted speed limit of 25mph.

To encourage lower driving speeds on Henderson Parkway and improve the roadway safety for pedestrians, bicyclists, and motorists, multiple scenarios could be studied, such as: 1) wider sidewalk and landscaped area along with narrower travel lane width; 2) mini roundabouts; 3) chicanes - curve in a road, added by design rather than dictated by geography.

This request is to fund a comprehensive study and develop concepts for improvements along Henderson Parkway to reduce vehicular speeds and improve pedestrian safety.

Operating Budget Impact: Maintenance funding is included within this initiative.

### **Providence Road Sidewalk Improvements**

**\$50,000**

Citizens living along the east side of Providence Road have requested the installation of sidewalks to provide connectivity to both Downtown Alpharetta and Providence Park. This request is for funding to construct approximately 3,900 linear feet of sidewalk along the east side of Providence Road from the existing sidewalk at Weatherstone Way north to the City Limits.

Operating Budget Impact: Maintenance funding (e.g., landscape maintenance) is estimated at \$3,000 annually.

### **Recurring Stormwater Design/Studies**

**\$100,000**

This request funds various drainage, flood, and watershed studies that are required by state and federal regulations. Watershed studies identify capital projects to improve water quality in impaired streams. Additional studies include dam breach analysis, bacterial source testing, emergency planning and estimating damage, GIS maintenance, inventory updates, stream delisting, etc. These studies also identify future capital improvement projects or provide specific information that can be used by the city to meet regulatory compliance or further our service to our citizenry. This project is not recommended for additional funding as the department can leverage existing funds in FY 2022 to meet the forecasted needs.

Operating Budget Impact: N/A

### **Stormwater Utility Rate Analysis**

**\$400,000**

Within the Fiscal Year 2022 budget, funds were allocated for a Stormwater Assessment Study. This study determined the amount of funding required per year to maintain the City's stormwater infrastructure. The next step is to determine how much money the City could collect if a stormwater utility is implemented. The analysis will consist of determining the average square footage of impervious area per home as well as determine

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

## CAPITAL INITIATIVE REQUESTS

the square foot of impervious area per non-residential parcel. Additionally, included in the scope of work is developing a public outreach program to explain the utility, creating a credit manual, and developing an ordinance for adoption of the utility.

Operating Budget Impact: N/A

### **Community and Economic Development**

#### **North Point Envelope Framework Plan**

**\$120,000**

Building on the recommendations of the LCI and North Point Placemaking Plan, provide a framework of public streets, public space, trails and green infrastructure to guide high-value, sustainable redevelopment of auto-centric properties in the North Point area. To ensure that redevelopment within the North Point District aligns with community-based plans and vision for a walkable, mixed-use district, the North Point Development Framework Plan will provide actionable guidance that aligns public policy, regulatory tools, public capital investment, and private investment. The Development Framework will provide clarity around the arrangement of public streets, public spaces, and infrastructure on which the private market can plan their development and investment. Operating Budget Impact: N/A

#### **Citywide Economic Development Analysis and Strategic Plan**

**\$75,000**

The last Economic Development Strategy and strategic plan was done in 2020. The relevant life of such a study is 3-5 years and continually needs updating as the economy and environment is constantly changing. Given the amount of development we have had in the last 5 years, a new outside evaluation of the health of the Alpharetta economy, strategic vision and priority of development, and evaluation of current initiatives and business inventory is needed. The scope of the entire economic engine in Alpharetta is too large to be internally evaluated and is best evaluated periodically by an outside agency. The request is to hire an outside economic development consulting agency to perform an economic outlook, economic evaluation of business and industry health within Alpharetta and recommendations for strategic planning initiatives to forward the mission and objectives of the economic development department for the next 3-5 years.

Operating Budget Impact: N/A

#### **Economic Development Toolbox**

**\$87,500**

The City of Alpharetta provides local incentives through its economic development toolbox and facilitated by our team of experienced economic development professionals. New or growing businesses that demonstrate a serious economic impact through job creation and capital investment qualify for these programs. The programs funded in this request include the Local Jobs Creation Grant and the Alpharetta360 Video Marketing Fund to name a few.

The 360 Marketing Videos have been influential in marketing the city as a business destination and has been directly responsible for the location of new businesses to the city. To date we have had more than 10,000 unique views on our A360 website and have added in a marketing boosting strategy that has significantly increased our viewership.

Operating Budget Impact: N/A

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

# CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

**Bus Shelter Construction Program (Qty: 2) \$95,000**

This request is for the installation of at least two (2) new bus shelters in Downtown Alpharetta, one on Haynes Bridge Road by the library and a second on Main Street near the former Hardees location. Designs will complement those installed by the North Fulton Community Improvement District.

Operating Budget Impact: Will result in maintenance costs (e.g., landscaping, equipment, etc.) including trash pickup services and is estimated at \$1,000 annually.

**Public Safety**

**Operating Initiative - Police Officers (+4 FTE) Equipment \$297,000  
(\$361,000 operations/\$297,000 capital)**

The Uniform Patrol Division and Special Operations Division have reached a critical point in terms of their ability to meet the various missions of the department. The addition of the downtown area and its expansion over the past couple of years has created a need for a continuous police presence to ensure a pleasant and safe experience for visitors. We currently take a patchwork approach to patrolling downtown using a combination of bicycle units, patrol officers, and overtime positions to meet the needs of the area. This allows us to maintain safety, but not the presence and police coverage throughout the city we all desire. The workload is at a level which requires dedicated staff to provide the level of customer service and police presence expected by the citizens and city leadership. Due to training, sickness/injury, and PTO, we regularly have days where only 5 or 6 officers are actively patrolling the city and responding to 911 calls.

Four officers are recommended for funding in 2023 to augment Downtown policing activities. An additional four officers are being requested herein to be divided among the Uniform Patrol Squads for coverage in the busier zones. These additional officers would allow us more flexibility and ensure we never have fewer than 8-10 officers patrolling the city at any time. Adding these positions will eliminate the need to restrict time off and will provide better coverage and response to calls for service. These additional positions will also enable us to provide more growth opportunities for officers to keep them satisfied and engaged with their careers.

Capital costs are estimated at \$297,000 and include funding for vehicle purchases (and upfitting), mobile and portable radios, laptops, body cameras, cell phones, etc. There is a companion operating initiative request to fund the personnel/operational costs. Personnel costs are estimated at \$300,000 annually and reflect salary and benefit costs only. Operational costs are estimated at \$61,000 and include professional development, uniforms, general supplies, and fuel.

## CAPITAL INITIATIVE REQUESTS

### **Generator for City's Designated Emergency Shelter**

**\$225,000**

Working between multiple city departments, the Department of Public Safety is requesting funding to install a facility generator at the Roswell Street Recreation and Parks Facility.

Primarily, the request stems from the inability of the City to provide any type of emergency shelter that meets the American Red Cross facility requirements. The Roswell street location provides shelter capabilities in all areas except emergency power. Likewise, it would seem beneficial to the facility as there is a large number of visitors to the location and would enable operations to maintain some degree of normal during a power outage.

Having this capability would allow the City Administration to open shelter facilities during inclement weather to Alpharetta residents in need as well as the general public.

This project includes the purchase and installation of a new 400kw Natural Gas Generator.

Operating Budget Impact: Maintenance and energy costs are estimated at \$2,500 annually and will be added to the operating budget.

### **i4POD Camera System**

**\$18,500**

The i4POD systems are power pole mounted camera pods that give us 3 pan/tilt/zoom cameras and 1 fixed camera per pod. They communicate through the city's cellphone provider, and they are accessible and controllable via a web interface. They can be mounted and placed anywhere, allowing them to be used for special events (Taste of Alpharetta, 4th of July), trouble areas, or high traffic areas (downtown during the summer). This order will be for 1 system and 5 mounting brackets, so the mounting brackets can be pre-positioned around the city at strategic locations and the pods can be mounted and unmounted in a matter of minutes as needed.

Operating Budget Impact: To be determined.

### **3D Laser Scanner**

**\$60,100**

This request is for a Faro 3-D laser scanner and software with equipment which will replace the out-of-service and outdated Total Station equipment previously used during crash investigations by the Traffic Unit. The laser scanner captures a 3D representation of any scene, exactly how it was at the time. It can create 2D and 3D scene diagrams/animations, perform crash/crime scene analysis, and courtroom presentations. This system can be used for crime scene investigations, arson investigations, training, fire pre-planning, and wide array of other uses by several units within Public Safety. This request includes: Faro 3D scanner (\$30,000); set up (\$4,000); software (\$9,000); equipment (\$6,100); and 3-year maintenance and warranty on equipment and software (\$11,000). Additional costs every 4 years of \$16,000 to upgrade software and warranties.

Operating Budget Impact: Maintenance funding is included within this initiative.

## CAPITAL INITIATIVE REQUESTS

### **PS SWAT Equipment (new)**

**\$59,658**

This request includes multiple new equipment initiatives for the Public Safety Department including:

- **Operator Rifles (\$15,000):** This request is for three (3) rifles for our new SWAT Operators. These rifles are the LWRC M6 .223, piston operated rifle with 10.5-inch barrel and selector for semi-automatic and fully automatic modes. The following accessories will be included: Socom Suppressor, Aimpoint or Sig Optic, 6 Mag Pull 30 round magazines, 3-point tactical sling and carrying bag. These rifles are needed to ensure that we can handle incidents where suspects are wearing body armor or longer stand-off distances are required.
- **AR-10 Sniper Rifles (\$16,458):** This request is for two (2) AR-10 Sniper Rifle Systems, including the weapon, scope, suppressor, and bipod. The modern advances in weapon technology over the past ten (10) years have produced the current AR-10 platform that is as accurate and reliable as traditional bolt action rifles. With the accuracy and reliability equal, other advantages such as rate of fire, fire control familiarization, and modularity of operational use, have pushed the AR-10 past other platforms as the superior SWAT sniper weapon system.
- **SWAT Operator Truck Vaults (\$9,000):** This request is for three (3) SWAT vehicle truck vault vehicle containers. These containers are lockable, allowing SWAT Operators to safely and securely store their equipment, such as firearms, helmets, night vision equipment, etc., in their vehicles for quick access in an emergency situation.
- **SWAT Entry Vests (\$19,200):** Three new SWAT Operators need helmets and entry vests. The helmets are Level 4 helmets that offer protection from rifle fire. They are the Team Wendy Helmets which is what the team is currently wearing. The vest are Level 4 vests that offer protection from rifle fire. They are the EPIC Model manufactured by Tyr Tactical which is what the team is currently wearing. Pistol holster to attach to Brokos Belt that is part of the vest. Ammo Pouches that attach to the vest. These helmets and vests allow SWAT Operators to deal with the most dangerous situations with the highest level of protection possible.

Operating Budget Impact: To be determined.

### **Recreation, Parks & Cultural Services**

#### **Park Shade Structures Replacement**

**\$50,000**

This request is for the replacement of shade structures and dugout covers throughout the park system. Shade structures/dugout covers reduce exposure to harmful ultraviolet rays, provide protection from the elements, keep the area cooler, protect the equipment, and increase the comfort level for participants and visitors. The shades will be replaced as they begin to fade or tear, improving the functionality and aesthetics.

Operating Budget Impact: Maintenance costs to decrease due to decline in repairs.

## CAPITAL INITIATIVE REQUESTS

### **Wills Park Recreation Center Interior Renovations**

**\$450,000**

This request is for design and construction funds for the interior makeover of the Wills Park Recreation Center (lobby, hallways, restrooms, and common office space). These improvements will maintain the aesthetics and functionality of the facilities.

Operating Budget Impact: Facility maintenance costs to decrease due to decline in repairs.

### **Alpha Loop (park land)**

**\$3,000,000**

The funds would be used to purchase additional parkland along the Alpha Loop as it is being developed. Much of the Alpha Loop is being built by developers. Small pocket-type parks add greatly to the Alpha Loop experience. These funds would be available as those parklands become available.

Operating Budget Impact: N/A

### **Pocket Park Development (design)**

**\$125,000**

Design/development of pocket parks throughout downtown Alpharetta. These parks need to be planned for connectivity and curb appeal. Included in these areas are Ole Milton Park (where the fountain is located); areas at the corner of Old Roswell and Roswell Street; the corner of Old Canton and Canton; the parking area where Food Truck Alley is held; and other small city-owned areas in downtown.

FY 2023 includes funding for design of the improvements. Construction of the improvements would span multiple years and is currently estimated at \$300,000.

Operating Budget Impact: N/A

### **Park System Wayfinding Signage**

**\$100,000**

This project is the implementation of the park system wayfinding and signage plan developed in FY 2017. The purpose of the signage plan is to bring uniformity to the numerous signs in our entire park system. The plan defines a specific sign style that will become our “brand” and help park patrons easily identify Alpharetta parks. The plan recommends locations for signs to help visitors locate various amenities in the parks, such as fields, playgrounds, tennis courts, restrooms, etc. Signs within parks will be evaluated and prioritized for replacement. Staff will systematically replace signs using the new guidelines outlined in the plan. Entrance upgrades were listed for all parks in the Master Plan and part of the upgrade includes signage. This is a multi-year initiative. The focus for FY22-23 will be to finalize and complete the Big Creek Greenway system wayfinding signage plan.

Operating Budget Impact: Maintenance/replacement costs to decrease due to decline in repairs as signage is newer.

## CAPITAL INITIATIVE REQUESTS

### **North Park Master Plan/Development**

**\$100,000**

This request is for the development of a comprehensive master plan for North Park. The master plan will create a long-range vision for the park, prioritize park improvements, fill in service gaps and reduce redundancy, etc. Current estimates to buildout the master plan objectives total \$1.5 million and can be spread out over multiple years. Operating Budget Impact: N/A

### **Restroom Replacement (North Park: Fields 1-4)**

**\$700,000**

The existing restroom/concession stand at North Park (fields 1-4) serves four softball fields, batting cages, and a playground. The facility is old and much too small for the number of users. The new restroom/concession facility would have increased numbers of facilities for men and women. It would also have an enhanced concession operation.

Operating Budget Impact: Maintenance (including janitorial) and utility costs will increase along with the physical size of the restroom and is estimated at a minimum of \$1,250 annually and will be reflected in a future operating budget (once construction nears completion).

### **Wills Park Pool Heater**

**\$100,800**

Currently, the Wills Park Pool is open from Memorial Day to Labor Day for public usage. We are recommending adding a heater to the competition pool. This would allow for usage of the competition pool for approximately 10-months out of the year for such programs as year-round swim teams, additional classes (such as scuba, kayaking, standing paddle boards), water aerobics, master swim training, senior and adaptive swim, and increased rentals. The cost for the heater purchase, cover, and installation (including gas lines) scope is \$100,800. Operating Budget Impact: Maintenance and energy costs are estimated at \$6,000 annually. Funding offsets can be provided through Impact Fees.

### **Cultural Services Plan**

**\$40,000**

In 2018, Rec, Parks and Cultural Services Master Plan recommended that Cultural Services develop a public art program to integrate art into all parks and public spaces in Alpharetta; create the Arts Center as a cultural hub; and create in the Department-wide Program Plan. This Cultural Plan would be a yearlong planning effort, which includes in-depth research, engagement, analysis of City plans and collaboration with residents, artists, organizations, City Staff Departments and City Council / Leaders.

Operating Budget Impact: N/A

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

## CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

### **Haynes Bridge Road Park Restroom**

**\$300,000**

Currently at the Haynes Bridge Road Park, visitors have access only to a Port-a-John. This is less than ideal for our customers as it is a highly visible park asset providing heavily used greenway access. This access park was opened in 1997. Funds were limited and plans were to construct a restroom at a later date.

The need for a permanent restroom at this facility is not specifically noted in the 2018 Alpharetta Recreation and Parks Master Plan, although additional restrooms at the access points is the most requested improvement made by Greenway users. A pre-cast type restroom (like the one at Windward Community Park) would be preferred. The amount of funding requested for this facility is due to current flood plain constraints that will entail more site work prep, design, and surveying. Approximately 100' of sewer line will need to be installed. A waterline will have to be bored under Haynes Bridge Road and a new meter installed for connection to existing waterlines.

Operating Budget Impact: Maintenance (including janitorial) and utility costs are estimated at a minimum of \$1,000 annually.

### **Marconi Drive Park Restroom**

**\$100,000**

Currently at the Marconi Drive Park, visitors have access only to a Port-a-John. This is less than ideal for our customers as it is a highly visible park asset providing heavily used greenway access. This access park was opened in 2011. Funds were limited and plans were to construct a restroom at a later date.

The need for a permanent restroom at this facility is not specifically noted in the 2018 Alpharetta Recreation and Parks Master Plan, although additional restrooms at the access points is the most requested improvement made by Greenway users.

A pre-cast type restroom would be preferred, like the one at Windward Community Park. We anticipate the estimated cost is \$100,000, with this cost being based on the restroom solution procured for the Windward Community Park, which includes sewer and water connections.

Operating Budget Impact: Maintenance (including janitorial) and utility costs are estimated at a minimum of \$1,000 annually.

### **Big Creek Greenway Culvert Replacement**

**\$150,000**

At the direction of the Director of Recreation, Parks and Cultural Services, this capital item is for construction projects repairing bank stabilization along the Big Creek Greenway. The projects listed here were identified in the FY 2018 Big Creek Erosion Study and were designed in FY 2019 and FY 2020. The FY 2023 funds are for the construction of a culvert replacement along the greenway trail south of Old Milton Parkway. This area has seen severe erosion and sediment deposition.

Operating Budget Impact: This program decreases maintenance costs as flooding and erosion will be reduced.

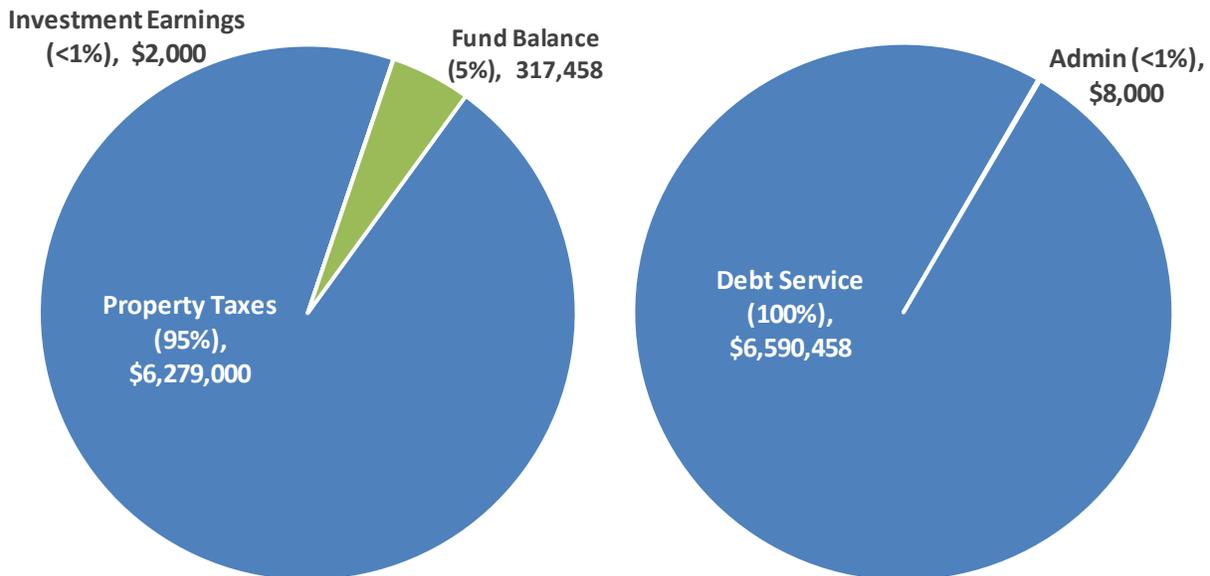
# DEBT SERVICE FUND SUMMARY

## Debt Service Fund Summary

### Overview

Pursuant to the Governmental Accounting Standards Board’s Codification, Section 1300.107, debt service funds are used to account for the accumulation of resources for the payment of principal and interest on general long-term debt.

FY 2023 Budget: \$6,598,458



### Revenues by Source

### Expenditures by Use

The city has one debt service fund that accounts for debt service on the following obligations (except where noted) along with the principal amounts outstanding as of the start of FY 2023.

GENERAL OBLIGATION (GO) BONDS	\$
GO Refunding Bonds, Series 2014	\$ 7,185,000
GO Bonds, Series 2016	48,270,000
GO Refunding Bonds, Series 2020	17,335,000
GO Bonds, Series 2022	27,335,000
Total GO Debt	\$ 100,125,000
DEVELOPMENT AUTHORITY	\$
Revenue Bonds, Series 2013 <sup>23</sup>	\$ 2,625,000
Revenue Bonds, Series 2016 <sup>18</sup>	23,185,000
Total Development Authority Debt	\$ 25,810,000

<sup>23</sup> This obligation is funded out of the General Fund (Series 2013) and Hotel/Motel Fund (Series 2016) and shown herein for the purposes of providing a comprehensive overview of all bond debt obligations.

# DEBT SERVICE FUND SUMMARY

## Debt Issuance Methodology

The city's preferred method for funding the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities shall be through current revenue when available (i.e., pay-as-you-go) or from outside funding sources such as grant funding and related aid.

General obligation bonds have been issued to fund numerous large-scale projects including public safety facilities, parks and recreation facilities, and transportation improvements that continue to define Alpharetta as a desirable community to work and live. The city issues general obligation bonds to provide capital improvement funding when the project(s) are of sufficiently large scale, and it is appropriate to achieve a fair allocation of costs between current and future beneficiaries.

## Debt Issuance Activity

**GO Bonds, Series 2022:** In November 2021, the voters of the City of Alpharetta approved the issuance of General Obligation Bonds (the "2022 Alpharetta Parks Bonds") to fund \$29.5 million in improvements aimed at constructing a variety of park enhancements and projects including:

- Wills Park Equestrian renovation build out (50% match), \$5 million;
- Turf for Webb Bridge Park large soccer field, \$1 million;
- Wills Park Master Plan projects, \$6 million;
- Union Hill Park redevelopment/trailhead, \$3.25 million;
- Mid Broadwell Park build out, \$500,000;
- Old Rucker Park design and build out, \$3 million;
- Farmhouse Park design and build out, \$2 million;
- Waters Road Park design & build out, \$1.25 million; and
- Alpha Loop, \$7.5 million.

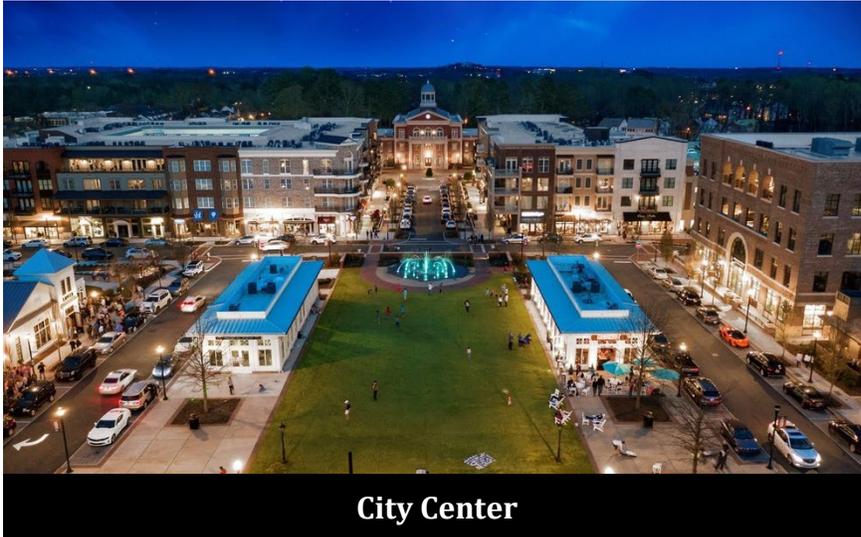
The 2022 Alpharetta Parks Bonds were issued in February 2022 in a par amount of \$27 million (not including a \$2.5 million premium which assisted in funding the \$29.5 million in project improvements) with a 25-year term and a true-interest cost of 2.38%.

**GO Refunding Bonds, Series 2020:** In April 2020, the city issued \$18 million (par) of City of Alpharetta General Obligation Bonds Refunding Bonds, Series 2020, for refunding of the outstanding Series 2012 General Obligation Bonds (saving over \$300,000 annually).

The Series 2012 General Obligation Bonds funded the redevelopment of 22-acres in the heart of Downtown Alpharetta (the "City Center" project) to include a vibrant environment of parks and civic spaces that serve as a gathering place for citizens and attract business and investment to this important area of our community.

## DEBT SERVICE FUND SUMMARY

The Public portion of City Center includes: new Fulton County Library (funded separately through Fulton County); 5-acre Public Park; Town Square; new Alpharetta City Hall; and 450+/- space Public Parking Garage. These components create a place and an atmosphere where people naturally want to be.



City Center

While there, many also patronize the unique shops and restaurants that call Downtown Alpharetta home.

The environment created through these civic elements attracted private investment that drove the second phase of the development (mixed-use residential, retail, and office).

**GO Bonds, Series 2016:** In May 2016, the voters of the City of Alpharetta approved the issuance of General Obligation Bonds (the “2016 Alpharetta Parks and Transportation Bonds”) to fund \$52 million in improvements aimed at alleviating traffic congestion, expanding sidewalk connectivity, improving park amenities, extending the Big Creek Greenway north to connect with Forsyth County’s Greenway, and securing parkland for future passive and active park systems.

The 2016 Alpharetta Parks and Transportation Bonds were issued in July 2016 in a par amount of \$52 million (including premium) with a 25-year term and a true-interest cost of 2.83%.

**Development Authority Revenue Bonds, Series 2016:** The purpose of this bond issue was to fund the new state-of-the-art 44,000 square foot Conference Center through a public-private partnership with North American Properties (developer of Avalon). Along with the Conference Center, North American Properties constructed a 330-room Marriott Autograph hotel abutting the Center. North American Properties is operating the Conference Center that includes the largest meeting room in the north Fulton market. Economic impact studies have indicated that a conference center could bring in almost \$23.5 million in visitor spending, generating 545 jobs with more than \$15.7 million in earnings and over \$51.3 million in total economic output annually. The FY 2022 budget includes funding within the Hotel/Motel Fund to cover debt service associated with bonds issued to fund construction of the Center. The debt service is fully funded through the hotel/motel tax.

## DEBT SERVICE FUND SUMMARY

The Series 2016 Development Authority Revenue Bonds were issued in May 2016 in a par amount of \$25.9 million (including premium) with a 25-year term and a true-interest cost of 2.88%.



### Bond Ratings

The city's AAA bond rating was reaffirmed by Moody's and Standard & Poor's ("S&P") during January 2022 in conjunction with the sale of \$27 million (par) of Series 2022 General Obligation Bonds to fund a variety of park enhancements and projects. The AAA rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs. This rating demonstrates the strongest creditworthiness relative to other US municipal or tax-exempt issuers and reflects the city's current sound financial position as well as strong financial management practices guiding our ongoing decision making. These practices are supported by formal policies to guide budget and procurement practices, capital investment, and debt management. Other positive factors include a relatively strong economic base and manageable debt/pension burdens. The FY 2023 Budget is mindful of these factors and the importance of maintaining the highest rating, not only for our citizens but also our bondholders.

### Bond Smoothing

The city's primary method of funding large scale capital projects is through the issuance of bonds (e.g., general obligation bonds, Development Authority bonds, etc.). General obligation bonds have been issued to fund numerous large-scale projects including public safety facilities, parks and recreation facilities, and transportation improvements that continue to define Alpharetta as a desirable community to work and live. General obligation bonds are funded through a separate millage levy (discussed below).

The Alpharetta Development Authority, a component unit of the city that is focused on economic development within our borders, issued bonds in 2016 to fund construction of our state-of-the-art Conference Center. These bonds are funded by a portion of the Hotel/Motel Tax.

Principal and interest payments for fiscal year 2023 are budgeted at \$8.2 million with the following forecast: 2024 - 2041<sup>24</sup>: \$8.7 million (annual average); 2042<sup>25</sup>: \$3.6 million; 2043-2046<sup>26</sup> totaling \$1.6 million (annual average). These figures include city and Development Authority obligations and span multiple Funds.

<sup>24</sup> Represents the final maturity of the Series 2016 Alpharetta Parks and Transportation Bonds issued in FY 2017.

<sup>25</sup> Includes the final maturity of the Series 2016 Development Authority Revenue Bonds in FY 2016.

<sup>26</sup> Represents the final maturity of the Series 2022 General Obligation Bonds issued in FY 2022.

# DEBT SERVICE FUND SUMMARY

## Millage Rates

The city has historically acknowledged the need to provide a taxation rate commensurate with the government's level of service.

The FY 2023 Budget is based on maintenance of the city's millage rate at 5.750 mills.

- The portion of the millage rate funding debt service (Debt Service Fund) is estimated to increase 0.15 mills compared to FY 2022 to a total of 0.965 mills. This millage rate shift is necessary to cover debt service on the Series 2022 General Obligation Bonds for park improvements (\$1.6 million annually).
- The portion of the millage rate funding operations and recurring capital investment (General Fund) is estimated to decline -0.15 mills compared to FY 2022 to a total of 4.785 mills. This reduction was necessary due to escalating debt service requirements (see above).

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2023	4.785	0.965	5.750	0.0%
2022	4.935	0.815	5.750	0.0%
2021	4.935	0.815	5.750	0.0%
2020	4.820	0.930	5.750	0.0%
2019	4.770	0.980	5.750	0.0%
2018	4.720	1.030	5.750	0.0%
2017	4.620	1.130	5.750	0.0%
2016	5.000	0.750	5.750	0.0%
2015	4.950	0.800	5.750	0.0%
2014	4.870	0.880	5.750	0.0%
2013	4.820	0.930	5.750	0.0%
2012	4.215	1.535	5.750	0.0%
2011	4.215	1.535	5.750	0.0%
2010	4.215	1.535	5.750	0.0%
2009	4.215	1.535	5.750	-8.0%
2008	4.508	1.740	6.248	-5.3%
2007	4.150	2.450	6.600	-5.7%
2006	4.550	2.450	7.000	0.0%
2005	4.700	2.300	7.000	0.0%
2004	4.750	2.250	7.000	-3.2%

# DEBT SERVICE FUND SUMMARY

## General Obligation Bond Debt

General Obligation (“GO”) bonds are direct obligations and pledge the full faith and credit of the city. Original issue GO bonds are generally issued as 20/25-year serial bonds. Refunding GO bonds are issued in a maturity not exceeding the maturity of the refunded bonds. The following schedule provides a detailed listing of total debt service requirements of the city’s GO bonds through maturity.

	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
FY 2023	\$ 3,015,000.00	\$ 3,575,456.75	\$ 6,590,456.75
FY 2024	3,295,000.00	3,300,401.00	\$ 6,595,401.00
FY 2025	3,420,000.00	3,188,099.00	\$ 6,608,099.00
FY 2026	3,540,000.00	3,070,545.00	\$ 6,610,545.00
FY 2027	3,745,000.00	2,948,255.00	\$ 6,693,255.00
FY 2028	3,940,000.00	2,778,105.00	\$ 6,718,105.00
FY 2029	4,170,000.00	2,598,655.00	\$ 6,768,655.00
FY 2030	4,400,000.00	2,408,755.00	\$ 6,808,755.00
FY 2031	4,615,000.00	2,207,442.50	\$ 6,822,442.50
FY 2032	4,850,000.00	1,995,117.50	\$ 6,845,117.50
FY 2033	5,465,000.00	1,782,667.50	\$ 7,247,667.50
FY 2034	5,625,000.00	1,618,717.50	\$ 7,243,717.50
FY 2035	5,790,000.00	1,449,967.50	\$ 7,239,967.50
FY 2036	5,960,000.00	1,286,382.50	\$ 7,246,382.50
FY 2037	6,115,000.00	1,117,342.50	\$ 7,232,342.50
FY 2038	6,295,000.00	942,607.50	\$ 7,237,607.50
FY 2039	5,985,000.00	753,757.50	\$ 6,738,757.50
FY 2040	6,120,000.00	574,207.50	\$ 6,694,207.50
FY 2041	6,295,000.00	398,707.50	\$ 6,693,707.50
FY 2042	1,415,000.00	217,475.00	\$ 1,632,475.00
FY 2043	1,450,000.00	182,100.00	\$ 1,632,100.00
FY 2044	1,495,000.00	138,600.00	\$ 1,633,600.00
FY 2045	1,540,000.00	93,750.00	\$ 1,633,750.00
FY 2046	1,585,000.00	47,550.00	\$ 1,632,550.00
FY 2047	-	-	\$ -
	<b>\$ 100,125,000.00</b>	<b>\$ 38,674,664.25</b>	<b>\$ 138,799,664.25</b>

## DEBT SERVICE FUND SUMMARY

### Development Authority Revenue Bond Debt

**Development Authority Revenue Bonds, Series 2013:** The purpose of this bond issue was to fund a portion of the development, equipping, and construction of Gwinnett Technical College's Alpharetta campus. The Series 2013 Development Authority Revenue Bonds were issued in June 2013 in a par amount of \$4.1 million with a 20-year term and a true-interest cost of 3.13%. The City is obligated to pay 100% of the total principal and interest payments on the bonds. This obligation is funded from the General Fund through non-advalorem revenue.

**Development Authority Revenue Bonds, Series 2016:** The purpose of this bond issue was to fund the new state-of-the-art 44,000 square foot Conference Center through a public-private partnership with North American Properties (developer of Avalon). Along with the Conference Center, North American Properties constructed a 330-room Marriott Autograph hotel abutting the Center. North American Properties is operating the Conference Center that includes the largest meeting room in the north Fulton market. Economic impact studies have indicated that a conference center could bring in almost \$23.5 million in visitor spending, generating 545 jobs with more than \$15.7 million in earnings and over \$51.3 million in total economic output annually. The FY 2023 budget includes funding within the Hotel/Motel Fund to cover debt service associated with bonds issued to fund construction of the Center. The debt service is fully funded through the hotel/motel tax.

# DEBT SERVICE FUND SUMMARY

## Development Authority Revenue Bonds (City Portion)

	Principal	Interest	Total Debt Service
FY 2023	855,000.00	798,852.50	\$ 1,653,852.50
FY 2024	920,000.00	760,202.50	\$ 1,680,202.50
FY 2025	985,000.00	719,190.00	\$ 1,704,190.00
FY 2026	1,065,000.00	674,777.50	\$ 1,739,777.50
FY 2027	1,140,000.00	626,027.50	\$ 1,766,027.50
FY 2028	1,195,000.00	600,640.00	\$ 1,795,640.00
FY 2029	1,255,000.00	573,802.50	\$ 1,828,802.50
FY 2030	1,310,000.00	544,377.50	\$ 1,854,377.50
FY 2031	1,375,000.00	510,765.00	\$ 1,885,765.00
FY 2032	1,445,000.00	474,050.00	\$ 1,919,050.00
FY 2033	1,525,000.00	429,350.00	\$ 1,954,350.00
FY 2034	1,315,000.00	382,200.00	\$ 1,697,200.00
FY 2035	1,390,000.00	342,750.00	\$ 1,732,750.00
FY 2036	1,465,000.00	301,050.00	\$ 1,766,050.00
FY 2037	1,545,000.00	257,100.00	\$ 1,802,100.00
FY 2038	1,625,000.00	210,750.00	\$ 1,835,750.00
FY 2039	1,710,000.00	162,000.00	\$ 1,872,000.00
FY 2040	1,800,000.00	110,700.00	\$ 1,910,700.00
FY 2041	1,890,000.00	56,700.00	\$ 1,946,700.00
FY 2042	1,890,000.00	56,700.00	\$ 1,946,700.00
FY 2043	-	-	\$ -
FY 2044	-	-	\$ -
FY 2045	-	-	\$ -
FY 2046	-	-	\$ -
FY 2047	-	-	\$ -
	<b>\$ 25,810,000.00</b>	<b>\$ 8,535,285.00</b>	<b>\$ 34,345,285.00</b>

# DEBT SERVICE FUND SUMMARY

## Legal Debt Margin

The legal debt limit for the city is equal to 10% of the assessed value of the tax digest. For fiscal year 2022, the debt margin limit is estimated at \$581 million with currently outstanding general obligation debt representing 15% of capacity.

### City Of Alpharetta Legal Debt Margin (last five fiscal years)

	2022*	2021	2020	2019	2018
Debt limit	\$ 683,511,318	\$ 659,762,777	\$ 637,386,205	\$ 594,316,639	\$ 539,563,661
Total net debt applicable to limit	101,872,372	107,762,250	83,621,823	87,015,565	90,056,565
<b>Legal Debt Margin</b>	<b>\$ 581,638,946</b>	<b>\$ 552,000,527</b>	<b>\$ 553,764,382</b>	<b>\$ 507,301,074</b>	<b>\$ 449,507,096</b>

Total net debt applicable to the limit as a percentage of debt limit	15%	16%	13%	15%	17%
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*Issuance of General  
Obligation Bonds,  
Series 2022*

#### Legal Debt Margin Calculation for Fiscal Year 2022

Taxable Assessed Value	\$ 5,756,119,543
Add back: Exemptions	1,078,993,638
<i>Total assessed value</i>	<i>6,835,113,181</i>
Debt limit (10% of total assessed value)	\$ 683,511,318
Debt applicable to limit:	
General obligation bonds	102,530,000
Less: Amount set aside for repayment of general obligation debt	(657,628)
<i>Total net debt applicable to limit</i>	<i>\$ 101,872,372</i>
<b>Legal Debt Margin</b>	<b>\$ 581,638,946</b>

Source: City of Alpharetta Finance Department

\* FY 2022 data represents estimates.

# DEBT SERVICE FUND SUMMARY

## Statement of Budgetary Comparisons

### Debt Service Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Property Taxes</b>							
Current Year	\$ 5,514,354	\$ 5,564,390	\$ 5,100,366	\$ 4,720,000	\$ 6,250,000	\$ 6,565,402	\$ 6,578,100
Delinquent	34,313	95,378	20,319	17,000	17,000	20,000	20,000
Penalties/Interest	6,286	5,479	10,134	3,000	3,000	5,000	5,000
Motor Vehicle	28,952	20,145	15,634	12,000	9,000	9,000	9,000
<b>Investment Earnings</b>	79,535	81,590	582	13,000	2,000	4,000	4,000
<b>Other</b>							
Miscellaneous	452	457	15	-	-	-	-
Refunding Bond Proceeds	-	17,775,000	-	-	-	-	-
Premium on Bond Proceeds	-	5,501,675	-	-	-	-	-
Fund Balance	-	-	-	851,509	317,458	-	-
<b>TOTAL</b>	<b>\$5,663,892</b>	<b>\$29,044,114</b>	<b>\$5,147,049</b>	<b>\$5,616,509</b>	<b>\$6,598,458</b>	<b>\$6,603,402</b>	<b>\$6,616,100</b>
<b>EXPENDITURES</b>							
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 3,927	\$ 5,225	\$ 6,600	\$ 16,000	\$ 8,000	\$ 8,000	\$ 8,000
<i>subtotal</i>	<i>\$ 3,927</i>	<i>\$ 5,225</i>	<i>\$ 6,600</i>	<i>\$ 16,000</i>	<i>\$ 8,000</i>	<i>\$ 8,000</i>	<i>\$ 8,000</i>
<b>Debt Service</b>							
<b>General Obligation Bonds</b>							
Series 2012	\$ 1,478,498	\$ 1,485,350	\$ -	\$ -	\$ -	\$ -	\$ -
Series 2014 (refunding)	1,933,622	1,930,948	1,927,455	1,918,143	1,913,129	1,907,296	1,895,644
Series 2016	1,930,788	1,929,788	1,927,188	1,923,988	1,925,188	1,925,588	1,925,188
Series 2020 (debt issuance costs)	-	381,757	-	-	-	-	-
Series 2020 (refunding)	-	23,886,801	1,082,497	1,100,750	1,116,750	1,129,250	1,150,500
Series 2022	-	-	-	-	1,635,391	1,633,268	1,636,768
<b>Development Authority</b>							
Series 2009 (refunding)	125,153	-	-	-	-	-	-
<i>subtotal</i>	<i>\$ 5,468,060</i>	<i>\$ 29,614,644</i>	<i>\$ 4,937,139</i>	<i>\$ 4,942,881</i>	<i>\$ 6,590,458</i>	<i>\$ 6,595,402</i>	<i>\$ 6,608,100</i>
<b>Non-Allocated</b>							
Reserve	\$ -	\$ -	\$ -	\$ 657,628	\$ -	\$ -	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 657,628</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$5,471,987</b>	<b>\$29,619,869</b>	<b>\$4,943,739</b>	<b>\$5,616,509</b>	<b>\$6,598,458</b>	<b>\$6,603,402</b>	<b>\$6,616,100</b>
<b>Authorized Personnel</b>	-	-	-	-	-	-	-

# DEBT SERVICE FUND SUMMARY

## Statement of Revenues, Expenditures, and changes in Fund Balance

### Debt Service Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>Beginning Fund Balance:</b>	\$ 1,032,049	\$ 1,223,954	\$ 648,200	\$ 851,509	\$ 657,628	\$ 340,170	\$ 340,170
<b>REVENUES BY CATEGORY</b>							
Property Taxes (incl. Motor Vehicles)	\$ 5,583,905	\$ 5,685,392	\$ 5,146,453	\$ 4,752,000	\$ 6,279,000	\$ 6,599,402	\$ 6,612,100
Investment Earnings	79,535	81,590	582	13,000	2,000	4,000	4,000
Other	452	457	15	-	-	-	-
Refunding Bond Proceeds	-	23,276,675	-	-	-	-	-
<b>TOTAL</b>	<b>\$5,663,892</b>	<b>\$29,044,114</b>	<b>\$5,147,049</b>	<b>\$4,765,000</b>	<b>\$ 6,281,000</b>	<b>\$6,603,402</b>	<b>\$6,616,100</b>
<b>EXPENDITURES BY FUNCTION</b>							
Professional Services	\$ 3,927	\$ 5,225	\$ 6,600	\$ 16,000	\$ 8,000	\$ 8,000	\$ 8,000
Debt Service/Refunding	5,468,060	29,614,644	4,937,139	4,942,881	6,590,458	6,595,402	6,608,100
<b>TOTAL</b>	<b>\$5,471,987</b>	<b>\$29,619,869</b>	<b>\$4,943,739</b>	<b>\$4,958,881</b>	<b>\$ 6,598,458</b>	<b>\$6,603,402</b>	<b>\$6,616,100</b>
ACFR Rounding Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance: (1)</b>	<b>\$ 1,223,954</b>	<b>\$ 648,200</b>	<b>\$ 851,509</b>	<b>\$ 657,628</b>	<b>\$ 340,170</b>	<b>\$ 340,170</b>	<b>\$ 340,170</b>
<b>Changes in Fund Balance (actual/est.)</b>	<b>\$ 191,905</b>	<b>\$ (575,754)</b>	<b>\$ 203,310</b>	<b>\$ (193,881)</b>	<b>\$ (317,458)</b>	<b>\$ -</b>	<b>\$ -</b>

Notes:

(1) Fund Balance is utilized to (a) offset debt service requirements and (b) program into bond refundings to lower debt service requirements.

# ENTERPRISE FUND SUMMARY

## Enterprise Fund Summary

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### Overview

The *Enterprise Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2023 budget for the city's Solid Waste Fund.

Enterprise Funds are used to account for business-type activities whose operations are primarily funded by customer fees. The enterprise fund utilizes the accrual basis of budgeting and accounting.

The following schedules are set forth by Fund and provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **Fund Summary**

This section provides a brief description of the Fund.

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures across multiple fiscal years. Revenues are presented by source and expenditures are presented by use.

- **Statement of Revenues, Expenditures, and changes in Fund Balances**

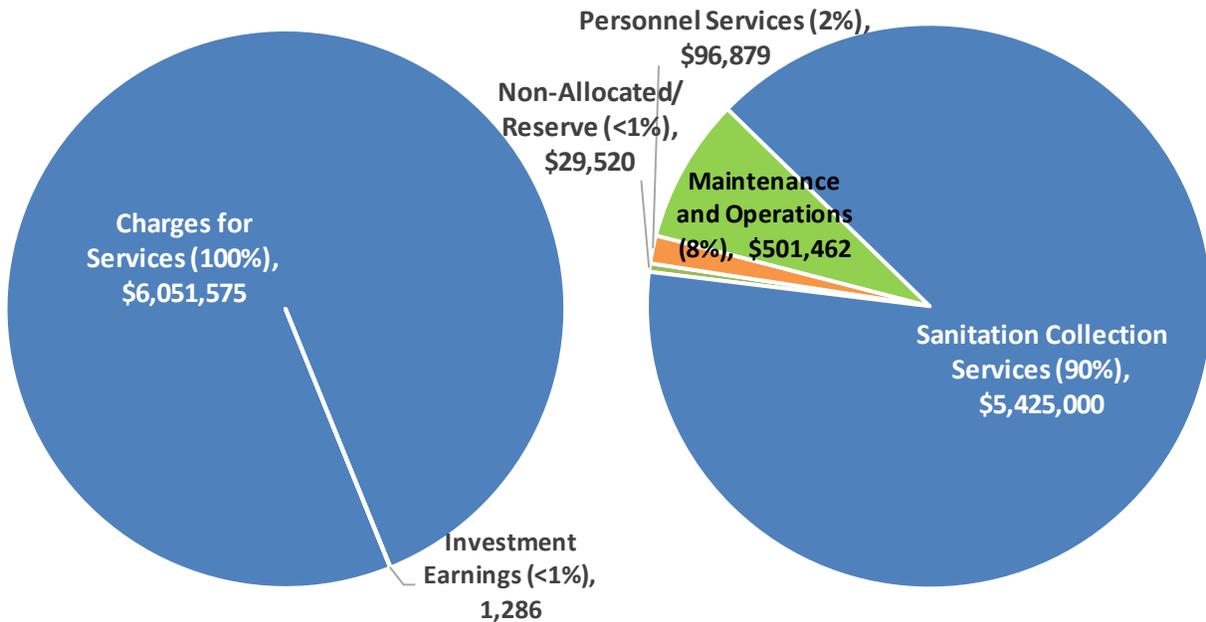
This statement provides a historical comparison of revenues and expenditures for fiscal years 2019-2023 as well as a forecast for fiscal years 2024-2025. Also included are changes in fund balance.

The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect expenditure mandates as provided by the City Council.

# ENTERPRISE FUND SUMMARY

## Solid Waste Fund Summary

FY 2023 Budget: \$6,052,861



Revenues by Source

Expenditures by Use

The Solid Waste Fund accounts for fees received from users of the city’s residential solid waste program (i.e., garbage, yard waste, and recycling collection including glass). Services are provided on a user charge basis and managed through a contract with a private operator. The Finance Department manages the Solid Waste Program including billing, collection, and customer service functions. Commercial solid waste customers are authorized to contract for commercial solid waste collection and disposal services from any contractor that has obtained a solid waste collection permit from the city.

### **Trends**

The FY 2023 Budget for the Solid Waste Fund totals \$6.1 million and represents an increase of 8%, or \$456,683, compared to FY 2022. This growth is driven through rate increases by our private sanitation hauler due to a combination of market forces including the impact of the COVID-19 pandemic on trash volume. Accordingly, the city’s private waste hauler increased rates by 25% effective April 1, 2021. To offset this increase, the city utilized reserves within the Solid Waste Fund to cover most of the rate growth with the balance coming through an increase in sanitation fees to our customers (only 10% of the increase was passed to customers).

## ENTERPRISE FUND SUMMARY

The City issued an RFP in 2021 for sanitation services to ensure optimal value for customers. Republic Services (our current provider) was the highest-ranking vendor and the most cost effective (\$1 million lower on an annual basis than other proposers). Republic Services was awarded the contract with an annual 4% inflation adjustment.

This budget is built upon the approved contract terms with Republic Services that assume a continuation of existing service levels and a corresponding adjustment in customer rates.

The Personnel Services category increased 27%, or \$20,377, due primarily to the residual impact of the mid-year 2022 wage adjustments (3% across-the-board adjustment), 4% performance-based merit program scheduled for July 1, 2022, growth in seasonal salaries (recreation programs approaching pre-pandemic levels), growth in group insurance costs, coupled with a change in assigned personnel (incumbent).

Authorized personnel total 1.0 FTE and represent the following:

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Variance</b>
Customer Account Representative	1.0	1.0	1.0	1.0	1.0	-
	1.0	1.0	1.0	1.0	1.0	-

The Maintenance and Operations category increased 7%, or \$406,786, due primarily to the private sanitation hauler rate adjustments previously discussed.

# ENTERPRISE FUND SUMMARY

## Statement of Budgetary Comparisons

### Solid Waste Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Licenses and Permits</b>							
Penalties and Interest	\$ -	\$ 69	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Charges for Services:</b>							
Collection Fees	4,122,679	4,152,563	4,356,517	4,777,562	6,006,500	6,246,760	6,559,098
Commercial Hauler Fees	32,465	21,592	24,804	25,000	25,000	26,000	27,040
Penalties and Interest	31,757	31,267	21,718	30,000	20,000	20,800	21,632
Other	1,213	2,312	100	75	75	78	81
<b>Investment Earnings</b>	59,238	52,629	1,623	13,541	1,286	1,415	1,556
<b>Other</b>							
Miscellaneous	4	-	-	-	-	-	-
Fund Balance	-	-	-	750,000	-	-	-
<b>TOTAL</b>	<b>\$ 4,247,356</b>	<b>\$ 4,260,432</b>	<b>\$ 4,404,761</b>	<b>\$ 5,596,178</b>	<b>\$ 6,052,861</b>	<b>\$ 6,295,053</b>	<b>\$ 6,609,407</b>
<b>EXPENDITURES</b>							
<b>Personnel Services:</b>							
Salaries	\$ 32,152	\$ 39,645	\$ 39,203	\$ 44,442	\$ 51,400	\$ 53,456	\$ 55,594
Overtime	2,472	156	135	390	250	-	-
Group Insurance	21,680	19,648	20,738	20,858	31,359	32,927	34,573
FICA	2,352	2,981	2,970	3,396	3,868	4,023	4,184
Pension (401A Cont./Match)	3,369	4,659	3,770	5,314	7,626	7,931	8,248
Miscellaneous	1,954	2,149	2,170	2,102	2,376	2,424	2,472
<i>subtotal</i>	<i>\$ 63,979</i>	<i>\$ 69,238</i>	<i>\$ 68,986</i>	<i>\$ 76,502</i>	<i>\$ 96,879</i>	<i>\$ 100,760</i>	<i>\$ 105,071</i>
<b>Maintenance &amp; Operations:</b>							
Professional Services (Haulers)	\$ 4,102,010	\$ 4,192,244	\$ 4,599,341	\$ 5,461,793	\$ 5,861,500	\$ 6,095,960	\$ 6,339,798
Miscellaneous	60,966	58,020	81,992	57,883	64,962	66,261	67,586
<i>subtotal</i>	<i>\$ 4,162,976</i>	<i>\$ 4,250,264</i>	<i>\$ 4,681,332</i>	<i>\$ 5,519,676</i>	<i>\$ 5,926,462</i>	<i>\$ 6,162,221</i>	<i>\$ 6,407,385</i>
<b>Non-Allocated</b>							
Reserve	\$ -	\$ -	\$ -	\$ -	\$ 29,520	\$ -	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 29,520</i>	<i>\$ -</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 4,226,955</b>	<b>\$ 4,319,502</b>	<b>\$ 4,750,318</b>	<b>\$ 5,596,178</b>	<b>\$ 6,052,861</b>	<b>\$ 6,262,981</b>	<b>\$ 6,512,456</b>
<b>Authorized Personnel</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>		

# ENTERPRISE FUND SUMMARY

## Statement of Revenues, Expenditures, and changes in Fund Balance

### Solid Waste Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
Beginning Fund Balance:	\$ 1,186,192	\$ 1,206,592	\$ 1,147,524	\$ 802,291	\$ 52,291	\$ 81,811	\$ 113,883
<b>REVENUES BY CATEGORY</b>							
Licenses and Permits	\$ -	\$ 69	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	4,188,114	4,207,734	4,403,138	4,832,637	6,051,575	6,293,638	6,607,851
Investment Earnings	59,238	52,629	1,623	13,541	1,286	1,415	1,556
Other	4	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,247,356</b>	<b>\$ 4,260,432</b>	<b>\$ 4,404,761</b>	<b>\$ 4,846,178</b>	<b>\$ 6,052,861</b>	<b>\$ 6,295,053</b>	<b>\$ 6,609,407</b>
<b>EXPENDITURES BY FUNCTION</b>							
Solid Waste Operations	\$ 4,226,955	\$ 4,319,502	\$ 4,750,318	\$ 5,596,178	\$ 6,023,341	\$ 6,262,981	\$ 6,512,456
<b>TOTAL</b>	<b>\$ 4,226,955</b>	<b>\$ 4,319,502</b>	<b>\$ 4,750,318</b>	<b>\$ 5,596,178</b>	<b>\$ 6,023,341</b>	<b>\$ 6,262,981</b>	<b>\$ 6,512,456</b>
ACFR Rounding Adjustments	\$ (1)	\$ 2	\$ 324	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1),(2)	\$ 1,206,592	\$ 1,147,524	\$ 802,291	\$ 52,291	\$ 81,811	\$ 113,883	\$ 210,833
Changes in Fund Balance (actual/est.)	\$ 20,400	\$ (59,068)	\$ (345,233)	\$ (750,000)	\$ 29,520	\$ 32,071	\$ 96,951

Notes:

- (1) In order to accurately measure anticipated fund balance usage, this schedule omits Carryforward Fund Balance and Non-Allocated/Reserve accounts.
- (2) Fund balance utilization was proposed in FY 2020-2022 to subsidize operations.

## Internal Service Fund Summaries

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### Overview

The *Internal Service Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2023 budgets for the city's Internal Service Funds.

Internal Service Funds are used to accumulate and allocate costs internally among the city's various functions and utilizes the accrual basis of budgeting and accounting.

The following schedules provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **Fund Summary**

This section provides a brief description of the Fund.

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures across multiple fiscal years. Revenues are presented by source and expenditures are presented by use.

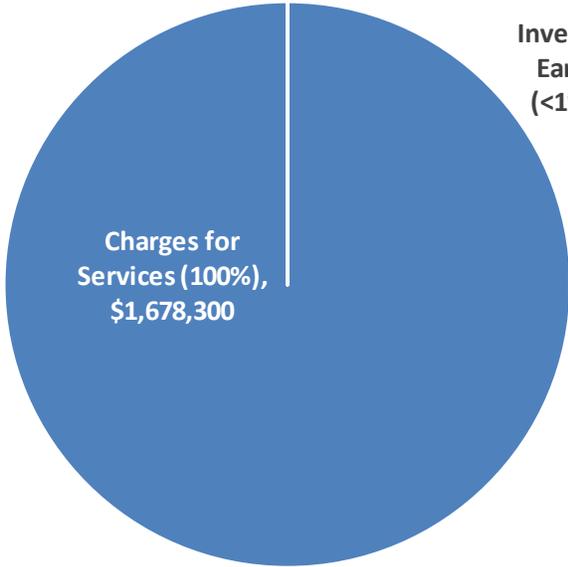
- **Statement of Revenues, Expenditures, and changes in Fund Balances**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2019-2023 as well as a forecast for fiscal years 2024-2025. Also included are changes in fund balance.

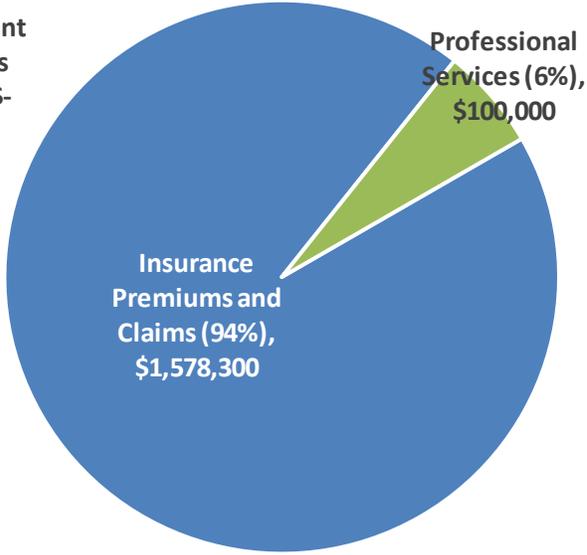
# INTERNAL SERVICE FUND SUMMARIES

## Risk Management Fund Summary

FY 2023 Budget: \$1,678,300



Revenues by Source



Expenditures by Use

The Risk Management Fund accounts for expenses related to providing and administering the general liability, automotive liability, workers’ compensation and property insurance coverage for the city. Funding is provided through an (approximate) 2% charge per employee (based on salary) for workers compensation coupled with funding from the General Fund for insurance premiums. The Finance Department manages the Risk Management Program including all workers compensation, general liability, and other insurance claims.

**Trends**

The FY 2023 Budget for the Risk Management Fund totals \$1.6 million and represents a decrease of -40%, or -\$1.1 million, compared to FY 2022. The main driver of this variance is the non-allocated reserve (i.e., available fund balance) budgeted in FY 2022<sup>27</sup>. After adjusting for the non-allocated reserve, the true operational budget growth is 4% compared with 2022 which is in-line with the proposed merit plan for FY 2023.

<sup>27</sup> Annually after the year-end accrual period (i.e., September), the city carries-forward available fund balance and places in a Non-Allocated Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2023 will occur subsequent to adoption of the budget.

# INTERNAL SERVICE FUND SUMMARIES

## Statement of Budgetary Comparisons

### Risk Management Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Charges for Services:</b>							
Risk Management Allocations	\$ 1,446,500	\$ 1,499,800	\$ 793,361	\$ 830,149	\$ 855,000	\$ 880,650	\$ 907,070
Insurance Premium Funding	-	-	720,250	779,750	823,300	847,999	873,439
<b>Investment Earnings</b>	28,736	31,873	1,200	273	-	-	-
<b>Other</b>							
Insurance Proceeds	14,573	52,528	33,611	-	-	-	-
Fund Balance	-	-	-	1,171,906	-	-	-
<b>TOTAL</b>	<b>\$ 1,489,809</b>	<b>\$ 1,584,201</b>	<b>\$ 1,548,421</b>	<b>\$ 2,782,078</b>	<b>\$ 1,678,300</b>	<b>\$ 1,728,649</b>	<b>\$ 1,780,508</b>
<b>EXPENDITURES</b>							
<b>Maintenance &amp; Operations:</b>							
Professional Services	\$ 108,241	\$ 106,003	\$ 82,015	\$ 96,288	\$ 100,000	\$ 103,000	\$ 106,090
<b>Insurance Premiums</b>							
Vehicle	163,093	165,625	180,432	238,293	250,000	257,500	265,225
Property/Equipment	87,694	105,652	120,976	107,000	110,000	113,300	116,699
Condo	-	-	-	21,712	-	-	-
Fine Art	2,500	3,201	3,201	3,201	3,300	3,399	3,501
General Liability	57,952	55,354	65,324	54,719	60,000	61,800	63,654
Law Enforcement Liability	86,283	86,313	86,256	77,438	85,000	87,550	90,177
Public Entity Liability	62,733	73,360	73,360	56,736	59,000	60,770	62,593
Workers Comp Excess	105,684	100,398	110,462	129,467	135,000	139,050	143,222
Criminal Liability	3,386	3,386	3,386	4,748	5,000	5,150	5,305
Cyber Liability	6,805	30,202	32,822	46,373	48,000	49,440	50,923
Umbrella Liability	53,745	54,246	65,677	56,849	63,000	64,890	66,837
Medical Services (PS Custody)	2,475	319	3,437	5,322	5,000	5,150	5,305
Claims/Judgments	200,354	426,332	693,981	712,026	755,000	777,650	800,980
<i>subtotal</i>	<i>\$ 940,944</i>	<i>\$ 1,210,390</i>	<i>\$ 1,521,328</i>	<i>\$ 1,610,172</i>	<i>\$ 1,678,300</i>	<i>\$ 1,728,649</i>	<i>\$ 1,780,508</i>
<b>Non-Allocated</b>							
Reserve	\$ -	\$ -	\$ -	\$ 1,171,906	\$ -	\$ -	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 1,171,906</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 940,944</b>	<b>\$ 1,210,390</b>	<b>\$ 1,521,328</b>	<b>\$ 2,782,078</b>	<b>\$ 1,678,300</b>	<b>\$ 1,728,649</b>	<b>\$ 1,780,508</b>
<b>Authorized Personnel</b>	-	-	-	-	-	-	-

# INTERNAL SERVICE FUND SUMMARIES

## Statement of Revenues, Expenditures, and changes in Fund Balance

### Risk Management Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
Beginning Fund Balance:	\$ 222,137	\$ 771,002	\$ 1,144,813	\$ 1,171,906	\$ 1,171,906	\$ 1,171,906	\$ 1,171,906
<b>REVENUES BY CATEGORY</b>							
Charges for Services	\$ 1,446,500	\$ 1,499,800	\$ 1,513,611	\$ 1,609,899	\$ 1,678,300	\$ 1,728,649	\$ 1,780,508
Investment Earnings	28,736	31,873	1,200	273	-	-	-
Other	14,573	52,528	33,611	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,489,809</b>	<b>\$ 1,584,201</b>	<b>\$ 1,548,421</b>	<b>\$ 1,610,172</b>	<b>\$ 1,678,300</b>	<b>\$ 1,728,649</b>	<b>\$ 1,780,508</b>
<b>EXPENDITURES BY USE</b>							
Insurance Premiums/Claims	\$ 832,703	\$ 1,104,387	\$ 1,439,313	\$ 1,513,884	\$ 1,578,300	\$ 1,625,649	\$ 1,674,418
Professional Services	108,241	106,003	82,015	96,288	100,000	103,000	106,090
<b>TOTAL</b>	<b>\$ 940,944</b>	<b>\$ 1,210,390</b>	<b>\$ 1,521,328</b>	<b>\$ 1,610,172</b>	<b>\$ 1,678,300</b>	<b>\$ 1,728,649</b>	<b>\$ 1,780,508</b>
ACFR Rounding Adjustments	\$ (1)	\$ 1		\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	\$ 771,002	\$ 1,144,813	\$ 1,171,906	\$ 1,171,906	\$ 1,171,906	\$ 1,171,906	\$ 1,171,906
Changes in Fund Balance (actual/est.)	\$ 548,864	\$ 373,812	\$ 27,093	\$ -	\$ -	\$ -	\$ -

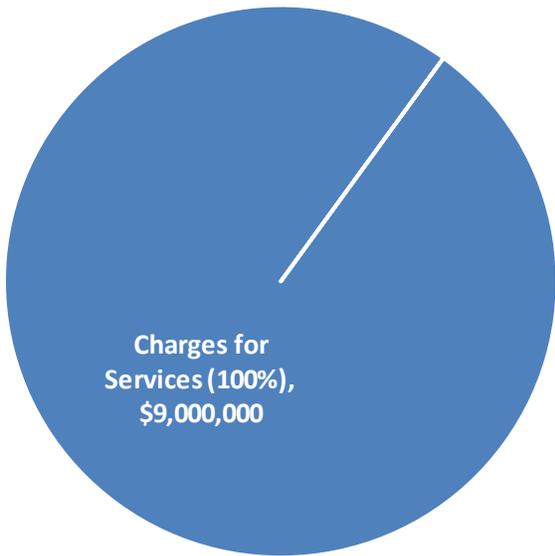
Notes:

In order to accurately measure anticipated fund balance usage, this schedule omits Carryforward Fund Balance and Non-Allocated/Reserve accounts.

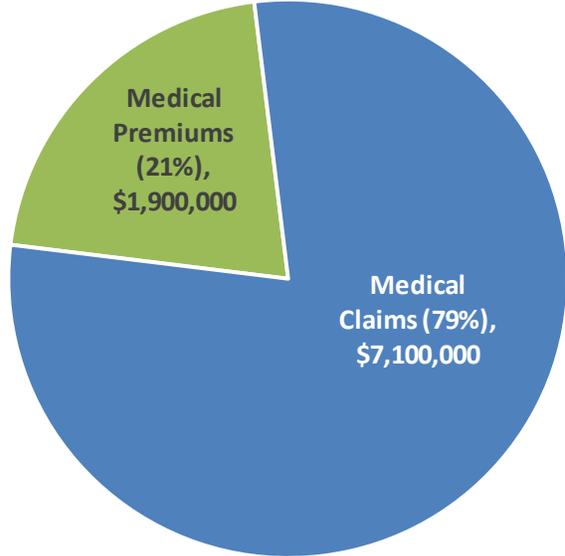
# INTERNAL SERVICE FUND SUMMARIES

## Medical Insurance Fund Summary

FY 2023 Budget: \$9,000,000



Revenues by Source



Expenditures by Use

The Medical Insurance Fund accounts for activity under the City’s Minimum Premium Plan (MPP) in accordance with Generally Accepted Accounting Principles.

Accounting rules dictate the creation of an Internal Service Fund to track activity under an MPP. As such, this fund does not represent new costs. Rather, it represents a flow of funds from the Operating Funds (e.g., employer/employee premiums) that does have the effect of grossing-up the totals as the appropriations are reflected in multiple Funds.

Under the MPP, the City and the medical insurer (CIGNA) agree that the City will be responsible for paying all claims up to an agreed-upon aggregate level, with the insurer responsible for the excess. The insurer will continue to process claims and administrative services. Through the MPP arrangement, the City can reduce premium taxes while maintaining coverage benefits. The MPP is still a fully insured medical plan.

### **Trends**

The FY 2023 Budget totals \$9 million and represents premiums (employer and employee) and the associated expenditures (administration, claims, and reserves). The operating funds (e.g., General Fund, E911 Fund, DEA Fund, and Sanitation Fund) all include group insurance expenses that represent the city’s costs.

# INTERNAL SERVICE FUND SUMMARIES

## Statement of Budgetary Comparisons

### Medical Insurance Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
<b>Charges for Services:</b>							
Medical Insurance Premiums							
Employer Contribution	\$ 6,365,425	\$ 7,024,367	\$ 7,341,303	\$ 7,930,000	\$ 8,170,000	\$ 8,619,350	\$ 9,093,414
Employee Contribution	760,710	616,248	567,033	810,000	830,000	871,500	915,075
<b>Investment Earnings</b>	151	1,048	806	-	-	-	-
<b>Other</b>							
Fund Balance	-	-	-	(39,374)	-	-	-
<b>TOTAL</b>	<b>\$ 7,126,286</b>	<b>\$ 7,641,662</b>	<b>\$ 7,909,143</b>	<b>\$ 8,700,626</b>	<b>\$ 9,000,000</b>	<b>\$ 9,490,850</b>	<b>\$ 10,008,489</b>
<b>EXPENDITURES</b>							
<b>Maintenance &amp; Operations:</b>							
Medical Premiums	\$ 1,631,686	\$ 1,742,464	\$ 1,825,087	\$ 1,855,000	\$ 1,900,000	\$ 1,995,000	\$ 2,094,750
Medical Claims	5,458,174	5,633,235	6,125,879	6,885,000	7,100,000	7,455,000	7,827,750
<i>subtotal</i>	<i>\$ 7,089,860</i>	<i>\$ 7,375,700</i>	<i>\$ 7,950,966</i>	<i>\$ 8,740,000</i>	<i>\$ 9,000,000</i>	<i>\$ 9,450,000</i>	<i>\$ 9,922,500</i>
<b>Other</b>							
Transfer to OPEB Fund	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>subtotal</i>	<i>\$ 1,500,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<b>Non-Allocated</b>							
Reserve	\$ -	\$ -	\$ -	\$ (39,374)	\$ -	\$ -	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ (39,374)</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 8,589,860</b>	<b>\$ 7,375,700</b>	<b>\$ 7,950,966</b>	<b>\$ 8,700,626</b>	<b>\$ 9,000,000</b>	<b>\$ 9,450,000</b>	<b>\$ 9,922,500</b>
<b>Authorized Personnel</b>	-	-	-	-	-	-	-

# INTERNAL SERVICE FUND SUMMARIES

## Statement of Revenues, Expenditures, and changes in Fund Balance

### Medical Insurance Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
Beginning Fund Balance:	\$ 1,200,061	\$ (263,513)	\$ 2,449	\$ (39,374)	\$ (39,374)	\$ (39,374)	\$ 1,476
<b>REVENUES BY CATEGORY</b>							
Charges for Services	\$ 7,126,135	\$ 7,640,614	\$ 7,908,337	\$ 8,740,000	\$ 9,000,000	\$ 9,490,850	\$ 10,008,489
Investment Earnings	151	1,048	806	-	-	-	-
Other	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 7,126,286</b>	<b>\$ 7,641,662</b>	<b>\$ 7,909,143</b>	<b>\$ 8,740,000</b>	<b>\$ 9,000,000</b>	<b>\$ 9,490,850</b>	<b>\$ 10,008,489</b>
<b>EXPENDITURES BY USE</b>							
Medical Premiums/Claims	\$ 7,089,860	\$ 7,375,700	\$ 7,950,966	\$ 8,740,000	\$ 9,000,000	\$ 9,450,000	\$ 9,922,500
Transfer to OPEB Fund	1,500,000	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 8,589,860</b>	<b>\$ 7,375,700</b>	<b>\$ 7,950,966</b>	<b>\$ 8,740,000</b>	<b>\$ 9,000,000</b>	<b>\$ 9,450,000</b>	<b>\$ 9,922,500</b>
ACFR Rounding Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1),(2)	\$ (263,513)	\$ 2,449	\$ (39,374)	\$ (39,374)	\$ (39,374)	\$ 1,476	\$ 87,465
Changes in Fund Balance (actual/est.)	\$ (1,463,574)	\$ 265,962	\$ (41,823)	\$ -	\$ -	\$ 40,850	\$ 85,989

Notes:

- (1) In order to accurately measure anticipated fund balance usage, this schedule omits Carryforward Fund Balance and Non-Allocated/Reserve accounts.

## Fiduciary Fund Summaries

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### Overview

The *Fiduciary Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2022 budgets for the Other Post Employment Benefit (OPEB) Funds.

Fiduciary Funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds utilize the accrual basis of accounting.

The following schedules provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **Fund Summary**

This section provides a brief description of the Fund.

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures across multiple fiscal years. Revenues are presented by source and expenditures are presented by use.

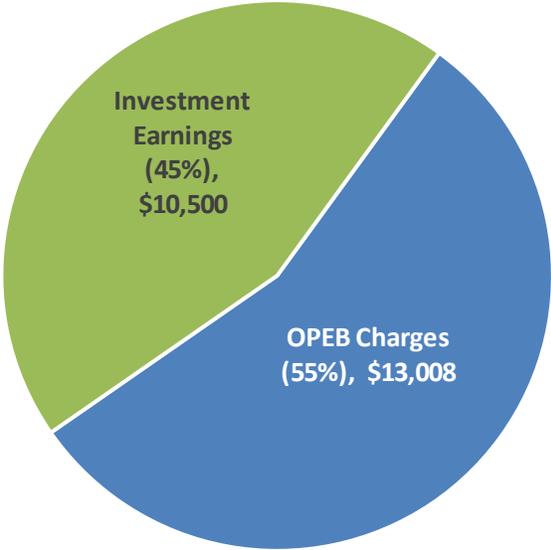
- **Statement of Revenues, Expenditures, and changes in Fund Balances**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2019-2023 as well as a forecast for fiscal years 2024-2025. Also included are changes in fund balance.

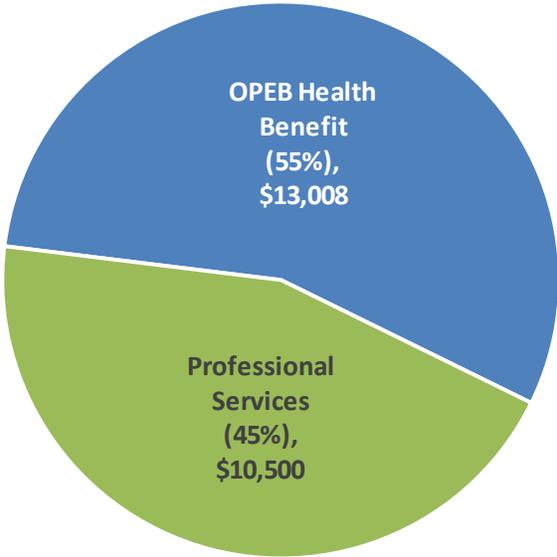
# FIDUCIARY FUND SUMMARIES

## Other Post Employment Benefit (OPEB) Health Benefit Fund Summary

FY 2023 Budget: \$23,508



Revenues by Source



Expenditures by Use

The OPEB Health Fund represents activity associated the other post-employment benefit plan (OPEB). Eligible retirees are offered the same health and prescription drug coverage as active employees. Each fiscal year, the city determines the Plan benefits and premium rate for participants (active and retirees). However, unlike active employees, retirees pay 100% of the blended premium afforded to the city. Therefore, as the retiree makes the full premium payment, the city's only exposure is the accounting treatment of this implicit rate subsidy caused by the difference in the blended rate offered to the retiree and his/her actual age adjusted premium. Coverage expires at age 65. OPEB related funding for FY 2023 totals \$23,508.

# FIDUCIARY FUND SUMMARIES

## Statement of Budgetary Comparisons

### OPEB Health Benefit Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
Investment Earnings	\$ 39,750	\$ 29,985	\$ 436,743	\$ 9,874	\$ 10,500	\$ 10,000	\$ 10,000
<b>Other</b>							
OPEB Health Benefit Funding							
Employer Contribution	85,000	68,015	76,589	12,600	13,008	15,000	15,000
Fund Balance	-	-	-	469,787	-	-	-
<b>TOTAL</b>	<b>\$ 124,750</b>	<b>\$ 98,000</b>	<b>\$ 513,332</b>	<b>\$ 492,261</b>	<b>\$ 23,508</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>EXPENDITURES</b>							
<b>Maintenance &amp; Operations:</b>							
OPEB Health Benefit	\$ 9,094	\$ 21,875	\$ 34,792	\$ 12,474	\$ 13,008	\$ 15,000	\$ 15,000
Miscellaneous	5,737	8,076	8,753	10,000	10,500	10,000	10,000
<i>subtotal</i>	<i>\$ 14,831</i>	<i>\$ 29,951</i>	<i>\$ 43,545</i>	<i>\$ 22,474</i>	<i>\$ 23,508</i>	<i>\$ 25,000</i>	<i>\$ 25,000</i>
<b>Non-Allocated</b>							
Reserve	\$ -	\$ -	\$ -	\$ 469,787	\$ -	\$ -	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 469,787</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 14,831</b>	<b>\$ 29,951</b>	<b>\$ 43,545</b>	<b>\$ 492,261</b>	<b>\$ 23,508</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
Authorized Personnel	-	-	-	-	-	-	-

# FIDUCIARY FUND SUMMARIES

## Statement of Revenues, Expenditures, and changes in Fund Balance

### OPEB Health Benefit Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
Beginning Fund Balance:	\$1,224,157	\$1,334,076	\$1,402,125	\$1,871,912	\$ 1,871,912	\$1,871,912	\$1,871,912
<b>REVENUES BY CATEGORY</b>							
OPEB Health Benefit Funding	\$ 85,000	\$ 68,015	\$ 76,589	\$ 12,600	\$ 13,008	\$ 15,000	\$ 15,000
Investment Earnings	39,750	29,985	436,743	9,874	10,500	10,000	10,000
<b>TOTAL</b>	<b>\$ 124,750</b>	<b>\$ 98,000</b>	<b>\$ 513,332</b>	<b>\$ 22,474</b>	<b>\$ 23,508</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>EXPENDITURES BY USE</b>							
OPEB Health Benefit	\$ 9,094	\$ 21,875	\$ 34,792	\$ 12,474	\$ 13,008	\$ 15,000	\$ 15,000
Miscellaneous (Professional Services)	5,737	8,076	8,753	10,000	10,500	10,000	10,000
<b>TOTAL</b>	<b>\$ 14,831</b>	<b>\$ 29,951</b>	<b>\$ 43,545</b>	<b>\$ 22,474</b>	<b>\$ 23,508</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
ACFR Rounding Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	\$1,334,076	\$1,402,125	\$1,871,912	\$1,871,912	\$ 1,871,912	\$1,871,912	\$1,871,912
Changes in Fund Balance (actual/est.)	\$ 109,919	\$ 68,049	\$ 469,787	\$ -	\$ -	\$ -	\$ -

Notes:

- (1) In order to accurately measure anticipated fund balance usage, this schedule omits Carryforward Fund Balance and Non-Allocated/Reserve accounts.



# FIDUCIARY FUND SUMMARIES

## Statement of Budgetary Comparisons

### OPEB Health Reimbursement Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
<b>REVENUES</b>							
Investment Earnings	\$ 48,386	\$ 53,648	\$ 890,436	\$ 19,025	\$ 47,673	\$ 49,103	\$ 50,576
<b>Other</b>							
OPEB Health Reimbursement Funding							
Employer Contribution	550,000	575,000	574,502	590,928	686,459	714,604	743,903
Transfer-In							
Medical Insurance Fund	1,500,000	-	-	-	-	-	-
Fund Balance	-	-	-	1,389,183	-	-	-
<b>TOTAL</b>	<b>\$ 2,098,386</b>	<b>\$ 628,648</b>	<b>\$ 1,464,938</b>	<b>\$ 1,999,136</b>	<b>\$ 734,132</b>	<b>\$ 763,707</b>	<b>\$ 794,479</b>
<b>EXPENDITURES</b>							
<b>Maintenance &amp; Operations:</b>							
OPEB Reimbursement Benefit	\$ -	\$ -	\$ 56,852	\$ 590,953	\$ 714,632	\$ 743,217	\$ 772,946
Miscellaneous	8,538	14,964	18,903	19,000	19,500	19,988	20,487
<i>subtotal</i>	<i>\$ 8,538</i>	<i>\$ 14,964</i>	<i>\$ 75,755</i>	<i>\$ 609,953</i>	<i>\$ 734,132</i>	<i>\$ 763,205</i>	<i>\$ 793,433</i>
<b>Non-Allocated</b>							
Reserve	\$ -	\$ -	\$ -	\$ 1,389,183	\$ -	\$ -	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 1,389,183</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 8,538</b>	<b>\$ 14,964</b>	<b>\$ 75,755</b>	<b>\$ 1,999,136</b>	<b>\$ 734,132</b>	<b>\$ 763,205</b>	<b>\$ 793,433</b>
Authorized Personnel	-	-	-	-	-	-	-

# FIDUCIARY FUND SUMMARIES

## Statement of Revenues, Expenditures, and changes in Fund Balance

### OPEB Health Reimbursement Fund Finance Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Amended Budget	FY 2023 Recommended Budget	FY 2024 Forecast	FY 2025 Forecast
Beginning Fund Balance:	\$ -	\$ 2,089,848		\$ 1,389,183	\$ 1,389,183	\$ 1,389,183	\$ 1,389,685
<b>REVENUES BY CATEGORY</b>							
OPEB Health Reimb. Benefit Funding	\$ 550,000	\$ 575,000	\$ 574,502	\$ 590,928	\$ 686,459	\$ 714,604	\$ 743,903
Investment Earnings	48,386	53,648	890,436	19,025	47,673	49,103	50,576
Transfer-In from Medical Ins. Fund	1,500,000	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,098,386</b>	<b>\$ 628,648</b>	<b>\$ 1,464,938</b>	<b>\$ 609,953</b>	<b>\$ 734,132</b>	<b>\$ 763,707</b>	<b>\$ 794,479</b>
<b>EXPENDITURES BY USE</b>							
OPEB Health Reimb. Benefit	\$ -	\$ -	\$ 56,852	\$ 590,953	\$ 714,632	\$ 743,217	\$ 772,946
Miscellaneous (Professional Services)	8,538	14,964	18,903	19,000	19,500	19,988	20,487
<b>TOTAL</b>	<b>\$ 8,538</b>	<b>\$ 14,964</b>	<b>\$ 75,755</b>	<b>\$ 609,953</b>	<b>\$ 734,132</b>	<b>\$ 763,205</b>	<b>\$ 793,433</b>
ACFR Rounding Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	\$ 2,089,848	\$ 2,703,532	\$ 1,389,183	\$ 1,389,183	\$ 1,389,183	\$ 1,389,685	\$ 1,390,731
Changes in Fund Balance (actual/est.)	\$ 2,089,848	\$ 613,684	\$ 1,389,183	\$ -	\$ -	\$ 502	\$ 1,046

Notes:

- (1) In order to accurately measure anticipated fund balance usage, this schedule omits Carryforward Fund Balance and Non-Allocated/Reserve accounts.

## Financial Management Policies

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The *Financial Management Policies* section is intended to provide readers with a sampling of the city's financial management policy program. Due to size constraints, several of the city's larger policies have been excluded. First and foremost is the city's procurement policy which guides the purchasing of goods/services of the highest quality at the most reasonable cost through ensuring fair and open competition. Details of the city's procurement policy as well as any of the policies contained within our financial management policy program can be obtained from the city's Finance Department<sup>29</sup>.

### Section I: General Budget Policies

The budget process provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided within estimated resources. Budget policy guides this process. Budget policy also directs the city's financial health and stability. Georgia law (e.g., O.C.G.A. 36-81-2 et seq.) provides the budget requirements for Georgia's local governments. The information below provides an outline of the city's application of those laws.

The city's goal is to adopt operating budgets where current revenues equal anticipated expenditures. All departments supported by the resources of this city must function within the limits of the financial resources identified or available specifically to them. A balance must be struck between revenues and expenditures, so the public can realize the benefits of a strong and stable government. It is important to understand that this policy is applied to budget entities over periods of time which extend beyond current appropriations. By law, budgets cannot exceed available resources, defined as revenues generated in the current period added to balances carried forward from prior years.

#### **A. Scope**

This policy applies to all budgeted funds, which are the responsibility, and under the management of the City of Alpharetta and its Department of Finance.

#### **B. Financing Current Costs**

Current costs shall be financed with current revenues, including the use of authorized fund balances. The city shall avoid balancing current expenditures through the obligation of future year's resources. The city shall strive to avoid short-term borrowing to meet cash flow requirements. However, the city may enter short-term borrowings should a critical need arise.

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<sup>29</sup> City of Alpharetta – Finance Department: 2 Park Plaza, Alpharetta, Georgia 30009. Phone (678) 297-6094. Fax (678) 297-6063.

# FINANCIAL MANAGEMENT POLICIES

## C. Budget Objective by Fund Type

The following budget objectives are established for the different funds the city uses:

- General Fund – The annual budget for the General Fund shall provide for general government operations of the city and maintain working capital necessary for the city’s financial health and stability;
- Special Revenue Fund(s) – The city adopts annual budgets for each special revenue fund that demonstrates that any legally restricted revenue sources are used consistent with the applicable laws and/or regulations (e.g., Emergency 911 Fund, Impact Fee Fund, etc.);
- Capital Project Fund(s) – The city adopts project budgets for each of its capital project funds. These adopted appropriations do not lapse at the end of a fiscal year; rather they remain in effect until project completion or re-appropriation by City Council;
- Debt Service Fund(s) – The city adopts annual budgets for its debt service funds. Any remaining fund balances from prior years plus current years projected revenues shall be enough to meet all annual debt service requirements; and
- Proprietary Fund(s) - Although generally accepted accounting principles (GAAP) or Georgia statutes do not require the city to adopt budgets for enterprise funds, the city does adopt budgets for its enterprise funds in order to monitor revenues and control expenses. The city uses a business approach when budgeting enterprise funds. Enterprise funds shall be self-supporting whenever possible and subsidized losses will be minimized when break-even is not possible. Also, the city adopts annual budgets for its Internal Service Funds.

Additionally, the city classifies funds as either operating funds or non-operating funds. Operating funds are those funds that include appropriations for the payment of salary/benefits and whose maintenance & operating appropriations are necessary to continue the daily operations of the city. The General Fund will always be an operating fund. Other examples of operating funds are the Emergency 911 Fund and the Solid Waste Fund. Non-operating funds are those funds that do not include appropriations for the payment of salary/benefits and whose maintenance & operating appropriations are not critical to the daily operations of the city. Examples of non-operating funds are the Hotel/Motel Fund, Impact Fee Fund, and the Drug Enforcement Agency Fund.

# FINANCIAL MANAGEMENT POLICIES

## Section II: Operating Budget Policies

The operating budget shall be prepared on an annual basis and include those funds detailed in Section I that are subject to annual appropriation (all funds excluding the Capital Project Funds and the Fiduciary Fund). Prior year budget appropriations and prior year actual expenditures will be provided as reference data, with the current year appropriation and two years projection of expenditures. At a minimum, the city shall adopt annual balanced budgets for the general fund, each special revenue fund, and each debt service fund in accordance with O.C.G.A. 36-81-3.

The annual proposed budget should be submitted to the governing authority while being held by the Department of Finance for public review/inspection in accordance with O.C.G.A. 36-81-3. Public meetings will be conducted after proper advertisement prior to the City Council adopting and approving the annual budget document. (O.C.G.A. 36-81-5 and 36-81-6).

### **A. Departmental Appropriations**

The budget shall be developed based upon “line-item” expenditures within each department. This type of budget focuses on categories of expenditures such as personal services, contractual services, supplies, equipment, etc. within each department. At a minimum, each department’s appropriation in each fund shall be detailed within the budget document. (O.C.G.A. 36-81-3 and 36-81-5).

### **B. Performance Budget**

In addition to requesting expenditures by line item, the budget document shall include “performance” budget information. A performance budget provides information of each of the departments’ goals and objectives to be accomplished in the upcoming budget year. Goals and objectives should be SMART – Specific, Measurable, Achievable, Relevant, and Timed. Ultimately, the goals and objectives should result in efficiency/effectiveness improvements.

A performance budget also utilizes “Service Efforts and Accomplishments” which measure services rendered and department efficiency/effectiveness on a historical basis and project targets of the indicators for the upcoming budget year. The city shall strive to minimize and reduce, if possible, staffing levels required to accomplish its service delivery.

### **C. Budget Preparation Categories**

Each department shall submit budget requests separately for:

- Current services - A current services budget is defined as that level of funding which is necessary to provide the same level of service for the upcoming year

## FINANCIAL MANAGEMENT POLICIES

that is currently being provided. The current services budget will include replacement capital equipment; and

- Expanded services - An expanded services budget includes funding requests associated with new services, additional personnel or new capital projects/equipment.

### **D. Balanced Budget**

The budget shall be balanced for each budgeted fund. Total anticipated revenues plus that portion of fund balance in excess of authorized reserves (see operating budget policy H below) designated as a budget-funding source shall equal total estimated expenditures for each fund.

### **E. Basis of Budgeting**

Neither GAAP nor Georgia statutes address a required budgetary basis of budgeting; the city adopts budgets in conformity with GAAP for all budgeted funds. All governmental funds use the modified accrual basis of accounting and proprietary fund budgets use the accrual basis of accounting.

### **F. Level of Budget Adoption and Control**

All budgets shall be adopted at the legal level of budgetary control, which is the department level within each individual fund. See policy K below for amending the budget.

### **G. Budget Stabilization Resources**

The city shall establish a fund balance reserve in all operating funds (defined in Section I of this policy) for working capital. The purpose of working capital is to cover the cost of expenditures caused by unforeseen emergencies, cover shortfalls caused by revenue declines, and to eliminate any short-term borrowing for cash flow purposes. This reserve shall accumulate and then be maintained at an amount, which represents no less than two (2) months of operating and debt expenditures<sup>30</sup>.

### **H. Utilization of Prior Year's Fund Balance**

If necessary, the city may use fund balance in excess of the reserve for working capital (see operating budget policy G above) as a funding source for that fund's budget. The amount of unreserved fund balance shall be estimated conservatively, taking into consideration future year needs. The minimum requirement for the reserve for

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<sup>30</sup> This equates to approximately 16%. In keeping with the strong financial management practices that allowed Alpharetta to become one of the few cities in the country with a AAA credit rating (highest available), the city currently maintains a Fund Balance Designation of 25%.

## FINANCIAL MANAGEMENT POLICIES

working capital, equal to two (2) months of operating and debt expenditures, must first be met before utilizing the excess fund balance as a funding source for the budget.

### **I. Appropriation Lapses at Year End**

All operating budget appropriations (including encumbered appropriations) shall lapse at the end of a fiscal year. Purchases encumbered in the current year, but not received until the following year, must be charged against a department's subsequent year appropriation.

### **J. Budget Control Reports**

The city shall maintain a system of budgetary control reports to assure adherence to the budget. The city will prepare and distribute to departments, timely monthly financial reports comparing actual revenues, and outstanding encumbrances and expenditures with budgeted amounts.

### **K. Authorization of Budget Adjustments and Amendments**

The budget is a dynamic rather than static plan, which requires adjustments and formal budget amendments as circumstances change. The City Council must approve all increases in total departmental appropriations, increases in the personal services budgets (i.e., moving salary or employee benefit budget to other line items), and increases in the number of authorized positions (full and part-time).

Department heads must submit budget amendment requests transferring appropriations from one line-item to another, other than those prohibited above, and obtain approval by the Director of Finance and the City Administrator. Adjustments from appropriations that have been obligated, committed, or reserved for a designated purpose shall not be transferred until a formal de-obligation occurs.

At the mid-point of each year, any necessary budgetary appropriations, including budgets for any projects authorized but not funded during the year, shall be appropriated through a supplementary budget ordinance. This mid-point adjustment is limited to requesting additional resources. Such supplemental appropriations shall be balanced with additional revenues for each fund. A justification for each requested change must be prepared (O.C.G.A. 38-81-3).

### **L. Contingency**

The city shall establish an appropriated contingency of one percent of the total annual expenditure appropriation in all operating funds (defined in Section I of this policy) in order to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the city's operations which could not have been reasonably anticipated at the time the budget was prepared. Non-operating funds

## FINANCIAL MANAGEMENT POLICIES

(defined in Section I of this policy) shall not require a contingency reserve appropriation.

This contingency reserve appropriation will be a separate line item within the budget. This amount shall be subject to annual appropriation. The approval of the Mayor and the City Administrator is required before this appropriation can be expended. If approved, the Finance Department will transfer the appropriation from the contingency line item to the applicable line item(s) with the applicable department's budget.

### **M. Maintenance and Replacement of Capital Equipment**

The City Council will give budget priority to requests that provide for adequate maintenance of capital equipment and facilities and for their orderly replacement.

### **N. Contributions**

Unless authorized by City Council, outside contributions to programs operated by city departments shall be subject to the city's accounting and budgetary policies. The city welcomes both unrestricted and restricted contributions compatible with the city's programs and objectives. The Finance Director is authorized via the annual budget ordinance to amend the budget to reflect donation and/or contribution revenues and expenditures upon documented approval by the director of the benefitting department and the actual receipt of the donation and/or contribution.

### **O. Administrative Service Fee/Cost Allocation**

Whenever possible, the city may assess an administrative service fee from the General Fund to any other fund, based upon documentation and/or an outside independent study. This assessment will be based upon a percentage of the operating revenues, or services provided to the fund and shall be used to reimburse the General Fund for the administrative and support services provided to the assessed fund.

## Section III: Cash-flow Budget Policies

For analysis and internal management purposes, the city shall prepare an annual cash flow budget in conjunction with the Operating Budget. The purpose of this document will be to provide the necessary guidelines to ensure that cash will be available to pay budget costs on a timely basis.

### **A. Budget Allotments**

Budget allocations (i.e., budget allotments) are used in the operating budget, when needed to manage cash flows. The annual appropriation may be divided into segments in order to ensure that the projected revenue streams will be adequate to fund the appropriated expenditures. The cash flow budget will provide details as to

# FINANCIAL MANAGEMENT POLICIES

the periods in which the revenues will be collected, and thereby providing for available resources to pay obligations.

## Section IV: Capital Project Improvement Plan Policies

The city will prepare a ten-year capital project improvement plan (CIP) which they will update annually. This plan will assist in the planning, acquisition, and financing of capital projects. A major capital project generally is defined as an expenditure that has an expected useful life of more than three years with an estimated total cost of \$25,000 or more, or an improvement/addition to an existing capital asset. Examples include building/infrastructure construction, park improvements, streetscapes, land acquisitions, and vehicles.

Major capital projects will be budgeted in the Capital Improvement Fund along with all identified funding resources. With the involvement of the responsible departments, the Finance Department will prepare the capital budget in conjunction with the operating budget.

### A. Project Length Budget

The CIP budget shall be developed based upon defined projects approved by the Mayor and City Council. Budget appropriation shall include the complete project costs with contingency amounts as appropriate and if available. (O.C.G.A. 36-81-3)

### B. Budget Preparation

Each department, in conjunction with the Mayor and City Council, will identify potential capital projects throughout the year. All identified projects will be added to the CIP document, regardless of available funding. These needed projects will provide a method of tracking and planning for future needs of the city. Every effort will be made to identify those projects committed by the City Council through legislative action.

The graphic to the right depicts the dashboard for our CIP tracking software that is updated annually by departments during the budget process and serves as the foundation of the city's 10-Year CIP.



# FINANCIAL MANAGEMENT POLICIES

## C. Budget Control Reports

The city shall maintain a system of budgetary control reports to assure adherence to the budget. The city will prepare and distribute to departments, timely monthly financial reports comparing actual revenues, and outstanding encumbrances with budgeted amounts.

The graphic to the right depicts the city's monthly CIP financial management report. Project information is segmented by department and provides life-to-date financial information.

Project Segment: FY2021 - FY2021		FY 2022							
Account #	Project	Total Project Authorization	Prior Year Actuals	Original Appropriation	Transfers / Adjustments	Revised Budget	Collections / Expenditures / Encumbrances	Available Budget	
3013100-542000	C1202 FLEET REPLACEMENT	\$ 6,541,893	\$ 4,848,109	\$ 305,000	\$ 350,784	\$ 655,784	\$ 268,650	\$ 288,178	\$ 140,959
3013100-541300	C1229 PS ROOF REPAIR	829,899	425,876	-	853,754	853,754	478,754	-	29,000
3013100-540100	C1315 CARBON MONITOR REPLACEMENT	272,495	-	-	272,495	272,495	548,983	24,121	0
3013100-540100	C1461 PS EQUIPMENT REPLACEMENT	1,250,524	1,051,002	211,000	(11,279)	199,721	71,863	45,958	87,213
3013100-541300	C1706 PAVIC IMPROVEMENTS	492,531	173,958	-	318,576	318,576	-	102,143	216,959
3013100-540600	C0952 SECURITY SYSTEM REFRESH	132,540	109,176	-	22,364	22,364	19,787	-	3,025
3013100-540100	C0855 LICENSE PLATE READER PROGRAM	20,000	-	-	20,000	20,000	-	-	20,000
3013100-542000	C2208 RAPID RESPONSE TRUCK	78,400	-	78,400	-	78,400	78,400	-	-
3013100-540100	C0907 LICENSE SERVICES	179,289	-	179,289	-	179,289	162,310	-	13,693
3013100-540100	C0931 EXTRACTION EQUIPMENT	154,188	-	-	154,185	154,185	-	154,185	0
3013100-541200	C2231 EXTRACTION EQUIPMENT (LEASE)	31,024	-	-	31,024	31,024	-	-	31,024
3013100-540100	C2231 EXTRACTION EQUIPMENT (LEASE)	764	-	-	764	764	-	-	764
3013100-542100	C2232 ORANAPLE TRAINING FACILITY	764	-	-	43,870	43,870	9,360	25,844	7,661
Subtotal				\$ 397,480	\$ 2,447,291	\$ 2,814,661	\$ 1,824,158	\$ 854,491	\$ 548,943
Public Works									
3014100-541410	C0541 TRAFFIC SIGNAL INTERCONNECT	\$ 273,780	\$ 264,487	\$ -	\$ 18,313	\$ 18,313	\$ 15,877	\$ -	\$ 4,784
3014100-541000	C0910 TREE REPLACEMENT FUND	1,628,301	848,909	-	679,382	679,382	418,063	283,623	4,617
3014100-541000	C1008 CEMETERY AUTHORITY-MAINTENANCE	474,399	184,937	-	289,462	289,462	17,095	17,100	285,222
3014100-540410	C1007 BRIDGE MAINTENANCE	492,513	48,454	100,000	389,493	419,493	370,390	21,288	97,883
3014100-541410	C1215 STRIPING & SIGNAGE	1,786,588	1,529,864	300,000	78,734	276,734	185,668	41,233	38,848
3014100-541410	C1217 TRAFFIC CALMING & INTERSECTION IMP	453,884	328,452	75,000	50,102	125,102	79,811	42,788	2,502
TRAFFIC SIGNAL SYSTEM									
3014100-541410	C1218 MAINTENANCE	762,267	587,828	100,000	28,729	148,729	48,133	73,674	47,721
3014100-541410	C1219 BILLING AND REPAIRING	20,124,873	20,029,711	1,200,000	648,963	1,770,963	96,181	1,189,143	498,644
3014100-541410	C1200 TRAFFIC CONTROL EQUIPMENT	837,431	787,637	100,000	19,264	119,264	90,805	24,363	1,757
3014100-541410	C1221 DESIGN SERVICES	869,299	745,835	75,000	47,364	122,364	43,487	4,329	74,641
3014100-540000	C1002 FLEET REPLACEMENT	1,223,438	1,269,472	200,000	200,000	200,000	21,000	189,789	1,161
3014100-541000	C1229 FACILITY ROOF REPLACEMENT	240,000	-	240,000	(20,000)	220,000	-	-	-
3014100-541000	C1302 TREE PLANTING & LANDSCAPING IMP	1,102,770	796,961	265,000	10,809	326,809	14,738	293,841	61,121

## D. Authorization of Budget Adjustments and Amendments

Department heads must submit budget amendment requests, transferring appropriations from one line-item to another within the same project. The Director of Finance and the City Administrator shall review and approve all requests for budget adjustments. Adjustments from appropriations that have been obligated, committed, or reserved for a designated purpose shall not be transferred until a formal de-obligation occurs. The de-obligation of budget dollars to a specific project will only occur after the completion of the project or when a project was identified, and budget and funding is no longer necessary.

## E. Appropriations at Year End

Capital project appropriations shall carry forward to the subsequent budget period an equal amount of any encumbrances/purchase orders issued as of the close of the fiscal year. Purchases encumbered in the current year, but not received until the following year, must be charged against each department's subsequent year carry-over appropriation. Any remaining appropriation available by project at year-end must be re-appropriated.

## F. Contingency

The city shall include an appropriated contingency of three percent of the total annual expenditure appropriation in the Capital Project Fund in order to accommodate expenditures that may not have been expected during the duration of a capital project. Expenditure of contingency funds shall only be authorized in accordance with the

## FINANCIAL MANAGEMENT POLICIES

city's Change Order Policy. Any contingency budgets shall be subject to annual appropriation.

### Section V: Revenue Administration Policies

The city levies, collects, and records certain taxes, license and permit fees, intergovernmental revenues, charges for service, investment income, fines and forfeitures, and other miscellaneous revenues and financing sources. This policy provides direction in the application, acceptance, and administration of revenues the city receives.

#### **A. Diversification and Stability**

All revenues have specific characteristics in terms of stability, growth, sensitivity to inflation or business cycle effects, and impact on the tax and ratepayers. A diversity of revenue sources can improve a city's ability to handle fluctuations in revenues and potentially help to better distribute the cost of providing services.

The city shall strive to maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any primary revenue source. When possible, the revenue mix shall combine elastic and inelastic revenue sources to minimize the effect of economic downturns. The city will work towards diversifying its revenue base in order to reduce its dependence upon property taxes.

#### **B. Conservative Revenue Estimates**

As part of the annual budget process, an objective analytical process will estimate revenues realistically and prudently. The city will estimate revenues of a volatile nature conservatively.

#### **C. User Based Fees and Charges (Exchange Revenue)**

The level of user fee cost recovery should consider the *community-wide* versus *special service* nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or groups.

The city will strive to keep the revenue system simple that will result in a decrease of compliance costs for the taxpayer or service recipient and a corresponding decrease in avoidance to pay. The city will avoid nuisance taxes, fees, or charges as revenue sources.

The city's revenue system will strive to maintain equity in its structure. That is, the city will seek to minimize or eliminate all forms for subsidization between entities, funds, services, utilities, and customers. However, it is recognized that public policy decisions may lead to subsidies in certain circumstances (e.g., senior citizen partial tax abatement).

# FINANCIAL MANAGEMENT POLICIES

Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the cost-of-living as well as changes in methods or levels of service delivery. The Finance Department shall forward any proposed changes to the City Council for approval.

For services associated with a user fee or charge, a fee shall offset the costs of that service, where possible. Costs of services include direct and indirect costs such as operating and maintenance costs, administrative costs, and charges for the use of capital (e.g., depreciation and/or debt service).

## **D. Alternative Revenue Sources**

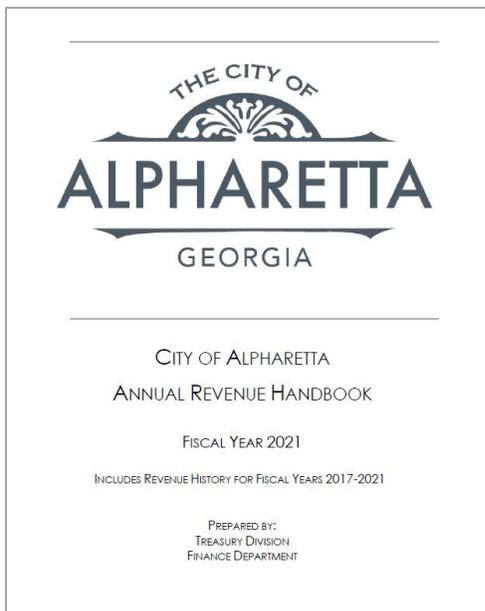
The city shall seek alternative funding sources whenever possible to reduce the required revenue from non-exchange transactions (e.g., property taxes). Such alternative sources include private and public grants, federal or state assistance, and public and private contributions.

## **E. Revenue Collection**

The city will follow an aggressive policy of collecting revenues, consistent with state and federal laws. This policy includes charging of penalties and interest, revoking city licenses, and providing for the transferring and assignment of tax executions.

## **F. Rates and Charges**

The City Council shall approve all revenue rates, charges, and processes in association with receipted funds that are deposited by the city, in accordance with the Code of Ordinances.



## **G. Revenue Handbook**

The revenue handbook is updated annually as part of the budget process. This information contained therein is utilized to adjust fees and user charges. The handbook includes (at a minimum) the following information:

- Revenue Source
- Legal Authorization
- Method of Collection
- Department responsible for collection
- Rate or charge history
- Total revenue history

## Section VI: Capital Asset Policies

### A. Introduction

The Capital Asset Policy is designed to provide a comprehensive description of the capital asset and property systems of the City of Alpharetta. The primary purpose of the policies is to provide for consistent and uniform accounting of capital asset transactions throughout the city; guidelines for physical control and accountability of capital assets; and guidelines for disposal and depreciation of capital assets.

### B. Definitions

- **Asset Acquisition:** There are various methods by which the city acquires assets. These methods include, but are not limited to purchase, donation, lease/purchase, trade-in, forfeiture, condemnation, internal/external construction, transfers from other governments, or any other method which transfers title of any property to the city.
  - *Leased Assets:* The city capitalizes assets, acquired under capital lease, provided they meet the capitalization threshold, and a buy-out option is included in the lease agreement. The capital lease must meet accounting standards for capitalization purposes. For capital leases, where the title of the asset will ultimately be transferred to the city, the asset will be capitalized at the net present value of future minimum lease payments. The city does not capitalize assets they acquired under operating leases.
  - *Gifts/Donations:* The city capitalizes all equipment acquired through donations at fair market value on the date of the transaction, provided such gift or donation meets the capitalization threshold of this policy. If the equipment is new and the donor can furnish an invoice, the invoice would determine the fair market value. If the equipment is used or no information is available regarding the cost of new equipment on date of acquisition, an appraisal will be conducted to establish the capitalization amount.
- **Property:** Property is divided into several classes including:
  - *Real property:* Land and whatever is attached to the land that cannot be readily removed, such as buildings and permanent improvements to the land. Infrastructure is included within this classification.
  - *Personal property:* Property that is movable and further classified as tangible and intangible.

## FINANCIAL MANAGEMENT POLICIES

- o *Tangible personal property*: Property that is moveable such as furniture, machinery, automobiles, or works of art.
- o *Intangible personal property*: The right of ownership in property such as bonds, notes, contracts, computer software, programs, and proprietary assets that are created or purchased and owned by the city.
- **Capital Asset**: Any real or personal property acquired by the city which has an estimated useful life of three (3) or more years with an acquisition value of \$5,000 or more. This includes land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in the operations of the government.
- **Asset Capitalization Amount**: The city will capitalize purchased assets at acquisition cost plus costs incurred in preparing the asset for use. The city will recognize acquisition costs based on individual unit prices.
- **Generally Accepted Accounting Principles (GAAP) Reporting**: All assets capitalized under this policy shall be included in the financial statements issued by the city and in the annual external audit.
- **Gifts/Donations**: Gifts and donations are capitalized at fair market value on the date donated, if the value of the asset meets the threshold levels.

### B. Classification Categories

- **Land**: The city will capitalize all costs incurred to acquire land (without regard to a dollar threshold) and to place it in use. The acquisition costs of land should include: (1) the purchase price; (2) ancillary charges; (3) the assumption of any liens or mortgages on the property; and (4) improvements made to the land that are permanent in nature. Examples of ancillary charges to be included in the capitalization costs are legal and title fees, closing costs, appraisal and negotiation fees, surveying fees, site preparation fees, demolition costs, architect and accounting fees, insurance premiums during construction phase, and transportation charges.
- **Land Improvements**: The city classifies improvements to land with limited lives, such as fences, parking lots, and walkways as land improvements.
- **Buildings**: If the city purchases a building, the capitalized cost should include the purchase price and other incidental expenses incurred at the time of acquisition. If the building is constructed, the capitalized cost should include material, labor, supervision, and overhead, or the contract price, including

## FINANCIAL MANAGEMENT POLICIES

costs such as: permits and licenses, architectural and engineering fees, insurance, title costs, and interest incurred on tax exempt debt (the latter is applicable to enterprise funds only).

- **Building Improvements:** The city capitalizes costs of improvements to a building if the following criteria are met: (1) the expenditures increase the service potential of the building and (2) the total improvement costs, including the contract price, engineering, architectural, and attorney's fees, etc., meet the capitalization threshold of this policy.

Items considered as improvements include ramps, fire escapes, truck doors or other appurtenances; modifications to comply with fire, health, or safety codes; conversion of unusable to useable floor space, upgrade of the space.

Repairs to a building are not considered an improvement unless it extends the useful life of the structure or increases the value of the structure (i.e., a betterment). The city considers ordinary repairs as operating costs.

- **Construction in Progress:** Construction in progress includes accumulation of on-going project costs that increase the value or life of the asset. Upon project completion, the construction account in progress will be closed out and costs will be capitalized into the appropriate asset category (infrastructure, land improvement, building).
- **Moveable Equipment:** Expenditures for individual items or pieces of equipment meeting the capitalization threshold shall be capitalized, consistent with the designations of personal property, both tangible and intangible outlined above.
- **Infrastructure:** Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets shall be capitalized based on the capitalization threshold requirement of this policy. Examples of infrastructure include roads, bridges, drainage systems, sidewalks, etc.

### **C. Annual Inventory**

Annually, an asset listing is sent to each department for their verification of the existence of their department's capital assets. The department should identify any assets they have which are not included on the asset listing. Also, the department should identify any missing assets. The Finance Department will investigate any missing items with the assistance of the department. Significant unaccounted losses of assets will be brought to the attention of the Finance Director and/or the City Administrator for further actions. The Finance Department, with the cooperation of

## FINANCIAL MANAGEMENT POLICIES

the department, may make an annual physical inventory to verify the accuracy of inventory records.

### **D. Transfer or Disposal of Assets**

All capital assets are the property of the city. They may not be donated, discarded or transferred to another owner without the Finance Department's direct authorization. Departments should send all surplus assets to the Finance Department for disposition. Transfer or disposal of vehicles must be coordinated with Fleet Services.

The disposition of capital assets the city purchased with Federal grant must follow Federal Guidelines. The guidelines of the specific grant, or Federal general guidelines, will dictate the duration of time that the asset must remain property of the city. The guidelines also will indicate the disposition of the proceeds of from the sale of the asset.

All sales by the city of real property or personal property with an assigned value of more than \$500 must be offered for purchase, either by sealed bids or by auction to the highest bidder. Notice of the sale must be published once in the official newspaper of the city or in a newspaper of general circulation in the city. The legal notice must appear not less than 15 days or more than 60 days prior to the date of the sale. The notice must contain a brief description of the property and the conditions of the sale. If the sale is by sealed bid, the bids shall be opened in public at the time and place stated in the legal notice. The bids shall be kept available for public inspection for 60 days. The city may reject any and all bids or cancel a proposed sale. Property with an estimated value of less than \$500 may be sold without regard to the above provisions. Such sales may be made in the open market without advertisement and without acceptance of bids. The city has the power to estimate the value of the property being sold.

### **E. Depreciation**

The city records depreciation for its capital assets monthly. Depreciation is calculated using the straight-line method with no estimated salvage values. For purchased capital assets, the city uses the invoice date as the in-service date.

### **F. Estimated Useful Life**

For purposes of depreciation, each asset is assigned an estimated useful life. Useful lives are based upon the category of assets. The life of the asset begins when it is put into service, which is recognized as the invoice date. The estimated lives shall be based upon those recommended by the Governmental Accounting Standards Board, the Government Finance Officers Association, and the city's experience.

# FINANCIAL MANAGEMENT POLICIES

## **G. Asset and Inventory Control Responsibility**

It is the responsibility of the Finance Department to establish and maintain an accurate accounting of capital assets, and to design and implement operating procedures for activities required as a result of this policy. It shall be the responsibility of all city departments to cooperate in the capitalization process and to perform the annual inventory.

## **Section VII: Non-Capital Operating Inventory Policies**

The primary purpose of the Non-Capital Inventory Policy is to provide:

- Consistent and uniform tracking of assets which are not capitalized under the Capital Asset policy;
- Guidelines for physical control and accountability of items which should be inventoried and tracked based upon purpose; and
- Guidelines for disposal and yearly reporting of inventoried, non-capital assets.

### **A. Acquisition**

Operating Inventory Acquisition: There are various methods by which the city acquires operating inventories. The acquisition means may require different methods to identify inventories. The city acquires inventories in the following ways:

- New Purchases
- Donations
- Transfer from Other Departments
- City Surplus
- Lease Purchase
- Internal/External Construction

### **B. Inventory**

Operating Inventory Criteria: The city will track inventories when one of the following criteria is met:

- Goods or supplies are purchased with use scheduled for a future date. Examples of this type of inventory include water meters purchased for future installation or bulk paper purchased with the intent to distribute to departments when previous stock has been depleted; or
- The operating inventory is such that for non-financial related reasons, the tracking of the item(s) is beneficial to the safekeeping of governmental

## FINANCIAL MANAGEMENT POLICIES

property. Examples of this type of inventory include firearms or official uniforms. Further, specialized tools and equipment may be determined applicable to this policy.

### **C. Classification Categories**

All inventories shall be classified and reported in compliance with Generally Accepted Accounting Principles (GAAP). Classifications and categories shall be compliant with the Georgia Department of Community Affairs chart of accounts.

### **D. Annual Inventory**

Annually, an inventory listing shall be sent from all departments to the Department of Finance for verification of the existence of their department's non-capitalized assets. The department should identify any inventories that their department has that are not included on the capitalized asset listing. Also, the department should identify any missing items from inventory. The Department of Finance will investigate any missing items with the assistance of the department. Significant unaccounted losses of assets will be brought to the attention of the Finance Director and/or the City Administrator for further actions. The Department of Finance, with the cooperation of the department, may make an annual physical inventory to verify the accuracy of inventory records.

### **E. Transfer or Disposal of Assets**

All inventory assets are the property of the city. They may not be donated, discarded, transferred, or consumed to/by another department without the Finance Department's notification. Departments should notify Finance for assistance in the disposal of all surplus inventories. Disposal of inventories to surplus is accomplished by completing the "*Inventory/Transfer*" form and indicating that the asset is being transferred to surplus.

All sales by the city of real property or personal property with an assigned value of more than \$500 must be offered for purchase, either by sealed bids or by auction, to the highest bidder. Notice of the sale must be published once in the official newspaper of the city or in a newspaper of general circulation in the city. The legal notice must appear not less than 15 days or more than 60 days prior to the date of the sale. The notice must contain a description of the property and the conditions of the sale. If the sale is by sealed bid, the bids shall be opened in public at the time and place stated in the legal notice. The bids shall be kept available for public inspection for 60 days. The city may reject any and all bids or cancel a proposed sale.

Property with an estimated value of less than \$500 may be sold without regard to the above provisions. Such sales may be made in the open market without advertisement

## FINANCIAL MANAGEMENT POLICIES

and without acceptance of bids. The city has the power to estimate the value of the property being sold.

### Section VIII: Accounting, Auditing and Financial Reporting Policies

#### **Section I: Accounting**

The city shall maintain a system of financial monitoring, control, and reporting for all operations and funds in order to provide an effective means of ensuring that financial integrity is not compromised. In addition, such practices shall provide city officials with the necessary resources in order to make sound financial decisions.

##### **A. Scope**

This policy applies to all accounting records that are the responsibility and under the management of the city's Department of Finance

##### **B. Generally Accepted Accounting Principles (GAAP)**

The city will establish and maintain a high standard of accounting practices. Accounting standards will conform to generally accepted accounting principles of the United States as promulgated by the Governmental Accounting Standards Board (GASB). The city will also follow the Financial Accounting Standards Board's pronouncements, as applicable.

##### **C. Fund Structure**

The city will maintain the minimum number of funds consistent with legal compliance and sound financial administration. The city will adhere to the mandatory fund structure included in the Georgia Department of Community Affairs' (DCA) chart of accounts (see below). Funds shall be classified in conformity with GAAP. Further, all funds shall be reported within the annual financial statements.

##### **D. Chart of Accounts**

The Georgia General Assembly passed the Local Government Uniform Chart of Accounts and Reporting act in 1997 (House Bill 491). This law requires the DCA to prepare and issue a standardized chart of accounts for Georgia governments. It shall be the policy of the city to implement and utilize the account classifications as the chart of accounts prescribes.

# FINANCIAL MANAGEMENT POLICIES

## **Section II: Auditing**

Georgia Law on Local Government Audits, O.C.G.A. Section 36-81-7, requires an independent annual audit for the city. The annual independent audit shall be conducted in accordance with generally accepted auditing standards (GAAS) and generally accepted governmental auditing standards (GAGAS). In addition, the city shall comply with the requirements of the General Accounting Office (GAO) and the Office of Management and Budget (OMB) when audits are conducted relating to federal funding consistent with the 1996 (and any future) amendments to the Single Audit Act.

### **A. Scope**

This policy applies to all funds that are the responsibility and under the management of the City of Alpharetta and its Department of Finance.

### **B. Auditor Qualifications**

A properly licensed Georgia independent public accounting firm shall conduct the audit.

### **C. Choosing the Audit Firm**

Every three to five years, the city will issue a request for proposal to choose an audit firm for a period of three years with two one-year options. The city will request two proposals from qualified public accounting firms. One proposal shall contain the firm's costs and a second will contain the firm's qualifications. The cost proposals shall only be opened after three qualified firms are determined. When awarding the contract for the independent audit, not less than 70% of the decision will be based upon technical qualifications rather than cost.

### **D. Auditing Agreement**

The agreement between the independent auditor and the city shall be in the form of a written contract or an engagement letter. The contract or engagement letter shall include the request for proposal as an appendix to the written document and all issues addressed in the request for proposal shall be required as part of the contract or engagement letter.

### **E. Internal Audit**

The city shall develop and maintain a strong internal audit function whereby applying financial practices and policies to transactions. The city shall develop accounting practices and procedures which will be documented for use in internal control evaluation.

# FINANCIAL MANAGEMENT POLICIES

## F. Malfeasance and Embezzlement

Any employee will be prosecuted to the extent of the law in any instance where the employee is proven to have committed an illegal act such as theft.

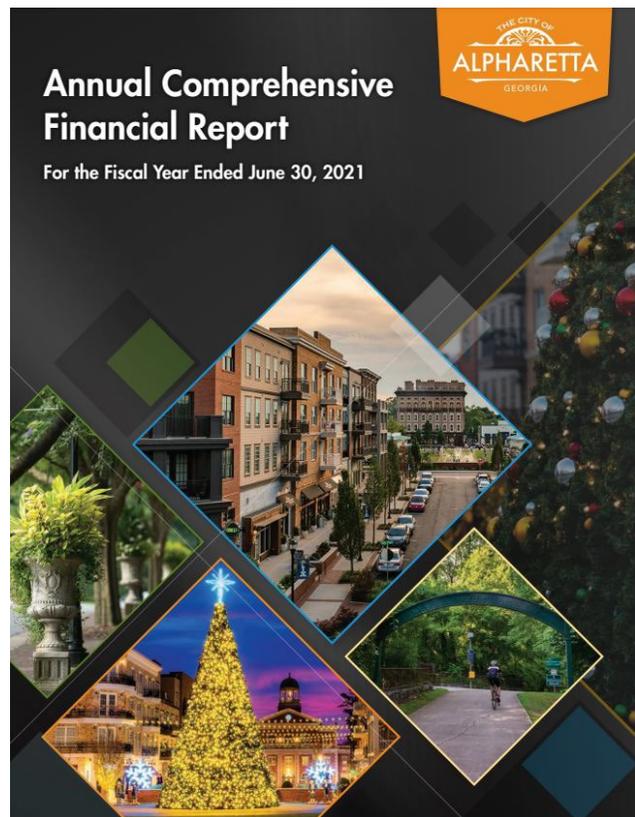
## Section III: Financial Reporting Policies

The Department of Finance shall develop and maintain an ongoing system of financial reporting to meet the information needs of the government, authorities, and regulatory agencies. In addition, the City Administrator, Mayor, Council, Department Heads, and the public shall have access to reports to allow them to monitor, regulate, and to use as a basis for future financial decisions.

### A. Annual Comprehensive Financial Report (ACFR)<sup>31</sup>

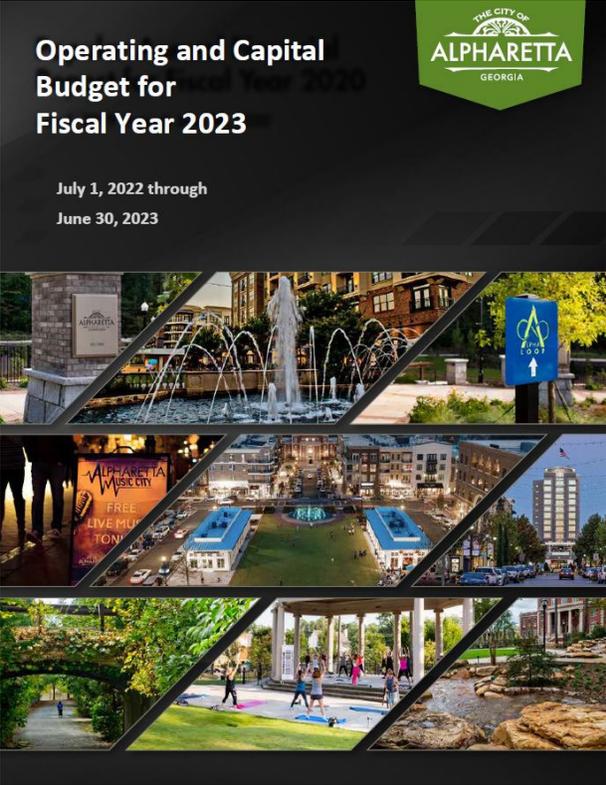
In conjunction with the annual independent audit, the city shall prepare and publish an Annual Comprehensive Financial Report (ACFR). The city shall prepare the ACFR in conformity with GAAP and the Government Finance Officers Association's (GFOA) program requirements. The city will submit its annual ACFR to the GFOA to determine its eligibility to receive the GFOA's *"Certificate of Achievement for Excellence in Financial Reporting."* The city shall make this report available to the elected officials, bond

rating agencies, creditors, and citizens. All financial statements and schedules contained within the ACFR shall be audited with the purpose to effectively communicate the complete financial affairs of the city to all interested readers.



<sup>31</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

# FINANCIAL MANAGEMENT POLICIES

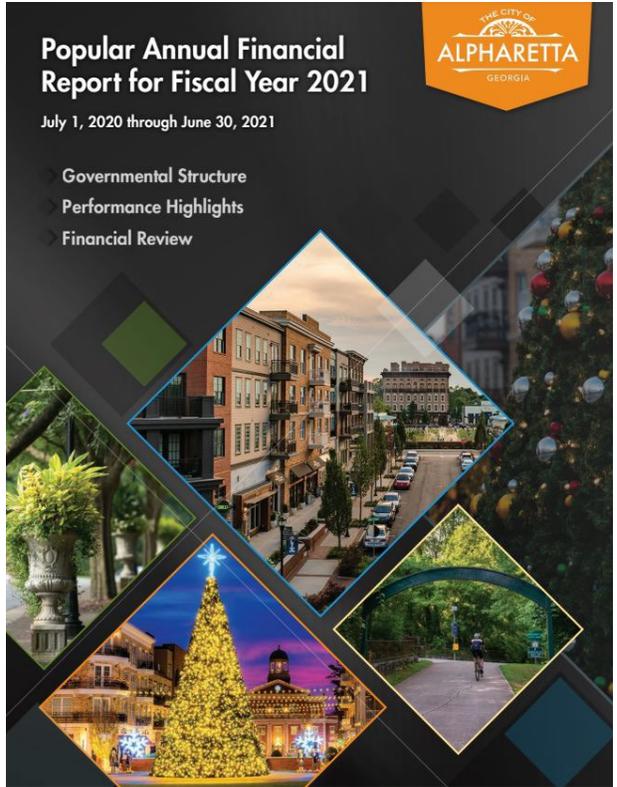


## B. Annual Budget Document<sup>32</sup>

The city shall prepare and publish an annual budget document. This budget shall measure the annual funding and forecast the financial position of the city for the two subsequent fiscal years.

## C. Annual Citizens Report<sup>10</sup>

In order to provide citizens with financial information that is easily disseminated, the Finance Department shall coordinate the publication of an annual report to the citizen's (e.g., a popular report). This report is in addition to the ACFR. This report shall be in conformance with GAAP and follow the recommendations of the GFOA's "Popular Annual Financial Report" (PAFR) program guidelines. The city shall submit the Annual Citizen's Report to the PAFR program to determine if it is eligible to receive the award.

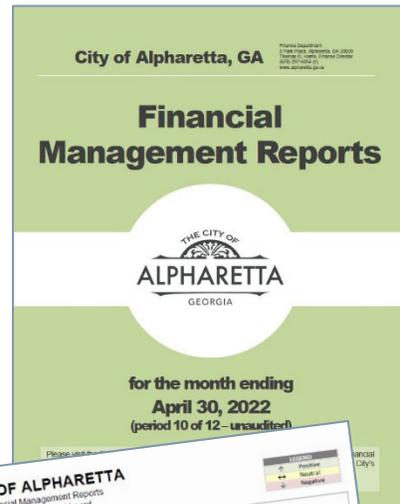


<sup>32</sup> Available for download from the City's website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

# FINANCIAL MANAGEMENT POLICIES

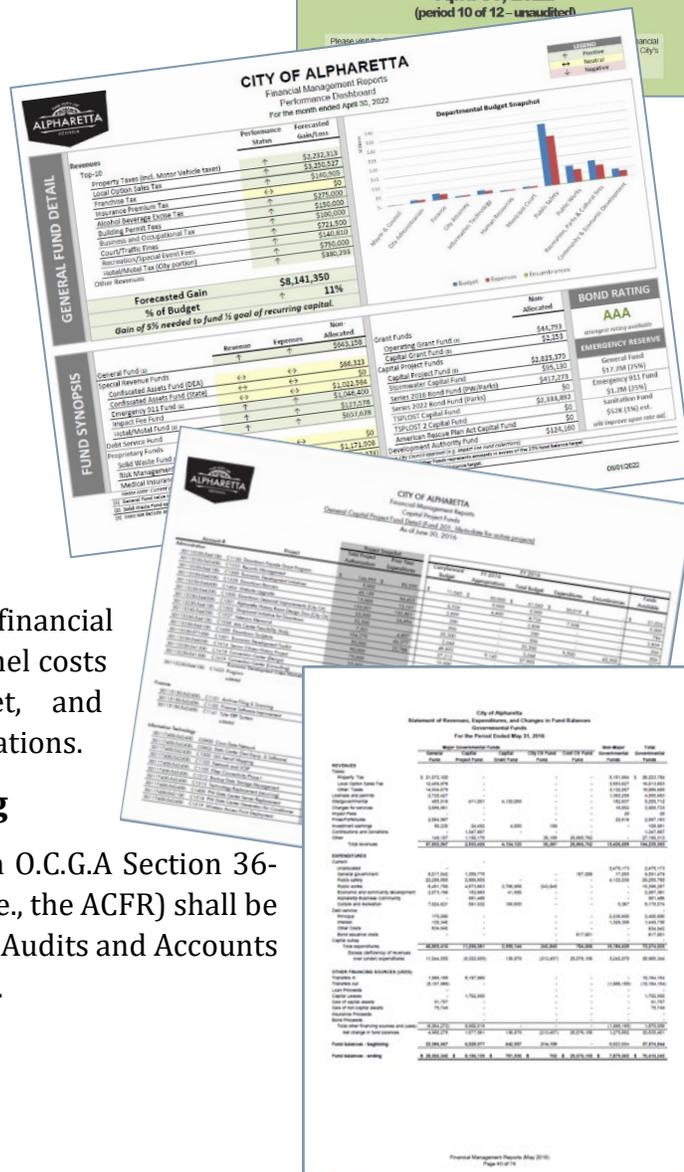
## D. Financial Reporting to the City Council<sup>33</sup>

On a monthly basis, the Finance Department shall prepare and present a summarized “Statement of Revenues and Expenditures” to the City Council for all city operating funds. This report shall detail prior year comparisons to provide data for analysis. In addition, this report shall include all checks issued in dollar amounts over \$5,000, and all purchase orders with an estimated cost of over \$5,000 but less than \$50,000. The city also shall prepare a “Capital Project” report outlining appropriations (if any), expenses, outstanding encumbrances, and available appropriable balances.



## E. Financial Reporting to City Administration

In addition to the external reporting detailed above, the Finance Department shall coordinate the reporting needs of each department in order to design and implement those reports which the departments need to make sound business decisions. At a minimum, departments will receive reports detailing monthly department financial activity including expenses, any personnel costs in excess of the approved budget, and recommended budget line-item re-allocations.



## F. External Financial Reporting

The city shall report in conformity with O.C.G.A Section 36-81-7. A copy of the city’s annual audit (i.e., the ACFR) shall be submitted to the Georgia Department of Audits and Accounts within 180 days of year-end as required.

<sup>33</sup> Available for download from the City’s website: [www.alpharetta.ga.us](http://www.alpharetta.ga.us).

## Section IX: Debt Management Reporting

The goal of the city's debt policy is to maintain a sound fiscal position; thereby only utilizing long-term debt to provide resources to finance needed capital improvements, while accumulating adequate resources to repay the debt. In addition, it is the city's goal to maintain and improve its credit rating through strong financial administration. The city acknowledges that failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that excess outstanding debt may have detrimental effects on the ability of the city to meet its continuing operational needs. Issuing debt commits the city's revenues several years into the future and may limit its flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to this debt policy helps ensure that the city issues and manages its debt prudently in order to maintain a sound financial position and protect its credit rating. Credit ratings are the rating agencies' assessment of the city's ability and willingness to repay debt on a timely basis. Credit ratings are an important indicator in the credit markets and can influence interest rates a borrower must pay. Implementing debt management practices will be viewed positively by the rating agencies and could influence the city's credit rating and ultimately lower borrowing costs.

### **A. Conditions for Issuing Long-term Debt**

Debt financing for capital improvements and equipment will be generally used when at least one of the following conditions exist:

- When one-time, non-continuous projects (those not requiring annual appropriations) are desired;
- When the city determines that future users will receive a benefit from the capital improvement that the debt financed;
- When the project is necessary to provide basic services to the city residents;
- When total debt, including debt issued by overlapping governments (e.g., the county), does not constitute an unreasonable burden to the taxpayers; and
- Exhaustion of the use of all other possible revenue sources provides no alternative funding for capital projects.

# FINANCIAL MANAGEMENT POLICIES

## **B. Sound Financing of Debt**

When the city utilizes debt financing, the following will occur to ensure that the debt is soundly financed:

- Analysis of the financial impact, both short-term and long-term, of issuing the debt;
- Conservatively projecting the revenue sources that the city will use to repay the debt;
- Ensuring that the term of any long-term debt the city incurs shall not exceed the expected useful life of the asset the debt financed;
- Maintaining a debt service coverage ratio (i.e., for revenue secured debt) that ensures that the revenues pledged for the repayment of the outstanding debt will be adequate to make the required debt service payments.

## **C. Debt Retirement**

Generally, borrowings by the city should be of a duration that does not exceed the economic life of the capital improvement that it finances and, where feasible, should be shorter than the projected economic life. To the extent possible, the city should design the repayment of debt to recapture rapidly its credit capacity for future use.

## **D. Disclosure**

The city shall follow a policy of full disclosure in financial reporting and in the preparation of a bond prospectus.

## **E. Legal Compliance**

When issuing debt, the city shall comply with all legal and regulatory requirements, including the continuing disclosure requirements. This compliance includes adherence to local, state, and federal legislation as well as bond covenants. More specifically, the Director of Finance is responsible for maintaining a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This effort includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the city's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure compliance that all covenants. The city will comply with Amended SEC Rule 15c2-12 (the "Rule") by providing secondary market disclosure for all long-term debt obligations which are subject to the Rule. As required, the city will submit annual financial information to all nationally recognized municipal securities repositories.

## FINANCIAL MANAGEMENT POLICIES

### **F. Credit Ratings**

The Director of Finance is responsible for maintaining relationships with the rating agencies that assign ratings to the city's various debt obligations. This effort includes providing periodic updates on the city's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

### **G. Other Policies**

All bond issue requests shall be coordinated by the Department of Finance. Requests for new bonds must be identified during the Capital Improvement Program (CIP) process. Opportunities for refunding outstanding bonds shall be communicated by the Department of Finance. Annual budget appropriations shall include debt payments (interest and principal) and reserve requirements for all debt outstanding. Long-term borrowing shall be incorporated into the city's capital improvement plan.

## Section X: Grant Management Policies

This policy provides direction in the application, acceptance and administration of funds awarded through grants to the city from other local governments, the state or federal government, non-profit agencies, philanthropic organizations, and the private sector.

### **A. Grant Applications**

The city's Grants Administrator is responsible for the submission of all grant applications on behalf of the City of Alpharetta. Departments who wish to submit grant applications must work in conjunction with the Grants Administrator. Once a grant opportunity has been identified, the Grants Administrator documents the application, the financial reporting requirements, and any required matching funds or other city resources needed to meet the grant requirements. Prior to the acceptance of the grant, the Finance Department, in cooperation with the submitting/receiving department shall complete an analysis of financial requirements to ensure the city can meet the grant program's financial requirements and the city can fulfill the applicable obligations required by the grant. All grant revenues and expenditures, including matching requirements, must be appropriated, either in the current budget or included for appropriation in the subsequent budget. The Mayor and City Council shall approve grant applications and submissions by adopting an official resolution, certified by the City Clerk that will allow both the submission of the grant application and the acceptance of the grant award.

# FINANCIAL MANAGEMENT POLICIES

## **B. Grant Administration**

The Grants Administrator is responsible for fulfilling the financial reporting and accountability requirements of each grant the city accepts. The Grants Administrator and receiving departments are responsible for adhering to the grant program requirements and tracking all applicable expenditures for reporting purposes. The Department of Finance is responsible for accounting for grant transactions according to the Accounting, Auditing, and Financial Reporting Policy and in compliance with Generally Accepted Accounting Principles (GAAP).

The Grants Administrator is responsible for maintaining the following records for each grant award.

- Copy of Grant Application;
- Resolutions authorizing application and acceptance;
- Notification of Grant Award;
- Financial reporting and accounting requirements
- Schedule of funding needs

## **C. Auditing**

The Finance Department shall comply with all local, state, and federal requirements with respect to the auditing of information as they pertain to the acceptance of grant funds. This includes the Single Audit Act with any future revisions or additional that may be applicable to city grant projects.

# OUR COMMUNITY

## Our Community

### OUR COMMUNITY



Population (nighttime) **65,818**

Population (daytime) **122,000**

Square Miles **27**

Bond Rating **AAA**

Highest credit rating available. Alpharetta is one of only 221 cities nationwide to earn an AAA bond rating from Moody's Investors Service.

### INFRASTRUCTURE

#### ADVANTAGES

Our story goes like this: During the late-90s dot-com boom, the City of Alpharetta started to grow from the ground up—literally. Hundreds of miles of fiber optic cables were buried throughout the city, and the state's largest electricity provider, Georgia Power, took it a step further by establishing a series of redundant electric networks throughout the city.

**700+**  
Tech Companies

**60%**  
Download Speeds  
Above U.S. Average

**25M**  
Total Sq. Ft.  
Office Space

#### ACCESSIBILITY

Because Alpharetta is just a quick drive from Atlanta, businesses are conveniently positioned right by the world's busiest airport. And if that's not enticing enough, there are plenty of other ways to get around whether you prefer to drive by car or ride public transit, Alpharetta makes sure businesses and their workers get to where they need to go.

**22** Miles from Alpharetta  
to Downtown Atlanta

**4** Major  
Highways

**4** MARTA Routes  
to Atlanta

# OUR COMMUNITY

## BUSINESS CLIMATE

### LOCAL COMPANIES

There's a reason why more than 700 technology-based businesses have made their home in Alpharetta, and it's not just the nice houses and great weather. Our fiber-optic network is the most extensive and redundant in the Southeast, and we work closely with state and local economic development agencies to provide tax credits and incentives to complement any brand of business. Some of the biggest and most recognized names in the tech industry are thriving here in Alpharetta.

We could talk about Alpharetta's exceptional business climate all day long, but nothing speaks to our success quite like our track record. Here are just a few names we're proud to work with.



### TOP 10 EMPLOYERS

Providing a strong economic foundation for our community, the City of Alpharetta is pleased to recognize the top 10 employers – based on the number of employees.

<i>Employer</i>	<i>No. of Employees</i>
FISERV . . . . .	2,088
ADP, INC. . . . .	2,053
EQUIFAX INFORMATION SERVICES . . . . .	1,669
LEXIS NEXIS RISK SOLUTIONS. . . . .	1,349
VERIZON . . . . .	1,340
ERNST & YOUNG U.S. LLP . . . . .	1,062
GLOBAL PAYMENTS . . . . .	1,000
JACKSON HEALTHCARE . . . . .	.906
UPS SUPPLY CHAIN SOLUTIONS . . . . .	.861
HEWLETT PACKARD ENTERPRISE COMPANY . . . . .	.738

Source: City of Alpharetta Division of Economic Development, 2021

# OUR COMMUNITY

## WORKFORCE

### COMPETITIVE EDGE

Every business on the planet, from Mom & Pop stores to Fortune 500 companies, is only as good as its employees. And in Alpharetta, we're proud to be home to some of the smartest minds in the world of tech.

**65.0 percent** of Alpharetta's residents own a bachelor's degree or higher, which is nearly double the national average for young adults. And there are plenty of them, too. With a **daytime population over 122,000**, Alpharetta boasts 4,632 workers per square mile; that's more than major metropolitan areas like Denver, Houston, Charlotte, Nashville, Austin, and even Atlanta.

### EDUCATION

When it comes to college degrees, our workforce has credentials that are hard to compete with. No matter what heights our businesses desire to reach, our workers come equipped with the invaluable knowledge it takes to get there.



### PROFESSIONS

Need more proof that Alpharetta is a rising hub in the business world? Consider that 82% of Alpharetta residents are employed in professional, managerial, technical, sales and administrative positions. Our citizens don't just have degrees—they've got the experience and working knowledge needed to take any business to the next level.



### PERSONNEL

Alpharetta's consistent population nearly doubles during the day. That means that employees are coming from throughout the region to work for Alpharetta's rising tech companies. With great accessibility and a superior quality of life, it's no wonder we're the 6th fastest-growing city in the nation, and it's getting better every day.



**Top City in the Nation For Health IT**



**The Best Small Cities to Start a Small Business**



# OUR COMMUNITY

## RECOGNITION

 <p><b>Certificate of Achievement for Excellence in Financial Reporting</b> for fiscal year 2020 from the Government Finance Officers Association (GFOA).</p> <p><i>Certificate of Achievement</i> FOR EXCELLENCE IN Financial Reporting</p>	 <p><b>Achievement of Excellence in Procurement Award</b> for 2021 from the National Procurement Institute, Inc.</p> <p>National Procurement Institute</p>	 <p><b>Distinguished Budget Presentation Award</b> for fiscal year 2021 from GFOA.</p> <p><i>Distinguished Budget Presentation Award</i></p>
 <p><b>Insurance Services Office (ISO) Class 1 Rating</b></p> <p>This certification, representing superior property fire protection capabilities, is based primarily on an evaluation of the city's water supply and distribution, fire department equipment, manpower, etc. Alpharetta is one of only 24 agencies in Georgia and 411 agencies nationwide, to receive an ISO Class 1 rating, the highest available.</p>	 <p><b>Tree City USA</b> from the National Arbor Day Foundation for the 31<sup>st</sup> consecutive year.</p>	 <p><b>Special Needs Certified Community</b> from the Special Needs Certified Organization</p> <p>Recognizing communities that are better able to understand, engage, and serve people with special needs.</p>

## RANKINGS

<p><b>EXCELLENCE IN TOWN CENTER DEVELOPMENT</b> For City Center</p>  <p>Urban Land Atlanta Institute</p>	<p><b>PEOPLE'S CHOICE FOR THE PUBLIC REALM</b></p>  <p>Urban Land Atlanta Institute</p>	<p><b>THE NUMBER ONE PLACE TO LIVE IN GEORGIA</b></p> 
<p><b>TOP 50 BEST PLACES TO LIVE IN 2018</b></p> 	<p><b>THE BEST SMALL CITIES TO START A SMALL BUSINESS IN 2019</b></p> 	<p>“ Alpharetta stands out from other Georgia cities for its wide variety of both indoor and outdoor attractions. Shop around one of the city's five shopping districts, such as Downtown Alpharetta, where you'll also find the Food Truck Alley and a Saturday farmers' market. ”</p> <p>– Money Magazine</p>
<p><b>THE SOUTH'S BEST CITIES TO LIVE IN 2018</b></p> 	<p><b>THE SOUTH'S FRIENDLIEST CITIES</b></p> 	

CITY DEPARTMENTS BY THE NUMBERS

### PUBLIC SAFETY

-  **1** police station
-  **1** training facility
-  **6** fire stations

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**268** total staffing which includes:

- 108** sworn police officers
- 105** certified firefighters

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-  **1** fire ladder truck (in-service)
-  **6** fire pumper trucks (in-service)

**35,866** Emergency 911 Calls 

### RECREATION, PARKS AND CULTURAL SERVICES

-  **6** community/art centers
-  **1** aquatic facility
-  **1** equestrian center
-  **3** community agriculture venues
-  **862** acres of parks
-  **27** athletic fields
-  **10** playgrounds
-  **18** miles of trails
-  **38** special events (city-sponsored and city-partnered)
-  **20,010** recreation program registrations

### PUBLIC WORKS

-  **733** streetlights (city-owned/maintained)
-  **126** signalized intersections
-  **568** paved lane miles
-  **26** street resurfacing (in miles)
-  **229** sidewalks (in miles)

### COMMUNITY AND ECONOMIC DEVELOPMENT

-  **5,024** permits issued
-  **1,284** code enforcement inspections performed
-  **4,494** business licenses

## Appendix

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### Alpharetta Convention & Visitors Bureau (ACVB)

The ACVB, while a separate legal entity from the city, is funded through a portion of the city's hotel/motel tax (as detailed within the Hotel/Motel Fund budget). As a component of our operational relationship, the city reports on certain economic activities of the ACVB such as the annual adopted budget. This section is provided for informational purposes only.

- **Vision Statement**

To positively impact the economic life of Alpharetta.

- **ACVB Mission Statement**

To position the city of Alpharetta as a regionally, nationally and globally recognized premier tourism destination by developing quality programs and facilities to attract overnight visitors.

- **How We Are Funded**

Alpharetta's 30 hotels collect an 8 percent hotel occupancy tax from their visitors and pay it to the city on a monthly basis. The city keeps 37.5% of the tax to spend on enhancements for its citizens, 18.75% is given to the conference center (facility portion of the tax) and 43.75% is distributed to the ACVB to market and promote the city of Alpharetta.

- **What We Do**

The ACVB uses innovative and targeted marketing strategies, along with aggressive sales efforts, to attract overnight visitors to the city. We do this in three key areas:

- Increasing the awareness and identity of Alpharetta as a destination for the leisure and individual traveler and raising awareness of the economic importance of the visitor industry to Alpharetta by placing advertisements, writing press releases, utilizing social media and maintaining a technologically advanced website;
- Employing a variety of sales strategies to increase the number of group room nights booked in Alpharetta's 30 hotels through attendance at tradeshow, association meetings and conferences as well as sales calls and site visits with event organizers; and
- Providing leadership for the visitor industry, coordinating activities, encouraging marketing activities and partnerships, and projecting an appealing image on behalf of the city of Alpharetta.

# APPENDIX

## Alpharetta Convention & Visitors Bureau Fiscal Year 2023 Adopted Budget

Occupancy Tax Revenues	\$	3,281,250
Interest Income		1,600
Accumulated Surplus		500,000
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>3,782,850</b>
Salary & Benefits	\$	1,394,120
Accounting & Legal Fees		16,000
Advertising		
<i>Georgia/Metro Atlanta Ads</i>		226,000
<i>National/Regional Ads</i>		418,500
Business License		500
Computer Equipment		12,700
Business Development		
Ameris Bank Amphitheatre		138,000
Conference Center		500,000
Computer Software/Maintenance		71,500
Research		10,000
Contingency Fund		170,729
Insurance		5,000
Meeting Expenses		44,800
Membership Dues		41,651
Subscriptions		650
Office Equipment/Leases		10,000
Office Rent (utilities, cleaning, security)		102,300
Office Supplies/Furniture		16,500
Postage/Shipping		12,000
Premiums/Gifts		30,000
Printing/Production		86,250
Taxes/Leased Equipment		1,200
Public Relations		101,200
Sponsorships/Bid Fees		249,100
Telephone/ISP		25,800
Tradeshows/Conference/Professional Development		97,150
Staff Development		1,200
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>3,782,850</b>

# GLOSSARY OF TERMS

## Glossary of Terms

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The Glossary section is included to assist readers with understanding the many terms used in city government (general) as well as the city's budget process (specific). Please refer to the *Acronyms/Abbreviations* section for a complete listing of the acronyms used throughout this document.

Account Number:	A system of numbering used to categorize a “group” of accounting transactions into common areas, such as salaries, utilities, etc. Account numbers are the numerical equivalent of descriptive terms (e.g., 511.01 represents the account number for salaries and wages).
Accounting Period:	A period at the end of which financial statements, budgets, and other reports are prepared. Typically, an annual period within governmental finance. The city's fiscal year reporting period begins on July 1 <sup>st</sup> and ends of June 30 <sup>th</sup> .
Accounting Procedures:	All processes that identify, record, classify and summarize financial information to produce financial reports.
Accrual Basis of Accounting:	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time), and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).
ACFR:	The Annual Comprehensive Financial Report summarizes financial data for the previous fiscal year in a standardized format.
Acronyms:	Please see the section entitled <i>Acronyms/Abbreviations</i> for a complete listing of the acronyms used throughout this document.
Adopted Budget:	The funds appropriated by the City Council at the beginning of the year.
Ad Valorem Tax:	Property taxes computed as a percentage of the value of real or personal property expressed in

## GLOSSARY OF TERMS

	mills (1/100 <sup>th</sup> of a dollar or \$1.00 per \$1,000 of taxable property value).
Amortization:	The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.
Appropriation:	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.
Assessed Valuation:	The Fulton County Board of Assessor's estimation of the fair market value of real and personal property.
Balanced Budget:	A budget in which planned revenues available equals planned expenditures.
Basis of Accounting:	A system used by an individual government to determine when revenues have been realized and when expenditures have been incurred.
Basis of Budgeting:	A system used by an individual government to determine when budgetary revenues have been realized and when budgetary expenditures have been incurred.
Bond:	A written promise to pay a designated sum of money (i.e., principal) at a specified date in the future, together with periodic interest payments at a specified rate. In the budget, these payments are identified as debt service. Bonds are typically used to obtain long-term financing for major capital improvements.
Bond Rating:	A rating provided by an independent professional credit rating agency indicating the credit worthiness of the entity.
Budget:	A statement of financial position of an entity for a definite period based on estimates of expenditures during the period and proposals for financing them. The financial plan for the operation of a department, program or project for the current year or for the duration of the project.

## GLOSSARY OF TERMS

Budget Amendment:	The transfer of funds from one appropriation account to another (within a department within a fund), requiring approval of City Administrator, Finance Director, and Department Director. Amendments between departments and between funds require City Council approval.
Budget Calendar:	The schedule of key dates or milestones which the city follows in the preparation, adoption, and administration of the budget.
Budget Officer:	The local government officials charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.
Budget Ordinance:	“Ordinance” or “Resolution” means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.
Budget Period:	Budget period, means the period for which a budget is proposed, or a budget ordinance or resolution is adopted.
Budget Transfer:	A procedure utilized by city departments to revise budget appropriations within the departmental operating budget accounts. They transfer monies from one account to another account and does not increase or decrease the overall budget appropriation for the department.
Budgetary Control:	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
Capital Assets:	Assets of significant value and having a useful life of several years. Capital assets for the City

## GLOSSARY OF TERMS

	of Alpharetta have a purchase cost of \$5,000 or more, and a useful life of three years or longer.
Capital Budget:	A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget which includes both operating and capital outlays. The capital budget is based in a capital improvement plan ("CIP").
Capital Outlay:	An expenditure for the acquisition of, or addition to, a capital asset. Items acquired for less than \$5,000 are not considered capital outlay.
Capital Projects:	Projects that result in the acquisition or construction of capital assets of a local government which are of a long-term and permanent nature. Such assets include land, buildings, and related improvements, streets and highways, bridges, sewers and parks.
Capital Projects Fund:	A fund used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by resources from enterprise fund activities.
Cash Basis of Accounting:	A basis of accounting under which transactions are recognized only when cash is received or disbursed.
Chart of Accounts:	A numbering system that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The City of Alpharetta utilizes the Uniform Chart of Accounts for Local Governments in Georgia as mandated by the Georgia Department of Community Affairs ("DCA").
Consumer Price Index ("CPI")	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., inflation).

## GLOSSARY OF TERMS

Contingency:	A budgetary reserve set aside for emergency, revenue shortfalls, and unanticipated expenditures. The City Council must approve all contingency expenditures.
Debt:	An obligation resulting from the borrowing of money or from the purchase of goods and services over a period of time. Debts of government include bonds, time warrants, notes, and floating debts. Examples include General Obligation Bonds and Revenue Bonds.
Debt Service:	The payment of principal and interest on borrowed funds such as bonds.
Debt Service Fund:	A fund that is used to account for the accumulation of resources for the payment of general long-term debt principal and interest.
Deficit:	The excess of an entity's liabilities over its assets or the excess of expenditure or expenses over revenues during a single accounting period.
Department:	A major administrative division of the city with indicated overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation:	(1) Expiration of the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a capital asset which is charged as an expense during a period. In accounting, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of said asset, and each period charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.
Effectiveness:	Depicts the degree to which performance objectives are being achieved or otherwise reflects the quality of local government performance.

## GLOSSARY OF TERMS

Efficiency:	Reflects the relationship between work performed and the resources required performing it. Compares outputs to inputs.
Encumbrance:	A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.
Enterprise Fund:	A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.
Expenditures:	The cost of goods delivered, or services rendered including operating expenses, capital outlays and debt service.
Fiduciary Fund:	A fund used to account for assets held by the city in a trustee capacity or as an agent for other governmental units and/or other funds.
Fiscal Year:	The time period designated by the city signifying the beginning and ending period for recording financial transactions. The city has specified July 1 <sup>st</sup> to June 30 <sup>th</sup> as its fiscal year.
Fund:	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
Fund Balance	Fund equity for governmental funds and trust funds which reflects the accumulated excess of revenues and other financing sources over expenditures and other uses for governmental functions.

## GLOSSARY OF TERMS

GASB:	Governmental Accounting Standards Board - The body that sets accounting standards, specifically for governmental entities at the state and local levels.
General Fund:	The government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Revenue is derived primarily from property taxes, state & federal distributions, grants, and other intergovernmental revenue.
GAAP:	Generally Accepted Accounting Principles - Uniform minimum, standards used by state and local governments for financial accounting, recording and reporting, encompassing the conventions, rules and procedures that define accepted accounting principles; established by the Governmental Accounting Standards Board (GASB).
General Obligation ("GO") Bonds:	Upon voter approval at a general referendum, a project will be financed through a millage increase in ad valorem taxes for a specified period. This source of revenue is especially appropriate when the life of project or an improvement is expected to exceed 20 years and is citywide in nature or benefit.
Georgia Municipal Association:	Organization representing municipal governments in Georgia.
GFOA:	Government Finance Officers Association - Professional association of state/ provincial and local finance officers in the United States and Canada, dedicated to the sound management of government financial resources.
Goals:	A measurable statement of desired conditions to be maintained or achieved.
Governing Authority:	Governing authority means that official or group of officials responsible for governance of the unit of local government.

## GLOSSARY OF TERMS

Grants:	A financial gifts, donation, or award that is made from a funding source, usually a governmental entity, to the city for the acquisition of goods, services, or land. The grant award agreement defines the city's responsibilities and duties to be exchanged for the grant. Grants are often earmarked for a specific purpose of program.
Infrastructure:	The basic installation and facilities on which the continuance and growth of the city depends, such as roads, schools, and water and sewer systems.
Inter-fund Transfer:	Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.
Investments:	Securities and real estate held to produce revenue in the form of interest, dividend, rental or lease payments. The term does not include fixed assets used in governmental operations.
Legal Level of Control:	Legal level of control is the lowest level of budgetary detail at which a local government's management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required.
Levy:	(Verb) To impose taxes, special assessments or service charges for the support of government activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.
Liability:	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.
Liquidity (of investments):	The ability to convert an investment to cash promptly with a minimum of risk to principal and accrued interest.

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Millage Rate:	The amount of property tax stated in terms of a unit of the tax base; for example, each mill generates \$1.00 of tax for every \$1,000 of taxable assessed valuation on real or personal property. The millage rate is the total number of mills assessed against this value.
Mission:	The reason or purpose for the organizational unit's existence.
Modified Accrual Basis of Accounting:	The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.
Objectives:	Unambiguous statements of performance intentions expressed in measurable terms.
Operating Budget:	The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.
Proprietary Fund:	These funds are sometimes referred to as "income determination," "non-expendable" or "commercial type" funds and are used to account for a government's on-going organizations and activities which are like those often found in the private sector.
Retained Earnings:	A fund equity account that reflects accumulated net earnings (or losses) in a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

## GLOSSARY OF TERMS

Reserve:	An account to indicate that a portion of funds have been legally restricted for a specific purpose, or not available for appropriation and subsequent spending. A reserve for working capital is a budgetary reserve set aside for cash flow needs, emergencies, or unforeseen expenditure/revenue shortfalls.
Revenue:	Additions to assets which (a) do not increase any liability; (b) do not represent the recovery of an expenditure; (c) do not represent the cancellation of certain liabilities or decrease in assets; and (d) do not represent contributions of fund capital in enterprise and internal service funds.
Rolled-Back Millage Rate:	The millage rate necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes for new growth.
Sinking Fund:	A reserve fund accumulated over a period of time for retirement of a debt.
Special Revenue Fund:	A fund in which the revenues are designated for use for specific purposes or activities.
Tax Digest:	Official list of all property owners, the assessed value, and the tax due on their property.
Taxes:	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Alpharetta are approved by the City Council and are within limits determined by the State.
User Fee:	Charges for specific services rendered only to those people paying such charges as, for example, sewer service charges.

## GLOSSARY OF TERMS



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# GLOSSARY OF TERMS

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### Georgia's Connected City

Alpharetta is attracting the brightest companies, employees and residents to a new, vibrant vision of what work/life looks like. Over the past decade, our investments in infrastructure and technology have laid a foundation that's fostering both business growth as well as individual happiness and satisfaction among our residents and workforce. As a connected city with deep cultural, social, technological and logistic resources, Alpharetta is setting the standard for what city life will look like as we move through the connected decade.

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