

Operating and Capital Budget For Fiscal Year 2021

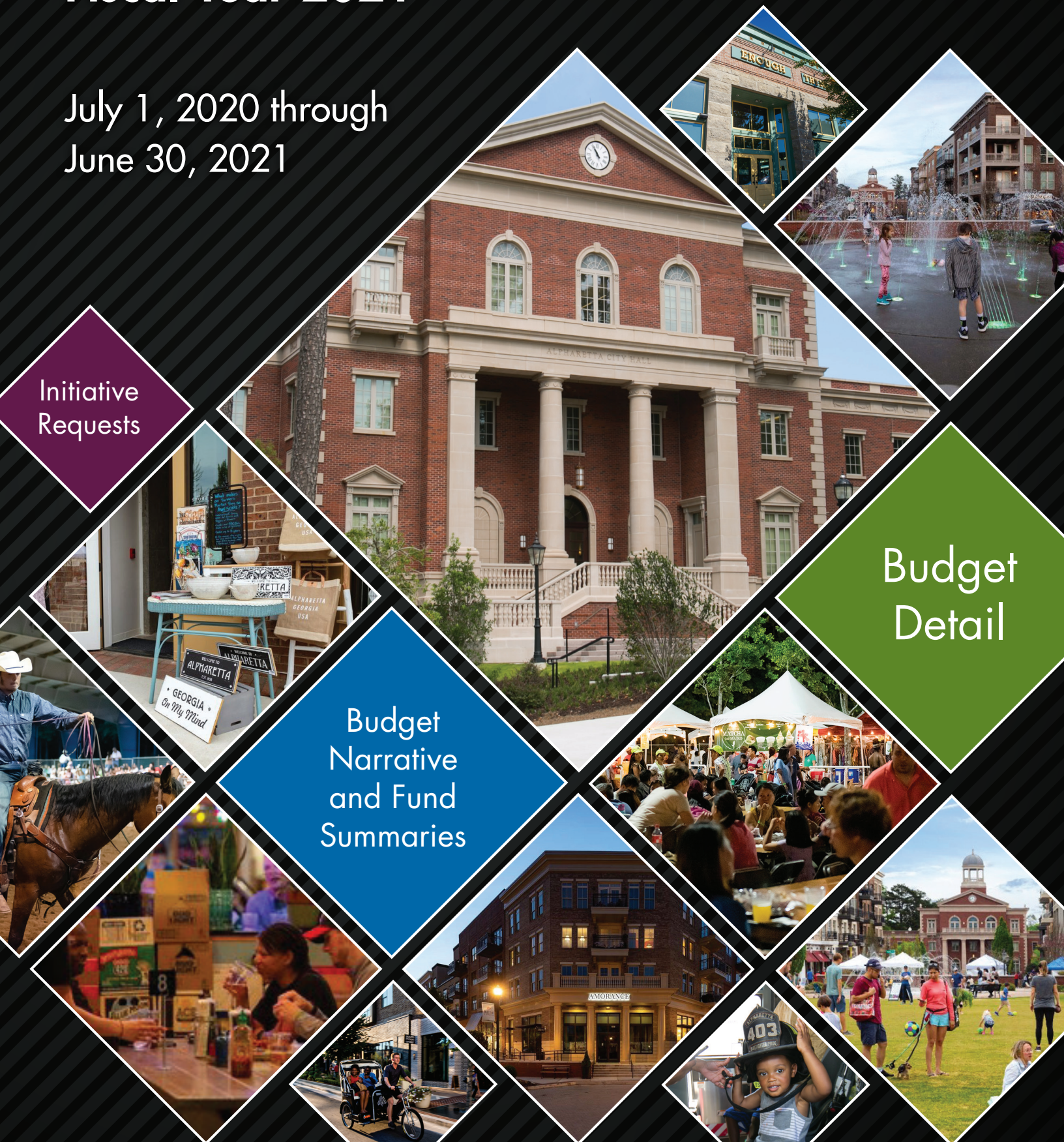
July 1, 2020 through
June 30, 2021

THE CITY OF
ALPHARETTA
GEORGIA

Initiative
Requests

Budget
Detail

Budget
Narrative
and Fund
Summaries





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Annual Operating & Capital Budget

for Fiscal Year 2021

(July 1, 2020 through June 30, 2021)



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MAYOR AND CITY COUNCIL

Mayor and City Council

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CITY COUNCIL (POST 1)



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BEN BURNETT
CITY COUNCIL (POST 2)



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KAREN RICHARD
CITY COUNCIL (POST 3)



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JIM GILVIN
MAYOR



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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)



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JASON BINDER
CITY COUNCIL (POST 5)



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DAN MERKEL
CITY COUNCIL (POST 6)



DMerkel@alpharetta.ga.us

EXECUTIVE MANAGEMENT TEAM

Executive Management Team



BOB REGUS
CITY ADMINISTRATOR



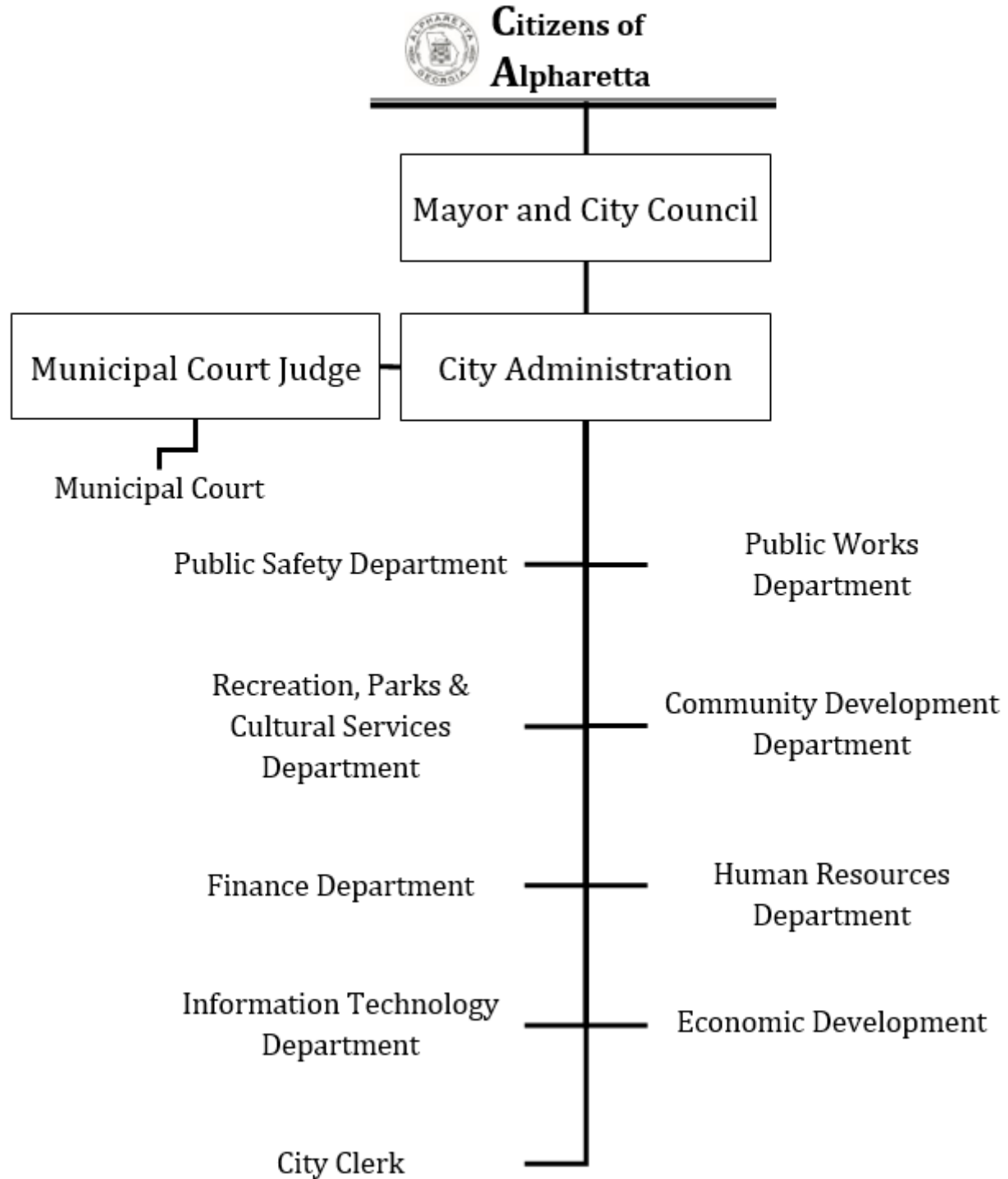
BRegus@alpharetta.ga.us

EXECUTIVE STAFF

James Drinkard	JDrinkard@alpharetta.ga.us	Assistant City Administrator
Barry Zimmerman	BLz@zimmermanattys.com	Chief Judge
John Robison	JRobison@alpharetta.ga.us	Director of Public Safety
Pete Sewczwicz	PSewczwicz@alpharetta.ga.us	Director of Public Works
Morgan Rodgers	MRodgers@alpharetta.ga.us	Director of Recreation, Parks & Cultural Services
Kathi Cook	KCook@alpharetta.ga.us	Director of Community Development
Thomas G. Harris	THarris@alpharetta.ga.us	Director of Finance
Cris Randall	CRandall@alpharetta.ga.us	Director of Human Resources
Randy Bundy	RBundy@alpharetta.ga.us	Director of Information Technology
Erin Cobb	ECobb@alpharetta.ga.us	City Clerk

ORGANIZATIONAL STRUCTURE

Organizational Structure





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ALPHARETTA, GA 30009
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June 22, 2020

To the City Council and Citizens of Alpharetta:

We are pleased to present our Annual Operating and Capital Budget (line-item budget detail) for Fiscal Year 2021 (the “Budget”) of the City of Alpharetta, Georgia. Our recommendations are based on direction provided at the 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.

The City of Alpharetta, like many cities in our region and throughout the world, is currently facing fiscal challenges as a result of the COVID-19 pandemic and associated social distancing policies. Current challenges include severe economic losses within the hospitality, restaurant, and arts/entertainment/recreation market segments, declining business investment and operations (including closures), job losses, reduced consumer spending (e.g. local option sales tax collections), declining consumer confidence in the economy, etc.

All of these factors have combined to limit revenue growth (e.g. Franchise Fees) and in many cases reduce revenues below prior-year levels (e.g. local option sales taxes, alcohol beverage excise taxes, licenses and permits, charges for services, etc.).

In light of the current economic challenges and its impact on city resources, staff has compiled a budget in line with our guiding principles that accomplishes the following:

- Tax-burden reductions for our homeowners approaching \$5 million annually (see section entitled *Taxpayer Savings* for more information).
- Continuation of the same high service levels our citizenry, business owners, and stakeholders expect from our city.
- Maintenance of the city’s millage rate at 5.750 mills (flat with FY 2020).

MAYOR
JIM GILVIN

MAYOR PRO TEM
DONALD MITCHELL

COUNCIL MEMBERS
JASON BINDER
BEN BURNETT
JOHN HIPES
DAN MERKEL
KAREN RICHARD

CITY ADMINISTRATOR
ROBERT J. REGUS

INTRODUCTION AND OVERVIEW

- Alignment of departmental operating budgets to the city's short-term revenue outlook.
- Capital investment focused on maintaining and improving city infrastructure and assets (\$12.4 million) while reserving sufficient funds to provide flexibility for future prioritized capital investment (\$24.4 million).

Budget Process and Overview

In response to the economic challenges, our businesses and citizens have tightened their budgets and are doing more with less. And so too shall the City of Alpharetta.

The city has been proactive in realigning its spending to match the current economic reality. Spending during FY 2020 has been limited to essential items only and vacancies are filled on a priority basis with an emphasis on public safety operations. Proactive fiscal management has positioned us to more effectively approach the challenges in the FY 2021 Budget resulting from COVID-19.

The Fiscal Year 2021 Budget process began with an update of the city's financial condition, which was presented to the Mayor and City Council during the January 2020 City Council retreat. During this update, a financial plan was established which prioritized the use of available fund balance to most effectively position the city for financial success in the future. This information was also shared with the city's department directors during budget kick-off meetings.

However, 2020 operations and the 2021 budget plan changed in early March 2020 due to the COVID-19 pandemic and associated social distancing policies.

As provided monthly to the City Council through the Financial Management Reports, the Finance Department has closely monitored our revenue and expenditure trends and indicated that spending would need to be reduced for FY 2020 to compensate for the COVID-19 economic impacts.

City departments responded to the direction provided by the Finance Department and revised their 2021 budget requests to be in-line with current revenue estimates.

INTRODUCTION AND OVERVIEW

The FY 2021 Budget is balanced for all funds and totals \$140 million with the breakdown by fund type as follows:

FUNDS BY TYPE	\$	
General Fund	\$ 72,262,622	
Special Revenue Funds	12,319,188	(1)
Debt Service Fund	4,953,000	
Capital Project Funds	35,338,610	(1)
Solid Waste Fund	4,494,338	
Risk Management Fund	1,526,250	
Medical Insurance Fund	8,485,000	
OPEB Funds	680,091	
Total	\$140,059,099	

(1) Amounts contained herein represent new appropriations for FY 2021. Unexpended FY 2020 appropriations for City Council approved projects are re-appropriated annually pursuant to city policy.

Several of the major points of the FY 2021 Budget are as follows.

- Maintenance of the city's millage rate at 5.750 mills (flat with FY 2020).
- Tax-burden reductions for our homeowners approaching \$5 million annually including multiple homestead exemptions measures implemented in FY 2021 that will save our homeowners over \$360,000 in the 1st year alone (see section entitled *Taxpayer Savings* for more information). The city's homestead exemptions go great lengths in keeping Alpharetta an affordable place to live and retire.
- Management of personnel and compensation program to align with current market environment:
 - Staffing level at 452 full-time equivalents "FTE" with the funding breakdown as follows:
 - 445.5 full-time equivalents (funded);
 - 6.5 full-time equivalents (unfunded; budgetary savings of \$460,000); positions to remain vacant pending an identified funding source and workload justification.
 - The performance-based merit program originally scheduled for April 1, 2020 (FY 2020) was suspended due to COVID-19 and its estimated economic impacts. However, the FY 2021 budget mitigates the impact to staff through the following compensation initiatives which are included in the base 2021 operating budget:
 - Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth

INTRODUCTION AND OVERVIEW

- between April 1, 2020 and June 30, 2020) in an estimated cost of \$250,000 citywide;
 - Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020 in an estimated cost of \$1 million citywide.
 - Reserve funding totaling \$264,000 within the Operating Initiative Reserve account that represents the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.
- Material reduction (-6% or -\$1 million) in departmental maintenance and operations budgets (General Fund) including controls on non-essential spending.
 - Net reduction is in excess of -8% after adjusting for the growth drivers including utilities (6% growth or \$160,150 due to approved rate adjustments by multiple utility providers), risk insurance premiums (8% growth or \$52,750), and multiple items implemented during FY 2020 (+\$15,000 for office lease costs for the Special Investigations Unit, +\$50,000 for right-of-way maintenance for newly constructed streetscape improvements along Rucker Road and Morris Road, +\$30,000 for janitorial and landscape maintenance services for new park spaces such as Windward, Rucker, etc.).
- \$290,000 for targeted operational initiatives (please refer to the *Operating Initiatives Request* section of this document for detail of the requests).
- \$1.9 million is included as a non-allocated reserve account to provide the City with additional flexibility to: (1) cover deficiencies in revenue forecasts beyond what is already programmed into the 2021 budget; and (2) other items as determined by the Mayor and City Council.
- \$686,390 is included as a non-allocated reserve account to be used for one-time initiatives (non-recurring). The funding source for this line-item is available fund balance as of June 30, 2019. As this represents a one-time, non-recurring funding source, its uses will also need to be one-time (e.g. capital investment, etc.).

INTRODUCTION AND OVERVIEW

- Funding from the General Fund which is available for immediate capital investment in 2021 includes the following:
 - \$4,352,862 Fund Balance for one-time capital;
 - \$ 189,000 Recurring Capital Contribution from the General Fund
 - \$4,541,862

It should be noted that the Recurring Capital contribution has been significantly reduced from past years (down from \$4.8 million) due to COVID-19 revenue impacts.

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.

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 30, 2020	Distribute 2021 Mayor's Recommended Budget
May 4, 2020	Council Meeting
May 18, 2020	Council Meeting
May 26, 2020	Council Meeting
June 1, 2020	Public Hearing and Council Meeting (Budget)
	<i>1st reading of Budget Ordinance</i>
	<i>1st reading of Millage Rate Ordinance</i>
June 15, 2020	Public Hearing and Council Meeting (Budget)
June 22, 2020	Public Hearing and Council Meeting (Budget)
	<i>2nd reading of Budget Ordinance</i>
	<i>2nd reading of Millage Rate Ordinance</i>

Budget Issues and Priorities

The FY 2021 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.

INTRODUCTION AND OVERVIEW

Bond Ratings

The city's AAA bond rating was reaffirmed by Moody's and Standard & Poor's ("S&P") during April 2020 in conjunction with the sale of \$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 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 debt/pension burdens. The FY 2021 Budget is mindful of these factors and the 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 2021 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 decrease from 0.93 mills in FY 2020 to 0.815 mills in FY 2021. Estimated growth in the property tax digest, coupled with a recent refunding of the Series 2012 General Obligation Bonds to reflect

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
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%

lower market interest costs, allows for a reduction in the millage rate dedicated for debt service. The FY 2021 Budget proposes to program the debt service millage reduction into the General Fund. Homestead exemptions, with a few exceptions, are not applicable to the debt millage levy. As such, the revenue generation for a given millage levy will be different depending on the source (e.g. debt levy vs operating levy). Specifically, the shift of 0.115 mills will result in a loss of \$700,000 for the Debt Service Fund and a gain of \$600,000 for the General Fund.

INTRODUCTION AND OVERVIEW

The portion of the millage rate funding operations and recurring capital investment (General Fund) is estimated to increase from 4.82 mills in FY 2020 to 4.935 mills in FY 2021. Property tax revenue forecasts for FY 2021 total \$25.4 million (excluding motor vehicle taxes) and includes \$600,000 from the debt service millage shift discussed above. Of this amount, \$189,000 is included for recurring capital initiatives, \$276,000 for targeted operational initiatives (please refer to the *Operating Initiatives Request* section of this document for detail of the requests), and a \$2.3 million non-allocated reserve.

Taxpayer Savings

The FY 2021 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 \$5 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;
 - Voters approved increasing the exemption by \$5,000 effective with the FY 2021 Budget which will save our homeowners over \$300,000 in the 1st year alone.
- Senior Basic Homestead exemption of \$25,000 off the assessed value of homesteaded properties for residents age 65 and older;
 - Prior to FY 2021, the Senior Basic Homestead exemption was split between a general \$15,000 exemption and an income-restricted \$10,000 exemption. Voters approved removing the income restriction on the \$10,000 exemption which will be implemented with the FY 2021 Budget and save our homeowners over \$60,000 in the 1st year alone.
- Senior full-value exemption available to residents age 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.

INTRODUCTION AND OVERVIEW

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 2021 are budgeted at \$6.5 million with the following forecast: 2022 - 2041¹: \$7 million (annual average). These figures include city and Development Authority obligations and span multiple Funds.

Expansion of Departmental Service Levels (Operating Initiatives)

Recommended operating initiative funding totals \$290,000 and is allocated as follows:

Funds Available for Operating Initiatives:

\$ 290,000

Recommended Initiatives:	Operations Impact		
	Expenditures	Revenue	Total (net)
Evergreen Class and Compensation Study Implementation	\$ 264,000	\$ -	\$ 264,000
Web Help Desk Software Replacement	\$ 26,000	\$ -	\$ 26,000
Eastside Community Center Programs	\$ 40,000	\$ 40,000	\$ -
	\$ 330,000	\$ 40,000	\$ 290,000

Operating Initiative funding for FY 2021 has been programmed into a non-allocated account within the General Fund. Operating Initiatives not recommended for funding total \$1 million (net). Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

Proper Use of Fund Balance

General Fund - Based on audited financial statements for the year ended June 30, 2019, the city's fund balance totaled \$27.8 million. Of this amount, approximately \$5.5 million was appropriated in the FY 2020 Budget for capital/one-time initiatives and \$15 million has been designated as an emergency account based on a conservative policy of 21% of total appropriations (i.e. roughly 2½ 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 resulting from FY 2019 operations totals \$7.3 million with the programmed usage as follows:

▪ \$7,289,252	Available Fund Balance as of June 30, 2019
▪ (2,000,000)	FY 2020 Mid-Year Budget (capital investment)
▪ (250,000)	One-Time Compensation Payout (FY 2021)
▪ <u>(686,390)</u>	Non-Allocated Reserve (available for one-time uses)
\$4,352,862	FY 2021 One-Time Capital Funding

¹ Represents the final maturity of the Series 2016 Alpharetta Parks and Transportation Bonds issued in FY 2017.

INTRODUCTION AND OVERVIEW

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. The funding was reallocated to a combination of items including: \$1.9 million non-allocated reserve to provide the City with additional flexibility to (1) cover deficiencies in revenue forecasts beyond what is already programmed into the 2021 budget and (2) other items as determined by the Mayor and City Council; a further reduction in the revenue estimate for local option sales taxes; partial funding of the various compensation initiatives previously discussed (e.g. performance-based merit program, Evergreen Class and Compensation study findings, etc.); etc.

Funding from the General Fund available for immediate capital investment in 2021 includes the following:

- | | |
|---------------------|--|
| ▪ \$4,352,862 | Fund Balance for one-time capital; |
| ▪ <u>\$ 189,000</u> | Recurring Capital Contribution from the General Fund |
| \$4,541,862 | |

INTRODUCTION AND OVERVIEW

Maintaining an Effective Capital Improvement Program (Capital Initiatives)

The FY 2021 Capital Plan includes funding of \$37 million for capital initiatives. Recommended capital investment totals \$12.4 million and is focused on maintaining and improving city infrastructure and assets. An additional \$24 million is being reserved to provide flexibility for future prioritized capital investment.

	Capital Project Fund	Stormwater Capital Fund	T-SPLOST Capital Fund	Impact Fee Fund	Subtotal	Other Sources	Total
Sources:							
Available Fund Balance	\$ 4,100,000	\$ 325,000	\$ 15,500,000	\$ 925,000	\$ 20,850,000	\$ -	\$ 20,850,000
General Fund Transfer:							
Available Fund Balance	2,967,862	1,385,000	-	-	4,352,862	-	4,352,862
(1) Recurring Capital Program	189,000	-	-	-	189,000	-	189,000
(2) Pay-as-you-go Capital Investment	171,748	-	10,700,000	-	10,871,748	-	10,871,748
(3) Other Sources	-	-	-	-	-	600,000	600,000
	\$ 7,428,610	\$ 1,710,000	\$ 26,200,000	\$ 925,000	\$ 36,263,610	\$ 600,000	\$ 36,863,610
Uses:							
(4) Capital/Grant-Matching	\$ 6,135,000	\$ 1,710,000	\$ 4,000,000	\$ -	\$ 11,845,000	\$ 600,000	\$ 12,445,000
	\$ 6,135,000	\$ 1,710,000	\$ 4,000,000	\$ -	\$ 11,845,000	\$ 600,000	\$ 12,445,000
Non-Allocated:							
Future Capital/Grant Initiatives	\$ 1,293,610	\$ -	\$ 22,200,000	\$ 925,000	\$ 24,418,610	\$ -	\$ 24,418,610

(1) Represents funding programmed within the General fund budget to cover recurring capital needs (e.g. milling & resurfacing of city roadways, fleet replacement, etc.). Annual funding in prior years approximated \$4.8 million.

(2) Represents investment earnings (Capital Project Fund) and T-SPLOST taxes (T-SPLOST Capital Fund).

(3) Represents potential LMIG grant funding for milling and resurfacing initiatives (\$600,000) and would be appropriated upon execution of binding agreements and/or receipt of the funds.

(4) Represents capital appropriations included in the base FY 2021 Budget.

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

This budget is committed to continuing our focus on providing effective and efficient services to our citizens and stakeholders.

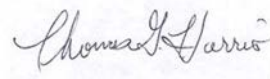
Respectfully Submitted,



Jim Gilvin
Mayor



Robert J. Regus
City Administrator



Thomas G. Harris
Finance Director

OPERATING INITIATIVE REQUESTS

Operating Initiative Requests

Executive Summary

Funds Available for Operating Initiatives:

\$ 290,000

Recommended Initiatives:	Operations Impact		
	Expenditures	Revenue	Total (net)
Evergreen Class and Compensation Study Implementation	\$ 264,000	\$ -	\$ 264,000
Web Help Desk Software Replacement	\$ 26,000	\$ -	\$ 26,000
Eastside Community Center Programs	\$ 40,000	\$ 40,000	\$ -
	\$ 330,000	\$ 40,000	\$ 290,000

Operating Initiative funding for FY 2021 has been programmed into a non-allocated account within the General Fund is subject to future City Council approval before moving forward.

Operating Initiatives not recommended for funding total \$1 million (net).

Detail (Recommended Operating Initiatives)

Citywide

Evergreen Class and Compensation Study Implementation \$264,000

Estimated financial impact associated with Class and Compensation study findings after adjustment for FY 2021 Performance-based Merit Program.

Information Technology

Replacement of Web Help Desk Software \$26,000

This request is for replacement of the IT Departments existing legacy Web Help Desk system that is experiencing serious issues (particularly as of 03-17-2020 when Microsoft instituted new security standards). This is a one-year contract for ZenDesk (a highly rated hosted Help Desk system that is modern and many enhanced features). This system was selected because of relatively low-cost system that integrates with our current Office 365/Teams and Azure Cloud environment.

Recent changes (03-17-2020) implemented by Microsoft that has tightened security requiring beyond basic security protocols has caused portions of the emailing part of our current software to no longer function. This is causing more effort on our users and our staff to support help desk tickets. We are also concerned that there will be other issues as well. The existing system is legacy product that is no longer being updated and does not have features of other current systems. Therefore, we have prioritized this for immediate replacement.

Help Desk is how we support our Departments/Employees when they have needs or issues. The annual cost of our current legacy system totals \$8,000. The ZenDesk system costs approximately \$26,000 annually. In year 1, we will have both systems operational

OPERATING INITIATIVE REQUESTS

during implementation and most likely incur software costs for both systems. Moving forward, the net annual cost will be approximately \$18,000 (\$26,000 less \$8,000 current costs).

Recreation, Parks, and Cultural Services

Eastside Community Center Programs \$40,000 (revenue)/ \$40,000 (expense)

In partnership with Ed Isakson YMCA, the City of Alpharetta will operate and program the Eastside Community Center at the YMCA, starting May 2020. Activities, staff and operations will be managed by the Recreation Services Division. Operation hours and programming are still to be determined; programming will focus on providing activities to the Eastside population, not duplicating the YMCA programs. Rentals and special events will be part of the programming.

Annual operational costs total \$82,000 and includes \$56,000 for salary/benefits and \$26,000 for general operations (e.g. instructor fees, equipment rental, general supplies and materials, small equipment, etc.). Program Fees are forecasted to fully cover operations. The estimated impact during fiscal year 2021 is \$40,000 (partial year).

Detail (Unfunded Operating Initiatives)

General Fund

City Administration

It's My Town App

\$35,000

Annual subscription fee for the Alpharetta branded It's My Town App. This app employs a user-first mindset. Actionable icons within the app let users perform a variety of tasks: contact the city; receive direct notifications from city staff; find more info about the city; save an event to their calendar and invite a friend; set reminders; find a car service; and much more... all from inside this single app. Subscription fee is estimated at \$35,000 annually.

Human Resources

HRIS Software Enhancements

\$37,000

- NEOGOV Human Resources Information System (HRIS) PERFORM module to automate the performance management review process. Increases transparency and engagement between employees and supervisors and identifies growth opportunities for professional development. Easily track workflows and reports on employee performance trends at the organizational, departmental, team, and individual level. Increase operation efficiency and effectiveness by eliminating laborious and cumbersome paper processes.
- eFORMS module, working cohesively with NEOGOV's other modules, is a central repository for any employee documents used within the product suite. eFORMS allows records consolidation and an increase of accuracy and efficiency in retrieving documents and automation of workflows. It drives accountability through notifications and reporting.

OPERATING INITIATIVE REQUESTS

- The enhancement of NEOGOV for the integration of background checks unites our current applicant tracking system and the online hiring center with our background check process, saving staff time, resources, and reduces report turnaround time allowing the filling of positions more quickly. This initiative is intended to decrease average time to hire, especially during busy periods such as seasonal hiring.

Tuition Reimbursement Incentive Improvements

\$30,000

Recommended increase of tuition reimbursement allowance as part of the overall revision and updates to the Employee Handbook and Benefits Handbook. Presented at the City Council workshop Feb. 24, 2020 with anticipated approval March 02, 2020 during the Regular Council meeting. Changes to new fee schedule are recommended to be effective July 1, 2020 as part of FY 2021. The FY 2021 base Operating Budget includes \$55,000 for the Tuition Reimbursement Incentive.

Public Safety

Quint Apparatus Initiative and Personnel (3.0 FTE – Phase 1)

\$300,000

The City of Milton currently houses an aerial ladder truck at Fire Station 81 and responds to Alpharetta calls under the automatic aid agreement that is in place. Milton is currently building a fire station within their city boundaries and will relocate their aerial ladder truck to the new facility as early as the Spring of 2022. As such, Alpharetta will experience an impact to its level-of-service capabilities. This capital request is for the acquisition of one Quint Apparatus truck to compensate for this service fluctuation.

Specifically, this request is for the replacement of an existing Pumper (purchased in 2012 and set for replacement in 2022 along with delivery of the requested unit) with a new Quint Apparatus for Fire Station 81. The Quint will give us the capabilities of a pumper and ladder in one unit. However, the Quint does require additional staffing over the existing Pumper. Specifically, 6 personnel (2 per shift) which will be hired in phases (3 in FY 2021 and the remaining 3 in FY 2022).

The request also proposes to acquire an F-250 for a Rescue-Rapid Response Unit to augment the call volume and reduce the response of the Quint to lower priority incidents. The requested personnel will be utilized as staffing for the Rescue Rapid Response Unit while the Quint is not in the field.

Cost forecast is as follows:

- FY 2021: \$300,000 for personnel (3 FTE) and related operational startup costs which represent this Operating Initiative request.
- FY 2022: \$300,000 for the remaining personnel (3 FTE) and related operational startup costs which will be a component of an FY 2022 Operating Initiative request. All active Fire Apparatus are funded through capital lease programs within the General Fund. The estimated annual lease payment for the Quint acquisition totals \$150,000 (\$1.4 million financed over a 13-year term). The existing lease payment for the Pumper that is being replaced by the Quint totals

OPERATING INITIATIVE REQUESTS

\$54,000. As such, the lease difference of \$96,000 is what's being requested. Additionally, \$200,000 is being requested for capital acquisition costs for the F-250 Rescue-Rapid Response Unit and related equipment.

From a timing standpoint, the final payment on the pumper lease will be made in FY 2021. The Quint will be procured in December 2020 with the 1st payment due in FY 2022 as set forth above.

DEA Taskforce transfer to General Fund (3.0 FTE) \$315,282

This request is to transfer funding of the three (3) Police Officer positions funded within the DEA Fund (related to the Drug Taskforce unit) to the General Fund. Based on asset forfeiture collection trends, it is doubtful the DEA Fund can continue funding all three positions past FY 2021/2022.

Information Technology Analyst (1.0 FTE) \$98,000

This request is for one civilian (1) Public Safety IT Analyst, Grade G. This position would report to the Public Safety Technology Division to specifically support Public Safety users and operations.

In the past two years the Department has seen the demand for complex information technology assistance increase to an unprecedented level. The addition of body cameras and the accompanying infrastructure upkeep, maintenance, and continuing education alone justifies the addition of a permanent IT position. Additionally, we have added Next Gen 911 systems, Traffic Light Preemption systems, license plate reader systems, school zone speed detection camera systems with LPR, a drone program for police and fire, Flock Safety neighborhood watch camera systems, and signed an agreement with Ring for access to smart doorbell technology.

In the course of implementing these programs we faced significant challenges in implementing the technologies due to the ad hoc nature in which they were acquired. These programs came from several different corners of the agency and the effects on other parts of the organization were not always appropriately considered. This is not out of malice or a lack of effort – merely a lack of understanding as to how these pieces could and should fit together. We continue to face difficulties in implementing these systems completely (LPR alert access for officers) due to our reliance on the IT Department to physically touch each computer in order to add and administer programs and functions.

We have reached a critical mass of technology applications in Public Safety and need a dedicated information technology position to correct our current administration of these systems and to guide us toward a more integrated and productive future. The current forecasting models for the future of public safety all point to a complex form of intelligence-led initiatives based on the highly technical integration of computer systems in every aspect of our work.

We are already feeling negative effects from a lack of coordination and oversight of these activities. The requested position would oversee and administer our current programs and incorporate all future additions of future technology. Operational costs total \$98,000

OPERATING INITIATIVE REQUESTS

and include \$85,000 for salary/benefits and \$13,000 for general operations (desktop pc, laptop, tablet, cell phone, office equipment, travel and training).

Explorer Program

\$11,000

This request is to cover registration, travel and per diem costs for advisors and explorers to attend five (5) competitions and training conferences per year. Professional services include the registration fees for youth and adults, as well as re-charter fees paid to Learning for Life to cover insurance for the program. Registration and re-charter fees are \$3,000 and lodging and per diem costs are \$4,500. In addition, the Explorer program has operated out of the main PD Uniform and Equipment budget. We are seeking a line item of \$3,500 annually to equip our Explorers with uniforms and equipment when necessary. We have been covering this expense in previous budgets in the past; however, with other expenses increasing, we need dedicated money to continue the Explorer program. Operational costs total \$11,000 annually (uniforms, equipment, travel, etc.).

National Professional Accreditation Registration

\$18,000

This request is for national professional accreditation registration costs. In the Fire Service field, there are many certifications that are required. There is also a necessity to be accredited to certain levels of training as to legitimize our department and our employees for legal proposes. In order to be registered nationally for these certifications, we must adhere to the accrediting agencies rules. Currently, personnel have been individually paying for their certifications (approx. 90 impacted staff members).

PS Technology Initiatives

\$9,100

As the demands on Public Safety services grow, the efficiencies and capabilities of staff must also grow. These software initiatives are intended to increase service delivery and staff effectiveness.

- Active Directory Integration (\$4,000) - This request is for an active directory integration between the City of Alpharetta and CentralSquare RMS, MCT, and CAD. The integration will reduce the amount of support calls by having the user's passwords sync with his/her window's account. It will reduce downtime when waiting for a password reset.
- Digital Forensics (\$5,100) - This request is for one (1) Apple Computer at \$1,500 and Magnet Axiom, a robust software that addresses smartphones, cloud services, CPU's, Internet of Things (e.g.: wearables, smart TV's, smart appliances, commercial security, industrial and enterprise) for Digital Forensics. The software is \$3,600.00 annually.

OPERATING INITIATIVE REQUESTS

Recreation, Parks, and Cultural Services

Parks Maintenance Technicians (2 FTE)

\$115,000

This request is for two (2) additional Park Maintenance Technician I positions. These positions will allow the department to service the new parks coming online in the next year. The new parks include: Windward Park, Mid Broadwell Park, Alpha Loop, Serenade (Encore) Park, Old Rucker Park, and the Old Rucker Farm.

Operational costs total \$115,000 and includes \$111,500 for salary/benefits and \$3,500 for general operations (e.g. employee training, employee travel, cell phone, employee uniforms, small equipment, etc.).

Old Rucker Farm Staffing (2 part-time)

\$25,000

This request is for two (2) part-time temporary employees to work at the Old Rucker Farm during the (30) weeks of the intensive growing season (April-October). These employees will maintain the entire farm area, execute the crop plan, maintain the perennial, fruit bearing plants (apple trees, berries, etc.), monitor for and apply pest control measures as needed. These employees will also be present to answer questions of the community garden members who come to farm throughout the day. This is an improvement to the existing service level. Operational costs total \$25,000 for salary/benefits.

Adventure Day Camp

\$37,000 (revenue)/ \$37,000 (expense)

This request is for a teen adventure camp for ages 12-13. It is essential to keep a kid's mind active and engaged during the summer. To that end, the teen adventure camp will provide an opportunity for teenagers to interact effectively with other people. In the unplugged, noncompetitive camp culture, teens build up their "emotional intelligence" (EQ), their face-to-face communication and relationship skills.

Operational costs total \$37,000 and includes \$24,000 for salary/benefits and \$13,000 for general operations (e.g. instructor fees, general supplies and materials, employee training, etc.). Program Fees are estimated at \$225 (resident) and \$338 (non-resident) and are forecasted to fully cover operations.

Most Valuable Player (MVP) Day Camp **\$78,000 (revenue)/ \$78,000 (expense)**

This request is for a sports themed camp. It is essential to keep kid's mind active and engaged during the summer. To that end, offering an additional camp with a sports theme will provide an opportunity for campers interact effectively with other people. In the unplugged, noncompetitive camp culture, kids build up their "emotional intelligence" (EQ), their face-to-face communication and relationship skills.

Operational costs total \$78,000 and includes \$40,000 for salary/benefits and \$38,000 for general operations (e.g. instructor fees, equipment rental, general supplies and materials, employee uniforms, etc.). Program Fees are estimated at \$150 (resident) and \$225 (non-resident) and are forecasted to fully cover operations.

CAPITAL INITIATIVE REQUESTS

Capital Initiative Requests

Summary

Capital Funding Sources:

General Fund	
<u>Recurring Capital Program</u>	\$ 189,000
<u>Available Fund Balance</u>	4,352,862
Capital Project Fund	
<u>Available Fund Balance</u>	4,100,000
<u>Other (int. earnings)</u>	171,748
Stormwater Capital	
<u>Available Fund Balance</u>	325,000
T-SPLOST Capital Fund	
<u>Available Fund Balance</u>	15,500,000
<u>Other (taxes, int. earnings)</u>	10,700,000
Impact Fee Fund	
<u>Available Fund Balance</u>	925,000
Grant ²	600,000
Total Sources:	\$36,863,610

Recommended Capital Initiatives*:

<u>Recurring Capital Initiatives</u>	\$ 6,467,500
<u>Recurring Stormwater/Drainage Initiatives</u>	1,710,000
<u>General Capital Initiatives</u>	267,500
<u>TSPLOST Initiatives</u>	4,000,000
Total Uses:	\$12,445,000

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

<u>Capital Project Fund:</u>	\$ 1,293,610
<u>T-SPLOST Capital Fund:</u>	22,200,000
<u>Impact Fee Fund (Roads):</u>	925,000
Total Non-Allocated:	\$24,418,610

* Capital initiatives not recommended for funding total \$21,676,000.

² Includes potential LMIG grant funding for milling and resurfacing initiatives (\$600,000) 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 Traffic Signal System Maintenance

\$100,000

Priority 1: 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.

Recurring Milling and Resurfacing

\$2,917,740

Priority 1: 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. It is anticipated that this project will be augmented through an LMIG grant (additional \$600,000 that will be appropriated upon grant submission/approval).

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 2021 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. **Funding to be provided through the following sources: Recurring Capital (\$1,135,000); Fund Balance (\$1,182,740); and LMIG Grant (\$600,000).**

Recurring Traffic Control Equipment

\$100,000

Priority 1: 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 and maintenance to the Traffic Control Center. Temporary traffic control equipment includes devices used to detour or delineate traffic flow, such as cones, delineators and barricades, and variable message boards.

Recurring Traffic Responsive System Maintenance

\$100,000

Priority 1: Since 2018, the Georgia Department of Transportation has upgraded over 100 signals throughout the City with new software (MaxTime) and has worked with the 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

CAPITAL INITIATIVE REQUESTS

work with consultants to analyze data collected through these upgrades to continue modifying timing plans and expand the system throughout the City with new signal timings. The funds will also be utilized for maintenance, replacements, upgrades, and necessary installations of network, security, and communication systems to and from signalized intersections/traffic cameras in the server room and out at the field. Furthermore, this request is for maintenance, replacements, upgrades, and installations of emergency vehicles preemption system and connected vehicles technology.

Recurring Traffic Striping and Signage

\$200,000

Priority 1: This request is for purchase of equipment and material needed for the repair/replacement of traffic striping and signage throughout the City. Repair/replacement of striping consists of refreshing the existing striping due to normal wear 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 the city's signage (performed in-house).

Recurring Traffic Calming Improvements

\$75,000

Priority 1: 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. Program will enhance public health and safety for users of the city's transportation system.

Recurring Traffic Signal Pole Painting and Maintenance

\$35,000

Priority 2: 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. Current total costs per intersection averages \$15,000. FY 2021 includes funding for a minimum of two intersections.

Recurring Tree Planting and Landscape Improvements

\$100,000

Priority 1: This request is for tree pruning, tree removal, tree planting, and landscape improvements within city rights-of-way. The city's aging tree canopy within right-of-way areas requires pruning and removal to address issues such as pedestrian and vehicular safety, conflicts with streetlights, signal head clearance, and intersection sightline clearance. FY 2021 funding will be used for: (a) landscaping the two (2) roundabouts at Mid Broadwell Road, Bethany Road, and Mayfield Road; (b) tree and shrub replacement citywide as needed due to storms, vehicular damage, etc.; (c) miscellaneous landscape enhancements throughout City as determined by ongoing needs-based assessments; (d) begin improvements to median on Haynes Bridge Rd. from SR 400 to North Point Parkway.

CAPITAL INITIATIVE REQUESTS

Recurring Sidewalk Maintenance and Repair

\$100,000

Priority 1: 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.

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 2021 work will occur in various locations throughout the city pursuant to the Dynatest findings.

Streetlight Maintenance (recurring)

\$80,000

Priority 1: This request is for City streets that currently do not have enough lighting or no lighting at all throughout the street and maintenance to existing City owned streetlights. The City owns and maintains approximately 600+ lights. This work will include installation and maintenance of new and existing lighting either on existing power poles or the installation of new poles along with lighting. This will increase the safety of citizens who use our streets and sidewalks daily. Periodic inspections and troubleshooting will ensure longevity and minimum replacement of lighting components. Funding will also be for installation of new lighting in areas where there is currently none or enough lighting for pedestrian safety.

Traffic Control Center/Server Room Maintenance (recurring)

\$60,000

Priority 1: 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) Commissioning and configuring new and existing switches, routers, firewalls, and servers; 4) Implementing and configuring network management tools and software packages.

Recurring PS Facility Roof Replacement

\$300,000

Priority 1: Roof replacement of the metal roof segments of Fire Stations 83.

- Fire Station 83 – Replacement of the metal roof segment at Fire Station 83. This roof was installed in 1993 and totals approximately 4,000 sq.ft. Although the field of the roof is in good shape, the transition at the ridge and eave are showing significant signs of

CAPITAL INITIATIVE REQUESTS

age and are no longer providing adequate watertight protection. This facility is actively experiencing leaks.

Recurring Facility Renovations (Fire Stations)

\$125,000

Priority 1: 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 2021 request includes:

- Fire Station 83 will receive flooring and lighting renovations, new appliances, exterior painting, and replacement of exterior doors and windows.
- Fire Station 85 will receive bathroom and flooring renovations and new appliances.

If remaining funds are available, funds will go towards improvements (lighting replacement, painting, window and door replacements) at these stations or others.

Recurring Facility Renovations (PW Headquarters)

\$50,000

Priority 1: This request is for renovations at the Public Works Facility. This funding will be used to remodel public bathrooms, replace flooring, paint walls and trim, replace cove base, and replacement of training room furniture subject to funding availability. The training room is utilized by multiple departments and outside entities. Furniture has not been replaced in over 20 years and is falling apart.

Recurring Rec Facility Bathroom, Painting, Floor Repairs

\$60,000

Priority 1: This request is for painting and floor repairs at the following restroom facilities: North Park, Northpoint Park Greenway, Rock Mill Park.

Recurring Parking Garage Maintenance

\$25,000

Priority 1: This request is for general maintenance of the two Parking Garages. FY 2021 includes pressure washing the City Center Parking Garage. This will increase safety in the parking deck as well as keep the parking deck aesthetically pleasing.

Recurring Fountain Repairs (Welcome Center)

\$50,000

Priority 2: This request is for repairs for the fountain at the Alpharetta Welcome Center. Currently Public Works staff is at the fountain weekly performing maintenance to keep the fountain operating due to the fountain drainage basin leaking and other mechanical and structural issues. The following will be repaired if funding is approved. Waterproof both upper and lower basins using flexible waterproofing material, replace water level sensor, replace lights with 12 standing LED fixtures, replace leaking flange, and replace filter.

Recurring HVAC Replacements

\$60,000

Priority 2: 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 2021

CAPITAL INITIATIVE REQUESTS

replacements include units at the Community Center (est. 4 units) and Alpharetta Technology Center (1 unit).

Recurring Generator Replacement (Fire Stations 81/PS HQ) \$100,000

Priority 1: This request is for replacement of generators for city facilities. New generators will be natural gas instead of diesel. FY 2020 replacement is for Fire Station 81 and Public Safety Headquarters (both are over 20 years old).

Information Technology

Recurring Technology Replacement (all city departments) \$300,000

Priority 1: This request is to provide for the annual replacement 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 555 computers in operation (288 desktops; 267 laptops). The main component of the FY 2021 request includes funding for the replacement of approximately 124 PCs, 78 iPhones, 58 iPads, and wireless access points throughout city facilities (although actual replacement will be driven by equipment condition).

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 Points [WAPs] (5 years); network routers/switched/firewalls (5 years); telephony gateways (5-6 years). Larger replacement initiatives are not included in this appropriation (e.g. CISCO network devices).

Public Safety

Recurring Fleet Replacement (Qty: 10) \$465,000

Priority 1: This request is for the forecasted annual replacement of Police and Fire SUVs, light trucks and motorcycles. The replacement need is driven by the model year, mileage and mechanical condition of the vehicles. Emergency response vehicles are expected to last in excess of 100,000 to 110,000 miles; administrative vehicles will generally run somewhat longer. This request includes the complete upfitting costs for new vehicles and the stripping costs for expired vehicles in preparation for public auction. Funding levels are anticipated to remain as illustrated above. The forecasted replacement plan identifies annual lows and highs over the ten-year period. Over the next three years, the forecasted replacement plan will increase three hundred percent (300%) to \$1,250,000, leveling for a period of three years at that amount and then decreasing proportionally based on current replacement philosophies. Replacement vehicles to be purchased in FY 2021 include: (2) SUVs for Patrol; (1) F150 and (1) SUV for CID; (2) F150s for CSU; (1) SUV for the Admin team; (1) F150 for Training and (2) motorcycles, totaling 10 vehicles.

CAPITAL INITIATIVE REQUESTS

Security System Replacement (Cameras/Servers)

\$132,510

Priority 1: This request is for the recurring replacement of security system cameras and servers.

FY 2021: Provide centralized and redundant Avigilon Video Servers to replace legacy servers that cover everything but the jail. The total cost is \$132,510 to provide a redundant system. About half that amount if we don't want redundant systems in the event a server fails. By far, this is the most critical issue. We have cameras deployed now that are not on any server because of both a lack of storage and mismatched software versions. Those servers that are out there most are out of warranty and running old non-supported software versions.

Recurring Public Safety Equipment (replacement)

\$217,250

Priority 1: 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 2021 request includes funding for Fire Station replacements for furniture/bedding (\$7,000) and fire tools/equipment (\$10,000); personal protective equipment to include: turnout gear replacement for NFPA 10 year service life (\$95,000); replacement of 10 AEDs (patrol; \$15,000); police tools/equipment (\$30,000); replacement of 40 in-car thermal printers for traffic/patrol units that are currently in excess of their useful life (\$15,000); Fire Marshal's Knox system (\$25,000); Fire hazmat monitors (\$5,000); Crash Data Retrieval (CDR) (15,250).

Recurring Self-Contained Breathing Apparatus (payment 2 of 2)

\$100,000

Priority 1: A self-contained breathing apparatus (SCBA) is a respiratory device that contains and delivers breathable compressed air. It is typically used by firefighters and rescue workers while operating in areas of immediate danger to life and health, such as inside a building fire filled with smoke or toxic gas. The City of Alpharetta currently has 54 SCBA's which are deployed as follows: in-service Fire Apparatus (30); reserve Fire Apparatus (15); Training Division (6); spares (3). SCBA equipment is a long-lived asset (10-15 years) but is susceptible to obsolescence when industry standards evolve.

The National Fire Protection Association (NFPA) is a standard setting body for firefighting professionals. The 2019 NFPA standards included technological/mechanical innovations to SCBA equipment that made units manufactured under the 1997 and 2002 standards obsolete. We have 30 SCBA that were manufactured under the old standards and are also between 12-15 years old and are being requested for replacement. Once replaced, these 30 units will be deployed on the in-service Fire Apparatus. The City entered into a no-interest lease in FY 2020 with annual payments of \$100,000 in FY 2021 and FY 2022.

Recreation, Parks & Cultural Services

Recurring Park Enhancements

\$120,000

Priority 2: This funding is for amenities within the parks themselves such as fence replacement and repair, bleacher repair and replacement, new trash cans, new benches,

CAPITAL INITIATIVE REQUESTS

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 replacing the amenities, plus adding these same amenities to our new parks and downtown areas.

Recurring Playground Equipment Improvements **\$100,000**

Priority 1: One of our park systems favorite amenity is our playgrounds. This program will allow for the replacement of all our playgrounds in a timely manner. FY 2021 funding is for replacement of the playgrounds at North Park (by Fields 1-4; last renovated in 2010).

Recurring Park Repairs/Improvements **\$80,000**

Priority 1: 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 2020 funds were used to: (1) repair Webb Bridge Park Pedestrian Bridge; (2) complete buildout of Brewable space at Community Center; (3) pressure wash and paint silos; (4) purchase tables and chairs for the Art Room at the Adult Activity Center, etc. This account is crucial to the Department's ability to respond to the needs and repairs as they arise throughout the year.

Recurring Tennis Courts Resurfacing **\$60,000**

Priority 1: This request is for the repair/resurface/recoat of tennis courts with a fabric crack repair system. This request is for the resurfacing of six courts at Wills Park. These courts were last resurfaced in 2014. Department policy is to resurface tennis courts every five years. These courts are approaching six years and sizeable cracks are occurring which is beginning to affect the playability. Further delays will eventually lead to safety issues.

Recurring Park Equipment Replacement **\$105,000**

Priority 2: This request is for the replacement of a 1996 Ford 4630 Tractor, 2006 John Deere Gator (over 3,350 usage hours), and 2012 John Deere Gator (over 2,500 usage hours). Replacement requested due to age, hours of use, and estimated repair cost.

Recurring Greenway Improvements/Repairs **\$150,000**

Priority 3: 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.

Recurring Stormwater/Drainage Initiatives

Public Works

Recurring Stormwater Pipes/Structure Repair/Maintenance **\$1,500,000**

Priority 1: This request is for stormwater pipe and structure maintenance, repair, and replacement. This category includes unclogging pipes and structures filled with sediment

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and debris, repairing pipes by relining, contractual repairs to stormwater structures, and pipe replacement projects. The contractual pipe unclogging and structure repair will be throughout the city based on inspection results.

The following project locations have been identified for pipe repair or replacement and relining in FY 2021, subject to funding availability: Douglas Road; Tuxford; Kimball Crossing; and The Pines at Kimball Bridge Road.

Recurring Stormwater Drainage Maintenance

\$120,000

Priority 1: This request is for the continual maintenance and small drainage maintenance work within the city including: (1) small repairs such as grouting, paved inverts, and replacing tops; (2) annual maintenance of the city's stormceptor units, oil/water separators, and city-owned detention ponds (as required by the Georgia Environmental Protection Division); and (3) Water Quality lab testing (as required by the Georgia Environmental Protection Division).

Recurring Stormwater Inspections

\$90,000

Priority 1: 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.

General Capital Initiatives

City Administration

Economic Development Toolbox

\$87,500

Priority 1: 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.

CAPITAL INITIATIVE REQUESTS

Community Development

2040 Comprehensive Plan

\$30,000

Priority 1: This project is a required update to the City's Comprehensive Plan. Compliance with the Georgia Planning Act is required to maintain the City's Qualified Local Government (QLG) status and eligibility for state and federal grant programs.

Comprehensive Plans are updated every 5 years with a major update every 10 years. Our last update was a minor update with the incorporation of the Downtown Plan in 2016. This request is for completion of a major update to the Plan.

Design Services

\$30,000

Priority 2: 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.

Public Works

Design Services

\$37,500

Priority 1: 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.

Public Safety

Flock License Plate Reader (LPR) Cameras

\$20,000

Priority 2: This request is for ten (10) Flock Safety LPR cameras that will be placed at strategic locations in the city to identify vehicles used for burglaries, robberies, entering autos, and other crimes. They will also alert Alpharetta law enforcement in real time to stolen vehicles and wanted persons that are actively being sought by law enforcement. The usage of the cameras will assist detectives in solving crimes and making the necessary arrests.

Recreation, Parks & Cultural Services

Design Services

\$20,000

Priority 2: 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

CAPITAL INITIATIVE REQUESTS

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, improve project completion timelines and functionality to maintain the high level of services our customers are accustomed to.

Alpharetta Public Arts Initiative

\$30,000

Priority 1: Arts Alpharetta is a nonprofit organization dedicated to bringing quality arts to Alpharetta. Arts Alpharetta have several public art projects they are currently working on.

- Instruments of Inspirations - Permanent art installations throughout downtown Alpharetta
- Miscellany - Temporary art installations in Brooke Street Park, City Hall and City Center
- Thompson Street art - permanent art installations along the Alpha Loop between City Hall and Avalon
- Mid-Wick Wall - Temporary art on the wall on the Alpha Loop

The funds requested will fund these programs on an alternate year basis (subject to available funding) as the art installations will be in place on average for 1.5/2 years.

Stories Project

\$12,500

Priority 2: 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 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.

T-SPLOST

Windward Pkwy Eastbound Improvements

\$2,000,000

Priority 1: This project is for widening of Windward Parkway eastbound direction to increase number of the existing thru traffic lanes between Westside Parkway and HP/The Plaza by one. It also includes necessary signal poles and associated equipment relocations, pavement milling and resurfacing, and roadway striping. The project design is anticipated to be completed by April 2020.

Windward Pkwy Westbound Improvements

\$2,000,000

Priority 1: This project includes lengthening the existing dual left turn lanes from Windward Parkway onto North Point Parkway, providing an additional thru traffic lane between North Point Parkway and GA-400, and necessary signal, pavement, and striping work. The project design is anticipated to be completed by April 2020.

CAPITAL INITIATIVE REQUESTS

Detail (Unfunded Capital Investment)

Public Works

Recurring Park Facilities Pavement Preservation

\$250,000

Priority 1: This request is for the on-going maintenance of pavement within the city's park facilities. Preservation of the roads, drives, and parking lots increases their life expectancy. Without preservation, these pavements will deteriorate and be more costly to repair. FY 2021 funding request is for North Park.

Pedestrian Safety Improvements

\$225,000

Priority 1: This request is for funding to evaluate, design, and construct pedestrian safety improvements throughout the City. Utilizing the tools and recommendations set forth in the pedestrian safety study funded in FY 2019, projects will be identified City-wide and may include pedestrian refuge islands, lighting improvements, midblock crossings, intersection treatments, and signal timing adjustments. The requested design funding would be used to acquire surveys needed for in-house design of the improvements.

Midblock Crosswalks

\$100,000

Priority 1: Midblock crosswalks facilitate crossings to places that people want to go but that are not well served by the existing traffic network. These pedestrian crossings, which commonly occur at schools, parks, in the Downtown area, and other destinations, improve pedestrian safety. With this initiative, future midblock crosswalks within the City Downtown Overlay District will be finished with bricks, and the ones outside of the Downtown Overlay District will be finished with stamped concrete or traditional striping. In response to the citizens requests and observed safety concerns, conceptual designs are being prepared for midblock crosswalks at the following locations, in no particular order: 1) Cogburn Road in front of the Park; 2) Bethany Road at Chantilly Drive; 3) Cumming Street at Manning Oaks Elementary School; 4) Mid Broadwell Road at Charlotte Drive; 5) Cumming Street at Jayne Ellen Way; 6) Providence Road at Lantern Ridge Drive.

92 Milton Avenue Mid-Block Crossing

\$280,000

Priority 2: This request is for the construction of a midblock pedestrian crossing on Milton Avenue at Teasley Street including a refuge area for pedestrians and installation of rectangular rapid flashing beacons (RRFBs). Also, it includes addition of two handicap ramps internal to the Milton Avenue parking deck site and one handicap ramp at the sidewalk connection point internal to the Roswell Street parking lot. The ramp proposed in the Roswell Street parking lot will tie to a sidewalk currently under construction as part of the 55 Roswell Street private development.

Roswell at Old Roswell St. Pedestrian Improvements

\$140,000

Priority 2: This request is for the installation of two pairs of rectangular rapid flashing beacons (RRFBs), crosswalks and handicap ramp upgrades at the intersection of Roswell Street and Old Roswell Street.

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

Roundabout Studies

\$125,000

Priority 1: When designed and placed appropriately, roundabouts promote a continuous flow of traffic allowing for more efficient travel. Additionally, the long-term maintenance costs are significantly less than those of a signalized intersection.

This request is for funding to study the replacement of five signalized intersections throughout the City with roundabouts. Studies will provide a conceptual layout, traffic analysis, conceptual cost estimate, and modeling of each intersection. The five intersections to be studied are:

- Cumming Street at Henderson Parkway;
- Mayfield Road at Providence Road;
- Mayfield Road at Canton Street;
- Milton Avenue at Canton Street / Roswell Street; and
- Upper Hembree Road at Harris Road.

Major Intersection Improvements

\$50,000

Priority 1: This request would allow the City to quickly address intersection improvement projects, such as adding turn lanes. Projects will be selected based on their effect on traffic flow and safety.

The requested FY 2021 funding is for creating a left-turn lane from Webb Bridge Road onto Timberline Place to reduce likelihood of rear-end and sideswipe crashes between left-turning vehicles and the through vehicles behind them at the intersection of Webb Bridge Road at Timberline Place. Also, this project will improve traffic flow on the Webb Bridge Road corridor. To this end, the existing pavement markings on Webb Bridge Road from Webb Bridge Way to just west of Maid Marion Close will be removed and new striping with appropriate traffic calming devices will be installed.

Dryden Road Extension (Design)

\$300,000

Priority 2: This project would create a new two-lane roadway with sidewalks connecting North Point Parkway and Edison Drive. Proposed roadway would utilize the existing curb-cut for the AT&T property on the east side of North Point Parkway at Dryden Road. Proposed roadway would be approximately 900 linear feet in length.

FY 2021 funding request is for design. Construction is currently estimated at \$2.6 million and would be part of a future funding request. Project is contingent upon a partnership with the property owner.

Cumming Street at Henderson Parkway Roundabout (Design)

\$200,000

Priority 3: This request is to perform necessary studies, evaluations, and analysis for replacement of the existing traffic signal at the intersection of Cumming Street at Henderson Parkway with a single-lane roundabout. Improved traffic flow and safety benefits are potential advantages of a roundabout compared to the existing traffic signal at this location.

CAPITAL INITIATIVE REQUESTS

Construction and right-of-way acquisition costs are estimated at \$1.6 million and would be part of a future funding request.

Mayfield Road at Canton Street Roundabout (Design) \$200,000

Priority 3: This request is to perform necessary studies, evaluations, and analysis for replacement of the existing traffic signal at the intersection of Mayfield Road at Canton Street with a single-lane roundabout. Improved traffic flow and safety benefits are potential advantages of a roundabout compared to the existing traffic signal at this location.

Construction and right-of-way acquisition costs are estimated at \$1.6 million and would be part of a future funding request.

Mayfield Road at Providence Road Roundabout (Design) \$200,000

Priority 3: This request is to perform necessary studies, evaluations, and analysis for replacement of the existing traffic signal at the intersection of Mayfield Road at Providence Road with a single-lane roundabout. Improved traffic flow and safety benefits are potential advantages of a roundabout compared to the existing traffic signal at this location.

Construction and right-of-way acquisition costs are estimated at \$1.8 million and would be part of a future funding request.

Windward Parkway at Clubhouse Drive Roundabout (Design) \$300,000

Priority 3: This request is to perform necessary studies, evaluations, and analysis for replacement of the existing traffic signal at the intersection of Windward Parkway at Clubhouse Drive with a dual-lane roundabout with slip lanes. Improved traffic flow and safety benefits are potential advantages of a roundabout compared to the existing traffic signal at this location. Construction and right-of-way acquisition costs are estimated at \$2.7 million and would be part of a future funding request.

Southlake Drive Traffic Calming (Design) \$350,000

Priority 1: This request is for the design and evaluation of appropriate traffic calming and safety treatments along Southlake Drive between Webb Bridge Road and Douglas Road, including the following projects:

- A roundabout at Southlake Drive at Clipper Bay Drive.
- Lane narrowing with center medians on Southlake Drive at the intersection of Westchester Way.
- A roundabout at Southlake Drive at Schooner Ridge.
- Lane narrowing with center medians on Southlake Drive at the intersection of Southlake Court.
- A roundabout at Southlake Drive at Americas Cup Cove.

Construction costs are estimated at \$1.8 million and would be part of a future funding request.

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

Marjean Way Extension (Design)

\$500,000

Priority 1: This request is for the design of the extension of Marjean Way from its current terminus at Orchid Lane north to Milton Avenue. The roadway extension will include brick sidewalks on both sides of the road to match the roadway section approved as part of the Windsong Townhomes development. Also included in the project scope will be the design of a regional stormwater facility designed to accommodate any future redevelopment of the adjacent upstream properties (currently occupied by the Masonic Lodge and Krogh Cabinetry) and the city-owned property at 90/92 Milton Avenue. The stormwater facility will be designed in such a manner to provide an attractive amenity to the area. In addition, the design shall include amenities associated with the future park. Construction costs are estimated at \$2.5 million and would be part of a future funding request.

Wills Road Widening (Design/ROW; Milton Ave. to Old Milton Pkwy) \$200,000

Priority 1: The City has received complaints of traffic backups that occur at the intersection of Mid Broadwell Road and Wills Road. The Downtown area of Milton Avenue near Roswell Street/Canton Street is becoming more congested. Providing connectivity to the multi-lane of Old Milton Parkway from Wills Road may serve as a reliever route for traffic not wishing to go through Downtown. An additional southbound lane on Wills Road from Mid Broadwell Road will provide a free flow right off of Mid Broadwell Road and allow connection to Old Milton Parkway thus giving drivers an option around Downtown. This request is for funding of design and estimated right-of-way costs. Construction costs are estimated at \$1 million and would be part of a future funding request.

Waters Road Traffic Calming (Design)

\$300,000

Priority 2: The city has received numerous complaints from citizens living along Waters Road regarding the volume of traffic and speed of vehicles. Several options and locations were evaluated, and it has been determined that roundabouts at the intersections of Waters Road and Centennial Drive, and Waters Road and Waters Mill Drive, would be the most feasible method for addressing these concerns. Design funds are being requested for FY 2021.

It is anticipated that right-of-way will be needed from property owners and will be acquired in FY 2022 after completion of the design documents. Construction costs are estimated at \$3 million and would be part of a future funding request.

Kimball Bridge Road Improvements (design; Waters Rd to Buice Rd) \$250,000

Priority 2: This request is for design funding for roadway improvements along Kimball Bridge Road between Waters Road and Buice Road. Improvements will include the addition of left-turn lanes along Kimball Bridge Road to serve all intersections with South Kimball Bridge Crossing and Bracebridge Road. Project will also investigate adding improvements like replacing the signal at the intersection with Glen Abbey Drive/Tuxford Drive with a roundabout.

Project goal is to provide these improvements along the corridor to slow vehicles and improve pedestrian safety. Cost savings can be accomplished in construction by pairing the

CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

project up with the future 60" water transmission line work by the County along Kimball Bridge Road from the cemetery to Buice Road.

Right-of-way and construction costs are estimated at \$250K and \$2.5 million respectively and would be part of future funding requests.

Douglas Rd Traffic Calming (Option 1 – No Roundabout; Design) \$50,000

Priority 2: This request is for the design and implementation of safety improvements along Douglas Road. Citizens of Waters Road have expressed concerns of individuals driving at excessive speeds. The topography of Douglas Road does not make it any easier to slow drivers. Requests have been submitted for roundabouts, sidewalks on both sides of the street, chicanes, and improved landscape areas.

This funding request is for design of improvements which include removal of right turn lanes along the corridor. Removal of the right turn lanes and replacing the areas with landscaping will provide drivers a tunnel effect and force drivers to slow their speed and become more aware of their surroundings.

Construction costs are estimated at \$450K and would be part of a future funding request. Another option would be roundabouts which are included in a separate capital request.

Douglas Rd Traffic Calming (Option 2 – Roundabout; Design) \$150,000

Priority 2: The City has received numerous complaints from citizens living along Douglas Road regarding the volume of traffic and speed of vehicles. Several options and locations were evaluated along Douglas Road. Intersection improvements at Douglas Road/Clubhouse Drive and Douglas Road/Newport Bay Passage are being considered. A roundabout is being proposed at Douglas Road/Clubhouse Drive to address the intersections volume as well as a traffic calming. Traffic calming measures for the Newport Bay Passage intersection would include a lane diet and sight distance improvements. Design funds are being requested for FY 2021. It is anticipated that right-of-way will be needed from property owners and will be acquired in FY 2022 after completion of the design documents (estimated at \$100K).

Construction costs are estimated at \$1.5 million and would be part of a future funding request. Another option includes smaller scale traffic calming measures including removal of right-turn lanes and are included in a separate capital request.

Haynes Bridge Road Lighting \$460,000

Priority 1: This request is for funding of a lighting design and installation of Pedestrian Streetlights on the East and West side of Haynes Bridge Road between Old Milton Parkway and Academy Street. Lighting will consist of pedestrian lighting along the sidewalk (both sides) as well as taller streetlights in the vicinity of the roundabout. A formal lighting design will determine the best approach taking into consideration lighting casted onto neighboring streets as well as safety for pedestrians and vehicles.

CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

City Center Decorative Signposts

\$180,000

Priority 2: This request is to upgrade the signposts at City Center to the approved decorative black Wadsworth design post. This project will include all signposts located in and around City Center including Academy Street (SR 9 to Haynes Bridge Road) and Haynes Bridge Road (Academy Street to Old Milton Parkway). As a part of this project, a GIS inventory of the permanent sign locations will be done, and sign clutter will be taken into consideration to reduce the overall number of signs.

AlphaLoop (City Trail)

\$9,000,000

Priority 1: This request is to provide construction funding for the AlphaLoop City Trail. AlphaLoop is envisioned as a multi-use trail and park system intended to connect City Center, Avalon, and the Northwinds Area together via paved pedestrian pathways.

Phase A runs from Old Milton Parkway to Westside Parkway, Phase B covers the crossing under Westside Parkway, and Phase C runs from Westside Parkway to Northwinds Parkway. Construction estimates total \$9 million and include the following: Phase A (\$6 million); Phase B (\$1 million); Phase C (\$2 million).

Windward Parkway Pedestrian Bridges (Design)

\$250,000

Priority 2: This request is for the design of five pedestrian bridges:

- An 8' pedestrian bridge (6' clear width) over Camp Creek between Marconi Drive and Alderman Drive on north side of Windward Parkway. (The south side pedestrian bridge will be constructed as part of Big Creek Greenway Extension).
- Two pedestrian bridges over Big Creek between Union Hill Road and Clubhouse Drive. It consists of an 8' pedestrian bridge (6' clear width) on north side of Windward Parkway; and another same type of the bridge with an additional 10' multi-use trail on south side of Windward Parkway to connect the existing sidewalk to Big Creek Greenway.
- Two 8' pedestrian bridges (6' clear width) over Big Creek Tributary between Clubhouse Drive and Admiral Crossing on both sides of Windward Parkway.

Construction costs are estimated at \$2.7 million and would be part of a future funding request.

Waters Road Sidewalk Improvements (ROW)

\$20,000

Priority 1: This funding request is for the purchase of right-of-way for the eventual installation of sidewalks to fill in two gaps along the east side of Waters Road. Citizens of Waters Road have expressed concerns of individuals driving at excessive speeds. Installation of these sidewalks would provide continuous sidewalk along both sides of Waters Road. Pedestrians would only need to cross Waters Road at signalized intersections: Kimball Bridge Road and Jones Bridge Road.

Design of these sidewalk segments was completed in-house by Staff in FY 2019. Construction costs are estimated at \$970,000 and would be part of future funding requests.

CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

Southlake Drive Culvert Replacement (partial)

\$100,000

Priority 1: This request is for the reconstruction of the culvert under Southlake Drive at Westchester Way. The existing culvert and headwalls are deteriorating and do not carry the 100-year flood without topping the roadway. This project will replace the triple culverts with an arch culvert similar to Mayfield Road. The walls on either side will not be adjacent to the sidewalk, so they will not extend to be visible while on the roadway. The face of the walls (visible from the resident home side) will be finished with stone pattern like the surrounding stacked stone signs and pillars in the vicinity. The new bottomless culvert will require less maintenance and be equipped with a rack to capture floating debris on the southside of Southlake Drive to prevent some floatables from entering Lake Windward. The Southlake Project will include some additional stormwater pipe realignment to tie into the new culvert, placement of sidewalk and handicap ramps, and installation of sod and landscaping. FY 2021 money will be used for work that can be accomplished without open cutting the road including utility relocation and coordination. The bulk of the project will be funded in FY 2022 for construction to occur June and July 2023 with road closures and is currently estimated at \$1.2 million.

Public Safety HQ Parking Lot Expansion

\$100,000

Priority 1: Due to the increased number of individuals accessing the Public Safety Headquarters, additional parking needs are desired. This request is for funding to construct an additional 24 parking spaces along the main entrance off Westside Parkway to the Public Safety Headquarters complex. Design was funded in FY 2019 and completed by Staff.

Alpharetta Arts Center Parking Expansion (Design)

\$50,000

Priority 1: This request is for funding of the design for an expansion of the parking lot at the Arts Center. The existing parking lot provides 39 parking spaces. The proposed expansion would increase this number by 36 spaces to 75 (total). The parking lot expansion would be constructed atop the current detention pond. This will necessitate the creation of an underground detention system beneath the parking expansion. The use of permeable pavers in lieu of asphalt is proposed for the parking expansion. Construction costs are estimated at \$900,000 and would be part of future funding requests.

Recurring Rec Roof Replacement (Mansell House Pavilion)

\$60,000

Priority 1: This request is for replacement of the roof for the pavilion located at the Mansell House. The replacement will include new roof decking, asphalt shingles, and tongue and groove underside decking. The pavilion is in major need of a new roof. The roof issues have caused the roof and underside decking to rot beyond repair and will need replacement also.

City Hall Beautification

\$10,000

Priority 2: This request is for the beautification of City Hall including interior art aesthetics.

CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

Public Safety

3D Laser Scanner

\$60,100

Priority 1: 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.

CRT License Plate Reader Expansion

\$17,500

Priority 1: Requesting funding to expand the current vehicle mounted License Plate Reader (LPR) system in use in the Community Response Team (CRT). Currently, CRT is equipped with one vehicle mounted LPR with 3 cameras on one patrol vehicle. This request is to purchase 2 additional processing units (appx \$8,750 per unit) and then equip three patrol vehicles with vehicle mounted LPR with 1 camera per vehicle. The LPR cameras will expand our effectiveness of the LPR system already in use and will allow for more coverage which in turn will increase the amount of contacts with violators. Training on the additional systems will be done on-duty at no additional costs. Annual software fees will be identical to the fees already budgeted for the LPR system.

PS Equipment (new)

\$13,400

Priority 2: This request is for various capital items within Public Safety including:

- CID Vests (\$6,400) - This request is for tactical/active shooter response outer carriers for the detectives of the Criminal Investigation Division. Recently, there have been numerous active shooter type events around the country, including one in Alpharetta where detectives were the first on-scene. Currently, we are asking our detectives to respond to assist and or take over incidents from the patrol division when the need for more in-depth responses are warranted. At this time, our detectives do not have a vest that they can keep in their vehicle that would have body armor, extra equipment, as well a clearly defined POLICE patch for identification purposes. By providing detectives with tactical/active shooter response outer carriers, it will allow them to have additional mags, tourniquets, taser, gloves, and other items necessary in an active shooter situation. The approximate cost will be \$250-\$275 per carrier for twenty-three (23) detectives.
- CRT Star Chaser (\$7,000) - This request is for the StarChase System, a vehicle mounted GPS deployed dart that adheres to the offender's vehicle. This allows for the vehicle to be tracked via GPS tracking and allows law enforcement to track the offender from a safe distance eliminating the need for a vehicle pursuit. The system

CAPITAL INITIATIVE REQUESTS

costs \$7,000 per unit plus installation. Annual costs are estimated at \$1,000 and will be funded within the operating budget.

Recreation, Parks & Cultural Services

Wills Park Master Plan Improvements

\$970,000

Priority 2: This program provides for the systematic development of Wills Park as outlined in the 2018 Wills Park Master Plan. In 2021, construction of gateway entrances, improvements to the dog park to include drainage upgrades, and renovations to disc golf facilities are planned.

The two Gateway entrance signs are tentatively set for Old Milton Parkway and Roswell Street as well as Old Milton Parkway and Wills Road. Said sign improvements will include entrance archways and heavy landscaping (Roswell Street) and a boardwalk (Wills Road). The disc golf course needs rerouting as many of the holes need to be moved away from the eroding stream bank. Exact locations will be determined thru survey work and storm drainage issues. Waggy World was constructed without proper drainage. A consultant is currently working on construction drawings for the approved master plan. Portions of this scope were originally included in the FY 2020 funding request but were not feasible due to removal and increased costs of the replacement maintenance barn.

Recurring Synthetic Turf Field Replacements

\$500,000

Priority 2: This request is for the replacement of North Park turf field #2. This multi-use field is over 11-years old and accommodates youth football, lacrosse, soccer programs, and public use. Average life of a turf field is 8-10 years. This field has required extensive turf repairs over the past 2-years. The current condition calls for immediate replacement for better playability and safety for users.

Park System Wayfinding Signage

\$100,000

Priority 1: 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.

Pocket Park Development (design)

\$50,000

Priority 1: Design/development of downtown 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 and Christmas tree are); 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 2021 includes funding for design of the improvements. Construction of the improvements would span multiple years and is currently estimated at \$375,000.

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

Neighborhood Park Renovation/Development

\$550,000

Priority 2: Old Rucker park has been identified as the next neighborhood park scheduled for development. Funds are being requested for the development of a park master plan, construction drawings and the first phase of development which includes park entrance improvements, restroom facility, and parking.

Wills Park Equestrian Center Master Plan Buildout

\$4,825,000

Priority 3: This funding request includes the following Wills Park Equestrian Center improvements:

- Reroute the four (4) existing rings complete with new footings, fencing, and lighting.
- Construct a new 5th ring on the old maintenance barn site.
- Construct a new geo-grid parking lot in the southernmost vacant field to handle the increase in traffic from the new ring.
- Replace all existing barns with new structures (approximately 300 stalls).

Historic Preservation Initiative

\$60,000

Priority 2: This fund supports several initiatives to preserve the rich history of the City of Alpharetta

- Farmhouse property

This request is for funding of a master plan, along with the necessary permits for the Farmhouse property.

- Alpharetta Old Milton County Museum

This request is for upgrading the displays, artifacts, equipment, etc. and totals \$10,000 in 2021.

Cultural Services Plan

\$30,000

Priority 1: In 2018, Recreation, 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 a 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. Fulton County Arts & Culture is working with a consultant for an Arts & Culture Strategic Plan. To better collaborate and obtain funding, staff would like to have a Cultural Plan in place to follow on a City, County, and State level.

CAPITAL INITIATIVE REQUESTS

Big Creek Stream Bank Restoration

\$100,000

Priority 2: At the direction of the Director of Recreation, Parks and Cultural Services, this capital item is for construction projects repairing bank stabilization along the Brig Creek Greenway has been included as a separate non-recurring capital request. 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 2021 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. The FY 2022 funds are earmarked for 3 project locations along the greenway near the YMCA north of Old Milton Parkway. In these areas the bank of Big Creek has been eroding away and threatens to impact the greenway trail.

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

CITYWIDE BUDGET SUMMARIES

Citywide Budget Summaries

Overview

The *Citywide Budget Summaries* section is intended to provide readers with an overall understanding of the city's fiscal year 2021 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 2021 budget data by fund type (e.g. General Fund, Special Revenue Funds, etc.).

- **Citywide Budget Summary by Revenue Source**

This section provides a summary/narrative of FY 2021 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 2021 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.

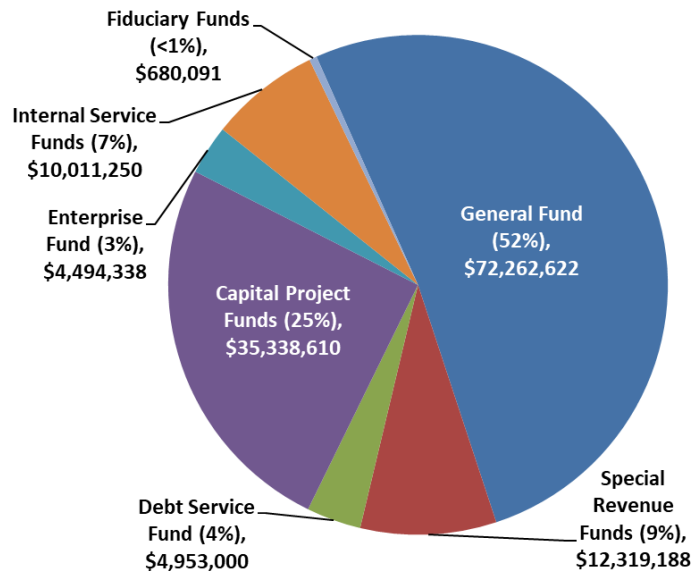
- **Citywide Budget Summary by Expenditure Category**

This section provides a summary/narrative of FY 2021 budget data by expenditure category (e.g. Personnel Services, Maintenance & Operations, etc.).

CITYWIDE BUDGET SUMMARIES

Summary by Fund Type

**FY 2021 Citywide Budget
totals \$140 Million**



The Fiscal Year 2021 budget for all funds totals \$140 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. The city currently utilizes the following special revenue funds: E-911 Fund; Impact Fee Fund; Drug Enforcement Agency Fund; Hotel/Motel Fund; and the Operating Grants 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 2021 is from fund balance, T-SPLOST collections, and transfers from other funds. Unspent appropriations from fiscal year 2020 will be re-appropriated to continue previously approved projects.

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 and property insurance coverage) 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

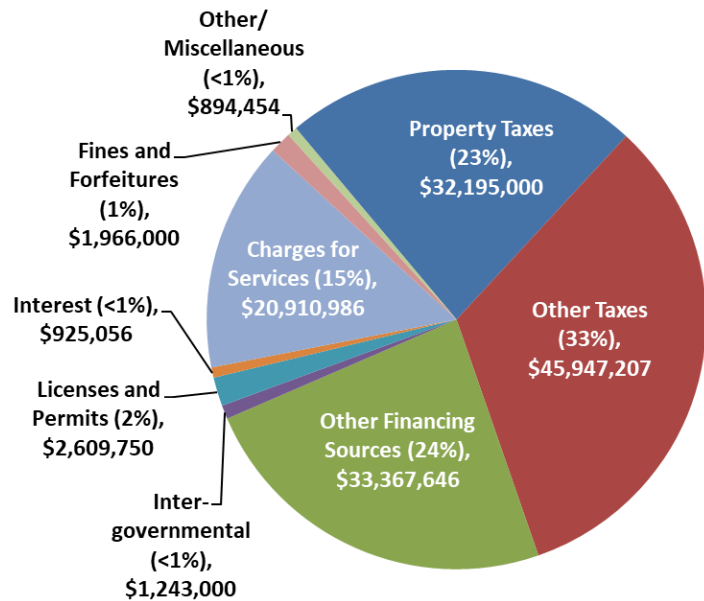
Summary by Fund

	Revenues	Expenditures	Balanced Budget
General Fund	\$ 72,262,622	\$ 72,262,622	√
Special Revenue Funds:			
E-911 Fund	\$ 4,276,568	\$ 4,276,568	√
Drug Enforcement Agency (DEA) Fund	315,282	315,282	√
Impact Fee Fund	925,000	925,000	√
Hotel/Motel Fund	6,802,338	6,802,338	√
	\$ 12,319,188	\$ 12,319,188	√
Debt Service Fund	\$ 4,953,000	\$ 4,953,000	√
Capital Project Funds:			
Capital Projects Fund	\$ 7,428,610	\$ 7,428,610	√
Stormwater Capital Fund	1,710,000	1,710,000	√
T-SPLOST Capital Fund	26,200,000	26,200,000	√
	\$ 35,338,610	\$ 35,338,610	√
Enterprise Fund:			
Solid Waste Fund	\$ 4,494,338	\$ 4,494,338	√
Internal Service Funds:			
Risk Management Fund	\$ 1,526,250	\$ 1,526,250	√
Medical Insurance Fund	8,485,000	8,485,000	√
	\$ 10,011,250	\$ 10,011,250	√
Fiduciary Funds:			
OPEB Health Benefit Fund	\$ 86,589	\$ 86,589	√
OPEB Reimbursement Benefit Fund	593,502	593,502	√
	\$ 680,091	\$ 680,091	√
Total	\$ 140,059,099	\$ 140,059,099	√

CITYWIDE BUDGET SUMMARIES

Summary by Revenue Source

**FY 2021 Citywide Budget
totals \$140 Million**



The chart above segments the FY 2021 budget by revenue source and includes the following:

Property Taxes: Ad Valorem tax on real/personal property owned within the city. The adopted millage rate for FY 2021 totals 5.750 mills and is composed of the following: Operating Millage Rate of 4.935 mills (used to fund general city operations and the recurring capital program); and a Debt Service Millage Rate of 0.815 mills (used to fund debt service on voter approved general obligation bonds).

Other Taxes: Includes local option sales taxes (i.e. LOST), T-SPLOST collections (transportation special purpose local option sales taxes), 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, solid waste fees, employer/employee premium fees; etc.

Fines and Forfeitures: Includes municipal court fines, code enforcement board fines, etc.

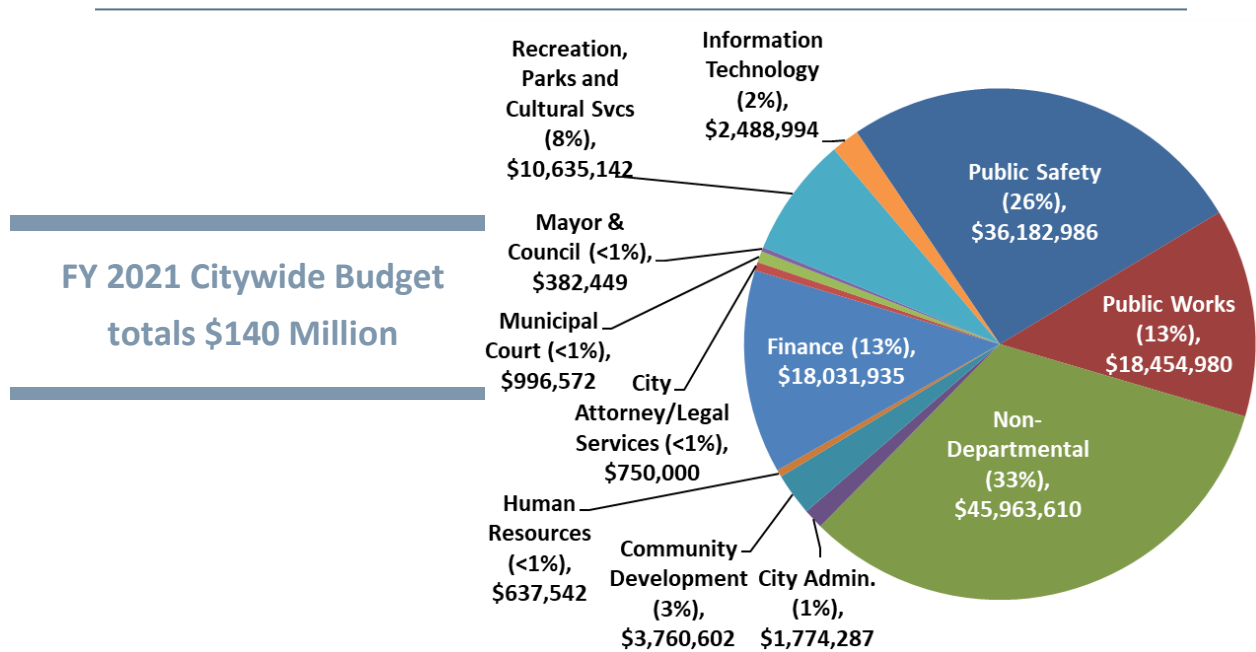
Interest: Includes investment earnings on city funds.

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



The chart above segments the FY 2021 budget by department/functional unit and includes the following:

Mayor and City Council

City Administration

Community 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 DEA Fund and E-911 Fund)

Recreation, Parks and Cultural Services

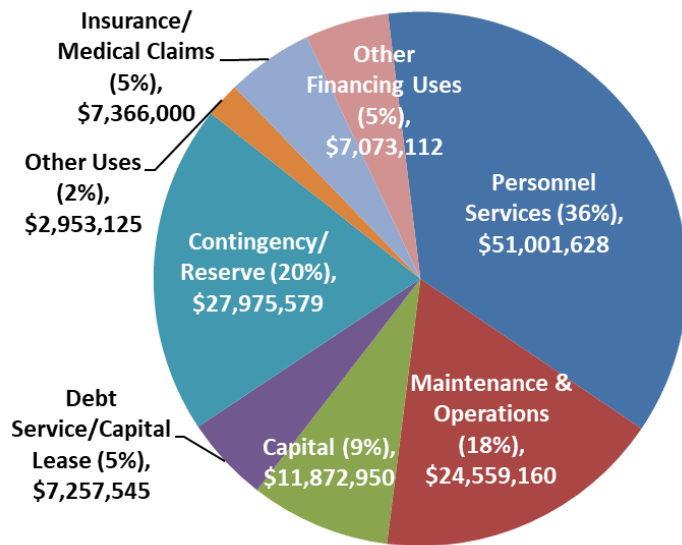
Non-Departmental (interfund transfers, contingency/reserves, Hotel/Motel Fund distributions, debt service, activities within the OPEB Funds, etc.)

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 2021 Citywide Budget
totals \$140 Million**



The chart above segments the FY 2021 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 (Capital Projects Fund, Stormwater Capital Fund, T-SPLOST 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)

	General Fund	Special Revenue Funds				Capital Project Funds			
		DEA Fund	E-911 Fund	Impact Fee Fund	Hotel/Motel Fund	Capital Projects Fund	Stormwater Capital Fund	T-SPLOST Capital Fund	
REVENUES:									
Property Taxes	\$ 27,242,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Option Sales Taxes/T-SPLOST	13,479,457	-	-	-	-	-	-	-	10,400,000
Other Taxes	15,317,750	-	-	-	6,750,000	-	-	-	-
Licenses and Permits	2,609,750	-	-	-	-	-	-	-	-
Intergovernmental Revenue	113,000	-	1,130,000	-	-	-	-	-	-
Charges for Services	3,320,800	-	3,120,000	-	-	-	-	-	-
Fines and Forfeitures	1,806,000	160,000	-	-	-	-	-	-	-
Interest Earnings	310,000	-	26,568	-	52,338	171,748	-	-	300,000
Other/Miscellaneous	243,363	-	-	-	-	-	-	-	-
subtotal	\$ 64,442,120	\$ 160,000	\$ 4,276,568	\$ -	\$ 6,802,338	\$ 171,748	\$ -	\$ -	\$ 10,700,000
Other Financing Sources									
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,156,862	\$ 1,385,000	\$ -	\$ -
Interfund Transfer from Hotel/Motel Fund	2,531,250	-	-	-	-	-	-	-	-
Budgeted Fund Balance	5,289,252	155,282	-	925,000	-	4,100,000	325,000	-	15,500,000
subtotal	\$ 7,820,502	\$ 155,282	\$ -	\$ 925,000	\$ -	\$ 7,256,862	\$ 1,710,000	\$ -	\$ 15,500,000
Total Revenues	\$ 72,262,622	\$ 315,282	\$ 4,276,568	\$ 925,000	\$ 6,802,338	\$ 7,428,610	\$ 1,710,000	\$ -	\$ 26,200,000
EXPENDITURES:									
Mayor and City Council	\$ 382,449	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Administration	1,686,787	-	-	-	-	87,500	-	-	-
Finance	3,526,347	-	-	-	-	-	-	-	-
Legal Services	750,000	-	-	-	-	-	-	-	-
Information Technology	2,188,994	-	-	-	-	300,000	-	-	-
Human Resources	637,542	-	-	-	-	-	-	-	-
Municipal Court	996,572	-	-	-	-	-	-	-	-
Public Safety	30,356,376	315,282	4,276,568	-	-	1,234,760	-	-	-
Public Works	8,969,740	-	-	-	-	3,775,240	1,710,000	-	4,000,000
Recreation, Parks and Cultural Services	9,957,642	-	-	-	-	677,500	-	-	-
Community Development	3,700,602	-	-	-	-	60,000	-	-	-
Non-Departmental	-	-	-	-	6,000	-	-	-	-
Insurance Premiums (Risk Fund)	720,250	-	-	-	-	-	-	-	-
Alpharetta Convention and Visitors Bureau	-	-	-	-	2,953,125	-	-	-	-
Debt Service (Principal and Interest)*	290,490	-	-	-	1,311,963	-	-	-	-
Contingency	700,000	-	-	-	-	-	-	-	-
Non-Allocated (Operating Initiatives)	290,000	-	-	-	-	-	-	-	-
Non-Allocated (Reserve)	1,880,579	-	-	-	-	-	-	-	-
Non-Allocated (Reserve); One-Time Usage	686,390	-	-	925,000	-	1,293,610	-	-	22,200,000
subtotal	\$ 67,720,760	\$ 315,282	\$ 4,276,568	\$ 925,000	\$ 4,271,088	\$ 7,428,610	\$ 1,710,000	\$ -	\$ 26,200,000
Other Financing Uses									
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 2,531,250	\$ -	\$ -	\$ -	\$ -
Interfund Transfer to Capital Funds	4,541,862	-	-	-	-	-	-	-	-
subtotal	\$ 4,541,862	\$ -	\$ -	\$ -	\$ 2,531,250	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 72,262,622	\$ 315,282	\$ 4,276,568	\$ 925,000	\$ 6,802,338	\$ 7,428,610	\$ 1,710,000	\$ -	\$ 26,200,000

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

CITYWIDE BUDGET SUMMARIES

	Enterprise Fund		Internal Service Funds		Fiduciary Funds		
	Debt Service Fund	Solid Waste Fund	Risk Management Fund	Medical Insurance Fund	OPEB Health Benefit Fund	OPEB Reimb. Fund	TOTAL
REVENUES:							
Property Taxes	\$ 4,953,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,195,000
Local Option Sales Taxes/T-SPLOST	-	-	-	-	-	-	23,879,457
Other Taxes	-	-	-	-	-	-	22,067,750
Licenses and Permits	-	-	-	-	-	-	2,609,750
Intergovernmental Revenue	-	-	-	-	-	-	1,243,000
Charges for Services	-	4,471,575	1,513,611	8,485,000	-	-	20,910,986
Fines and Forfeitures	-	-	-	-	-	-	1,966,000
Interest Earnings	-	22,763	12,639	-	10,000	19,000	925,056
Other/Miscellaneous	-	-	-	-	76,589	574,502	894,454
<i>subtotal</i>	\$ 4,953,000	\$ 4,494,338	\$ 1,526,250	\$ 8,485,000	\$ 86,589	\$ 593,502	\$ 106,691,453
Other Financing Sources							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,541,862
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	-	2,531,250
Budgeted Fund Balance	-	-	-	-	-	-	26,294,534
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,367,646
Total Revenues	\$ 4,953,000	\$ 4,494,338	\$ 1,526,250	\$ 8,485,000	\$ 86,589	\$ 593,502	\$ 140,059,099
EXPENDITURES:							
Mayor and City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 382,449
City Administration	-	-	-	-	-	-	1,774,287
Finance	-	4,494,338	1,526,250	8,485,000	-	-	18,031,935
Legal Services	-	-	-	-	-	-	750,000
Information Technology	-	-	-	-	-	-	2,488,994
Human Resources	-	-	-	-	-	-	637,542
Municipal Court	-	-	-	-	-	-	996,572
Public Safety	-	-	-	-	-	-	36,182,986
Public Works	-	-	-	-	-	-	18,454,980
Recreation, Parks and Cultural Services	-	-	-	-	-	-	10,635,142
Community Development	-	-	-	-	-	-	3,760,602
Non-Departmental	15,860	-	-	-	86,589	593,502	701,951
Insurance Premiums (Risk Fund)	-	-	-	-	-	-	720,250
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	-	2,953,125
Debt Service (Principal and Interest)*	4,937,140	-	-	-	-	-	6,539,593
Contingency	-	-	-	-	-	-	700,000
Non-Allocated (Operating Initiatives)	-	-	-	-	-	-	290,000
Non-Allocated (Reserve)	-	-	-	-	-	-	1,880,579
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	-	-	25,105,000
<i>subtotal</i>	\$ 4,953,000	\$ 4,494,338	\$ 1,526,250	\$ 8,485,000	\$ 86,589	\$ 593,502	\$ 132,985,987
Other Financing Uses							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,531,250
Interfund Transfer to Capital Funds	-	-	-	-	-	-	4,541,862
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,073,112
Total Expenditures	\$ 4,953,000	\$ 4,494,338	\$ 1,526,250	\$ 8,485,000	\$ 86,589	\$ 593,502	\$ 140,059,099

* 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	DEA Fund	E-911 Fund	Impact Fee Fund	Hotel/Motel Fund	Capital Project Fund	Stormwater Capital Fund	T-SPLOST Capital Fund
REVENUES:								
Property Taxes	\$27,242,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Option Sales Taxes/T-SPLOST	13,479,457	-	-	-	-	-	-	10,400,000
Other Taxes	15,317,750	-	-	-	6,750,000	-	-	-
Licenses and Permits	2,609,750	-	-	-	-	-	-	-
Intergovernmental Revenue	113,000	-	1,130,000	-	-	-	-	-
Charges for Services	3,320,800	-	3,120,000	-	-	-	-	-
Fines and Forfeitures	1,806,000	160,000	-	-	-	-	-	-
Interest Earnings	310,000	-	26,568	-	52,338	171,748	-	300,000
Other/Miscellaneous	243,363	-	-	-	-	-	-	-
subtotal	\$64,442,120	\$ 160,000	\$ 4,276,568	\$ -	\$ 6,802,338	\$ 171,748	\$ -	\$ 10,700,000
Other Financing Sources								
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,156,862	\$ 1,385,000	\$ -
Interfund Transfer from Hotel/Motel Fund	2,531,250	-	-	-	-	-	-	-
Budgeted Fund Balance	5,289,252	155,282	-	925,000	-	4,100,000	325,000	15,500,000
subtotal	\$ 7,820,502	\$ 155,282	\$ -	\$ 925,000	\$ -	\$ 7,256,862	\$ 1,710,000	\$ 15,500,000
Total Revenues	\$72,262,622	\$ 315,282	\$ 4,276,568	\$ 925,000	\$ 6,802,338	\$ 7,428,610	\$ 1,710,000	\$ 26,200,000
EXPENDITURES:								
Personnel Services	\$47,050,941	\$ 315,282	\$ 2,908,468	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance and Operations	16,153,236	-	1,291,322	-	6,000	-	-	-
Capital	27,950	-	-	-	-	6,135,000	1,710,000	4,000,000
Debt Service	931,664	-	76,778	-	1,311,963	-	-	-
Other								
Insurance/Medical Claims	-	-	-	-	-	-	-	-
Alpharetta Convention and Visitors Bureau	-	-	-	-	2,953,125	-	-	-
Contingency	700,000	-	-	-	-	-	-	-
Non-Allocated (Operating Initiatives)	290,000	-	-	-	-	-	-	-
Non-Allocated (Reserve)	1,880,579	-	-	-	-	-	-	-
Non-Allocated (Reserve); One-Time Usage	686,390	-	-	925,000	-	1,293,610	-	22,200,000
subtotal	\$67,720,760	\$ 315,282	\$ 4,276,568	\$ 925,000	\$ 4,271,088	\$ 7,428,610	\$ 1,710,000	\$ 26,200,000
Other Financing Uses								
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 2,531,250	\$ -	\$ -	\$ -
Interfund Transfer to Capital Funds	4,541,862	-	-	-	-	-	-	-
subtotal	\$ 4,541,862	\$ -	\$ -	\$ -	\$ 2,531,250	\$ -	\$ -	\$ -
Total Expenditures	\$72,262,622	\$ 315,282	\$ 4,276,568	\$ 925,000	\$ 6,802,338	\$ 7,428,610	\$ 1,710,000	\$ 26,200,000

CITYWIDE BUDGET SUMMARIES

	Enterprise Fund		Internal Service Funds		Fiduciary Fund		
	Debt Service Fund	Solid Waste Fund	Risk Management Fund	Medical Insurance Fund	OPEB Health Benefit Fund	OPEB Reimb. Fund	TOTAL
REVENUES:							
Property Taxes	\$ 4,953,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,195,000
Local Option Sales Taxes/T-SPLOST	-	-	-	-	-	-	23,879,457
Other Taxes	-	-	-	-	-	-	22,067,750
Licenses and Permits	-	-	-	-	-	-	2,609,750
Intergovernmental Revenue	-	-	-	-	-	-	1,243,000
Charges for Services	-	4,471,575	1,513,611	8,485,000	-	-	20,910,986
Fines and Forfeitures	-	-	-	-	-	-	1,966,000
Interest Earnings	-	22,763	12,639	-	10,000	19,000	925,056
Other/Miscellaneous	-	-	-	-	76,589	574,502	894,454
<i>subtotal</i>	\$ 4,953,000	\$ 4,494,338	\$ 1,526,250	\$ 8,485,000	\$ 86,589	\$ 593,502	\$ 106,691,453
Other Financing Sources							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,541,862
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	-	2,531,250
Budgeted Fund Balance	-	-	-	-	-	-	26,294,534
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,367,646
Total Revenues	\$ 4,953,000	\$ 4,494,338	\$ 1,526,250	\$ 8,485,000	\$ 86,589	\$ 593,502	\$ 140,059,099
EXPENDITURES:							
Personnel Services	\$ -	\$ 75,846	\$ -	\$ -	\$ 76,589	\$ 574,502	\$ 51,001,628
Maintenance and Operations	15,860	4,418,492	845,250	1,800,000	10,000	19,000	24,559,160
Capital	-	-	-	-	-	-	11,872,950
Debt Service	4,937,140	-	-	-	-	-	7,257,545
Other							
Insurance/Medical Claims	-	-	681,000	6,685,000	-	-	7,366,000
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	-	2,953,125
Contingency	-	-	-	-	-	-	700,000
Non-Allocated (Operating Initiatives)	-	-	-	-	-	-	290,000
Non-Allocated (Reserve)	-	-	-	-	-	-	1,880,579
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	-	-	25,105,000
<i>subtotal</i>	\$ 4,953,000	\$ 4,494,338	\$ 1,526,250	\$ 8,485,000	\$ 86,589	\$ 593,502	\$ 132,985,987
Other Financing Uses							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,531,250
Interfund Transfer to Capital Funds	-	-	-	-	-	-	4,541,862
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,073,112
Total Expenditures	\$ 4,953,000	\$ 4,494,338	\$ 1,526,250	\$ 8,485,000	\$ 86,589	\$ 593,502	\$ 140,059,099

CITYWIDE BUDGET SUMMARIES

Personnel Listing by Department

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Proposed FY 2021*	Variance
Detail by Department:						
General Fund						
Mayor & City Council	7.0	7.0	7.0	7.0	7.0	-
City Administration	10.0	10.0	8.0	7.0	7.0	-
Community Development	26.0	26.0	28.0	30.0	30.0	-
Public Works	52.0	52.0	52.0	52.0	52.0	-
Finance	21.5	21.5	21.5	21.5	21.5	-
Public Safety	219.0	221.0	221.0	223.5	223.5	-
Human Resources	2.0	2.0	3.0	3.0	3.0	-
Municipal Court	9.0	9.0	8.0	8.0	8.0	-
Recreation, Parks and Cultural Svcs	51.0	51.0	51.0	51.0	51.0	-
Information Technology	11.0	11.0	11.0	12.0	12.0	-
subtotal	408.5	410.5	410.5	415.0	415.0	-
E-911 Fund (Special Revenue Fund)						
Public Safety	29.0	29.0	29.0	32.0	32.0	-
Information Technology	1.0	1.0	1.0	1.0	1.0	-
subtotal	30.0	30.0	30.0	33.0	33.0	-
DEA Fund (Special Revenue Fund)						
Public Safety	3.0	3.0	3.0	3.0	3.0	-
Solid Waste Fund (Enterprise Fund)						
Finance	1.0	1.0	1.0	1.0	1.0	-
Full-Time-Equivalent (FTE) Positions	442.5	444.5	444.5	452.0	452.0	-

Notes:

- * Includes 6.5 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:

<u>General Fund</u>	<u>Department</u>	<u>Full-time Equivalent</u>
Public Works Crew Leader	Public Works	1
Public Works Crew Leader	Public Works	1
Public Works Tech 1	Public Works	1
Civil Engineer	Public Works	1
Treasury Services Manager	Finance	1
Deputy Court Clerk III	Court	1
Parking Enforcement Officer	Public Safety	0.5
		<u>6.5</u>

GENERAL FUND SUMMARY

General Fund Summary

Overview

The *General Fund Summary* section is intended to provide readers with an overall understanding of the city's fiscal year 2021 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 2020 and 2021. Revenues are presented by source and expenditures are presented by category (i.e. Personnel Services, Maintenance & Operations, Capital, etc.).

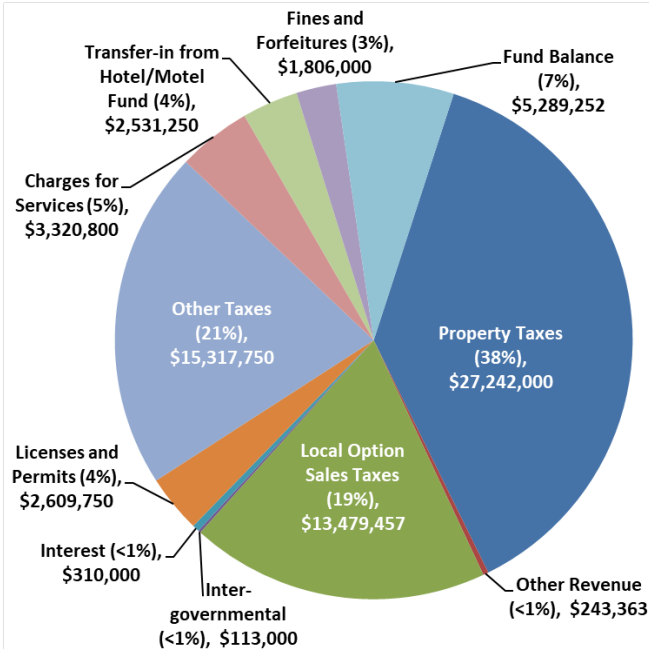
- **Budget Narrative**

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

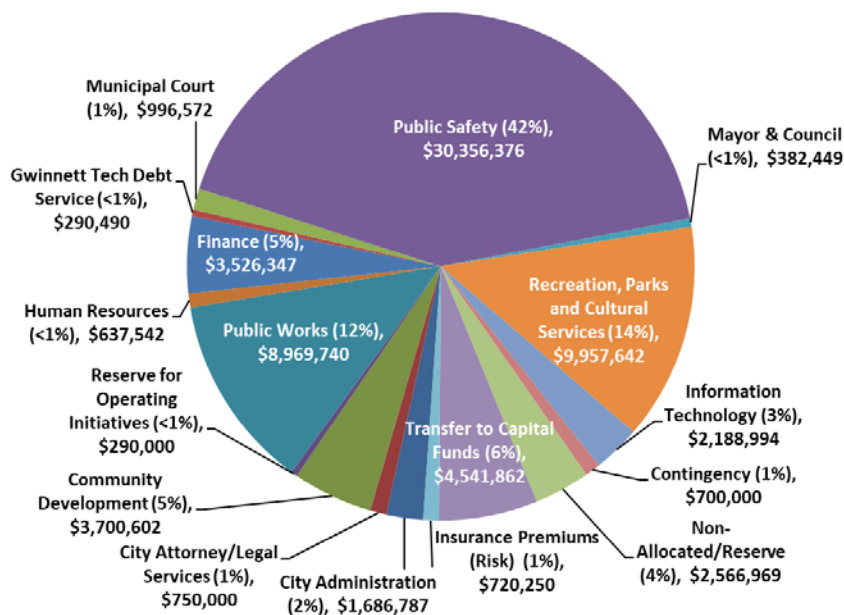
GENERAL FUND SUMMARY

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 2021 General Fund Budget

totals \$72 Million

GENERAL FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2020 AMENDED BUDGET	FY 2021 RECOMMENDED BUDGET	\$ Variance	% Variance
Revenues:				
Property Taxes:				
Current Year	\$ 23,605,000	\$ 25,350,000	\$ 1,745,000	7.4%
Motor Vehicle	95,000	75,000	(20,000)	-21.1%
Motor Vehicle Title Tax Fee	1,025,000	1,600,000	575,000	56.1%
Prior Year/Delinquent	282,000	217,000	(65,000)	-23.0%
Local Option Sales Tax	16,450,000	13,479,457	(2,970,543)	-18.1%
Other Taxes	15,685,214	15,317,750	(367,464)	-2.3%
Licenses & Permits	2,999,250	2,609,750	(389,500)	-13.0%
Intergovernmental	120,533	113,000	(7,533)	-6.2%
Charges for Services	4,244,669	3,320,800	(923,869)	-21.8%
Fines & Forfeitures	1,687,500	1,806,000	118,500	7.0%
Interest	200,000	310,000	110,000	55.0%
Other Revenues	284,407	243,363	(41,044)	-14.4%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	3,300,000	2,531,250	(768,750)	-23.3%
Total Operating Revenues	\$ 69,978,573	\$ 66,973,370	\$ (3,005,203)	-4.3%
Fund Balance Carryforward	7,537,018	5,289,252		
Total Revenues	\$ 77,515,591	\$ 72,262,622		
Expenditures (by Category):				
Personnel Services:				
Salaries	\$ 29,595,713	\$ 29,579,802	\$ (15,911)	-0.1%
Group Insurance	8,506,331	8,985,401	479,070	5.6%
Pension (Defined Benefit)	2,675,532	2,675,532	-	0.0%
Pension (401A)	1,935,988	2,173,255	237,267	12.3%
Miscellaneous Benefits	3,667,377	3,636,951	(30,426)	-0.8%
subtotal	\$ 46,380,941	\$ 47,050,941	\$ 670,000	1.4%
Maintenance and Operations:				
Professional Services	\$ 3,307,196	\$ 2,611,201	\$ (695,995)	-21.0%
Repair/Maintenance	1,680,807	1,595,100	(85,707)	-5.1%
Maintenance Contracts	2,568,307	2,666,813	98,506	3.8%
Professional Services (IT)	1,987,447	2,013,316	25,869	1.3%
General Supplies	1,020,002	917,020	(102,982)	-10.1%
Utilities	2,737,625	2,897,775	160,150	5.8%
Legal Services	750,000	750,000	-	0.0%
Insurance Premiums (Risk Fund)	667,500	720,250	52,750	7.9%
Miscellaneous	2,413,388	1,981,761	(431,627)	-17.9%
subtotal	\$ 17,132,272	\$ 16,153,236	\$ (979,036)	-5.7%
Capital/Lease:	\$ 677,420	\$ 669,124	\$ (8,296)	-1.2%
Other Uses:				
Contingency	\$ 685,000	\$ 700,000	\$ 15,000	2.2%
Gwinnett Tech Contribution (Debt Svc)	291,190	290,490	(700)	-0.2%
subtotal	\$ 976,190	\$ 990,490	\$ 14,300	1.5%
Total Operating Expenditures	\$ 65,166,823	\$ 64,863,791	\$ (303,032)	-0.5%
Non-Allocated/Reserve (Oper. Initiative)	32,500	290,000		
Non-Allocated/Reserve	-	1,880,579		
Non-Allocated/Reserve (One-Time Usage)	-	686,390		
Interfund Transfer (Capital/Grant Funds):				
Fund Balance	7,537,018	4,352,862		
Recurring Capital Program	4,779,250	189,000		
Total Expenditures	\$ 77,515,591	\$ 72,262,622		
Personnel (full-time-equivalent)*	415.0	415.0		

* FY 2021 includes 6.5 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

Budget Narrative

The City of Alpharetta, like many cities in our region and throughout the world, is currently facing fiscal challenges as a result of the COVID-19 pandemic and associated social distancing policies. Current challenges include declining business investment and operations (including closures), job losses, reduced consumer spending (e.g. local option sales tax collections) and declining consumer confidence in the economy, etc.

All of these factors have combined to limit revenue growth (e.g. Franchise Fees) and in many cases reduce revenues below prior-year levels (e.g. local option sales taxes, alcohol beverage excise taxes, licenses and permits, charges for services, etc.).

In response to the economic challenges, our businesses and citizens have tightened their budgets and are doing more with less. And so too shall the City of Alpharetta.

The City has been proactive in realigning its spending to match the current economic reality. Spending during FY 2020 has been limited to essential items only and vacancies are filled on a priority basis with an emphasis on public safety operations. Proactive fiscal management has positioned us to more effectively approach the challenges in the FY 2021 Budget resulting from COVID-19.

GENERAL FUND SUMMARY

Revenues

FY 2021 General Fund operating revenues are forecasted to contract by -4%, or -\$3 million, compared to Amended FY 2020. The following table compares major revenue categories within the General Fund:

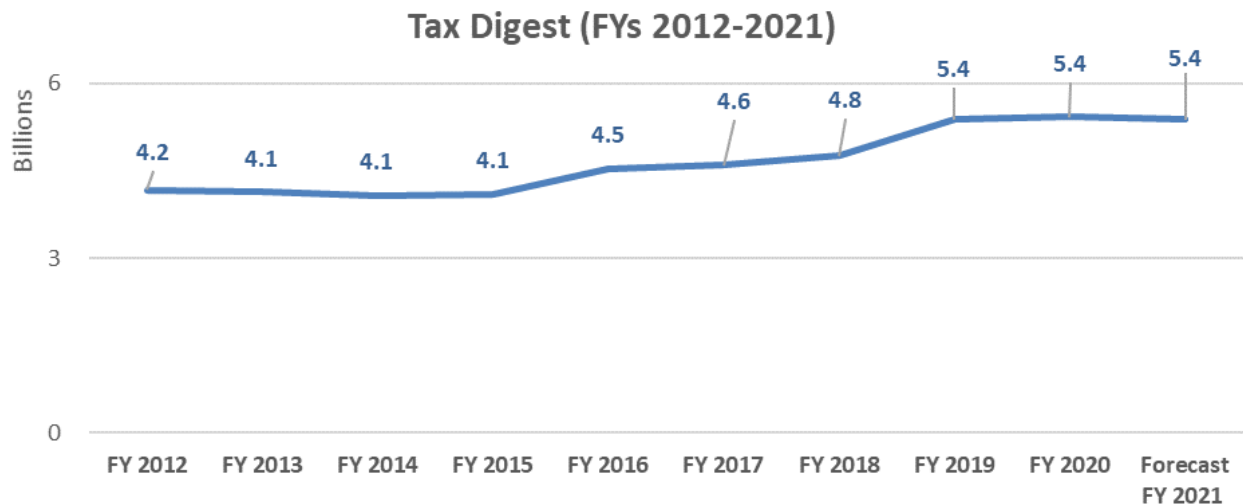
	FY 2020 AMENDED BUDGET	FY 2021 RECOMMENDED BUDGET	\$ Variance	% Variance
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Local Option Sales Tax	16,450,000	13,479,457	(2,970,543)	-18.1%
Other Taxes:				
Franchise Fees	6,570,000	6,675,000	105,000	1.6%
Insurance Premium Tax	4,200,000	4,350,000	150,000	3.6%
Alcohol Beverage Excise Tax	2,300,000	2,100,000	(200,000)	-8.7%
Other Taxes	2,615,214	2,192,750	(422,464)	-16.2%
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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 2021 is based on a forecasted tax digest.

GENERAL FUND SUMMARY

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 2021. These figures are net of all exemptions (e.g. basic homestead and floating homestead exemptions).



As previously mentioned, FY's 2012-2020 represent tax digest valuations provided by the BOA. Property valuations have stagnated 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 age 65 and older to qualify for the \$10,000 senior homestead exemption; and
- General tax digest appeal valuation adjustments.

As highlighted above, the tax digest is subject to tax appeal adjustments which reduce overall valuations. It is the City's practice to conservatively estimate appeal valuation adjustments as well as collectability when forecasting property tax collections for the upcoming budget year. Specifically, the city is estimating that the FY 2020 digest will be eroded through appeal reductions and minor collection losses and settle at \$5.2 billion. The tax digest for FY 2021 is forecasted to grow to \$5.4 billion through general tax base growth (2% residential, 4% commercial; \$74 million in new construction value-added) which is offset through the homestead exemptions (including the changes detailed above).

It should be noted that FY 2021 property valuations represent market conditions as of January 1, 2020. As such, the impact to the tax digest from COVID-19 will not be reflected until FY 2022.

GENERAL FUND SUMMARY

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 2021.



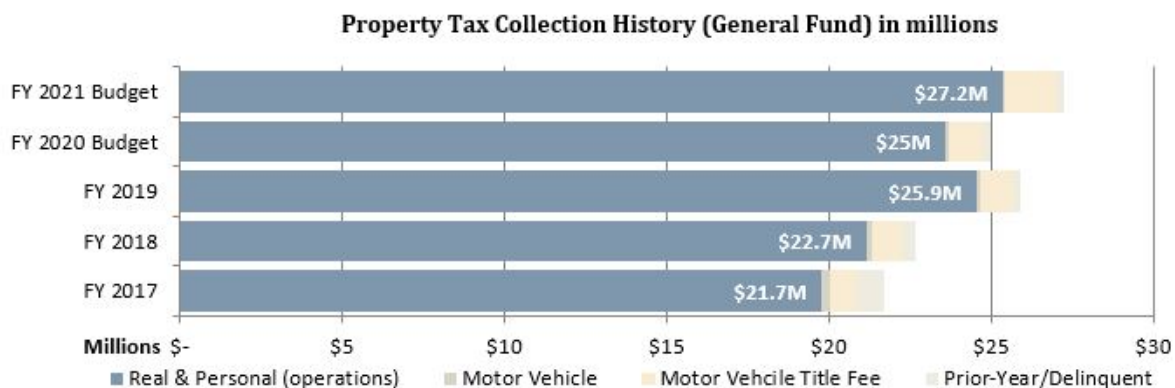
The FY 2021 Budget is based on maintenance of the city's millage rate at 5.750 mills.

- The portion of the millage rate funding debt service (Debt Service Fund) is estimated to decrease from 0.93 mills in FY 2020 to 0.815 mills in FY 2021. Estimated growth in the property tax digest, coupled with a recent refunding of the Series 2012 General Obligation Bonds to reflect lower market interest costs, allows for a reduction in the millage rate dedicated for debt service. The FY 2021 Budget proposes to program the debt service millage reduction into the General Fund. Homestead exemptions, with a few exceptions, are not applicable to the debt millage levy. As such, the revenue generation for a given millage levy will be different depending on the source (e.g. debt levy vs operating levy). Specifically, the shift of 0.115 mills will result in a loss of \$700,000 for the Debt Service Fund and a gain of \$600,000 for the General Fund.
- The portion of the millage rate funding operations and recurring capital investment (General Fund) is estimated to increase from 4.82 mills in FY 2020 to 4.935 mills in FY 2021. Property tax revenue forecasts for FY 2021 total \$25.4 million (excluding motor vehicle taxes) and includes \$600,000 from the debt service millage shift discussed above. Of this amount, \$189,000 is included for recurring capital initiatives, \$276,000 for targeted operational initiatives (please refer to the Operating Initiatives Request section of this document for detail of the requests), and a \$2.3 million non-allocated reserve.

GENERAL FUND SUMMARY

The property tax revenue estimates are net of the city's homestead exemptions which is estimated to save our homeowners around \$5 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 (includes a \$5,000 increase that goes into effect in FY 2021). 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 \$27 million in FY 2021 and represent approximately 38% of General Fund revenues. The chart below depicts a 5-year history of General Fund property tax collections by type.



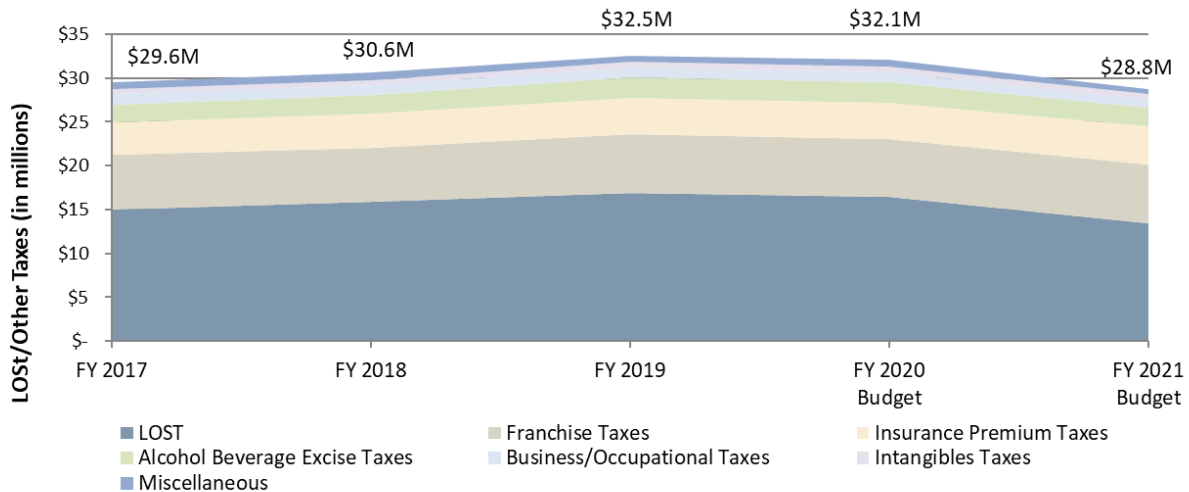
Motor vehicle taxes are experiencing declines due to House Bill 386 which phased out motor vehicle taxes on all vehicles titled on or after March 1, 2013. The city is still receiving motor vehicle taxes on vehicles titled before March 1, 2013 until the vehicle is sold/transferred. The city is forecasting motor vehicle revenues to be fully phased-out over the period ending in FY 2024. HB 386 created a Motor Vehicle Title Fee to partially offset the reduction in motor vehicle taxes. The Title Fee is shared between the State and local governments (county, city, and school boards). An increase of 56% is forecasted for FY 2021 for motor vehicle title fees from a budget-to-budget standpoint. However, multiple adjustments are reflected in the 2021 forecast including the following:

- Significant increase in the local share (from 51.5% to 65%) effective July 1, 2019;
- Reduction in the overall Title Fee from 7% to 6.6% on January 1, 2020; and
- Overall reduction in revenue collections due to COVID-19 and its impact on the economy.

GENERAL FUND SUMMARY

Other Taxes (including LOST)

Other taxes account for 40%, or \$29 million, of total General Fund revenue for FY 2021. 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 \$13.5 million for FY 2020.

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).

A reduction of -18% is forecasted for FY 2021 from a budget-to-budget standpoint due to the forecasted impact of COVID-19 and associated social distancing policies and their economic impact. Market indicators highlight a contraction in business and consumer spending on taxable goods/services.

- 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

GENERAL FUND SUMMARY

receipts); etc.

Growth of 2% is forecasted for FY 2020 from a budget-to-budget standpoint. However, actual collections are estimated at \$6.7 million in FY 2020 which is essentially flat compared to FY 2021.

Franchise Fee revenue is sensitive to fluctuations in usage (e.g. cool summer significantly lessens the need for air conditioning and associated energy usage) and economic activity. COVID-19 and the associated social distancing policies are having a detrimental effect from a commercial perspective as business were shuttered and/or operating hours were lessened thereby impacting onsite energy usage. That said, the residential segment will provide growth in energy usage (and cable usage) as families work/attend school from home. Budgetary practice is to be conservative with forecasting these collections to insulate the operating budget from the associated short-term collection fluctuations inherent in this revenue source.

Collections from GA Power, the largest contributor of this revenue source (70% of total franchise fees), totaled \$4.8 million in FY 2020 and represents a \$26,517 increase over the prior year (\$4.7 million was collected in FY 2019). The budget forecast for FY 2021 totals \$4.7 million. The 2021 forecast represents a minor reduction compared to 2020 collections and reflects the impact of COVID-19 which is partially offset through approved rate increases by GA Power (average of 4% on 1/1/2020, 3% on 1/1/2021 and 5% on 1/1/2022).

Collections from cable franchise agreements represent the next largest source and are estimated to total \$950,000 in FY 2020. The budget forecast for FY 2021 totals \$925,000 and reflects a minor contraction due to COVID-19 and its economic impact. 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 \$4.4 million in FY 2021. Growth of 4% is forecasted for FY 2021 from a budget-to-budget standpoint. However, actual collections during FY 2020 totaled \$4.4 million which is essentially flat with FY 2021.

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 \$2.1 million in FY 2021. A contraction of -9% is forecasted for FY 2021 from a budget-to-budget standpoint. COVID-19 and associated social distancing policies are materially impacting this revenue source (e.g. temporary closure of restaurants for in-person dining).

GENERAL FUND SUMMARY

Licenses & Permits

Licenses & permits account for 4%, or \$2.6 million, of total General Fund revenue for FY 2021. Licenses and permit revenues include alcoholic beverage permit fees, development permit and related fees, building permit fees, occupancy permit fees, sign permit fees, etc.

A contraction of -13% is forecasted for FY 2021 based on the economic impact of COVID-19 and associated social distancing policies. License and Permit revenue is cyclical and sensitive to fluctuations in the market (e.g. construction market, employment market, etc.) such as what is being experienced currently as part of COVID-19.

The largest revenue source is Building Permit Fees (\$1.6 million forecast for FY 2021; \$1.6 million estimated for FY 2020) which has experienced declining collections since the 2nd quarter of 2019.

Intergovernmental

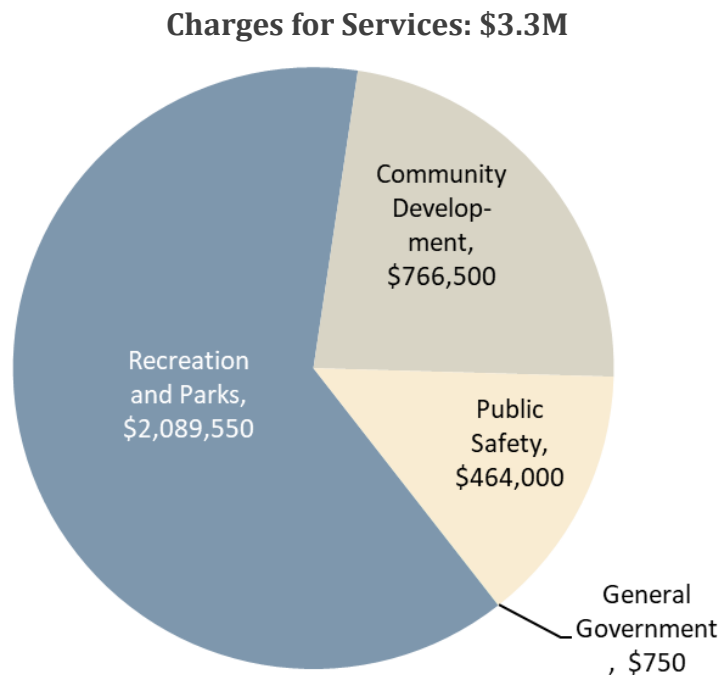
Intergovernmental sources account for <1%, or \$113,000, of total General Fund revenue for FY 2020. This revenue is primarily generated from Intergovernmental Agreements with the City of Milton related to the sharing of public safety capabilities as well as overtime reimbursement through the Federal HIDTA (High Intensity Drug Trafficking Area) program.

A decrease of -6% is forecasted for FY 2021 due primarily to one-time special event funding provided by the Alpharetta Convention & Visitors Bureau in FY 2020.

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 (Taste of Alpharetta event fees, etc.).

Charges for services account for 5%, or \$3.3 million, of total General Fund revenue. A contraction of -22% is forecasted for FY 2021 primarily due to COVID-19 and its impact on Recreation programs and activities (summer programs represent the largest revenue driver for our recreation program).



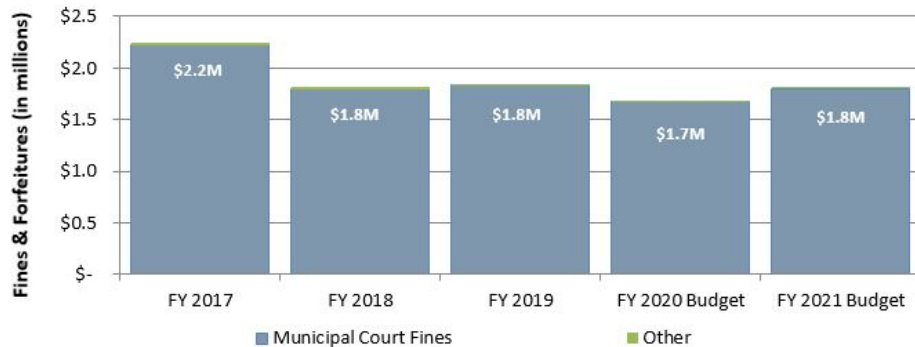
GENERAL FUND SUMMARY

Fines & Forfeitures

Fines & Forfeitures include municipal court fines, code enforcement, etc.

Fines & forfeitures account for 3%, or \$1.8 million, of total General Fund revenue for FY 2021. An increase of 7% is forecasted for FY 2020 from a budget-to-budget standpoint. However, actual collections are estimated at \$1.8 million in FY 2020 which equates to a revised growth rate of 2%. Prior to COVID-19, monthly growth of this revenue source exceeded 20%.

However, the impact from COVID-19 has been strong including a decline in citations coupled with Court facility closings which have resulted in a backup of court hearings.



Interest

Interest earnings account for <1%, or \$310,000, of total General Fund revenue for FY 2021. Increases are forecasted to more accurately reflect the earnings the city is currently receiving on its investments as governed by the city's investment management policy.

Other Financing Sources

Other Financing Sources account for 4%, or \$2.5 million, of total General Fund revenue for FY 2021 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 7%, or \$5.3 million, of total General Fund appropriations for FY 2021. Carryforward Fund Balance represents available cash in excess of the city's 21% emergency reserve.

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

- \$7,289,252 Available Fund Balance as of June 30, 2019
- (2,000,000) FY 2020 Mid-Year Budget (capital investment)
- \$5,352,862 FY 2021 Funding for One-Time Usage

GENERAL FUND SUMMARY

Expenditures

Operating expenditures of the General Fund are forecasted to contract by -1% over FY 2020. The following table compares departmental appropriations within the General Fund:

Expenditures (by Department):	FY 2020 AMENDED BUDGET	FY 2021 RECOMMENDED BUDGET	\$ Variance	% Variance
Mayor and Council	\$ 382,496	\$ 382,449	\$ (47)	0.0%
City Administration	2,029,672	1,686,787	(342,885)	-16.9%
Finance	3,608,890	3,526,347	(82,543)	-2.3%
Legal Services	750,000	750,000	-	0.0%
Information Technology	2,119,345	2,188,994	69,649	3.3%
Human Resources	643,973	637,542	(6,431)	-1.0%
Municipal Court	1,119,715	996,572	(123,143)	-11.0%
Public Safety	30,074,241	30,356,376	282,135	0.9%
Public Works	8,956,657	8,969,740	13,083	0.1%
Recreation, Parks & Cultural Services	10,372,634	9,957,642	(414,992)	-4.0%
Community Development	3,465,510	3,700,602	235,092	6.8%
Non-Departmental:				
Contingency	685,000	700,000	15,000	2.2%
Insurance Premiums (Risk Fund)	667,500	720,250	52,750	7.9%
Gwinnett Tech Contribution (Debt Svc)	291,190	290,490	(700)	-0.2%
Total Operating Expenditures	\$ 65,166,823	\$ 64,863,791	\$ (303,032)	-0.5%
Non-Allocated/Reserve (Oper. Initiative)	32,500	290,000		
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GENERAL FUND SUMMARY

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Expenditures (by Category):				
Personnel Services:				
Salaries	\$ 29,595,713	\$ 29,579,802	\$ (15,911)	-0.1%
Group Insurance	8,506,331	8,985,401	479,070	5.6%
Pension (Defined Benefit)	2,675,532	2,675,532	-	0.0%
Pension (401A)	1,935,988	2,173,255	237,267	12.3%
OPEB/Post Employment Healthcare	566,864	604,717	37,853	6.7%
Miscellaneous Benefits	3,100,513	3,032,234	(68,279)	-2.2%
<i>subtotal</i>	\$ 46,380,941	\$ 47,050,941	\$ 670,000	1.4%
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Professional Services	\$ 3,307,196	\$ 2,611,201	\$ (695,995)	-21.0%
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GENERAL FUND SUMMARY

Meeting the Internal Needs of Operating Departments

Several of the major points of the FY 2021 Budget are as follows:

- Management of personnel and compensation program to align with current market environment:
 - Staffing level at 452 full-time equivalents “FTE” with the funding breakdown as follows:
 - 445.5 full-time equivalents (funded);
 - 6.5 full-time equivalents (unfunded; budgetary savings of \$460,000); positions to remain vacant pending an identified funding source and workload justification.
 - The performance-based merit program originally scheduled for April 1, 2020 (FY 2020) was suspended due to COVID-19 and its estimated economic impacts. However, the FY 2021 budget mitigates the impact to staff through the following compensation initiatives which are included in the base 2021 operating budget:
 - Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020) in an estimated cost of \$250,000 citywide;
 - Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020 in an estimated cost of \$1 million citywide.
 - Reserve funding totaling \$264,000 within the Operating Initiative Reserve account that represents the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.
 - Material reduction (-6% or -\$1 million) in departmental maintenance and operations budgets (General Fund) including controls on non-essential spending.
 - Net reduction is in excess of -8% after adjusting for the growth drivers including utilities (6% growth or \$160,150 due to approved rate adjustments by multiple utility providers), risk insurance premiums (8% growth or

GENERAL FUND SUMMARY

\$52,750), and multiple items implemented during FY 2020 (+\$15,000 for office lease costs for the Special Investigations Unit, +\$50,000 for right-of-way maintenance for newly constructed streetscape improvements along Rucker Road and Morris Road, +\$30,000 for janitorial and landscape maintenance services for new park spaces such as Windward, Rucker, etc.).

- 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.
- \$290,000 is included for targeted operating initiatives (please refer to the *Operating Initiatives Request* section of this document for detail of the requests).
- \$1.9 million is included as a non-allocated reserve account to provide the City with additional flexibility to: (1) cover deficiencies in revenue forecasts beyond what is already programmed into the 2021 budget; and (2) other items as determined by the Mayor and City Council.
 - 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. The funding was reallocated to a combination of items including: the \$1.9 million non-allocated reserve discussed above; a further reduction in the revenue estimate for local option sales taxes; partial funding of the various compensation initiatives previously discussed (e.g. performance-based merit program, Evergreen Class and Compensation study findings, etc.); etc.
- \$686,390 is included as a non-allocated reserve account to be used for one-time initiatives (non-recurring). The funding source for this line-item is available fund balance as of June 30, 2019. As this represents a one-time, non-recurring funding source, its uses will also need to be one-time (e.g. capital investment, etc.).
- Funding from the General Fund which is available for immediate capital investment in 2021 includes the following:
 - \$4,352,862 Fund Balance for one-time capital;
 - \$ 189,000 Recurring Capital Contribution from the General Fund
 - \$4,541,862

DEPARTMENTAL SUMMARIES

Departmental Summaries

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.

DEPARTMENTAL SUMMARIES

Mayor and City Council

DONALD MITCHELL
CITY COUNCIL (POST 1)



DMitchell@alpharetta.ga.us

BEN BURNETT
CITY COUNCIL (POST 2)



BBurnett@alpharetta.ga.us

KAREN RICHARD
CITY COUNCIL (POST 3)



KRichard@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

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.

DEPARTMENTAL SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel**Mayor and City Council
General Fund**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
N/A	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Personnel Services:					
Salaries	\$ 120,000	\$ 109,063	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	141,640	128,080	165,061	176,360	184,845
FICA	6,772	6,615	7,036	9,455	9,438
Pension (Defined Benefit)	-	-	-	-	-
Pension (401A Contribution/Match)	15,274	12,844	15,563	16,200	18,000
Workers Compensation	3,107	3,027	3,307	3,626	3,384
OPEB Contribution	388	377	2,718	2,642	2,856
Miscellaneous	3,845	2,700	3,600	3,600	3,764
<i>subtotal</i>	\$ 291,026	\$ 262,705	\$ 317,284	\$ 331,883	\$ 342,287
Maintenance & Operations:					
* Mayor	\$ 8,476	\$ 7,782	\$ 8,467	\$ 9,000	\$ 7,200
* City Council Post 1	4,835	4,916	6,154	5,000	4,000
* City Council Post 2	1,019	3,936	4,975	5,000	4,000
* City Council Post 3	1,809	689	1,979	5,000	4,000
* City Council Post 4	4,546	1,954	1,513	5,000	4,000
* City Council Post 5	659	1,316	3,367	5,000	4,000
* City Council Post 6	3,697	3,395	958	5,000	4,000
Miscellaneous	3,213	5,840	6,845	11,613	8,962
<i>subtotal</i>	\$ 28,254	\$ 29,828	\$ 34,258	\$ 50,613	\$ 40,162
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 319,279	\$ 292,533	\$ 351,543	\$ 382,496	\$ 382,449
PERSONNEL					
Mayor	1.0	1.0	1.0	1.0	1.0
City Council	6.0	6.0	6.0	6.0	6.0
TOTAL	7.0	7.0	7.0	7.0	7.0

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

DEPARTMENTAL SUMMARIES

Budget Narrative

The Fiscal Year 2021 Budget for Mayor and City Council totals \$382,449 and is flat compared to the FY 2020 budget. The Personnel Services category increased 3%, or \$10,523, due primarily to growth in group health insurance premiums.

The Maintenance and Operations category decreased -\$10,451, or -21%, compared to FY 2020 due primarily to elimination of general professional services funding and a 20% reduction in the annual discretionary expense appropriations.

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

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	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.

DEPARTMENTAL SUMMARIES

City Administration

BOB REGUS
CITY ADMINISTRATOR

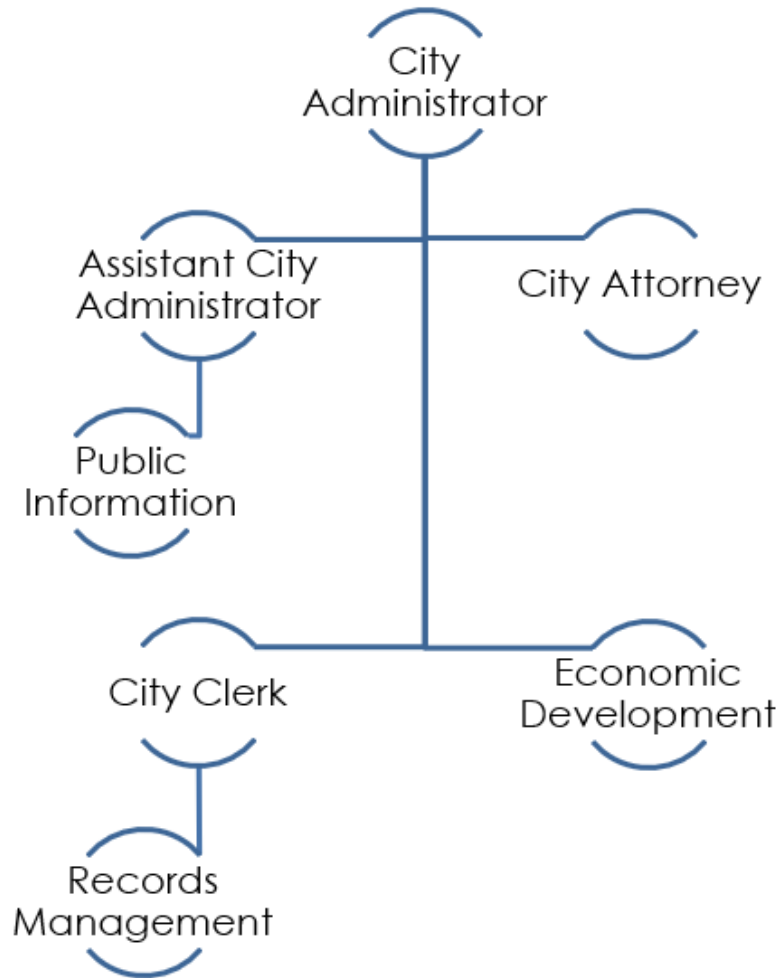


BRegus@alpharetta.ga.us

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.

DEPARTMENTAL SUMMARIES

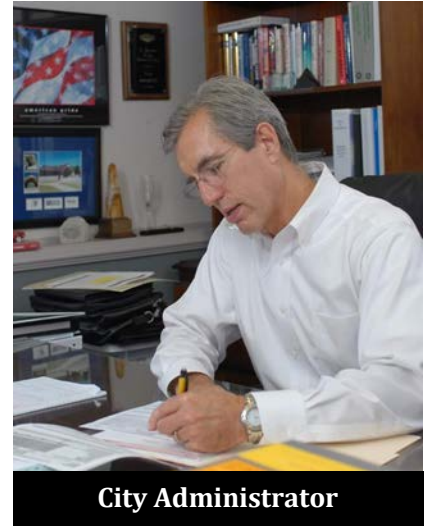
City Administration

Administration, City Attorney, City Clerk, Public Information, and Economic Development















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.

Goals and Objectives



City Administrator

- 


✓ 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
- 
✓ Oversee the Economic Development efforts for the City.

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.



DEPARTMENTAL SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel**City Administration
General Fund**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Licenses and Permits:					
Alcohol Beverage Permits	\$ 10,150	\$ 10,150	\$ 10,850	\$ 1,400	\$ -
Charges for Services:					
Taste of Alpharetta	-	-	-	-	-
Other (Events)	698	1,020	775	700	750
Other Revenue:					
Property Leases	3,410	-	-	-	-
Other	7,696	4,648	17,506	11,006	-
TOTAL	\$ 21,953	\$ 15,818	\$ 29,131	\$ 13,106	\$ 750
EXPENDITURES					
Personnel Services:					
Salaries	\$ 976,858	\$ 986,288	\$ 897,873	\$ 807,226	\$ 806,632
Overtime	-	88	-	-	-
Group Insurance	162,975	165,996	147,597	136,455	126,554
FICA	67,303	66,730	60,169	62,090	50,185
Pension (Defined Benefit)	87,485	100,437	99,253	80,260	102,738
Pension (401A Contribution/Match)	69,274	63,771	59,559	62,854	53,721
Workers Compensation	24,582	24,362	27,015	22,417	20,690
OPEB Contribution	3,160	3,115	22,789	17,139	17,461
Miscellaneous	7,689	7,433	7,743	7,200	7,526
<i>subtotal</i>	\$ 1,399,325	\$ 1,418,220	\$ 1,321,998	\$ 1,195,641	\$ 1,185,507
Maintenance & Operations:					
Professional Services	\$ 154,563	\$ 293,534	\$ 113,594	\$ 410,852	\$ 148,500
Advertising	161,923	184,783	115,804	172,600	150,250
Printing	2,940	1,342	-	3,464	5,500
Employee Training	33,828	30,809	9,102	20,100	13,200
Employee Travel	37,441	38,585	6,507	12,500	10,000
General Supplies	84,830	80,558	57,721	70,929	58,600
Maintenance Contracts/IT Services	86,755	103,360	88,943	125,635	111,230
Utilities	328	178	56	200	-
Miscellaneous	18,869	30,085	914	17,751	4,000
<i>subtotal</i>	\$ 581,478	\$ 763,232	\$ 392,640	\$ 834,031	\$ 501,280
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,980,803	\$ 2,181,453	\$ 1,714,638	\$ 2,029,672	\$ 1,686,787
Authorized Personnel	10.0	10.0	8.0	7.0	7.0

DEPARTMENTAL SUMMARIES

Budget Narrative

The FY 2021 Budget for City Administration totals \$1,686,787 and represents a decrease of -17%, or -\$342,885, compared to FY 2020.

The Personnel Services category decreased -1%, or -\$10,134, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020);
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020;
- All of which is offset through staff turnover and changes in incumbent compensation; removal of intern funding; and reductions in group health insurance premiums (changes in coverage elections).

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

Authorized personnel total 7 full-time-equivalents (“FTE”) and represent the following:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Variance
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	1.0	1.0	-	-	-
Economic Development Manager	1.0	1.0	1.0	1.0	1.0	-
Executive Office Coordinator	1.0	1.0	1.0	1.0	1.0	-
Internal Auditor	1.0	1.0	-	-	-	-
Records Manager	1.0	1.0	-	-	-	-
Web Administrator	1.0	1.0	1.0	1.0	1.0	-
	10.0	10.0	8.0	7.0	7.0	-

The Maintenance and Operations category decreased -40%, or -\$332,751, due primarily to the following activity:

- Decrease in professional services of -\$262,352 due to elimination of election funding (\$122,655; FY 2020 was an election year and 2021 is not), removal of

DEPARTMENTAL SUMMARIES

marketing/public relations funding (\$70,000), adjustment in economic development professional services, sponsorships, and event expenses (\$40,467), etc.

- Decrease in advertising expenses of -\$22,350 due to elimination of election related advertising expenses (FY 2020 was an election year and 2021 is not) and general reductions across all divisions including administration, city clerk, and economic development.
- All other departmental maintenance and operations budget accounts declined approximately -19% to align with forecasted revenue trends resulting from COVID-19 and associated social distancing policies.

Statement of Revenues, Expenditures, and changes in Personnel

Legal Services

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
N/A	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Maintenance & Operations:					
Professional Fees	\$ 650,104	\$ 725,172	\$ 842,459	\$ 750,000	\$ 750,000
TOTAL	\$ 650,104	\$ 725,172	\$ 842,459	\$ 750,000	\$ 750,000
PERSONNEL*	-	-	-	-	-

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

DEPARTMENTAL SUMMARIES

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
City Administration Department annual turnover percentage	12.0%	0.0%	14.3%	0.0%	0.0%
Number of website hits	485,734	536,173	585,556	500,000	590,000
Website Unique Visitors	315,621	332,428	361,548	350,000	360,000
Website Page Views	1,144,182	1,177,294	1,285,007	1,210,000	1,200,000
% of Website New Visits	N/A	61%	60%	60%	60%
Facebook Followers	6,244	7,800	11,117	10,000	13,450
Twitter Followers	7,505	8,100	9,337	9,000	11,408
Personnel Assigned:	8.0 FTE	8.0 FTE	7.0 FTE	6.0 FTE	6.0 FTE
City Administrator	City Administrator	City Administrator	City Administrator	City Administrator	City Administrator
Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin	Asst City Admin
Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.
N/A	N/A	N/A	N/A	N/A	N/A
Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator
City Clerk	City Clerk	City Clerk	City Clerk	City Clerk	City Clerk
Assistant City Clerk	Assistant City Clerk	Assistant City Clerk	Assistant City Clerk	Assistant City Clerk	Assistant City Clerk
Records Manager	Records Manager	Records Manager	Records Manager	N/A	N/A
Internal Auditor	Internal Auditor	Internal Auditor			

Economic Development

Statement of Service: To promote the economic growth of Alpharetta.

City Administration - Economic Development					
Performance Measurements	Actual FY 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of Existing business contacts	516	425	400	410	430
# of New projects	12	9	15	12	15
# of Major business prospects recruited		1	2	3	3
Personnel Assigned:	2.0 FTE	2.0 FTE	2.0 FTE	1.0 FTE	1.0 FTE
Economic Dev Director	Economic Dev Director	Economic Dev Director	Economic Dev Director	N/A	N/A
Economic Dev Manager	Economic Dev Manager	Economic Dev Manager	Economic Dev Manager	Economic Dev Manager	Economic Dev Manager

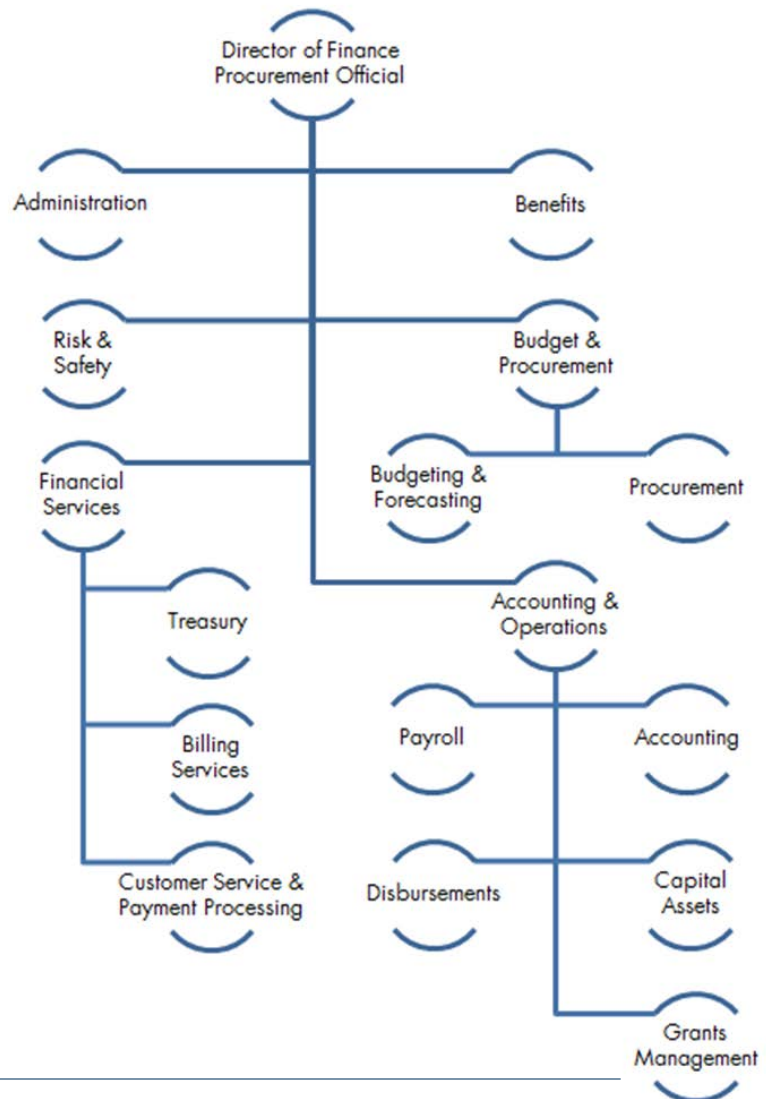
DEPARTMENTAL SUMMARIES

Finance

THOMAS G. HARRIS
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.

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.



DEPARTMENTAL SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel**Finance
General Fund**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
N/A	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Personnel Services:					
Salaries	\$ 1,503,783	\$ 1,554,527	\$ 1,586,992	\$ 1,690,777	\$ 1,628,282
Overtime	-	-	2,760	-	3,000
Group Insurance	360,828	382,135	402,106	449,237	454,424
FICA	105,796	109,700	113,798	129,142	119,873
Pension (Defined Benefit)	165,952	189,117	203,743	217,163	199,706
Pension (401A Cont./Match)	86,314	78,584	96,325	98,912	122,367
Workers Compensation	39,019	39,136	44,107	50,234	46,539
OPEB Contribution	4,698	4,704	34,943	35,423	39,279
Miscellaneous	978	792	930	327	980
<i>subtotal</i>	\$ 2,267,369	\$ 2,358,694	\$ 2,485,702	\$ 2,671,215	\$ 2,614,450
Maintenance & Operations:					
Professional Services	\$ 275,190	\$ 344,260	\$ 296,764	\$ 335,675	\$ 311,350
Printing	24,825	29,831	26,332	29,350	29,350
Employee Travel	5,766	12,490	6,582	13,114	8,750
Employee Training	9,734	12,254	9,112	13,392	9,065
Maint. Contracts/IT Services	196,946	235,154	200,182	323,910	335,622
General Supplies	40,554	47,856	38,496	44,305	41,760
Wellness Programs	155,073	156,995	160,768	169,000	169,000
Miscellaneous	8,767	9,572	16,966	8,929	7,000
<i>subtotal</i>	\$ 716,856	\$ 848,412	\$ 755,201	\$ 937,675	\$ 911,897
Capital/Lease/Other:					
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Software Lease	109,262	110,902	-	-	-
Interest on Property Tax Refunds	11,645	1,519	7,080	-	-
<i>subtotal</i>	\$ 120,907	\$ 112,421	\$ 7,080	\$ -	\$ -
TOTAL	\$ 3,105,132	\$ 3,319,528	\$ 3,247,984	\$ 3,608,890	\$ 3,526,347
Authorized Personnel	21.5	21.5	21.5	21.5	21.5

FY 2021 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.

DEPARTMENTAL SUMMARIES

Budget Narrative

The FY 2021 Budget for Finance totals \$3,526,347 and represents a decrease of -2%, or -\$82,543, compared to FY 2020.

The Personnel Services category decreased -2%, or -\$56,765, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020);
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020;
- All of which is offset through elimination of funding for the vacant Treasury Services Manager position. This position is still part of the city's authorized workforce and will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

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

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021**	Variance
Accountant (2FT; 1PT)*	3.5	3.5	3.5	3.5	2.5	(1.0)
Accounting & Operations Manager	1.0	1.0	1.0	1.0	1.0	-
Accounts Payable Technician	1.0	1.0	1.0	1.0	1.0	-
Benefits Analyst*	-	-	-	-	1.0	1.0
Benefits Manager	1.0	1.0	1.0	1.0	1.0	-
Benefits Coordinator*	1.0	1.0	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 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	1.0	1.0	-
Customer Account Representative	1.0	1.0	1.0	1.0	1.0	-
Director of Finance	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	1.0	1.0	-
Payroll Specialist*	-	-	-	-	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	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	-

* Position reclassifications occurred during FY 2020.

** FY 2021 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.

DEPARTMENTAL SUMMARIES

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

The Maintenance and Operations category decreased -3%, or -\$25,778, to align with forecasted revenue trends resulting from COVID-19 and associated social distancing policies.

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of New GAAP/GASB financial requirements implemented	2	3	3	3	3
Bond rating maintained or upgraded	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA	Maintain Aaa - AAA
Cash management program maximizing interest returns (all funds)	\$574,493	\$1,196,836	\$2,717,751	\$2,000,000	\$916,021
Personnel Assigned:	Finance Admin 2.0 FTE	Finance Admin 2.0 FTE	Finance Admin 2.0 FTE	Finance Admin 2.0 FTE	Finance Admin 2.0 FTE
	Director of Finance Office Manager	Director of Finance Office Manager	Director of Finance Office Manager	Director of Finance Office Manager	Director of Finance Office Manager
	Risk Mgmt. 1.0 FTE	Risk Mgmt. 1.0 FTE	Risk Mgmt. 1.0 FTE	Risk Mgmt. 1.0 FTE	Risk Mgmt. 1.0 FTE
	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
Audited CAFR to be published within 180 days of fiscal year end	11/1/2017	12/20/2018	12/5/2019	11/25/2020	11/25/2021
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*	100%	91%	91%	91%	100%
% of Budgeted employees participating in direct deposit	98%	99%	99%	99%	99%
Average # of vendor responses to Bids/Requests for Proposals	6	6	5	4	6
Accounting Services 7.5 FTE	Accounting Services 7.5 FTE	Accounting Services 7.5 FTE	Accounting Services 7.5 FTE	Accounting Services 7.5 FTE	Accounting Services 7.5 FTE
Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.
Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant
Accountant (3.5)	Accountant (3.5)	Accountant (3.5)	Accountant (3.5)	Accountant (3.5)	Accountant (3.5)
Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator
Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician
Budget/Procurement 4 FTE	Budget/Procurement 4 FTE	Budget/Procurement 4 FTE	Budget/Procurement 4 FTE	Budget/Procurement 4 FTE	Budget/Procurement 4 FTE
Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.
Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)
Total Personnel Assigned Internal Services:	11.5 FTE	11.5 FTE	11.5 FTE	11.5 FTE	11.5 FTE

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

DEPARTMENTAL SUMMARIES

- **External Services**

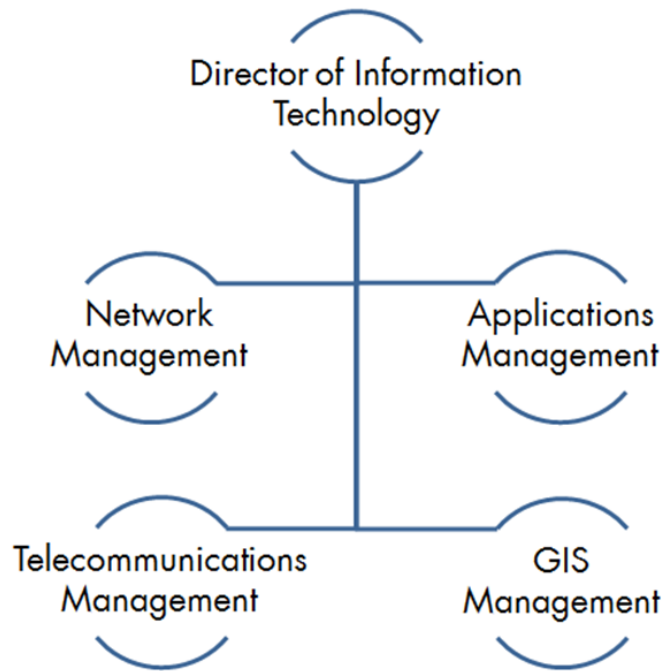
Statement of Service: The purpose of the external services team is to provide accurate and efficient services to City of Alpharetta residents, businesses, and stakeholders through timely and accurate billing and collections processes and outstanding customer service.

Financial Services Performance Measurements	Actual FY 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target* FY 2021
% of bills generated on time	99%	99%	99%	99%	99%
% of bills collected on time	95%	95%	95%	95%	95%
# of Real estate tax bills generated	19,673	20,152	20,674	20,989	21,429
# of Personal property tax bills	2,989	3,030	3,055	3,128	3,165
# of Liens processed	150	86	127	135	150
# of Sanitation customers	15,135	16,277	16,382	16,550	16,750
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<10%
Personnel Assigned:	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE
Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager
Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator
Cash Management Coordinator	Cash Management Coordinator	Cash Management Coordinator	Cash Management Coordinator	Cash Management Coordinator	Cash Management Coordinator
Billing/Collections Representative	Billing/Collections Representative	Billing/Collections Representative	Billing/Collections Representative	Billing/Collections Representative	Billing/Collections Representative
Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative

* Includes 1 Treasury Services Manager position that is unfunded in the current budget proposal for 2021 and will remain vacant pending an identified funding source and workload justification.

DEPARTMENTAL SUMMARIES

Information Technology



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.

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.



Network Administration

DEPARTMENTAL SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel**Information Technology
General Fund**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
N/A	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Personnel Services:					
Salaries	\$ 977,041	\$ 994,117	\$ 1,030,097	\$ 1,153,360	\$ 1,216,107
Group Insurance	188,671	211,182	223,431	269,491	306,017
FICA	74,225	72,841	74,945	88,126	90,572
Pension (Defined Benefit)	104,608	107,093	100,618	106,663	121,870
Pension (401A Cont./Match)	65,378	64,633	80,672	96,264	99,288
Workers Compensation	25,314	25,439	28,195	31,967	33,441
OPEB Contribution	3,104	3,114	22,734	22,942	28,223
Miscellaneous	408	408	544	572	-
<i>subtotal</i>	\$ 1,438,749	\$ 1,478,827	\$ 1,561,237	\$ 1,769,385	\$ 1,895,518
Maintenance & Operations:					
Professional Services	\$ 23,060	\$ 24,140	\$ 20,044	\$ 24,000	\$ 10,000
Employee Travel	12,456	24,292	19,638	20,000	10,000
Employee Training	16,698	18,766	16,874	20,000	15,000
Maintenance Contracts/IT Svcs.	40,664	47,278	68,654	265,460	242,976
General Supplies	12,361	7,481	8,584	11,863	12,000
Utilities	-	-	-	-	-
Small Equipment	-	45	4,118	8,000	2,250
Miscellaneous	2,572	1,580	2,351	637	1,250
<i>subtotal</i>	\$ 107,811	\$ 123,583	\$ 140,262	\$ 349,960	\$ 293,476
Capital/Other	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,546,560	\$ 1,602,409	\$ 1,701,499	\$ 2,119,345	\$ 2,188,994
Authorized Personnel	11.0	11.0	11.0	12.0	12.0

DEPARTMENTAL SUMMARIES

Budget Narrative

The FY 2021 Budget for Information Technology totals \$2,188,994 and represents an increase of 3%, or \$69,649, compared to FY 2020.

The Personnel Services category increased 7%, or \$126,133, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020);
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020;
- Increases in group insurance premiums (and elected coverages); targeted staff compensation adjustments during FY 2020; etc.

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

Authorized personnel total 12 full-time-equivalents ("FTE") and represent the following:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Variance
Chief Security Officer	-	-	-	1.0	1.0	-
CityWorks IT Administrator	-	-	-	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	-
IT Analyst	-	-	-	1.0	1.0	-
IT Manager	4.0	4.0	4.0	3.0	3.0	-
Network Administrator	2.0	2.0	2.0	-	-	-
Network Analyst I	1.0	-	-	-	-	-
Network Analyst II	-	1.0	1.0	-	-	-
Systems Analyst II	2.0	2.0	2.0	-	-	-
	11.0	11.0	11.0	12.0	12.0	-

The Maintenance & Operations category decreased -16%, or -\$56,484, due primarily to reductions in maintenance contracts and general/IT professional services (-\$36,484), travel/training (-\$15,000), and small equipment (-\$5,750) to align with forecasted revenue trends resulting from COVID-19 and associated social distancing policies.

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.

LEGEND
A = met or exceeded target
B = within 15% of target
C = missed target by more than 15%

Performance Measures (Calendar Year Stats)

	Actual CYear 2015	Actual CYear 2016	Actual CYear 2017	Actual CYear 2018	Actual CYear 2019	Department Target	Results
Telephone							
Repairs							
Number	74	68	54	66	39		39
Number resolved w/in 24 hours	58	60	47	44	28		28
% resolved w/in 24 hours	78.38%	88.24%	87.04%	66.67%	71.79%	60.00%	A
Service Requests							
Number	165	158	133	144	167		167
Number resolved on time	150	144	130	135	145		145
% resolved on time	90.91%	91.14%	97.74%	93.75%	86.83%	90.00%	B
Network							
Repairs							
Number	221	256	318	288	221		221
Number resolved w/in 24 hours	199	220	260	259	207		207
% resolved w/in 24 hours	90.05%	85.94%	81.76%	89.93%	93.67%	80.00%	A
Service Requests							
Number	242	281	299	274	245		245
Number resolved on time	222	253	279	240	222		222
% resolved on time	91.74%	90.04%	93.31%	87.59%	90.61%	90.00%	A
Outages							
Number (including maintenance)	35	37	21	17	12		12
Avg. duration in hours	0.98	1.16	0.92	1.30	1.60		2
Applications							
Repairs							
Number	713	751	872	934	1,208		1,208
Number resolved w/in 24 hours	475	535	706	775	899		899
% resolved w/in 24 hours	66.62%	71.24%	80.96%	82.98%	74.42%	70.00%	A
Desktop							
Repairs							
Number	1,184	1,099	946	988	934		934
Number resolved w/in 24 hours	758	750	728	711	727		727
% resolved w/in 24 hours	64.02%	68.24%	76.96%	71.96%	77.84%	60.00%	A
Service Requests							
Number	848	929	888	844	944		944
Number resolved on time	798	851	822	784	888		888
% resolved on time	94.10%	91.60%	92.57%	92.89%	94.07%	90.00%	A
Helpdesk							
Number total calls	4,245	4,089	4,318	3,841	4,487		4,487
Number resolved w/in 4 hours	1,444	1,406	1,698	1,391	1,981		1,981
Number resolved w/in 8 hours	481	501	777	684	567		567
% resolved w/in 8 hours	45.35%	46.64%	57.32%	54.02%	56.79%	40.00%	A
GIS							
Number total cases	313	354	322	268	314		314
Number resolved on time	271	295	280	222	267		267
% resolved on time	86.58%	83.33%	86.96%	82.84%	85.03%	80.00%	A
Emails							
Number	1,084,321	1,389,156	1,756,752	2,178,655	2,788,432		2,788,432
SPAM blocked	513,423	699,478	867,581	999,346	1,389,329		1,389,329
Viruses blocked	258,777	428,777	421,483	447,831	513,220		513,220
% SPAM	47.35%	50.35%	49.39%	45.87%	49.82%		49.82%
% viruses	23.87%	30.87%	23.99%	20.56%	18.41%		18.41%
Servers							
Avg. number	118	183	177	118	137		137
% availability (including maint.)	99.80%	99.84%	99.88%	99.24%	99.36%	99.00%	A

DEPARTMENTAL SUMMARIES

Human Resources

CRIS RANDALL
HUMAN RESOURCES
DIRECTOR



CRandall@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.

DEPARTMENTAL SUMMARIES

Human Resources

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

Mission Statement

It is the mission of the Human Resources Team to recruit, retain, and develop an efficient, creative, and professional workforce capable of meeting the current and future needs and expectations of the City of Alpharetta and the citizens and customers whom we exist to serve.

Synopsis

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



Human Resources Team

- ✓ 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.

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 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 all 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 organization 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 a resource for employees and supervisors to ensure positive City-employee relationships. Assist and educate employees about operating within the bounds of personnel policies. Assist supervisors address difficult 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 more strategic tasks.

DEPARTMENTAL SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel**Human Resources
General Fund**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Public Records Requests	\$ 60	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 60	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Personnel Services:					
Salaries	\$ 136,357	\$ 139,789	\$ 179,337	\$ 274,215	\$ 277,028
Overtime	-	-	57	-	250
Group Insurance	11,371	11,661	15,100	36,528	38,586
FICA	13,732	13,647	16,381	20,880	20,719
Pension (Defined Benefit)	17,372	19,905	21,426	22,793	26,117
Pension (401A Cont./Match)	7,934	7,528	11,717	20,833	21,744
Workers Compensation	3,483	3,513	3,962	8,149	7,633
OPEB Contribution	427	430	3,197	5,833	6,438
Citywide Educational Programs	34,007	30,999	36,734	55,000	55,000
Miscellaneous	326	163	-	-	-
<i>subtotal</i>	\$ 225,008	\$ 227,634	\$ 287,910	\$ 444,231	\$ 453,515
Maintenance & Operations:					
Professional Services	\$ 59,420	\$ 58,933	\$ 67,402	\$ 62,600	\$ 70,000
Employee Travel	521	216	2,272	4,000	3,000
Employee Training	4,194	2,084	3,283	7,000	3,500
Maintenance Contracts/IT Svcs.	6,599	6,560	6,971	42,417	32,802
General Supplies	6,613	5,955	9,771	6,725	7,725
Employee Recognition	64,933	64,821	66,479	75,000	65,000
Miscellaneous	1,433	1,338	6,867	2,000	2,000
<i>subtotal</i>	\$ 143,714	\$ 139,906	\$ 163,045	\$ 199,742	\$ 184,027
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 368,722	\$ 367,541	\$ 450,955	\$ 643,973	\$ 637,542
Authorized Personnel					
	2.0	2.0	3.0	3.0	3.0

DEPARTMENTAL SUMMARIES

Budget Narrative

The FY 2021 Budget for Human Resources totals \$637,542 and represents a decrease of -1%, or -\$6,431, compared to FY 2020.

The Personnel Services category increased 2%, or \$9,284 due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020); and
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020.

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

Authorized personnel total 3 full-time-equivalents (“FTE”) and represent the following:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	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	-
Director of Human Resources	-	-	1.0	1.0	1.0	-
	2.0	2.0	3.0	3.0	3.0	-

The Maintenance & Operations category decreased -8%, or -\$15,715, due primarily to reductions in maintenance contracts and IT professional services (-\$9,615), travel/training (-\$4,500), and employee recognition (-\$10,000), which is partially offset through additional professional services funding (+\$7,400) for pre-employment screening and occupational medicine services.

DEPARTMENTAL SUMMARIES

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
Human Resources Dept. annual turnover percentage	0.0%	0.0%	0.0%	0.0%	0.0%
City-wide turnover percentage	10.13%	9.40%	11.80%	10.50%	11.50%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	532	528	573	564	576
HR staff to total full-time equivalent	266:01	264:01	191:01	188:01	192:01
employee ratio	0.376	0.379	0.524	0.532	0.521
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE
	Admin Assistant II	Admin Assistant II	Admin Assistant II	Admin Assistant II	Admin Assistant II

HR-staff-to-employee-ratio represents the number of 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 2018 was 2.60.

DEPARTMENTAL SUMMARIES

- Recruitment and Retention**

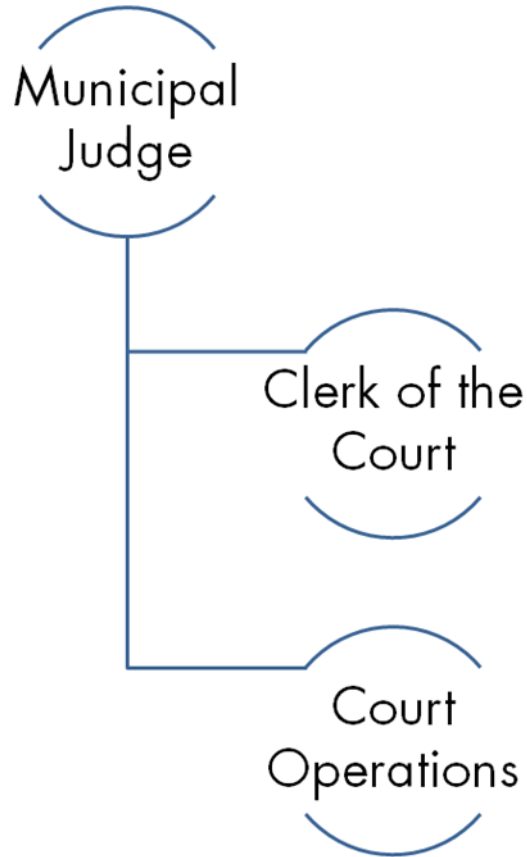
Statement of Service: The recruitment and retention function facilitate programs to continually increase the quality of the workforce through placing, training, and retaining highly qualified individuals who have the educational background, knowledge, and competencies to perform at above average levels.

Human Resources Performance Measurements	Actual FY 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
Employment & Retention					
Average cost per hire - Regular positions	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Average cost per hire - Seasonal positions	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
# of Online job postings hits*			6,142	15,000	15,000
# of Job interest cards received*			634	1,000	1,200
# of Applications reviewed	1,068	775	767	825	910
# of Qualified applications processed	213	155	153	165	182
# of New hires - Regular positions	42	48	54	49	52
# of New hires - Seasonal positions	48	50	70	73	75
# of Internal promotions	15	19	24	22	25
# of Separations	106	105	121	105	110
# New hire orientation sessions			39	35	35
Workforce Management					
% of Employees rated "Exceeds" on annual merit review	11.5%	17.5%	27.3%	29.0%	32.0%
% of Employees rated "Meets" on annual merit review	88.5%	82.6%	72.7%	71.0%	68.0%
% of Employees underperforming on annual performance review	0.0%	0.0%	0.0%	0.0%	0.0%
% of Employees on "Performance Improvement Plan"	0.0%	0.0%	0.0%	0.0%	0.0%
# Employee Relation Cases**			28	25	22
Education Incentive - Professional Development					
# enrollments by program					
Doctorate Degree	1	2	2	2	2
Master's Degree	5	3	5	4	6
Bachelor's Degree	14	12	9	12	14
Associate's Degree	5	3	1	2	2
Certificate Programs	0	0	0	2	2
Total # of employees receiving education incentive	25	20	17	22	26
Personnel Assigned:					
	1.0 FTE	1.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE
	Human Resources Manager	Human Resources Manager	Director of Human Resources Human Resources Manager	Director of Human Resources Human Resources Manager	Director of Human Resources Human Resources Manager

DEPARTMENTAL SUMMARIES

Municipal Court

RITA TRACEY INTERIM COURT ADMINISTRATOR	
TO BE UPDATED ONCE AVAILABLE	RTracey@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.

DEPARTMENTAL SUMMARIES




Municipal Court
















Administration, Employee Recruitment and Retention

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 insure compliance with all State laws and regulations; and
- 

✓ Continue to cross-train employees.

DEPARTMENTAL SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel**Municipal Court
General Fund**

		FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES						
N/A		\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES						
Personnel Services:						
Salaries		\$ 396,960	\$ 417,285	\$ 355,800	\$ 467,283	\$ 351,419
Group Insurance		99,140	106,364	92,507	119,018	97,370
FICA		28,618	29,972	25,531	35,667	27,210
Pension (Defined Benefit)		38,824	43,842	46,617	33,429	31,311
Pension (401A Cont./Match)		27,749	25,970	24,933	39,710	29,999
Workers Compensation		11,595	11,697	11,854	13,904	10,778
OPEB Contribution		1,422	1,431	9,576	9,964	9,105
Miscellaneous		1,185	686	784	-	734
	<i>subtotal</i>	\$ 605,493	\$ 637,247	\$ 567,603	\$ 718,975	\$ 557,926
Maintenance & Operations:						
Professional Services		\$ 243,316	\$ 243,994	\$ 265,152	\$ 246,250	\$ 275,000
Printing		18,169	10,249	8,314	12,800	12,000
Maintenance Contracts/IT Svcs.		46,373	47,274	60,620	90,455	104,946
General Supplies		11,891	10,528	13,865	12,600	12,100
Utilities		23,729	25,473	19,586	28,825	24,175
Miscellaneous		4,822	8,426	38,758	9,810	10,425
	<i>subtotal</i>	\$ 348,298	\$ 345,944	\$ 406,295	\$ 400,740	\$ 438,646
Capital						
		\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL	\$ 953,791	\$ 983,191	\$ 973,898	\$ 1,119,715	\$ 996,572
Authorized Personnel						
		9.0	9.0	8.0	8.0	8.0

FY 2021 includes 1 full-time equivalent position (Deputy Clerk III) 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.

DEPARTMENTAL SUMMARIES

Budget Narrative

The FY 2021 Budget for Municipal Court totals \$996,572 and represents a decrease of -11%, or -\$123,143, compared to FY 2020.

The Personnel Services category decreased -22%, or -\$161,049, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020);
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020;
- All of which is offset through elimination of funding for the vacant Deputy Clerk III coupled with staff turnover and changes in incumbent compensation. This position is still part of the city's authorized workforce and will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

Authorized personnel total 8 full-time-equivalents ("FTE") and represent the following:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021*	Variance
Court Administrator	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk I	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk II	5.0	5.0	4.0	4.0	4.0	-
Deputy Clerk III	1.0	1.0	1.0	1.0	1.0	-
Judge	1.0	1.0	1.0	1.0	1.0	-
	9.0	9.0	8.0	8.0	8.0	-

* FY 2021 includes 1 full-time equivalent position (Deputy Clerk III) 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 9%, or \$37,906, due primarily to the following activity:

- Increase in professional services of \$28,750 due primarily to an increase in solicitor fee compensation.

DEPARTMENTAL SUMMARIES

- Increase in maintenance contracts/IT professional services of \$14,491 to aid in implementation of the new e-courts software system.
- All other departmental maintenance and operations budget accounts declined approximately -8% to align with forecasted revenue trends resulting from COVID-19 and associated social distancing policies.

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021*
# of Citations received to process	13,559	12,830	14,268	14,150	14,350
Total # of cases disposed	14,353	10,803	13,019	12,050	12,875
# of Court sessions	232	242	242	242	242
Annual deposits (Court Fines)	\$2,225,129	\$1,793,974	\$1,834,716	\$1,750,000	\$1,800,000
Personnel Assigned:	9.0 FTE	9.0 FTE	8.0 FTE	8.0 FTE	8.0 FTE
Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge
Court Administrator	Court Administrator	Court Administrator	Court Administrator	Court Administrator	Court Administrator
Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III
Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (4)	Deputy Clerk II (4)	Deputy Clerk II (4)	Deputy Clerk II (4)
Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I

* Includes 1 Deputy Clerk III position that is unfunded in the current budget proposal for 2021 and will remain vacant pending an identified funding source and workload justification.

DEPARTMENTAL SUMMARIES

Public Safety

JOHN ROBISON
DIRECTOR



JRobison@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.

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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.



Fire Services

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.



DEPARTMENTAL SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel**Public Safety
General Fund**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Licenses and Permits					
Alcohol Beverage	\$ 618,767	\$ 670,979	\$ 676,671	\$ 72,001	\$ -
Other	32,595	42,191	46,243	25,750	30,750
Intergovernmental:					
City of Milton	60,000	60,000	55,000	60,000	60,000
Charges for Services:					
Reports	29,543	17,315	25,942	25,000	25,000
Services	211,103	50,870	227,731	210,000	220,000
False Alarms	48,098	50,336	44,911	40,000	40,000
Plan Review	147,619	86,884	188,685	140,000	160,000
Other	17,049	17,676	19,335	18,000	19,000
Fines & Forfeitures:					
Municipal Court Fines	2,225,129	1,793,974	1,834,716	1,675,000	1,800,000
Red Light Camera Fines	-	-	-	-	-
Other	19,045	17,448	4,020	10,500	4,000
Other Revenue	53,416	57,540	15,254	287	-
TOTAL	\$ 3,462,364	\$ 2,865,213	\$ 3,138,508	\$ 2,276,538	\$ 2,358,750
EXPENDITURES					
Personnel Services:					
Salaries	\$ 12,999,757	\$ 13,393,254	\$ 13,484,795	\$ 14,572,303	\$ 15,159,269
Overtime	1,046,602	1,466,005	1,846,569	1,965,000	1,532,500
Group Insurance	3,919,880	4,025,019	4,174,201	4,811,152	5,067,193
FICA	1,007,864	1,070,484	1,109,675	1,240,762	1,245,963
Pension (Defined Benefit)	1,393,999	1,429,761	1,511,217	1,535,869	1,532,464
Pension (401A Cont./Match)	855,204	863,050	1,062,077	1,008,554	1,146,213
Miscellaneous	393,929	387,846	717,979	746,623	731,460
<i>subtotal</i>	\$ 21,617,234	\$ 22,635,420	\$ 23,906,513	\$ 25,880,263	\$ 26,415,062
Maintenance & Operations:					
Professional Services	\$ 219,430	\$ 115,484	\$ 212,426	\$ 247,307	\$ 246,550
Fuel/Repair & Maint. (Vehicles)	689,884	738,290	746,078	778,000	754,500
Employee Travel	103,299	120,290	120,059	130,924	81,000
Employee Training	121,710	103,713	99,716	111,627	68,480
Maint. Contracts/IT Services	845,169	1,002,568	1,032,103	1,340,462	1,358,810
General Supplies	247,884	298,807	244,860	300,814	257,500
Miscellaneous	605,998	568,123	629,878	653,555	533,300
<i>subtotal</i>	\$ 2,833,373	\$ 2,947,275	\$ 3,085,120	\$ 3,562,689	\$ 3,300,140
Capital/Leases:					
Capital/Other	\$ 27,765	\$ -	\$ -	\$ -	\$ -
Software/Fire Truck Lease(s)	522,971	578,654	630,405	631,289	641,174
<i>subtotal</i>	\$ 550,736	\$ 578,654	\$ 630,405	\$ 631,289	\$ 641,174
TOTAL	\$ 25,001,343	\$ 26,161,349	\$ 27,622,038	\$ 30,074,241	\$ 30,356,376
Authorized Personnel	219.0	221.0	221.0	223.5	223.5

FY 2021 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.

DEPARTMENTAL SUMMARIES

Budget Narrative

The FY 2021 Budget for Public Safety totals \$30,356,376 and represents an increase of 1%, or \$282,135, compared to FY 2020.

The Personnel Services category increased 2%, or \$534,799, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020);
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020;
- Which is partially offset through elimination of funding for the vacant part-time Parking Enforcement Officer position. This position is still part of the city's authorized workforce and will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

Authorized personnel total 223.5 full-time-equivalents ("FTE") and represent the following:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Variance
Sworn Police Officers						
Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Captain	7.0	6.0	4.0	4.0	4.0	-
Lieutenant*	15.0	15.0	15.0	8.0	7.0	(1.0)
Division Chief	-	-	1.0	-	-	-
Field Training Officer*	10.0	10.0	9.0	6.0	4.0	(2.0)
Officer	70.0	71.0	67.0	70.0	70.0	-
Sergeants*	-	-	6.0	13.0	16.0	3.0
Police Operations Major	-	1.0	1.0	1.0	1.0	-
Police Support Operations Major	-	-	1.0	1.0	1.0	-
Public Information Officer	1.0	1.0	-	-	-	-
Training Coordinator/Police	-	-	-	1.0	1.0	-
	104.0	105.0	105.0	105.0	105.0	-

DEPARTMENTAL SUMMARIES

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021**	Variance
Certified Firefighters						
Deputy Director of Public Safety*	1.0	1.0	1.0	1.0	-	(1.0)
Battalion Chief	3.0	2.0	3.0	4.0	4.0	-
Division Chief	1.0	1.0	-	-	-	-
Captain	23.0	23.0	22.0	18.0	18.0	-
EMS Chief*	-	-	-	-	1.0	1.0
Lieutenant	-	-	-	3.0	3.0	-
Chief Public Affairs Officer	-	-	1.0	1.0	1.0	-
Accreditation/Emer. Mgmt. Coord. (Captain)	1.0	1.0	1.0	1.0	1.0	-
Training/Emergency Medical Svcs Coord.*	1.0	1.0	1.0	1.0	-	(1.0)
Fire/EMS Training Officer*	-	-	-	-	1.0	1.0
Fire Apparatus Engineer	22.0	22.0	24.0	24.0	24.0	-
Firefighter/Paramedic	20.0	20.0	20.0	20.0	20.0	-
Firefighter II	21.0	21.0	19.0	19.0	19.0	-
Public Safety Logistics Officer	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	-
Deputy Fire Marshal	1.0	1.0	1.0	1.0	1.0	-
Assistant Fire Marshal	2.5	3.5	3.5	5.0	5.0	-
	98.5	99.5	99.5	101.0	101.0	-
Civilian Positions						
Administrative Assistant II	2.0	2.0	2.0	2.0	2.0	-
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	-
Fingerprint Technician*	1.0	1.0	1.0	1.0	0.5	(0.5)
Parking Enforcement Officer (2PT)	1.0	1.0	1.0	1.0	1.0	-
Public Safety Budget/Finance Administrator	1.0	1.0	1.0	1.0	1.0	-
Records Clerk*	4.5	4.5	4.5	4.5	5.0	0.5
Records Supervisor	1.0	1.0	1.0	1.0	1.0	-
School Crossing Guard (8PT)	4.0	4.0	4.0	4.0	4.0	-
	16.5	16.5	16.5	17.5	17.5	-
	219.0	221.0	221.0	223.5	223.5	-

* Position reclassifications occurred during FY 2020.

** FY 2021 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.

The Maintenance & Operations category decreased -7%, or -\$262,549, due primarily to reductions in repair and maintenance for vehicles/equipment/facilities (-\$44,041), travel/training (-\$93,071), supplies (-\$43,314), small equipment (-\$55,514), and uniforms (-\$37,500) to align with forecasted revenue trends resulting from COVID-19 and associated social distancing policies.

The Capital/Lease category includes funding for fire truck leases, heart monitors, and tasers, and is flat compared to FY 2020.

DEPARTMENTAL SUMMARIES

Performance Measurement

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

- **Administration**

Statement of Service: Public Safety Administration ensures effective, efficient and responsive services by planning and administering the resources allocated to the various divisions of the department, ensuring activities are managed in a manner which produces a safe and secure city.

- **Police Services**

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

LEGEND
A = met or exceeded target
B = within 15% of target
C = missed target by more than 15%

National Incident Based Reporting System

Patrol Division

	FY 2017	FY 2018	FY 2019	FY 2020 YTD
Offenses				
Group A Offenses	3,106.00	2,769.00	2,631.00	1,388.00
Group B Offenses	932.00	818.00	728.00	321.00
Total	4,038.00	3,587.00	3,359.00	1,709.00
Per 1000 Population	61.37	54.14	50.70	25.79
Arrest				
Group A Offenses	477.00	343.00	436.00	306.00
Group B Offenses	496.00	477.00	422.00	198.00
Non-Criminal Offenses	754.00	684.00	695.00	424.00
Total	1,727.00	1,504.00	1,553.00	928.00
Per 1000 Population	26.25	22.70	23.44	14.01

Criminal Investigations Division

Assigned for Investigation	907.00	842.00	889.00	842.00
Closed by Arrest	51.00	59.00	60.00	38.00
Closed by Exception	44.00	50.00	27.00	15.00
Unfounded	100.00	101.00	78.00	66.00
Active Cases	712.00	632.00	724.00	723.00

Traffic Division

Accidents	3,074.00	2,969.00	3,059.00	1,905.00
Fatalities	3.00	4.00	4.00	0.00

911 Communications

Calls For Service	38,552.00	39,174.00	38,069.00	24,141.00
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DEPARTMENTAL SUMMARIES

- **Fire Services**

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

	2015	2016	2017	2018	2019
	Incidents	Incidents	Incidents	Incidents	Incidents
FIRES					
Structure Fires	62	61	60	32	45
Vehicle Fires	25	23	28	22	27
Other Fires	56	46	43	46	80
Total Fires	143	130	131	100	152
Overheat	6	4	5	2	0
RESCUE CALLS					
Emergency Medical Treatment	3,475	3354	3373	3011	3103
All Others	78	68	84	63	61
Total Rescue Calls	3,553	3422	3457	3074	3164
Hazardous Condition Calls	155	169	160	121	107
Service Calls	703	640	946	726	806
Good Intent Calls	1,272	1468	1753	2424	2368
Calls	2	1	15	1	1
Special Incident Calls	7	10	19	3	9
Unknown Incident Type	0	0	0	0	0
FALSE CALLS					
Malicious Calls	11	10	21	16	18
Other False Calls	648	661	771	749	776
Total False Calls	659	671	792	765	794
TOTAL CALLS	6,500	6515	7278	7216	7401

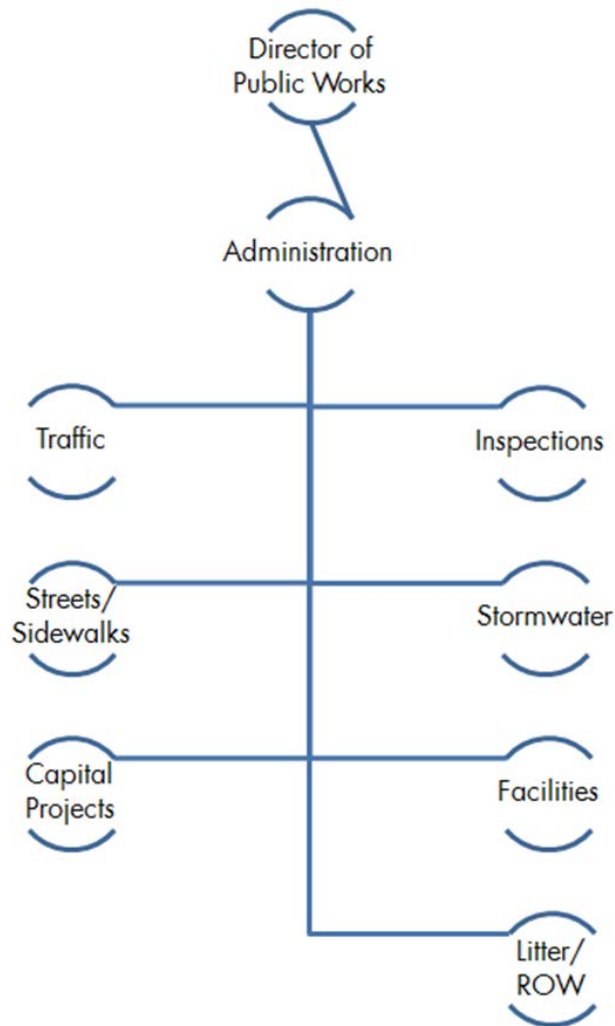
DEPARTMENTAL SUMMARIES

Public Works

PETE SEWCZWICZ
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.

DEPARTMENTAL SUMMARIES








Public Works

Administration, Engineering, 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 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; and
- 
 ✓ Ensure timely completion of repairs on work projects so the disruption of service to the customer is minimal.

DEPARTMENTAL SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel**Public Works
General Fund**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Other Revenue:					
CID (GA400 Interchange Maint.)	\$ 78,362	\$ 70,674	\$ 73,262	\$ 82,500	\$ 85,194
Miscellaneous	1,521	-	-	1,500	-
TOTAL	\$ 79,883	\$ 70,674	\$ 73,262	\$ 84,000	\$ 85,194
EXPENDITURES					
Personnel Services:					
Salaries	\$ 2,761,823	\$ 2,869,678	\$ 2,952,337	\$ 3,198,889	\$ 3,031,256
Overtime	26,363	43,316	39,419	45,000	45,000
Group Insurance	775,577	792,229	864,686	962,776	1,007,318
FICA	200,900	210,454	216,406	247,186	231,348
Pension (Defined Benefit)	248,435	290,243	310,830	354,974	306,128
Pension (401A Cont./Match)	163,025	155,069	194,753	193,652	236,425
Workers Compensation	71,778	73,941	83,195	94,888	88,360
OPEB Contribution	8,909	9,151	67,848	68,095	74,549
Miscellaneous	2,527	1,837	1,008	2,906	1,551
<i>subtotal</i>	<i>\$ 4,259,336</i>	<i>\$ 4,445,918</i>	<i>\$ 4,730,481</i>	<i>\$ 5,168,366</i>	<i>\$ 5,021,935</i>
Maintenance & Operations:					
Professional Services	\$ 29,091	\$ 37,568	\$ 39,652	\$ 16,500	\$ 7,000
Fuel/Repair & Maint. (Vehicles)	101,040	137,814	140,666	130,000	120,000
Repair & Maint. (Facilities)	240,020	393,039	437,871	449,600	415,000
Maint. Contracts/IT Services	805,788	938,960	957,455	1,126,141	1,203,455
General Supplies	137,430	150,350	159,758	147,750	144,250
Utilities	1,586,060	1,502,256	1,779,627	1,803,600	1,966,600
Miscellaneous	94,298	94,874	92,861	114,700	91,500
<i>subtotal</i>	<i>\$ 2,993,728</i>	<i>\$ 3,254,860</i>	<i>\$ 3,607,891</i>	<i>\$ 3,788,291</i>	<i>\$ 3,947,805</i>
Capital/Lease/Other					
Enterprise Software Lease	\$ 82,885	\$ 70,042	\$ 76,942	\$ -	\$ -
Miscellaneous	-	-	-	-	-
<i>subtotal</i>	<i>\$ 82,885</i>	<i>\$ 70,042</i>	<i>\$ 76,942</i>	<i>\$ -</i>	<i>\$ -</i>
TOTAL	\$ 7,335,950	\$ 7,770,820	\$ 8,415,314	\$ 8,956,657	\$ 8,969,740
Authorized Personnel					
	52.0	52.0	52.0	52.0	52.0

FY 2021 includes 4 full-time equivalent positions (2 Public Works Crew Leaders, 1 Public Works Technician I, and 1 Civil Engineer) that are not funded but part of the City's authorized workforce. These positions will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

DEPARTMENTAL SUMMARIES

Budget Narrative

The FY 2021 Budget for Public Works totals \$8,969,740 and is essentially flat with FY 2020.

The Personnel Services category decreased -3%, or -\$146,431, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020);
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020;
- Which is partially offset through elimination of funding for multiple vacant positions (2 Public Works Crew Leaders, 1 Public Works Technician I, and 1 Civil Engineer). These positions are still part of the city's authorized workforce and will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

DEPARTMENTAL SUMMARIES

Authorized personnel total 52 full-time-equivalents (“FTE”) and represent the following:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Variance
Administrative Assistant II*	1.0	1.0	1.0	1.0	-	(1.0)
Administrative Office Coordinator	1.0	1.0	-	-	-	-
Assistant Construction Manager	-	1.0	1.0	1.0	1.0	-
Civil Engineer	2.0	2.0	2.0	2.0	2.0	-
Construction Manager	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Public Works*	1.0	1.0	1.0	1.0	-	(1.0)
Director of Public Works	1.0	1.0	1.0	1.0	1.0	-
Engineering Technician	4.0	6.0	6.0	5.0	5.0	-
Environmental Program Coordinator	1.0	1.0	1.0	1.0	1.0	-
Fleet/Equipment Logistics Manager*	-	-	-	-	1.0	1.0
Fleet Coordinator*	1.0	1.0	1.0	1.0	-	(1.0)
Office Manager*	-	-	-	-	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	8.0	-
Public Works Supervisor	3.0	4.0	4.0	4.0	4.0	-
Public Works Technician I	11.0	6.0	6.0	6.0	6.0	-
Public Works Technician II	7.0	10.0	10.0	10.0	10.0	-
Right of Way Coordinator	-	-	-	1.0	1.0	-
Senior Engineer	2.0	2.0	2.0	2.0	2.0	-
Senior Engineering Technician	1.0	-	-	-	-	-
Senior Inspector	1.0	1.0	1.0	1.0	1.0	-
Senior Operations Manager*	-	-	-	-	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	-
Traffic Operations Manager	1.0	1.0	1.0	1.0	1.0	-
Traffic Signal Engineer*	1.0	1.0	1.0	1.0	-	(1.0)
Transportation Engineering Manager*	-	-	-	-	1.0	1.0
Urban Forestry Program Manager	1.0	1.0	1.0	1.0	1.0	-
Utility Locator	1.0	-	-	-	-	-
	52.0	52.0	52.0	52.0	52.0	-

* Position reclassifications occurred during FY 2020.

** FY 2021 includes 4 full-time equivalent positions (2 Public Works Crew Leaders, 1 Public Works Technician I, and 1 Civil Engineer) that are not funded but part of the City's authorized workforce. These positions 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 \$159,514, due primarily to the following activity:

- Increase in utilities (electric) of \$155,000 to cover system expansions (e.g. new streetlights along Rucker Road) and approved rate increases by GA Power (2.5% on 1/1/2021).
- Increase in maintenance contracts of \$84,675 to cover growth in landscape maintenance costs for system expansion (e.g. Rucker Road and Morris Road streetscapes) as well as existing contractual inflationary adjustments.

DEPARTMENTAL SUMMARIES

- All other departmental maintenance and operations budget accounts declined approximately -7% to align with forecasted revenue trends resulting from COVID-19 and associated social distancing policies.

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of Events coordinated	32	28	26	25	25
# of Students reached	943	738	419	600	600
# of Volunteers	542	752	626	650	652
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE
	Environmental Program Coord.	Environmental Program Coord.	Environmental Program Coord.	Environmental Program Coord.	Environmental Program Coord.

DEPARTMENTAL SUMMARIES

- 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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021*
# of Water quality samples analyzed	381	405	400	400	400
* Capital contracts include traffic, stormwater, sidewalks, infrastructure, community development, and facilities projects.					
Personnel Assigned:	21.0 FTE	22.0 FTE	22.0 FTE	20.0 FTE	20.0 FTE
Director of PW	Director of PW	Director of PW	Director of PW	Director of PW	Director of PW
Deputy Director	Deputy Director	Deputy Director	Deputy Director	Sr. Operations Manager	Sr. Operations Manager
Project Administrator	Project Administrator	Project Administrator	Project Administrator	Project Administrator	Project Administrator
Administrative Office Coordinator	Administrative Office Coordinator	Administrative Office Coordinator	Administrative Office Coordinator	Support Services Manager	Support Services Manager
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Office Manager	Office Manager
Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Equipment and Fleet Logistics Technician	Equipment and Fleet Logistics Technician
Civil Engineer (2)	Civil Engineer (2)	Civil Engineer (2)	Civil Engineer (2)	Civil Engineer (2)	Civil Engineer (2)
Sr. Engineer (2)	Sr. Engineer (2)	Sr. Engineer (2)	Sr. Engineer (2)	Sr. Engineer (2)	Sr. Engineer (2)
Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.
Assistant Construction Mgr.	Assistant Construction Mgr.	Assistant Construction Mgr.	Assistant Construction Mgr.	Assistant Construction Mgr.	Assistant Construction Mgr.
Senior Inspector	Senior Inspector	Senior Inspector	Senior Inspector	Senior Inspector	Senior Inspector
Public Works Supervisor	Public Works Supervisor	Public Works Supervisor	Public Works Supervisor	Right of Way Coordinator	Right of Way Coordinator
Engineering Technician (4)	Engineering Technician (4)	Engineering Technician (4)	Engineering Technician (4)	Engineering Technician (2)	Engineering Technician (2)
Traffic Operations Manager	Traffic Operations Manager	Traffic Operations Manager	Traffic Operations Manager	Traffic Operations Manager	Traffic Operations Manager
Traffic Signal Engineer	Traffic Signal Engineer	Traffic Signal Engineer	Traffic Signal Engineer	Transportation Engineer Manager	Transportation Engineer Manager
Urban Forestry Program Manager	Urban Forestry Program Manager	Urban Forestry Program Manager	Urban Forestry Program Manager	Urban Forestry Program Manager	Urban Forestry Program Manager
Senior Water Resources Analyst	Senior Water Resources Analyst	Senior Water Resources Analyst	Senior Water Resources Analyst	Senior Water Resources Analyst	Senior Water Resources Analyst

* Includes 1 Civil Engineer position that is unfunded in the current budget proposal for 2021 and will remain vacant pending an identified funding source and workload justification.

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021*
Average # of days to complete sidewalk work order	3.9	3.6	6.6	5.0	5.0
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	2.3	3.0	4.1	3.0	3.0
Average # of days to complete ROW, mowing, limb work order	1.1	1.6	1.3	1.0	1.0
Average # of days to complete sink hole work order	1.0	4.8	1.4	3.0	3.0
Average # of days to complete sign replacement/upgrade work order	1.4	1.1	2.0	2.0	2.0
Average # of days to complete signal light maintenance work order	2.9	2.8	2.2	2.0	2.0
Average # of days to complete striping work order	15.2	4.5	2.2	3.0	3.0
Average # of days to complete catch basin work order	1.6	3.7	4.1	4.0	4.0
Average # of days to complete storm drain work order	2.7	5.0	7.3	5.0	5.0
Average # of days to complete facilities work order	2.1	2.3	3.4	3.0	3.0
Personnel Assigned:	30.0 FTE	29.0 FTE	29.0 FTE	31.0 FTE	31.0 FTE
PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (4)	PW Supervisor (4)
PW Crew Leader (8)	PW Crew Leader (8)	PW Crew Leader (8)	PW Crew Leader (8)	PW Crew Leader (8)	PW Crew Leader (8)
PW Tech II (7)	PW Tech II (10)	PW Tech II (10)	PW Tech II (10)	PW Tech II (10)	PW Tech II (10)
PW Tech I (11)	PW Tech I (6)	PW Tech I (6)	PW Tech I (6)	PW Tech I (6)	PW Tech I (6)
Utility Locator	Engineering Tech (2)	Engineering Tech (2)	Engineering Tech (3)	Engineering Tech (3)	Engineering Tech (3)

* Includes 2 PW Crew Leader and 1 PW Tech positions that are unfunded in the current budget proposal for 2021 and will remain vacant pending an identified funding source and workload justification.

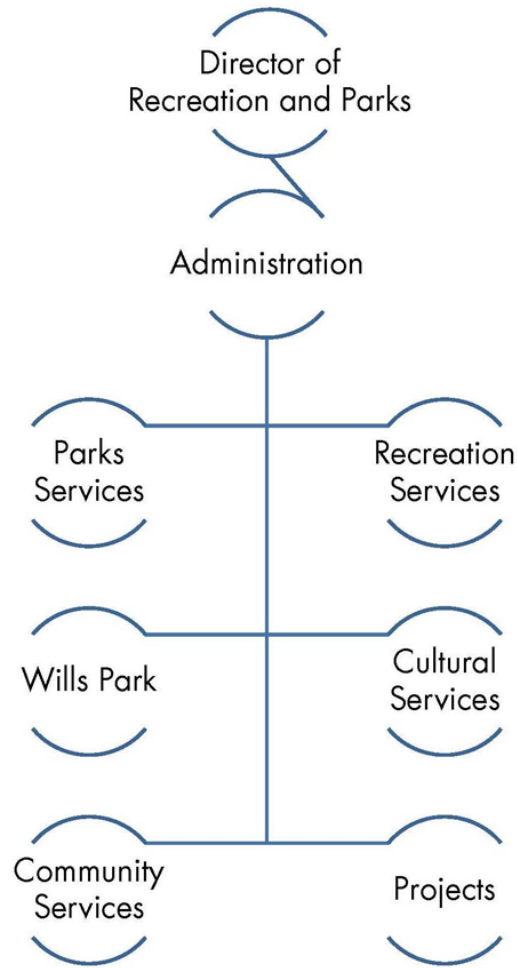
DEPARTMENTAL SUMMARIES

Recreation, Parks & Cultural Services

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DIRECTOR



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DEPARTMENTAL SUMMARIES

Recreation and Parks

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











Mission Statement

The Alpharetta Recreation and Parks 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.

Goals and Objectives



Youth Athletics

- 

✓ Implement Recreation and Parks Master Plan 2025 as funded and prioritized by City Officials;
- 

✓ Develop a short/long term facility maintenance plan for all department facilities;
- 

✓ Implement new programs where there is a need to serve residents;
- 

✓ Increase revenues through increased participation and sponsorships; and
- 

✓ Improve access and usability of all parks and facilities by improved signage, beautification and facility enhancement.

DEPARTMENTAL SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel**Recreation, Parks and Cultural Services
General Fund**

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Intergovernmental	\$ 362,607	\$ 461,661	\$ 452,098	\$ -	\$ 3,000
Charges for Services:					
Aquatics Activity Fees	107,727	158,113	216,328	225,000	160,000
Athletics Activity Fees	488,526	445,732	446,387	421,700	430,000
Arts Services	33,892	29,978	83,569	120,000	103,500
Community Center Activity Fees	583,450	584,668	599,823	610,000	455,000
Senior Center Activity Fees	81,750	66,808	98,071	128,703	90,000
Equestrian Center Activity Fees	246,730	300,412	362,103	335,000	200,000
Wills Park Rec. Ctr Activity Fees	188,150	197,252	264,324	201,000	155,000
Non-Resident Fees	269,660	273,280	247,467	510,000	215,000
Taste of Alpharetta	88,834	139,327	214,577	140,000	193,050
Other	58,005	78,798	76,024	78,750	88,000
Other Revenue	22,953	25,449	34,982	55,252	10,000
TOTAL	\$ 2,532,283	\$ 2,761,477	\$ 3,095,753	\$ 2,825,405	\$ 2,102,550
EXPENDITURES					
Personnel Services:					
Salaries	\$ 2,307,171	\$ 2,358,663	\$ 2,474,200	\$ 2,637,421	\$ 2,694,574
Seasonal	388,193	434,473	566,635	661,039	549,289
Overtime	128,330	115,253	156,640	131,500	158,900
Group Insurance	714,544	734,572	791,664	876,567	971,784
FICA	206,631	214,750	234,926	261,697	264,158
Pension (Defined Benefit)	216,217	197,564	182,937	186,096	210,321
Pension (401A Cont./Match)	167,096	168,948	219,505	237,418	250,544
Miscellaneous	84,988	83,613	141,745	133,908	136,218
<i>subtotal</i>	\$ 4,213,170	\$ 4,307,836	\$ 4,768,252	\$ 5,125,646	\$ 5,235,788
Maintenance & Operations:					
Professional Services	\$ 1,267,772	\$ 1,262,105	\$ 1,692,651	\$ 1,909,483	\$ 1,481,101
Fuel/Repair & Maint. (Vehicles)	57,965	52,374	59,212	68,600	60,600
Repair & Maintenance (Grounds)	450,005	536,794	514,541	534,334	542,500
Repair & Maintenance (Facilities)	153,355	42,833	33,498	25,401	13,500
Equipment Rental	180,140	193,853	148,993	171,337	135,243
Maintenance Contracts/IT Svcs.	841,855	877,179	967,872	1,049,762	1,095,077
General Supplies	344,833	346,740	388,613	387,316	350,085
Uniforms	15,092	24,462	25,822	25,814	25,100
Utilities	567,416	664,147	636,100	697,900	716,600
Miscellaneous	240,895	218,885	340,624	343,881	274,098
<i>subtotal</i>	\$ 4,119,328	\$ 4,219,372	\$ 4,807,927	\$ 5,213,828	\$ 4,693,904
Capital/Other	\$ 21,358	\$ 59,417	\$ 52,593	\$ 33,160	\$ 27,950
TOTAL	\$ 8,353,856	\$ 8,586,625	\$ 9,628,772	\$ 10,372,634	\$ 9,957,642
Authorized Personnel	51.0	51.0	51.0	51.0	51.0

DEPARTMENTAL SUMMARIES

Budget Narrative

The FY 2021 Budget for Recreation, Parks & Cultural Services totals \$9,957,642 and represents a decrease of -4%, or -\$414,992, compared to FY 2020.

The Personnel Services category increased 2%, or \$110,142, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020);
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020;
- Which is partially offset through reductions in seasonal salaries.

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

DEPARTMENTAL SUMMARIES

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

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Variance
Administrative Assistant I	2.0	5.0	4.0	4.0	4.0	-
Administrative Assistant II	1.0	1.0	1.0	2.0	2.0	-
Administrative Office Coordinator	-	-	-	1.0	1.0	-
Arts Coordinator	1.0	-	-	-	-	-
Community Agricultural Coordinator*	-	-	-	-	0.5	0.5
Community Services Manager	-	-	1.0	1.0	1.0	-
Cultural Services Coordinator	-	-	-	1.0	1.0	-
Cultural Arts Supervisor	-	1.0	1.0	1.0	1.0	-
Cultural Services Manager	-	-	1.0	1.0	1.0	-
Customer Service Representative	3.0	-	-	-	-	-
Deputy Director of Recreation/Parks	1.0	1.0	-	-	-	-
Director of Recreation/Parks	1.0	1.0	1.0	1.0	1.0	-
Equestrian Center Manager	1.0	1.0	-	-	-	-
Facility Technician	4.0	4.0	4.0	4.0	4.0	-
Marketing/Accreditation Coordinator	1.0	1.0	1.0	-	-	-
Marketing Coordinator	-	-	-	0.5	0.5	-
Office Manager	1.0	1.0	1.0	-	-	-
Park Services Manager	1.0	1.0	1.0	1.0	1.0	-
Parks Maintenance Crew Leader	-	-	-	1.0	1.0	-
Parks Maintenance Technician I	13.0	13.0	12.0	12.0	12.0	-
Parks Maintenance Technician II	5.0	5.0	5.0	4.0	4.0	-
Parks Supervisor II	4.0	4.0	3.0	3.0	3.0	-
Projects Manager	-	-	1.0	1.0	1.0	-
Recreation Coordinator	5.0	5.0	6.0	4.0	4.0	-
Recreation Services Manager	-	-	1.0	1.0	1.0	-
Recreation Supervisor II	4.0	4.0	3.0	4.0	4.0	-
Special Events Coordinator*	2.0	2.0	3.0	2.5	2.0	(0.5)
Special Events Manager	1.0	1.0	-	-	-	-
Wills Park Manager	-	-	1.0	1.0	1.0	-
	51.0	51.0	51.0	51.0	51.0	-

* Position reclassifications occurred during FY 2020.

The Maintenance and Operations category decreased -10%, or -\$519,924, due primarily to the following activity:

- Decrease in professional services/equipment rental/general supplies of -\$501,707 (combined) due primarily to a reduction in anticipated recreation programs (and corresponding instructor fees) across all facilities, cancellation of events (Food Trucks, Scarecrow Harvest, etc.), resizing of events (Seasons of Celebration, Brook Street Park Concert Series, etc.), reduction in cultural arts grant programs, etc.
- Increase in utilities (water) of \$20,000 to cover approved rate increases by Fulton County (5% on 1/1/2021);

The Capital/Other category includes funding for general repair/replacement capital and equipment needs at the Equestrian Center, Wills Park Recreation Center, Easter/Northern/Southern Districts, etc.

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
Recreation & Parks turnover percentage	10%	8%	16%	10%	10%
Annual Activity Enrollments as in RecWare and ActiveNet	16,517	19,126	20,242	21,000	22,000
# of Part-time hours used	40,525	43,495	56,399	50,000	52,000
Personnel Assigned:	5.0 FTE	5.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks
Deputy Director	Deputy Director	Deputy Director	Project Manager	Project Manager	Project Manager
Office Manager	Office Manager	Office Manager	Admin Office Coor	Admin Office Coor	Admin Office Coor
Customer Service Rep	Admin Assistant I	Admin Assistant I	Admin Assistant II	Admin Assistant II	Admin Assistant II
Mkt/Accreditation Coordinator	Mkt/Accreditation Coordinator	Mkt/Accreditation Coordinator			

DEPARTMENTAL SUMMARIES

- 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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
Total # of Participants per year*	37,263	29,194	32,321	37,169	40,885
(Res / Non-Res)	26,048/11,215	11970/17224	17707/14614	20363/16806	22400/18485
Total # of Building rentals	55	42	19	32	25
Total # of Day trips taken	96	97	95	95	97
Total # of Overnight trips taken using City buses	0	5	5	5	5
Personnel Assigned:	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
Recreation Coord	Recreation Coord	Recreation Coord	Recreation Coord	Recreation Coord	Recreation Coord
Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I
Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician

- 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 2017	Actual FY 2018	Actual** FY 2019	Target** FY 2020	Target FY 2021
% of Days pool facilities were open during pool season (93 days)	100%	100%	100%	100%	100%
Average daily attendance at City pool	204	290	415		
Hours of lifeguard training per person	15	24	40	40	40
# of Swim lessons held	108	152	128	135	140
# of Swim lessons participants	617	836	421	463	509
(resident / non-resident)	386/231	522/314	288/133	317/146	349/160
Swim teams participants	217	225	249	274	301
(resident / non-resident)	139/78	142/83	157/92	173/101	190/111
C.O.A.S.T. participants	35	38	39	43	44
(resident / non-resident)	18/17	28/10	20/19	23/20	24/20
# of Pool passes sold	121	320	558	614	644
(resident / non-resident)	67/54	165/155	430/128	473/141	496/148
Personnel Assigned:					
Employees are hired seasonally. Aquatics is overseen by Rec.Services Mgr & Aquatics Coordinator					

**Numbers projected to be lower due to Milton MOU expiration

DEPARTMENTAL SUMMARIES

- Health and Wellness**

Recreation, Parks & Cultural Services - Health & Wellness				
Performance Measurements	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of Participants in aerobics	264	1416**	1558	1636
(resident / non-resident)	165/99	1062/354	1073/389	1126/428
# of Participants in Yoga (Adults &	180	116	128	152
(resident / non-resident)	105/67	64/52	70/58	84/68
# of Participants in tennis	630	540	567	595
(resident / non-resident)	360/270	320/220	336/231	352/243
# of Participants in Couch to 5K	20	18	20	25
(resident / non-resident)	8/12	13/5	15/5	20/5
# Participants in Babysitter Bootcamp				
Classes and Camps	129	119	122	124
(resident / non-resident)	50/79	48/71	55/67	65/59
# of Participants in Cooking				
Classes(remove "and Camps")	N/A	28	30	33
(resident / non-resident)		19/9	21/9	24/9
# of HW Pop-Up Participants	0	872	900	925
	0			
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE
	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II

New area of programming launched July 2018.

* Numbers projected to be lower due to Milton MOU expiration.

**Participants Tracked by Visit starting Spring 2019

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of Participants - Adult Basketball					
2 Seasons-25 teams	279 w/42 teams	376/36 teams	451/48	496/53	530/55
(resident / non-resident)	122/157	136/240	166/285	183/313	200/330
# of Participants - Adult Softball					
3 Seasons-170 teams	1528 w/126 teams	1734/114 teams	1567/124	1600	1600
(resident / non-resident)	766/762	501/1233	596/971	650/950	650/950
# of Participants - Teen Basketball					
2 Season-12 teams	273 w/28 teams	230/20 teams	301/32	300/30	315/31
(resident / non-resident)	199/74	95/135	94/207	100/200	115/200
# of Participants - Youth Basketball					
75 Teams	611 w/76 teams	584	582	600	615
(resident / non-resident)	352/259	331/253	343/239	350/250	365/250
# of Participants - Youth Soccer					
70 Teams	927 w/85 teams	897	1946	1950	1975
(resident / non-resident)	707/220	583/314	1093/853	1097/853	1200/775
# of Participants - Youth Travel Soccer					
40 Teams (2 seasons)	1063 w/88 teams	1079	1062	1168	1200
(resident / non-resident)	535/528	509/570	538/524	592/576	620/580
Personnel Assigned:	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician
Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I	Admin Asst. I
Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)

DEPARTMENTAL SUMMARIES

- **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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of Participants in summer camp	1200	1181	1316	1500	1500
(resident / non-resident)	1140/60	641/540	612/704	750/750	750/750
# of Participants in dance, including camps	647	812	618	600	700
(resident / non-resident)	417/230	434/378	354/264	350/250	400/300
# of Participants in gymnastics, including camps	3747	3846	2564	2820	2961
(resident / non-resident)	2031/1716	2105/1741	1383/1181	1521/1299	1597/1364
# of Participants in Specialty Recreation	199	182	50	75	100
# of Part-time hours used	3,287	12,205			
Personnel Assigned:	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Services Manager	Recreation Services Manager	Recreation Services Manager
(Recreation Coord (2)	Recreation Coord (2)	Recreation Spv II (1)	Recreation Spv II (1)	Recreation Spv II (1)	Recreation Spv II(1)
		Recreation Coord (1)	Recreation Coord (1)	Recreation Coord (1)	Recreation Coord (1)
Customer Service Representative	Admin Assistant I	Admin Assistant I	Admin Assistant I	Admin Assistant I	Admin Assistant I
Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician

DEPARTMENTAL SUMMARIES

- 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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of Participants in youth art classes	416	303	397	328	361
(resident/Milton/non-resident)	186/148/82	157/48/98	196/111/90	216/42/70	238/46/77
# of Participants in adult art classes	293	348	477	460	506
(resident/Milton/non-resident)	164/57/72	180/99/69	257/122/98	242/68/150	266/75/165
# of Participants in summer camp	301	261	277	219	241
(resident/Milton/non-resident)	148/114/39	130/94/20	158/61/58	144/38/36	158/42/41
Personnel Assigned:	1.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE
	Arts Coordinator	Cultural Arts Manager	Cultural Arts Manager	Cultural Arts Manager	Cultural Arts Manager
		Cultural Arts Supervisor	Cultural Arts Supervisor	Cultural Arts Supervisor	Cultural Arts Supervisor
		Arts Coordinator	Arts Coordinator	Arts Coordinator	Arts Coordinator
		Admin Assistant I	Admin Assistant I	Admin Assistant I	Admin Assistant I
		Facility Tech	Facility Tech	Facility Tech	Facility Tech

- 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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
Total # of Equestrian event dates	97	107	92	98	100
Total # dog show events	24	17	17	15	15
Total # other event dates hosted at equestrian center	58	68	43	19	40
Total attendance at events	130,000	135,000	135,000	135,000	135,000
# of Arenas/rings maintained	5	5	5	5	5
# Of Part-time hours used	287	113	261	9	250
Personnel Assigned:	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
	Equestrian Mgr.	Wills Park Manager	Wills Park Manager	Wills Park Manager	Wills Park Manager
	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II	Parks Maintenance Tech II
	Parks Maintenance Tech I (2)	Parks Maintenance Tech I (2)	Parks Maintenance Tech I (2)	Parks Maintenance Tech I (2)	Parks Maintenance Tech I (2)

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	Actual FY 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
Performance Measurements					
# of Total Approved Events:					
Exclusive City Events	50	18	48	38	20
City Partnered Events	38	15	36	48	48
Outside Event Applications Processed	N/A	N/A	37	34	30
Approved / Denied	N/A	N/A	37 / 0	33 / 1	
Film Permit Requests Processed	N/A	N/A	6	7	6
Approved / Denied	N/A	N/A	5 / 1	3 / 4	
Estimated Attendance for:					
Taste of Alpharetta	30,000 (rain)	35,000	45,000	50,000	50,000
Mayor's Challenge	2,100	2,400	2,400	2,400	2,400
Old Soldier's Day Parade	7,500	6,000	4,000	4,000	0
Season of Celebration	10,000	10,000	1,500	10,000	15,000
Alpharetta Arts StreetFest	26,000	15,000	15,000	15,000	15,000
Scarecrow Harvest	6,500	7,000	5,000	5,000	5,000
Wire & Wood	1,200 (rain)	1,500	15,000	20,000	20,000
Food Trucks	27,000	10,000	20,000	6,000	6,000
Restless In Resthaven	400	300	200	0	0
Grilling & Gridiron	1,650	1,800	750	1,000	1,200
Volunteer Recruitment:					
Taste of Alpharetta (Non-City Staff)	N/A	N/A	18	20	20
Season of Celebration	N/A	N/A	84	44	45
Scarecrow Harvest	N/A	N/A	51	40	40
Wire & Wood	N/A	N/A	25	8	10
Community Agriculture	N/A	N/A	225	250	250
TOTAL	N/A	325	403	362	
Sponsorship Revenue Raised:			SPONSORSHIPS ARE BASED ON CY NOT FY		
Taste of Alpharetta	N/A	N/A	63,210	52,500	52,500
Food Truck Alley	N/A	N/A	28,550	15,000	15,000
Season of Celebration	N/A	N/A	3,000	36,150	25,000
Scarecrow Harvest	N/A	N/A	3,400	7,000	10,000
Wire & Wood	N/A	N/A	78,000	71,400	70,000
Brooke Street Park Concert Series	N/A	N/A	20,000	30,000	50,000
TOTAL (minus 20% commission)	N/A	N/A	N/A		
Personnel Assigned:					
	3.0 FTE	3.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
Special Events Manager	Special Events Manager	Special Events Manager	Community Services Manager	Community Services Manager	Community Services Manager
Special Events Coord. (1 FT; 2 PT)	Special Events Coord. (1 FT; 2 PT)	Marketing Coordinator(1PT)	Marketing Coordinator(1PT)	Marketing Coordinator(1PT)	Marketing Coordinator(1PT)
		Special Events Coordinator (2FT/1PT)	Special Events Coordinator (2FT/1PT)	Special Events Coordinator (2FT/1PT)	Special Events Coordinator (2FT/1PT)

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of Athletic fields maintained*	33	33	33	32	36
# of Park acres maintained	322	322	322	322	350
# of Greenway acres maintained	252	252	252	252	252
# of Playground inspections	96	96	96	100	108
# of Park/playground injuries	1	0	4	1	0
# of Athletic field preparations	6,375	5,832	6,864	6,864	7,488
# of Park mowings	40	40	40	40	40
# of Athletic field mowings	80	80	80	80	80
# of Buildings maintained	37	36	36	37	38
# of Restrooms maintained	54	55	54	55	57
# of Pavilions maintained	15	15	15	17	19
# of Hours utilized for trash	9,100	10,220	10,950	10,950	11,000
# of Part-time hours used	6,587	6,454	6,927	8,500	9,500
# of Vehicles maintained	15	16	17	17	18
# of Vehicle-related accidents	1	1	1	0	0
Personnel Assigned:	21.0 FTE	19.0 FTE	19.0 FTE	19.0 FTE	19.0 FTE
Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager
Park Supervisor II (4)	Park Supervisor II (3)	Park Supervisor II (3)	Park Supervisor II (3)	Park Supervisor II (3)	Park Supervisor II (3)
			Park Crew Leader (1)	Park Crew Leader (1)	Park Crew Leader (1)
Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (3)	Park Maintenance Tech II (3)	Park Maintenance Tech II (3)	Park Maintenance Tech II (3)
Park Maintenance Tech I (11)	Park Maintenance Tech I (10)	Park Maintenance Tech I (10)	Park Maintenance Tech I (11)	Park Maintenance Tech I (11)	Park Maintenance Tech I (13)
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II

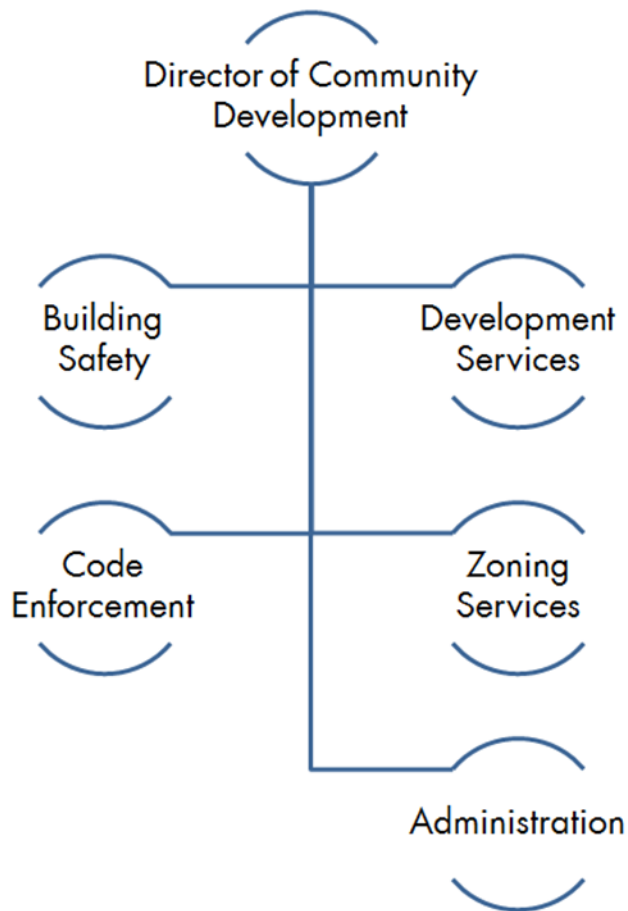
DEPARTMENTAL SUMMARIES

Community 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.

DEPARTMENTAL SUMMARIES

Community Development

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

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;



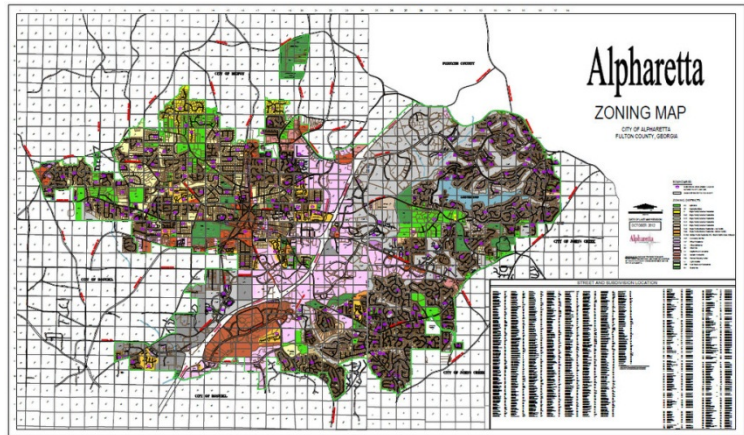
- ✓ Process all public hearings in the most efficient manner possible;



- ✓ Maintain and process business licenses for the City; and



- ✓ Collaborate with the Economic Development Division (City Administration) to fulfill the vision of the City of Alpharetta as the preeminent place to live, work, learn and play.



DEPARTMENTAL SUMMARIES

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Business Taxes:					
Occupational License Fees	\$ 1,145,673	\$ 1,132,316	\$ 1,184,418	\$ 1,179,714	\$ 932,500
Licenses & Permits:					
Development Permits/Fees	418,790	187,353	244,921	200,000	160,000
Building Permit Fees	2,750,273	2,232,284	2,887,710	1,800,000	1,550,000
Occupancy Permit Fees	273,780	182,594	249,586	225,000	160,000
Tree Removal Permit	8,442	6,421	12,626	7,500	7,500
Soil Erosion Permit	74,001	44,362	38,638	30,000	35,000
Alcoholic Beverage Permit	-	-	-	603,599	639,000
Other	35,635	27,276	31,218	34,000	27,500
Charges for Services:					
Planning and Development Fees	135,072	128,040	104,767	125,000	85,000
Plan Review Fees	928,784	719,380	1,059,850	830,000	660,000
Other	46,325	44,533	37,342	41,000	21,000
Fines & Forfeitures	525	2,300	2,406	2,000	2,500
TOTAL	\$ 5,817,299	\$ 4,706,861	\$ 5,853,483	\$ 5,077,813	\$ 4,280,000
EXPENDITURES					
Personnel Services:					
Salaries	\$ 1,512,712	\$ 1,594,195	\$ 1,703,432	\$ 1,871,700	\$ 2,003,796
Overtime	363	2,561	3,486	-	2,500
Group Insurance	400,682	455,245	554,638	668,747	731,310
FICA	110,541	116,577	124,889	142,903	148,521
Pension (Defined Benefit)	114,773	122,992	123,294	138,285	144,877
Pension (401A Contribution/Matc	120,469	116,905	150,008	161,591	194,954
Miscellaneous	46,168	44,772	84,951	92,110	102,995
<i>subtotal</i>	\$ 2,305,707	\$ 2,453,248	\$ 2,744,699	\$ 3,075,336	\$ 3,328,953
Maintenance & Operations:					
Professional Services	\$ 55,715	\$ 85,120	\$ 77,771	\$ 49,529	\$ 61,700
Board Member Fees	11,525	10,855	10,675	12,500	12,000
Fuel/Repair & Maintenance	18,363	17,746	19,277	19,800	17,000
Advertising	18,383	20,384	19,873	22,000	20,000
Employee Training	11,267	11,067	12,847	13,825	14,000
Employee Travel	13,846	16,988	14,810	16,450	14,500
Printing	2,028	4,923	4,938	5,700	5,000
Maintenance Contracts/IT Svcs.	127,983	132,394	131,424	188,899	190,249
General Supplies	29,576	35,309	31,105	33,700	29,000
Miscellaneous	36,924	5,540	13,026	14,800	8,200
<i>subtotal</i>	\$ 325,610	\$ 340,325	\$ 335,747	\$ 377,203	\$ 371,649
Capital/Other	\$ -	\$ -	\$ -	\$ 12,971	\$ -
TOTAL	\$ 2,631,318	\$ 2,793,574	\$ 3,080,445	\$ 3,465,510	\$ 3,700,602
Authorized Personnel	26.0	26.0	28.0	30.0	30.0

DEPARTMENTAL SUMMARIES

Budget Narrative

The FY 2021 Budget for Community Development totals \$3,700,602 and represents an increase of 7%, or \$235,092 compared to FY 2020.

The Personnel Services category increased 8%, or \$253,617, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020);
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020; and
- Staff turnover and changes in incumbent compensation.

Authorized personnel total 30 full-time-equivalents ("FTE") and represent the following:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Variance
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Arborist	1.0	1.0	1.0	1.0	1.0	-
Boards Assistant	1.0	-	-	-	-	-
Building Inspector	5.0	4.0	4.0	4.0	4.0	-
Building Inspector Manager	-	-	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	3.0	3.0	5.0	5.0	-
Director of Community Development	1.0	1.0	1.0	1.0	1.0	-
Development Services Engineer (Stormwater)	1.0	1.0	1.0	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	-
Office Manager	-	-	1.0	1.0	1.0	-
Planning and Zoning Coordinator	-	1.0	1.0	1.0	1.0	-
Permit Technician	1.0	1.0	2.0	2.0	2.0	-
Project Administrator	1.0	1.0	1.0	1.0	1.0	-
Senior Building Inspector	-	1.0	-	-	-	-
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	-
Specialized Assistant - Permits Plus	-	-	-	-	-	-
Zoning Administrator	1.0	1.0	1.0	1.0	1.0	-
Zoning Enforcement Officer	-	-	-	-	-	-
	26.0	26.0	28.0	30.0	30.0	-

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review,

DEPARTMENTAL SUMMARIES

and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

The Maintenance and Operations category decreased -1%, or -\$5,554, to align with forecasted revenue trends resulting from COVID-19 and associated social distancing policies.

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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of Special projects managed	15	16	16	15	15
Personnel Assigned:	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development	Director of Comm Development
Admin Asst. II	Admin Asst. II	Admin Asst. II	Office Manager	Office Manager	Office Manager
Senior Planner	Senior Planner	Senior Planner	Senior Planner	Senior Planner	Senior Planner
Project Administrator	Project Administrator	Project Administrator	Project Administrator	Project Administrator	Project Administrator

DEPARTMENTAL SUMMARIES

- 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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of New public hearings filed	128	145	112	125	120
Total # of public hearings processed	123	132	85	125	120
# of parcels annexed	0	0	0	0	0
Personnel Assigned:	3.0 FTE	3.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
	Zoning Administrator	Zoning Administrator	Zoning Administrator	Zoning Administrator	Zoning Administrator
	GIS Specialist/Planner	GIS Specialist/Planner	GIS Specialist/Planner	GIS Specialist/Planner	GIS Specialist/Planner
	Boards Assistant		Administrative Assistant II	Administrative Assistant II	Administrative Assistant II
		Planning and Zoning Coordinator	Planning and Zoning Coordinator	Planning and Zoning Coordinator	Planning and Zoning Coordinator

Community Development - Development Services					
Performance Measurements	Actual FY 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
Private development plans reviewed	162	160	144	140	140
Tree permits issued	978	878	1024	800	800
Personnel Assigned:	6.0 FTE	6.0 FTE	6.0 FTE	6.0 FTE	6.0 FTE
	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation
	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater
	Inspectors (3)	Inspectors (3)	Inspectors (3)	Inspectors (3)	Inspectors (3)
	Arborist	Arborist	Arborist	Arborist	Arborist

DEPARTMENTAL SUMMARIES

Community Development - Building Safety					
Performance Measurements	Actual FY 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of New building permits issued	5,333	5,902	5,717	4,900	4,950
# of Building inspections completed	24,814	29,786	31,500	24,000	24,200
Personnel Assigned:	9.0 FTE	9.0 FTE	10.0 FTE	10.0 FTE	10.0 FTE
	Building Official	Building Official	Building Official	Building Official	Building Official
	Permit Technician	Permit Technician	Permit Technicians (2)	Permit Technicians (2)	Permit Technicians (2)
	Building Plans Examiners (2)	Building Plans Examiners (2)	Building Plans Examiners (2)	Building Plans Examiners (2)	Building Plans Examiners (2)
		Senior Building Inspector	Senior Building Inspector	Senior Building Inspector	Senior Building Inspector
	Building Inspectors(5)	Building Inspectors (4)	Building Inspectors(4)	Building Inspectors(4)	Building Inspectors(4)

- 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 2017	Actual FY 2018	Actual FY 2019	Target FY 2020	Target FY 2021
# of Code enforcement inspections completed	539	644	677	550	500
Personnel Assigned:	4.0 FTE	4.0 FTE	4.0 FTE	6.0 FTE	6.0 FTE
	Code Enforcement Manager	Code Enforcement Manager	Code Enforcement Manager	Code Enforcement Manager	Code Enforcement Manager
	Code Enforcement Officers (3)	Code Enforcement Officers (3)	Code Enforcement Officers (3)	Code Enforcement Officers (5)	Code Enforcement Officers (5)

SPECIAL REVENUE FUND SUMMARIES

Special Revenue Fund Summaries

Overview

The *Special Revenue Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2021 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 Revenues, Expenditures, and changes in Personnel**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2017-2019 (actuals) and 2020-2021 (budget). Revenues are presented by source and expenditures are presented by use.

SPECIAL REVENUE FUND SUMMARIES

Drug Enforcement Agency Fund Summary

The DEA Fund accounts for revenues received from the enforcement of drug laws and the confiscation of property from drug offender's 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 operational budget. The Public Safety Department manages the DEA Program.

Trends

This fund accounts for revenues received from the enforcement of drug laws and the confiscation of property from drug offender 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 FY 2021 Budget for the DEA Fund totals \$315,282 and represents a decrease of -35%, or -\$166,451, compared to FY 2020. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) and maintenance & operations/capital investment budgeted in FY 2020³.

The Personnel Services category increased 7%, or \$20,232, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020); and
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020.

Included in this Fund is funding for the three police officer positions that were displaced with the creation of the Special Investigations Unit approved in FY 2014.

Authorized personnel total 3 FTEs.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Variance
Officer	3.0	3.0	3.0	3.0	3.0	-
	3.0	3.0	3.0	3.0	3.0	-

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based

³ 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. A portion of this Non-Allocated Reserve was used to fund the Public Safety Headquarters Expansion project. The carry-forward for FY 2021 will occur subsequent to adoption of the budget.

SPECIAL REVENUE FUND SUMMARIES

merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

Due to reduced Federal Seizure collections, FY 2021 appropriations within this Fund are focused solely on funding the three police officer positions. Based on current collection patterns and personnel expenditure trends, a decision will need to be made in the near future (possibly by FY 2021 Mid-Year Budget) to find alternate funding options for one or more of the officer positions (e.g. transfer into the General Fund).

SPECIAL REVENUE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Drug Enforcement Agency Fund Public Safety Department

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Intergovernmental:	\$ -	\$ 95,834	\$ -	\$ -	\$ -
Fines & Forfeitures:					
Federal Seizure	192,009	188,334	380,126	-	160,000
State Seizure	28,007	54,664	-	-	-
Investment Earnings	1,216	752	635	-	-
Other					
Sale of Capital Assets	-	14,366	-	-	-
Fund Balance	-	-	-	481,733	155,282
TOTAL	\$ 221,232	\$ 353,951	\$ 380,761	\$ 481,733	\$ 315,282
EXPENDITURES					
Personnel Services:					
Salaries	\$ 134,374	\$ 149,611	\$ 143,540	\$ 153,072	\$ 159,822
Overtime	18,451	22,578	29,847	20,000	28,386
Group Insurance	44,016	61,288	73,581	79,029	82,293
FICA	11,285	12,510	12,409	13,240	14,357
Pension (Defined Benefit)	-	6,184	-	-	-
Pension (401A Cont./Match)	19,424	15,563	23,283	21,843	22,589
Miscellaneous	4,112	3,909	7,746	7,866	7,835
<i>subtotal</i>	\$ 231,662	\$ 271,642	\$ 290,406	\$ 295,050	\$ 315,282
Maintenance & Operations:					
Professional Services	\$ 300	\$ -	\$ -	\$ 1,743	\$ -
Employee Training	-	-	24,392	23,060	-
Small Equipment	43,268	-	8,082	17,821	-
Employee Uniforms	73,730	-	-	24,234	-
Miscellaneous	79,146	58,185	-	8,800	-
<i>subtotal</i>	\$ 196,444	\$ 58,185	\$ 32,474	\$ 75,658	\$ -
Capital/Leases:					
Capital	\$ 36,092	\$ 433,548	\$ -	\$ 84,692	\$ -
PS Headquarters Expansion	-	600,000	-	-	-
Body Camera Initiative	-	69,400	15,140	-	-
Taser Lease	48,945	48,945	-	-	-
<i>subtotal</i>	\$ 85,037	\$ 1,151,893	\$ 15,140	\$ 84,692	\$ -
Non-Allocated (Reserve)					
Federal Seizure	\$ -	\$ -	\$ -	\$ 26,333	\$ -
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ 26,333	\$ -
TOTAL	\$ 513,144	\$ 1,481,721	\$ 338,020	\$ 481,733	\$ 315,282
Authorized Personnel	3.0	3.0	3.0	3.0	3.0

SPECIAL REVENUE FUND SUMMARIES

Emergency 911 Fund Summary

The E-911 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 by wired and wireless telecommunication providers (including prepaid cards) as well as Voice over Internet Protocol ("VOIP") providers, with expenditures occurring to maintain and run the system within the government. The Public Safety Department manages the E-911 Program.

Trends

The FY 2021 Budget for the E-911 Fund totals \$4,276,568 and represents a decrease of -16%, or -\$834,118, compared to FY 2020. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) budgeted in FY 2020⁴. After adjusting for the non-allocated reserve, the true operational budget request is minimal compared to FY 2020.

The Personnel Services category increased 7%, or \$178,645, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020); and
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020.

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review, and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

⁴ 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. A portion of this Non-Allocated Reserve was used to fund the city's share of the North Fulton Radio Initiative. The carry-forward for FY 2021 will occur subsequent to adoption of the budget.

SPECIAL REVENUE FUND SUMMARIES

Authorized personnel total 33.0 FTEs.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Variance
Communications Officer	17.0	17.0	17.0	20.0	20.0	-
Communications Shift Supervisor	5.0	4.0	4.0	4.0	4.0	-
Communications Quality Assurance Officer	-	-	1.0	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	5.0	5.0	4.0	4.0	4.0	-
911 Operations Manager	-	1.0	1.0	1.0	1.0	-
IT Analyst	-	-	-	1.0	1.0	-
Network Analyst II	1.0	1.0	1.0	-	-	-
	30.0	30.0	30.0	33.0	33.0	-

The Maintenance and Operations category decreased -7%, or -\$94,198, due primarily to a decrease in communications costs of -\$75,000 to better reflect recent expenditure trends. All other departmental maintenance and operations budget accounts were kept relatively flat with 2020 to align with forecasted revenue trends resulting from COVID-19 and associated social distancing policies.

SPECIAL REVENUE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Emergency 911 Fund Public Safety Department

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Charges for Services:					
E-911 Service Fees	\$ 2,534,336	\$ 2,831,466	\$ 2,696,943	\$ 2,950,000	\$ 2,865,000
E-911 Prepaid Service Fees	115,397	86,883	319,871	200,000	255,000
Intergovernmental:	936,865	941,752	1,238,943	1,025,000	1,130,000
Investment Earnings	5,508	12,542	24,444	17,120	26,568
Other					
Mobile Radio Lease Financing	-	504,024	-	-	-
Fund Balance	-	-	-	918,566	-
TOTAL	\$ 3,592,106	\$ 4,376,667	\$ 4,280,200	\$ 5,110,686	\$ 4,276,568
EXPENDITURES					
Personnel Services:					
Salaries	\$ 1,295,010	\$ 1,365,536	\$ 1,448,818	\$ 1,625,897	\$ 1,648,059
Overtime	214,979	235,161	265,227	104,994	200,000
Group Insurance	311,798	336,370	371,923	527,891	558,679
FICA	110,539	117,117	125,816	139,804	139,127
Pension (Defined Benefit)	112,335	117,865	100,062	99,468	103,689
Pension (401A Cont./Match)	96,636	104,934	138,775	149,375	166,462
Miscellaneous	39,394	43,160	79,469	82,394	92,452
<i>subtotal</i>	<i>\$ 2,180,691</i>	<i>\$ 2,320,143</i>	<i>\$ 2,530,089</i>	<i>\$ 2,729,823</i>	<i>\$ 2,908,468</i>
Maintenance & Operations:					
Communications	\$ 334,214	\$ 320,229	\$ 358,194	\$ 428,000	\$ 353,000
Maintenance Contracts	344,658	431,863	356,558	493,400	484,000
IT Professional Services	224,542	239,899	261,894	269,115	274,750
Miscellaneous	160,677	185,729	158,268	195,005	179,572
<i>subtotal</i>	<i>\$ 1,064,091</i>	<i>\$ 1,177,720</i>	<i>\$ 1,134,914</i>	<i>\$ 1,385,520</i>	<i>\$ 1,291,322</i>
Capital/Leases:					
Capital	\$ 5,156	\$ -	\$ 70,437	\$ 119,000	\$ -
PS Headquarters Expansion	20,251	273,160	438,310	-	-
E911 VOIP Upgrade	273,958	-	-	-	-
North Fulton Regional Radio Syster	343,748	-	72,660	-	-
Radio Replacements	-	504,024	360	-	-
Mobile Radio Lease	-	76,777	76,777	76,777	76,778
<i>subtotal</i>	<i>\$ 643,113</i>	<i>\$ 853,961</i>	<i>\$ 658,544</i>	<i>\$ 195,777</i>	<i>\$ 76,778</i>
Non-Allocated					
Reserve	\$ -	\$ -	\$ -	\$ 799,566	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 799,566</i>	<i>\$ -</i>
TOTAL	\$ 3,887,895	\$ 4,351,824	\$ 4,323,547	\$ 5,110,686	\$ 4,276,568
Authorized Personnel	30.0	30.0	30.0	33.0	33.0

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 2021 Budget totals \$925,000. 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.

Impact Fees (non-allocated reserve balances from prior year collections) are being reserved to provide flexibility for future prioritized capital investment.

SPECIAL REVENUE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Impact Fee Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Charges for Services:					
Impact Fees (Roads)	\$ 313,980	\$ 255,071	\$ 246,362	\$ 173,318	\$ -
Impact Fees (Parks)	988,049	1,022,419	564,632	350,000	-
Impact Fees (Public Safety)	147,448	69,100	149,437	-	-
Investment Earnings	17,834	36,045	83,063	-	-
Other					
Fund Balance	-	-	-	3,395,916	925,000
TOTAL	\$ 1,467,312	\$ 1,382,634	\$ 1,043,495	\$ 3,919,234	\$ 925,000
EXPENDITURES					
Capital/Leases:					
Roads					
Northwinds Temp. Traffic Signal	\$ 42,564	\$ -	\$ -	\$ -	\$ -
Rucker Rd Corridor Imp.	-	-	23,700	1,126,300	-
Wills Rd Widening	-	-	14,460	-	-
Teasley St Imp.	-	-	-	56,925	-
Park Plaza Signal	-	-	-	45,935	-
Hopewell/Vaughan Roundabout	-	-	-	28,206	-
Parks					
Alpharetta Arts Center	172,957	1,113,438	13,606	-	-
Wills Park Pool Expansion	-	1,100,000	-	-	-
City Center Sidewalks	-	-	300,000	-	-
Greenway Ext. to Forsyth	-	-	-	1,051,402	-
Park Development	-	-	-	433,693	-
Public Safety					
Headquarters Expansion	83,598	520,464	40,000	-	-
HAZMAT Truck & Trailer	-	-	-	155,750	-
<i>subtotal</i>	\$ 299,120	\$ 2,733,902	\$ 391,766	\$ 2,898,211	\$ -
Non-Allocated					
Roads	\$ -	\$ -	\$ -	\$ 991,624	\$ 925,000
Parks	-	-	-	-	-
Public Safety	-	-	-	29,399	-
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ 1,021,023	\$ 925,000
TOTAL	\$ 299,120	\$ 2,733,902	\$ 391,766	\$ 3,919,234	\$ 925,000
Authorized Personnel	-	-	-	-	-

SPECIAL REVENUE FUND SUMMARIES

Hotel/Motel Fund Summary

The Hotel/Motel 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. The city levies a hotel/motel occupancy tax of 8% on total rental charges. The resulting revenue is distributed as follows: City of Alpharetta (37.5%); Alpharetta Convention & Visitor's Bureau (43.75%); and Facilities (Conference Center/Tourism Product Development; 18.75%).

Trends

The FY 2021 Budget totals \$6,802,338. 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. The city levies a hotel/motel occupancy tax of 8% on total rental charges. The resulting revenue is distributed as follows: City of Alpharetta (37.5% or \$2.5 million); Alpharetta Convention & Visitor's Bureau (43.75% or \$3 million); and Tourism Product Development (18.75%). The Tourism Product Development portion of the revenue is dedicated to funding debt service on the Conference Center bonds (\$1.3 million).

The COVID-19 pandemic and associated social distancing policies have severely impacted the hospitality market segment and this revenue source is anticipated to decline significantly (-23% budgetary decline) as business and personal travel have been curtailed completely during the pandemic and will likely be soft over the 12-24 months as the economy recovers.

The revenue forecast for FY 2021 is fluid and will change depending on the duration of the COVID-19 pandemic and its impact to the economy. The Hotel/Motel Fund has a debt service reserve (\$1.4 million forecasted for FY 2020) to protect operations from economic fluctuations and to ensure debt service can be made without impacting General Fund operations.

SPECIAL REVENUE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Hotel/Motel Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Other Taxes					
Hotel/Motel Taxes	\$ 7,097,864	\$ 7,665,868	\$ 9,049,266	\$ 8,800,000	\$ 6,750,000
Interest/Penalties	1	-	2,066	-	-
Intergovernmental:	-	-	-	-	-
Investment Earnings	-	-	-	-	52,338
Other					
Transfer-In from Conf. Ctr. Fund	-	-	380,308	-	-
Fund Balance	-	-	-	2,697,155	-
TOTAL	\$ 7,097,865	\$ 7,665,868	\$ 9,431,640	\$ 11,497,155	\$ 6,802,338
EXPENDITURES					
ACVB/City					
Alpharetta Convention & Visitors Bureau	\$ 3,105,316	\$ 3,353,817	\$ 3,959,958	\$ 3,850,000	\$ 2,953,125
City of Alpharetta (transfer-out)	2,661,700	2,874,701	3,394,250	3,300,000	2,531,250
<i>subtotal</i>	<i>\$ 5,767,016</i>	<i>\$ 6,228,518</i>	<i>\$ 7,354,207</i>	<i>\$ 7,150,000</i>	<i>\$ 5,484,375</i>
Facility					
Professional Services (Bond Admin \$ 525	\$ 525	\$ 6,525	\$ 6,440	\$ 3,000	\$ 6,000
Series 2016 Bonds (debt service) 775,629	775,629	779,963	979,963	975,963	1,311,963
Debt Service Reserve	-	-	-	1,418,875	-
Downtown Land Purchase	-	-	-	795,398	-
Alpharetta Arts Center	-	385,609	164,391	-	-
Wayfinding Signage	-	-	-	53,919	-
Equestrian Center Improvements	-	-	-	250,000	-
Wills Park Master Plan Imp.	-	-	-	850,000	-
<i>subtotal</i>	<i>\$ 776,154</i>	<i>\$ 1,172,096</i>	<i>\$ 1,150,794</i>	<i>\$ 4,347,155</i>	<i>\$ 1,317,963</i>
TOTAL	\$ 6,543,170	\$ 7,400,614	\$ 8,505,001	\$ 11,497,155	\$ 6,802,338
Authorized Personnel					
	-	-	-	-	-

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.

Trends

The FY 2021 Budget for the Debt Service Fund totals \$4,953,000 and funds the outstanding General Obligation Bonds (Series 2014, 2016, and 2020) set forth on the *Statement of Revenues, Expenditures, and changes in Fund Balance*.

The city refunded the Series 2012 General Obligation Bonds during fiscal year 2020 which resulted in a savings of over \$300,000 annually. The fiscal year 2021 budget reflects the debt service savings.

The primary funding source for general obligation debt is property taxes. The portion of the millage rate funding debt service is estimated to decrease from 0.93 mills in FY 2020 to 0.815 mills in FY 2021. Estimated growth in the property tax digest, coupled with the refunding of the Series 2012 General Obligation Bonds (see above) to reflect lower market interest costs, allows for a reduction in the millage rate dedicated for debt service. The FY 2021 Budget proposes to program the debt service millage reduction into the General Fund. Homestead exemptions, with a few exceptions, are not applicable to the debt millage levy. As such, the revenue generation for a given millage levy will be different depending on the source (e.g. debt levy vs operating levy). Specifically, the shift of 0.115 mills will result in a loss of \$700,000 for the Debt Service Fund and a gain of \$600,000 for the General Fund.

DEBT SERVICE FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Personnel

Debt Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Property Taxes					
Current Year	\$ 5,367,318	\$ 5,099,934	\$ 5,514,354	\$ 5,050,000	\$ 4,953,000
Delinquent	128,331	94,326	34,313	20,000	-
Penalties/Interest	10,354	4,994	6,286	-	-
Motor Vehicle	59,542	39,890	28,952	15,000	-
Investment Earnings	10,979	20,456	79,535	12,000	-
Other					
Miscellaneous	1	-	452	-	-
Fund Balance	-	-	-	1,223,954	-
TOTAL	\$ 5,576,525	\$ 5,259,600	\$ 5,663,892	\$ 6,320,954	\$ 4,953,000
EXPENDITURES					
Maintenance & Operations:					
Professional Services	\$ 2,350	\$ 3,300	\$ 3,927	\$ 5,000	\$ 15,860
<i>subtotal</i>	<i>\$ 2,350</i>	<i>\$ 3,300</i>	<i>\$ 3,927</i>	<i>\$ 5,000</i>	<i>\$ 15,860</i>
Debt Service					
General Obligation Bonds					
Series 2012	\$ 1,500,100	\$ 1,483,900	\$ 1,478,498	\$ 1,485,350	\$ -
Series 2014 (refunding)	1,936,513	1,935,477	1,933,622	1,930,948	1,927,455
Series 2016	1,576,014	1,930,788	1,930,788	1,929,788	1,927,188
Series 2020 (refunding)	-	-	-	-	1,082,497
Development Authority					
Series 2009 (refunding)	125,194	124,493	125,153	-	-
<i>subtotal</i>	<i>\$ 5,137,821</i>	<i>\$ 5,474,657</i>	<i>\$ 5,468,060</i>	<i>\$ 5,346,086</i>	<i>\$ 4,937,140</i>
Non-Allocated					
Reserve	\$ -	\$ -	\$ -	\$ 969,868	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 969,868</i>	<i>\$ -</i>
TOTAL	\$ 5,140,171	\$ 5,477,957	\$ 5,471,987	\$ 6,320,954	\$ 4,953,000
Authorized Personnel	-	-	-	-	-

ENTERPRISE FUND SUMMARY

Enterprise Fund Summary

Overview

The *Enterprise Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2021 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 Revenues, Expenditures, and changes in Personnel**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2017-2019 (actuals) and 2020-2021 (budget). Revenues are presented by source and expenditures are presented by use.

ENTERPRISE FUND SUMMARY

Solid Waste Fund Summary

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 2021 Budget for the Solid Waste Fund totals \$4,494,338 and represents an increase of 2%, or \$66,983, compared to FY 2020. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) budgeted in FY 2020⁵. After adjusting for the non-allocated reserve, the operational budget is close to 7% representing a revised estimate of Downtown sanitation fees (\$66,000 increase for expanded service capabilities) and contractual rate/fee growth of the waste hauler coupled with customer base growth.

The Personnel Services category decreased -5%, or -\$3,998, due to multiple factors including:

- Implementation of a one-time compensation payout on July 1, 2020 aimed at compensating employees for the April 2020 performance-based merit program deferment (compensates for lost wage growth between April 1, 2020 and June 30, 2020); and
- Reinstitution of the annual performance-based merit program (3% on average) effective July 1, 2020.

Authorized personnel total 1.0 FTE and represent the following:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Variance
Customer Account Representative	1.0	1.0	1.0	1.0	1.0	-
	1.0	1.0	1.0	1.0	1.0	-

Please Note: Reserve funding totaling \$264,000 has been allocated to the Operating Initiative Reserve account to cover the estimated financial impact associated with the Evergreen Class and Compensation Study findings after adjustment for the July 1, 2020 performance-based merit program (please refer to the *Operating Initiatives Request* section of this document for detail of the requests). This funding will be allocated to Departments upon receipt, review,

⁵ 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 2021 will occur subsequent to adoption of the budget.

ENTERPRISE FUND SUMMARY

and approval by the Mayor and City Council of the final Evergreen Class and Compensation study.

The Maintenance and Operations category increased 8%, or \$317,574, due primarily to a revised estimate of Downtown sanitation fees (\$66,000 increase for expanded service capabilities) and contractual rate/fee growth of the waste hauler contract coupled with customer base growth.

Statement of Revenues, Expenditures, and changes in Personnel

Solid Waste Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Licenses and Permits					
Penalties and Interest	\$ 71	\$ 50	\$ -	\$ -	\$ -
Charges for Services:					
Collection Fees	3,218,198	3,777,854	4,122,679	4,014,000	4,415,000
Commercial Hauler Fees	27,950	27,189	32,465	25,000	25,000
Penalties and Interest	28,522	45,199	31,757	40,000	30,000
Other	394	1,571	1,213	1,762	1,575
Investment Earnings	8,994	19,817	59,238	20,000	22,763
Other					
Miscellaneous	-	(56)	4	-	-
Fund Balance	-	-	-	326,593	-
TOTAL	\$ 3,284,129	\$ 3,871,624	\$ 4,247,356	\$ 4,427,355	\$ 4,494,338
EXPENDITURES					
Personnel Services:					
Salaries	\$ 37,248	\$ 38,117	\$ 32,152	\$ 40,773	\$ 42,217
Overtime	-	-	2,472	-	2,638
Group Insurance	25,259	26,139	21,680	29,433	20,418
FICA	2,657	2,624	2,352	3,093	3,407
Pension (401A Cont./Match)	3,728	3,377	3,369	4,452	4,996
Miscellaneous	1,109	1,085	1,954	2,093	2,170
<i>subtotal</i>	\$ 70,001	\$ 71,341	\$ 63,979	\$ 79,844	\$ 75,846
Maintenance & Operations:					
Professional Services (Haulers)	\$ 3,164,395	\$ 3,659,933	\$ 4,102,010	\$ 4,044,400	\$ 4,353,500
Miscellaneous	40,510	87,370	60,966	56,518	64,992
<i>subtotal</i>	\$ 3,204,906	\$ 3,747,302	\$ 4,162,976	\$ 4,100,918	\$ 4,418,492
Non-Allocated					
Reserve	\$ -	\$ -	\$ -	\$ 246,593	\$ -
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ 246,593	\$ -
TOTAL	\$ 3,274,907	\$ 3,818,643	\$ 4,226,955	\$ 4,427,355	\$ 4,494,338
Authorized Personnel	1.0	1.0	1.0	1.0	1.0

INTERNAL SERVICE FUND SUMMARIES

Internal Service Fund Summaries

Overview

The *Internal Service Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2021 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 Revenues, Expenditures, and changes in Personnel**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2017-2019 (actuals) and 2020-2021 (budget). Revenues are presented by source and expenditures are presented by use.

INTERNAL SERVICE FUND SUMMARIES

Risk Management Fund Summary

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 2021 Budget for the Risk Management Fund totals \$1,526,250 and represents a decrease of -33%, or -\$752,051, compared to FY 2020. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) budgeted in FY 2020⁶. After adjusting for the non-allocated reserve, the true operational budget growth is flat with 2020.

⁶ 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 2021 will occur subsequent to adoption of the budget.

INTERNAL SERVICE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Risk Management Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Charges for Services:					
Risk Management Allocations	\$ 1,310,000	\$ 1,335,000	\$ 1,446,500	\$ 1,499,800	\$ 1,513,611
Investment Earnings	4,754	9,247	28,736	7,500	12,639
Other					
Insurance Proceeds	98,274	56,175	14,573	-	-
Fund Balance	-	-	-	771,001	-
TOTAL	\$ 1,413,028	\$ 1,400,421	\$ 1,489,809	\$ 2,278,301	\$ 1,526,250
EXPENDITURES					
Maintenance & Operations:					
Professional Services	\$ 121,077	\$ 131,408	\$ 108,241	\$ 135,300	\$ 125,000
Insurance Premiums					
Vehicle	143,111	159,588	163,093	170,000	170,000
Property/Equipment	83,823	92,197	87,694	95,000	108,000
Fine Art	-	-	2,500	3,500	4,000
General Liability	56,244	56,626	57,952	60,000	60,000
Law Enforcement Liability	94,931	85,194	86,283	92,500	90,500
Public Entity Liability	57,900	58,077	62,733	65,000	77,500
Workers Comp Excess	100,239	103,609	105,984	107,000	106,500
Criminal Liability	4,275	3,386	3,386	4,000	4,000
Cyber Liability	6,806	6,394	6,805	7,000	31,750
Umbrella Liability	56,725	52,782	53,745	56,000	58,000
Medical Services (PS Custody)	12,408	40,155	2,475	15,000	10,000
Claims/Judgments	985,195	668,204	200,354	717,940	681,000
<i>subtotal</i>	\$ 1,722,734	\$ 1,457,620	\$ 941,244	\$ 1,528,240	\$ 1,526,250
Non-Allocated					
Reserve	\$ -	\$ -	\$ -	\$ 750,061	\$ -
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ 750,061	\$ -
TOTAL	\$ 1,722,734	\$ 1,457,620	\$ 941,244	\$ 2,278,301	\$ 1,526,250
Authorized Personnel	-	-	-	-	-

INTERNAL SERVICE FUND SUMMARIES

Medical Insurance Fund Summary

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 2021 Budget totals \$8.5 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 Revenues, Expenditures, and changes in Personnel

Medical Insurance Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Charges for Services:					
Medical Insurance Premiums					
Employer Contribution	\$ 6,007,327	\$ 6,249,906	\$ 6,365,425	\$ 6,972,100	\$ 7,700,000
Employee Contribution	734,753	749,815	760,710	714,809	785,000
Investment Earnings	126	119	151	-	-
Other					
Fund Balance	-	-	-	(416,019)	-
TOTAL	\$ 6,742,205	\$ 6,999,839	\$ 7,126,286	\$ 7,270,890	\$ 8,485,000
EXPENDITURES					
Maintenance & Operations:					
Medical Premiums	\$ 1,347,126	\$ 1,506,906	\$ 1,631,686	\$ 1,750,000	\$ 1,800,000
Medical Claims	4,354,837	5,257,053	5,458,174	5,891,909	6,685,000
<i>subtotal</i>	<i>\$ 5,701,963</i>	<i>\$ 6,763,958</i>	<i>\$ 7,089,860</i>	<i>\$ 7,641,909</i>	<i>\$ 8,485,000</i>
Other					
Transfer to OPEB Fund	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 1,500,000</i>	<i>\$ -</i>	<i>\$ -</i>
Non-Allocated					
Reserve	\$ -	\$ -	\$ -	\$ (371,019)	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ (371,019)</i>	<i>\$ -</i>
TOTAL	\$ 5,701,963	\$ 6,763,958	\$ 8,589,860	\$ 7,270,890	\$ 8,485,000
Authorized Personnel	-	-	-	-	-

FIDUCIARY FUND SUMMARIES

Fiduciary Fund Summaries

Overview

The *Fiduciary Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2021 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 Revenues, Expenditures, and changes in Personnel**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2017-2019 (actuals) and 2020-2021 (budget). Revenues are presented by source and expenditures are presented by use.

FIDUCIARY FUND SUMMARIES

Other Post Employment Benefit (OPEB) Trust Fund Summary

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 2021 totals \$86,589.

Statement of Revenues, Expenditures, and changes in Personnel

OPEB Health Benefit Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Investment Earnings	\$ 6,460	\$ 16,391	\$ 39,750	\$ 10,000	\$ 10,000
Other					
OPEB Health Benefit Funding					
Employer Contribution	85,000	85,200	85,000	30,000	76,589
Employee Contribution	29,283	-	-	20,000	-
Fund Balance	-	-	-	203,824	-
TOTAL	\$ 120,743	\$ 101,591	\$ 124,750	\$ 263,824	\$ 86,589
EXPENDITURES					
Maintenance & Operations:					
OPEB Health Benefit	\$ 47,494	\$ 7,686	\$ 9,094	\$ 60,000	\$ 76,589
Miscellaneous	-	-	5,737	-	10,000
<i>subtotal</i>	<i>\$ 47,494</i>	<i>\$ 7,686</i>	<i>\$ 14,831</i>	<i>\$ 60,000</i>	<i>\$ 86,589</i>
Non-Allocated					
Reserve	\$ -	\$ -	\$ -	\$ 203,824	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 203,824</i>	<i>\$ -</i>
TOTAL	\$ 47,494	\$ 7,686	\$ 14,831	\$ 263,824	\$ 86,589
Authorized Personnel	-	-	-	-	-

FIDUCIARY FUND SUMMARIES

Other Post Employment Benefit (OPEB) Reimbursement Fund Summary

Starting with Fiscal Year 2019, the city implemented a new post-employment healthcare benefit to assist our employees in funding one of their primary cost drivers during retirement, healthcare.

Costs for this benefit approximate 2% of payroll (\$574,502 citywide for FY 2021). This benefit will require a minimum 15-year vesting (maximum benefit achieved at 25-years⁷) which will further assist in not only recruitment, but also retention of our most valuable assets, our employee.

Statement of Revenues, Expenditures, and changes in Personnel

OPEB Health Reimbursement Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Amended Budget	FY 2021 Recommended Budget
REVENUES					
Investment Earnings	\$ -	\$ -	\$ 48,386	\$ 6,000	\$ 19,000
Other					
OPEB Health Reimbursement Funding					
Employer Contribution	-	-	550,000	575,000	574,502
Transfer-In					
Medical Insurance Fund	-	-	1,500,000	-	-
Fund Balance	-	-	-	2,089,848	-
TOTAL	\$ -	\$ -	\$ 2,098,386	\$ 2,670,848	\$ 593,502
EXPENDITURES					
Maintenance & Operations:					
OPEB Reimbursement Benefit	\$ -	\$ -	\$ -	\$ 566,000	\$ 574,502
Miscellaneous	-	-	8,538	15,000	19,000
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 8,538</i>	<i>\$ 581,000</i>	<i>\$ 593,502</i>
Non-Allocated					
Reserve	\$ -	\$ -	\$ -	\$ 2,089,848	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 2,089,848</i>	<i>\$ -</i>
TOTAL	\$ -	\$ -	\$ 8,538	\$ 2,670,848	\$ 593,502
Authorized Personnel	-	-	-	-	-

⁷ Credited years-of-service for current employees will count towards vesting (subject to a maximum of 15-years).

APPENDIX

Appendix

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 28 hotels (with more under construction) 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 28 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 2021 Adopted Budget**

Occupancy Tax Revenues	\$ 2,953,125
Interest Income	1,600
Accumulated Surplus	717,184
TOTAL REVENUE	\$ 3,671,909
Salary & Benefits	\$ 1,111,836
Accounting & Legal Fees	18,000
Advertising	
<i>Georgia/Metro Atlanta Ads</i>	232,430
<i>National/Regional Ads</i>	447,385
Business License	400
Computer Equipment	4,200
Business Development	
Ameris Bank Amphitheatre	128,000
Conference Center	500,000
Meeting Planners FAMs	10,000
Computer Software/Maintenance	78,700
Research	27,080
Contingency Fund	163,387
Insurance	4,600
Meeting Expenses	46,800
Membership Dues	35,816
Subscriptions	750
Office Equipment/Leases	9,640
Office Rent (utilities, cleaning, security)	96,425
Office Supplies/Furniture	23,810
Postage/Shipping	45,200
Premiums/Gifts	30,000
Printing/Production	126,250
Taxes/Leased Equipment	1,200
Public Relations	86,000
Sponsorships/Bid Fees	300,450
Telephone/ISP	30,000
Tradeshows/Conference/Professional Development	110,550
Staff Development	3,000
TOTAL EXPENSES	\$ 3,671,909

