

# Operating and Capital Budget For Fiscal Year 2022

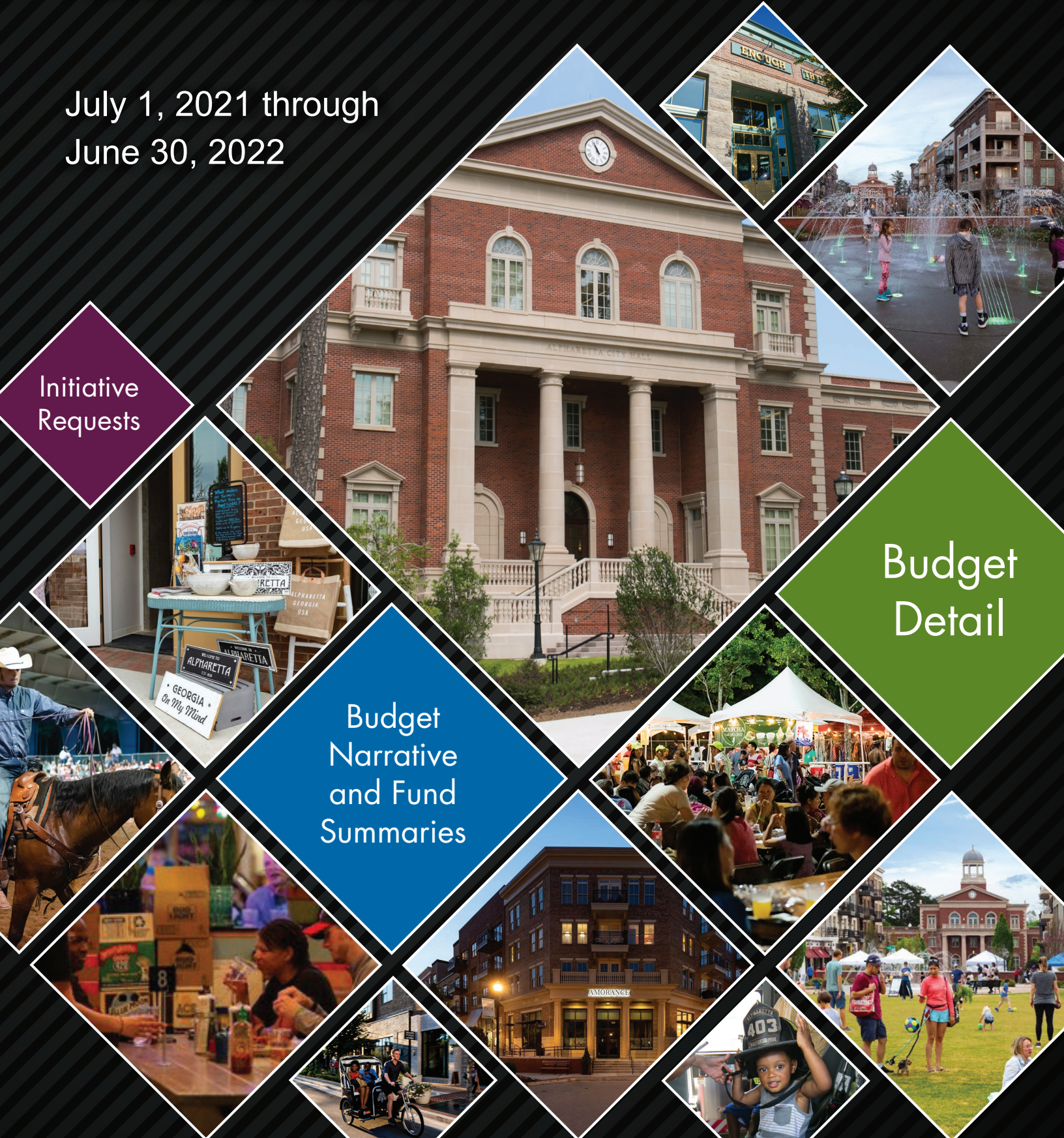
July 1, 2021 through  
June 30, 2022

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 2022

(July 1, 2021 through June 30, 2022)

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## MAYOR AND CITY COUNCIL

### Mayor and City Council

DONALD MITCHELL  
CITY COUNCIL (POST 1)



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BEN BURNETT  
CITY COUNCIL (POST 2)



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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)



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## EXECUTIVE MANAGEMENT TEAM

### Executive Management Team



BOB REGUS  
CITY ADMINISTRATOR



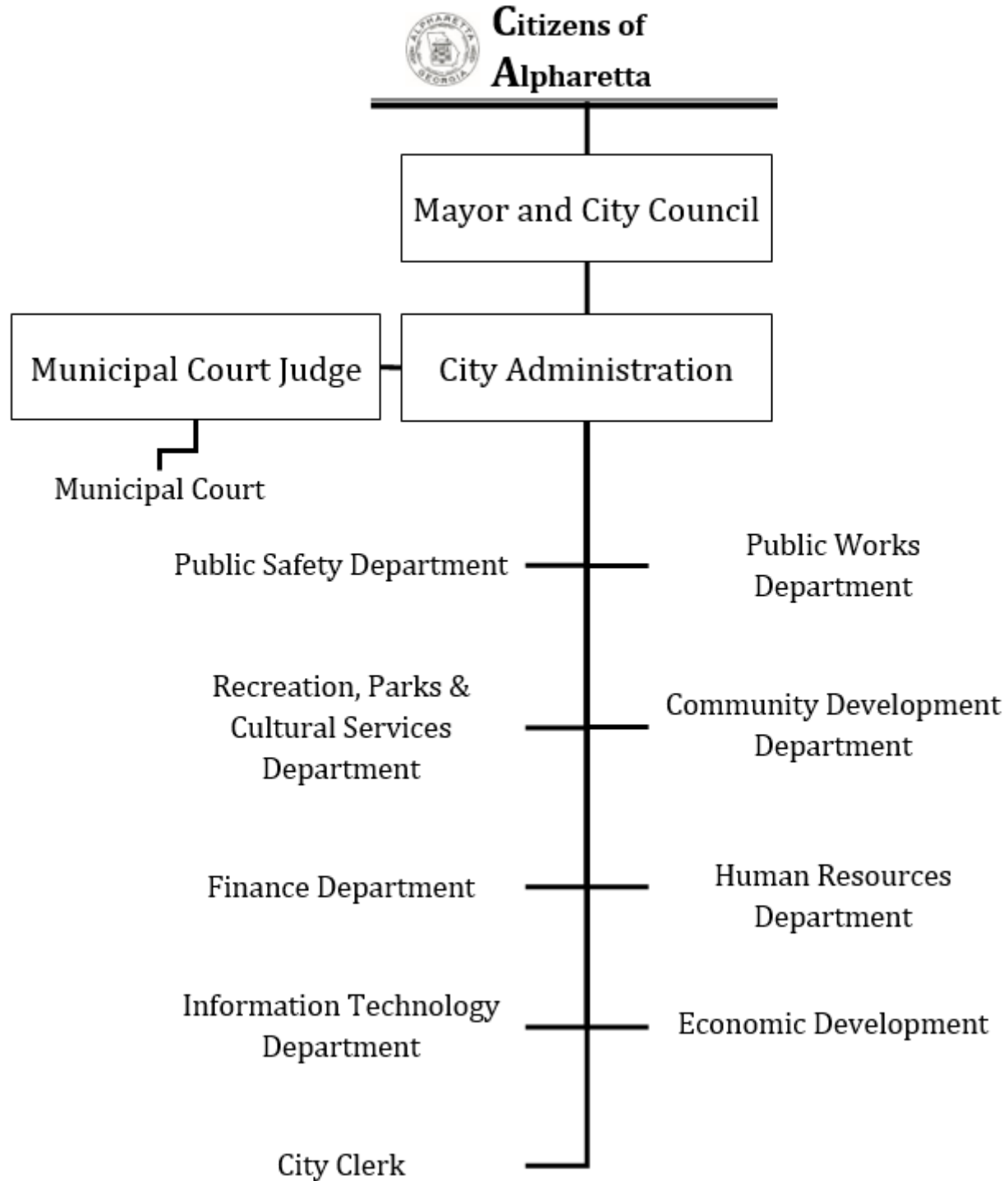
BRegus@alpharetta.ga.us

#### EXECUTIVE STAFF

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

# ORGANIZATIONAL STRUCTURE

## Organizational Structure







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ALPHARETTA, GA 30009  
PHONE: 678.297.6000  
WWW.ALPHARETTA.GA.US

June 21, 2021

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 2022 (the "Budget") of the City of Alpharetta, Georgia. Our recommendations are based on direction provided at our City Council Retreats 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. Current challenges include economic losses within the hospitality, restaurant, and arts/entertainment/recreation market segments, reduced consumer spending, etc. That said, economic trends are improving and, while not close to pre-pandemic levels, are trending towards growth. The one exception is forecasted to be the commercial segment of our property tax digest valuations which, with the 2021 taxroll year (FY 2022), will include revaluations associated with the reduced business income generation resulting from the COVID-19 pandemic.

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 in excess of \$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 2021).
- Alignment of departmental operating budgets to the city's short-term revenue outlook.

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

- Capital investment focused on maintaining and improving city infrastructure and assets (\$47 million when including potential grant sources) while reserving sufficient funds to provide flexibility for future prioritized capital investment (\$1.4 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 2021 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 2022 Budget resulting from COVID-19.

The Fiscal Year 2022 Budget process began with an update of the city's financial condition, which was presented to the Mayor and City Council during the September 2020 and January 2021 City Council retreats. 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.

City departments responded to the direction provided by the Finance Department and submitted their 2022 budget requests to be in-line with current revenue estimates.

The FY 2022 Budget is balanced for all funds and totals \$149 million with the breakdown by fund type as follows:

FUNDS BY TYPE	\$	
General Fund	\$ 74,499,064	
Special Revenue Funds	11,986,295	(1)
Debt Service Fund	4,958,881	
Capital Project Funds	41,231,310	(1)
Solid Waste Fund	5,595,116	
Risk Management Fund	1,610,172	
Medical Insurance Fund	8,740,000	
OPEB Funds	632,427	
Total	\$149,253,265	

*(1) Amounts contained herein represent new appropriations for FY 2022. Unexpended FY 2021 appropriations for City Council approved projects are re-appropriated annually pursuant to city policy.*

## INTRODUCTION AND OVERVIEW

Several of the major points of the FY 2022 Budget are as follows:

- Management of personnel and compensation program to align with current market environment:
  - Staffing level at 457.5 full-time equivalents “FTE” with the funding breakdown as follows:
    - 447 full-time equivalents (funded) – includes 6 positions funded as part of the 2022 operating initiatives (Quint apparatus staffing);
    - 10.5 full-time equivalents (unfunded; budgetary savings of \$900,000); positions to remain vacant pending an identified funding source and workload justification.
  - Continuation of the annual performance-based merit program (3% on average) effective July 1, 2021 in an estimated cost of \$1 million.
- Reduction (-1% or -\$210,652) in departmental maintenance and operations budgets (General Fund) including controls on non-essential spending.
  - Net reduction is approximately -5% after adjusting for operating initiatives for 2022 <sup>1</sup>, new initiatives (e.g. elections, municipal court office space lease, Innovation Academy field maintenance IGA, etc.), and growth drivers including risk insurance premiums (8% growth or +\$59,500 based on premium trends), maintenance of new parks (+\$42,000 for AlphaLoop, Thompson Street Park, Maddox Park, and Encore Park), and expanded Public Safety Taser program (42% growth or +\$30,000).
- 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. The FY 2022 budget experienced growth due primarily to approval of the Quint lease as part of the 2021 Mid-Year budget (replaced 1 Pumper with a dual-purpose Quint including ladder and water pumping capabilities).
- Funding from the General Fund which is available for immediate capital investment in 2022 includes the following:
  - \$5,836,799 Fund Balance for one-time capital;
  - \$1,650,000 Recurring Capital Contribution from the General Fund
  - \$7,486,799

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.

<sup>1</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.



## INTRODUCTION AND OVERVIEW

### Budget and Millage Rate Hearings

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

DATE	ACTION
April 26, 2021	Distribute 2022 Mayor's Recommended Budget
May 3, 2021	Council Meeting
May 17, 2021	Council Meeting
May 24, 2021	Council Meeting
June 7, 2021	Public Hearing and Council Meeting (Budget)
	<i>1<sup>st</sup> reading of Budget Ordinance</i>
	<i>1<sup>st</sup> reading of Millage Rate Ordinance</i>
June 21, 2021	Public Hearing and Council Meeting (Budget)
	<i>2<sup>nd</sup> reading of Budget Ordinance</i>
	<i>2<sup>nd</sup> reading of Millage Rate Ordinance</i>

### Budget Issues and Priorities

The FY 2022 Budget formalizes numerous key financial factors which have been themes for several years within the government.

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

#### **Bond Ratings**

The city's AAA bond rating was reaffirmed by Moody's and Standard & Poor's ("S&P") during 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,

## INTRODUCTION AND OVERVIEW

and debt management. Other positive factors include a relatively strong economic base and debt/pension burdens. The FY 2022 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 2022 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 proposed to remain flat with FY 2021 at 0.815 mills.

The portion of the millage rate funding operations and recurring capital investment

(General Fund) is proposed to remain flat with FY 2021 at 4.935 mills.

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2022	4.935	0.815	5.750	0.0%
2021	4.935	0.815	5.750	0.0%
2020	4.820	0.930	5.750	0.0%
2019	4.770	0.980	5.750	0.0%
2018	4.720	1.030	5.750	0.0%
2017	4.620	1.130	5.750	0.0%
2016	5.000	0.750	5.750	0.0%
2015	4.950	0.800	5.750	0.0%
2014	4.870	0.880	5.750	0.0%
2013	4.820	0.930	5.750	0.0%

### **Taxpayer Savings**

The FY 2022 millage rate, coupled with the city's substantial Homestead Exemptions, goes great lengths in keeping Alpharetta an affordable place to live and strategically positions us relative to neighboring areas.

The city's multiple homestead exemptions are estimated to save our homeowners over \$5 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;
- Senior Basic Homestead exemption of \$25,000 off the assessed value of homesteaded properties for residents age 65 and older;
- 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

## INTRODUCTION AND OVERVIEW

facilities, parks and recreation facilities, and transportation improvements that continue to define Alpharetta as a desirable community to work and live.

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 2022 are budgeted at \$6.6 million with the following forecast: 2023 - 2041<sup>2</sup>: \$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 \$904,083 and is allocated as follows:

	General Fund	911 Fund	Total
<b>Funds Available for Operating Initiatives:</b>	<b>\$ 654,083</b>	<b>\$ 250,000</b>	<b>\$ 904,083</b>
<b>Recommended Initiatives:</b>			
City Admin National Recruitment Services	\$ 25,000	\$ -	\$ 25,000
HRIS Software Enhancement (Emp. Performance)	24,000	-	24,000
Quint Apparatus Staffing (Fire; 6 FTE)	605,083	-	605,083
Portable Radio Replacements (Qty: 200) - Capital Lease	-	250,000	250,000
	<b>\$ 654,083</b>	<b>\$ 250,000</b>	<b>\$ 904,083</b>

Operating Initiative funding for FY 2022 has been programmed into the General Fund and 911 Fund budgets. Operating Initiatives not recommended for funding total \$317,015. 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, 2020, the city's fund balance totaled \$26.6 million. Of this amount, approximately \$5.3 million was appropriated in the FY 2021 Budget for capital/one-time initiatives/reserve and \$15.5 million has been designated as an emergency account based on a conservative policy of 23% 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 for FY 2022 totals \$5.8 million.

<sup>2</sup> 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 in FY 2021. The city is slowly growing the recurring capital funding in accordance with revenue growth and operational needs. The FY 2022 Budget proposes a recurring capital funding level of \$1.7 million.

Funding from the General Fund available for immediate capital investment in 2022 includes the following:

- |                      |  |
|----------------------|--|
| ▪ \$5,836,799        | Fund Balance for one-time capital;                   |
| ▪ <u>\$1,650,000</u> | Recurring Capital Contribution from the General Fund |
| \$7,486,799          |  |

## INTRODUCTION AND OVERVIEW

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

The FY 2022 Capital Plan includes funding of \$48 million for capital initiatives (including potential grant funding). Recommended capital investment totals \$47 million and is focused on maintaining and improving city infrastructure and assets. An additional \$1.4 million is being reserved to provide flexibility for future prioritized capital investment.

	Capital Project Fund	Stormwater Capital Fund	T-SPLOST Fund	American Rescue Act Fund	Impact Fee Fund	E911 Fund	Subtotal	Other Sources	Total
<b>Sources:</b>									
Available Fund Balance	\$ 2,000,000	\$ -	\$ 17,160,000	\$ -	\$ 1,443,100	\$ 50,000	\$ 20,653,100	\$ -	\$ 20,653,100
General Fund									
Recurring Capital Program	1,650,000	-	-	-	-	-	1,650,000	-	1,650,000
Available Fund Balance	4,316,799	1,520,000	-	-	-	-	5,836,799	-	5,836,799
Other (Taxes, Investment Earnings, etc.)	100,000	-	7,840,000	6,644,511	-	-	14,584,511	-	14,584,511
Grants (LMIG)	-	-	-	-	-	-	-	5,600,000	5,600,000
	<b>\$ 8,066,799</b>	<b>\$ 1,520,000</b>	<b>\$ 25,000,000</b>	<b>\$ 6,644,511</b>	<b>\$ 1,443,100</b>	<b>\$ 50,000</b>	<b>\$ 42,724,410</b>	<b>\$ 5,600,000</b>	<b>\$ 48,324,410</b>
<b>Uses:</b>									
Capital									
Information Technology	\$ 950,000	\$ -	\$ -		\$ -		\$ 950,000	\$ -	\$ 950,000
Public Safety	767,400	-	-		124,600	50,000	942,000	-	942,000
Public Works	3,344,000	1,520,000	25,000,000	4,644,511	-	-	34,508,511	600,000	35,108,511
Recreation, Parks & Cultural Services	1,584,500	-	-	2,000,000	-		3,584,500	-	3,584,500
Community Development	60,000	-	-		1,318,500		1,378,500	5,000,000	6,378,500
	<b>\$ 6,705,900</b>	<b>\$ 1,520,000</b>	<b>\$ 25,000,000</b>	<b>\$ 6,644,511</b>	<b>\$ 1,443,100</b>	<b>\$ 50,000</b>	<b>\$ 41,363,511</b>	<b>\$ 5,600,000</b>	<b>\$ 46,963,511</b>
<b>Non-Allocated:</b>									
Future Capital/One-Time Initiatives	\$ 1,360,899	\$ -	\$ -	\$ -	\$ -		\$ 1,360,899	\$ -	\$ 1,360,899
	<b>\$ 1,360,899</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,360,899</b>	<b>\$ -</b>	<b>\$ 1,360,899</b>

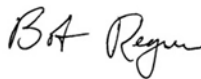
Please refer to the *Capital Initiatives Request* section of this document for detail of the requests.

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

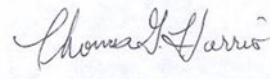
Respectfully Submitted,



Jim Gilvin  
Mayor



Robert J. Regus  
City Administrator



Thomas G. Harris  
Finance Director

## OPERATING INITIATIVE REQUESTS

### Operating Initiative Requests

#### Executive Summary

	General Fund	911 Fund	Total
<b>Funds Available for Operating Initiatives:</b>	<b>\$ 654,083</b>	<b>\$ 250,000</b>	<b>\$ 904,083</b>
<b>Recommended Initiatives:</b>			
City Admin National Recruitment Services	\$ 25,000	\$ -	\$ 25,000
HRIS Software Enhancement (Emp. Performance)	24,000	-	24,000
Quint Apparatus Staffing (Fire; 6 FTE)	605,083	-	605,083
Portable Radio Replacements (Qty: 200) - Capital Lease	-	250,000	250,000
	<b>\$ 654,083</b>	<b>\$ 250,000</b>	<b>\$ 904,083</b>

Operating Initiative funding for FY 2022 has been programmed into the respective departments within the General Fund and 911 Fund budgets.

Operating Initiatives not recommended for funding total \$317,015.

#### Detail (Recommended Operating Initiatives)

##### General Fund

##### City Administration

##### **City Administrator National Recruitment Services \$25,000**

This request is for professional services associated with conducting a national search for Alpharetta's next City Administrator. It is inclusive of services of a professional executive search firm, appropriate advertising, and other typical expenses associated with an executive search.

##### Human Resources

##### **HRIS Software Enhancements \$24,000**

This request is for 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.



## OPERATING INITIATIVE REQUESTS

### Public Safety

#### Quint Apparatus Staffing (6 FTE)

**\$605,083**

In November 2020, the City Council approved funding a replacement Fire Pumper with a Quint Apparatus that provides water-pumping and aerial ladder functionality. This additional functionality will insulate the City from any service fluctuations associated with the City of Milton's eventual relocation of their ladder engine from FS 81.

However, the Quint does require additional staffing over the existing Fire Engine. Specifically, 6 personnel (2 per shift) will be programmed into the FY 2022 budget (3 Lieutenants and 3 Fire Apparatus Engineers; est. cost of \$605K annually). The FY 2022 budget also includes a proposal requesting the purchase of an F-250 (est. one-time cost including equipment of \$200K) to serve as a Rescue-Rapid Response unit to augment service capabilities 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. The lower planned utilization of the Quint also enabled the city to extend its useful life from the normal 10-years (typical Fire Engine Pumper) to 13-years which was represented in the financing terms.

### 911 Fund

### Public Safety

#### Portable Radio Replacement (Qty: 200) – Capital Lease

**\$250,000**

The Public Safety Department places a high priority on integrating technology into its operations. A vital component of this strategy is ensuring department operations benefit from advances in technology as they become widely adopted and standardized. Two vital components of technology relied upon by the Department include mobile radios (installed in vehicles) and portable radios (carried by staff). Mobile radios were replaced in 2017 and are functioning well and meet technological needs. Portable radios, however, were replaced in 2015/2016 and have been eclipsed by advancements in technology and have reached end-of-life (as determined by the manufacturer, Motorola). New portable radio models ensure advanced technology for the end-user advancing security, location, encryption, and functionality with public safety partners in the adjoining area. Enhanced battery technology decrease weight and minimizes fatigue. Furthermore, new portable radio models utilize in the field programming, firmware updates, and cellular LTE backup in the event of radio system failure or out of territory utilization. Current estimates include replacing 200 portable radios in an amount approximating \$2.2 million (including 7 years of service/maintenance costs).

Technology replacements are being programmed into the operating budget when it makes financial sense to do so (e.g. asset has a relative long-life of 7-years or greater coupled with a high-acquisition cost) through a capital lease arrangement. Mobile radios were replaced under a capital lease arrangement in 2017 with the associated lease payments funded within the 911 Fund operating budget. This request is to fund acquisition of replacement portable radios through a capital lease (7-year term) with the 911 Fund covering the annual payment. Payments will escalate over the life of the lease as software maintenance costs are \$0 in year 1 and begin in year 2 with escalation factors

## OPERATING INITIATIVE REQUESTS

every two years thereafter (payments estimated between \$250K and \$360K annually over the life of the lease). The portable radios are being acquired early in their lifecycle and are expected to last in excess of 7-years before any functional obsolescence occurs.

### Detail (Unfunded Operating Initiatives)

#### General Fund

##### **Community Development**

###### **Planner (intermediate level; 1.0 FTE)**

**\$103,000**

This request is for an additional Planner (Intermediate) position to planner to fill-in, oversee trail planning, smart infrastructure, zoning research etc. Requested funding includes estimated salary and benefit expenses.

##### **Public Safety**

###### **Public Safety Parking Attendant (1.0 FTE – upgrade from PT to FT) \$28,015**

This request is for the Parking Attendant position to be changed from a PT position to a FT position. This position reports to the Public Safety Traffic Division to walk the downtown parking areas for parking violations and issue parking citations. The salary and benefits cost for this position would increase from \$19,190 to an estimated at \$47,205, representing a net increase of \$28,015.

###### **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.).

##### **SWAT Training and Conferences**

**\$45,000**

- **SWAT Tactical Medic Training:** This request is for two (2) SWAT Medics to attend a Tactical Medic Class. Though our Medics are highly trained, they need more advanced training in trauma care specific to the type of specialized care needed to treat wounds and injuries that happen in SWAT operations and training. They will receive advanced training taught by medics that have been in combat, enabling them to save more lives in the most serious of situations. \$7,600
- **SWAT Sniper Training:** This request is for the SWAT Long Rifleman to attend an Advanced Marksmanship Class. This training will enhance their skill in making precision rifle shots in different environments, in various conditions, and from

## OPERATING INITIATIVE REQUESTS

OPERATING INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

different positions. When these operators take a shot, they are shooting at an area of about 1.5 inches, so their skill must be at the highest level. These types of classes are crucial for the safety of officers and citizens. \$5,500

- **SWAT Team Leader Training:** This request is for two (2) Team Leaders to attend a SWAT Team Leader Class. This training teaches many aspects of being a team leader, including but not limited to decision making, planning, risk assessment, risk mitigation and legal liability. This training is crucial in a Team Leader in running successful SWAT Operations, resulting the safest resolution of incidents as possible. \$6,250
- **SWAT Negotiator Outside Instruction:** This request is to bring in an outside Crisis Negotiator Instructor. Crisis Negotiators are highly trained and need on-going training to maintain their proficiency level. This training is not offered locally, so the best way to get the training is to bring in an outside instructor to provide the training. It may be possible to recover some of the cost by charging other agencies to take the training. \$6,000
- **SWAT GTOA Conference:** This request is for four (4) SWAT Operators to attend the Georgia Tactical Officers Association (GTOA) Conference. This conference allows operators to attend advanced training that is taught by instructors that are from outside of our normal area of operations. They will be exposed to new and different tactics and techniques that will improve the way we conduct operations. This outside training is mandated by national standards. This conference is a portion of our 40-hour annual in-service training requirement, which is also a national mandate. \$10,650
- **SWAT Negotiator Conference:** This request is for four (4) Crisis Negotiators to attend the Negotiator Conference. Though our negotiators are highly trained, they need more advanced training in negotiations with different people in various situations. This will also allow negotiators to gain other skills needed for successful negotiations. \$9,000

### SWAT Night Vision Lease

**\$3,600**

This request is for the SWAT Team to lease night vision goggles and a thermal viewer for night-time operations. These devices are crucial for the SWAT Team to perform their duties. The cost to buy one set of goggles is \$14,000 per unit while we can lease them for 300 per set. We have eleven (11) sets of goggles and one (1) thermal viewer.

### Training Space

**\$116,400**

This request is for the rental of an approximately 10,000 square feet office/warehouse space for training purposes for one (1) year. Due to the climate of the country today the Public Safety Department has adjusted some areas of training and added additional training to ensure that the City of Alpharetta remains ready to handle any situation that it encounters. Use of Force and De-escalation as well as Defensive Tactics have become much of our focus. We have always done a very good job training on these topics, but we

## OPERATING INITIATIVE REQUESTS

OPERATING INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

want to do more. When it comes to De-Escalation and Use-of-Force Training, doing realistic scenarios are the best way to reinforce classroom and online training.

To accomplish this goal, the Public Safety Department needs a facility where it can set up scenarios. This includes simulated houses, businesses, schools etc. The common term for this is "Shoot House." There are various ways, including physically building walls, walls on wheels, and various temporary structure, to make a "Shoot House" work. All of these options require a permanent dedicated space. Currently we do not have enough space to utilize any form of "Shoot House."

In order to train Defensive Tactics, we also need a dedicated permanent space. We need to have the ability to have mats and other equipment set up at all times. If we do not have a dedicated permanent training space, time is wasted rolling and unrolling mats. Constant rolling and unrolling will also reduce the life of the mats due to constantly taping and un-taping.

Changing the way training is done has caused us to add training staff, so we do not have enough office and storage space. This is an on-going issue.

We have located a couple of office/warehouse locations that would be ideal for our needs. Depending on the length of the lease, we would get an allowance from the owner for build out costs. The cost of leasing the space is approximately \$9,700 per month, including rent and utilities.

### **Defensive Tactics Mats**

**\$10,000**

Contingent on the approval of the training space, the department is also requesting funds for defensive tactics mat.

# CAPITAL INITIATIVE REQUESTS

## Capital Initiative Requests

### Summary

#### Capital Funding Sources:

General Fund	
Recurring Capital Program:	\$ 1,650,000
Available Fund Balance:	5,836,799
E911 Fund	
Available Fund Balance:	50,000
Capital Project Fund	
Available Fund Balance:	2,000,000
Other (interest earnings):	100,000
T-SPLOST Capital Fund	
Available Fund Balance:	17,160,000
Other (taxes, interest earnings):	7,840,000
Impact Fee Fund	
Available Fund Balance:	1,443,100
Grant <sup>3</sup> :	5,600,000
American Rescue Plan Act (both tranches):	6,644,511
<b>Total Sources:</b>	<b>\$48,324,410</b>

#### Recommended Capital Initiatives\*:

Recurring Capital Initiatives:	\$ 6,587,000
Stormwater/Drainage Initiatives:	1,420,000
General Capital Initiatives:	7,312,000
TSPLOST Initiatives:	25,000,000
American Rescue Act Initiatives:	6,644,511
<b>Total Uses:</b>	<b>\$46,963,511</b>

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

Capital Project Fund:	\$ 1,360,899
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\* Capital initiatives not recommended for funding total \$5,397,150.

<sup>3</sup> Includes potential LMIG grant funding for milling and resurfacing initiatives (\$600,000) and Transportation Improvement Program grant funding (\$5,000,000) for North Point Parkway improvements and would be appropriated upon execution of binding agreements and/or receipt of the funds.



## CAPITAL INITIATIVE REQUESTS

### Detail (Recommended Capital Investment)

#### American Rescue Act (and other sources where noted)

##### Public Works

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

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

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) and American Rescue Act funding.

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 2022, 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 (\$1,150,000); Fund Balance (\$74,000); LMIG Grant (\$600,000); and American Rescue Act (\$1,176,000). Grant funding will be appropriated upon execution of binding agreements and/or receipt of the funds.

##### **Recurring Stormwater Pipes/Structure Repair**

**\$2,894,511 (multiple sources)**

Priority 1: This request is for stormwater pipe and structure maintenance, repair, and replacement. This category includes unclogging pipes and structures filled with sediment and debris, repairing pipes by relining, contractual repairs to stormwater structures, and pipe replacement projects. The contractual pipe unclogging and structure repair will be throughout the city based on inspection results.

Funding to be provided through the following sources: Fund Balance (\$750,000); and American Rescue Act (\$2,144,511).

##### **Recurring Sidewalk Maintenance and Repair**

**\$1,324,000**

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. This request will fund the replacement/repair of approximately 26,500 linear feet of sidewalk.

## CAPITAL INITIATIVE REQUESTS

In FY 2019 the City contracted with Dynatest to complete a sidewalk inventory and evaluate sidewalk conditions. This list standardizes the evaluation process, provides a clear prioritized list of sidewalks needing repair, and ties 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. 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. This work will occur in various locations throughout the city pursuant to the Dynatest findings.

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

#### **Replace Boardwalk between old Wild Wings and Greenway \$2,000,000**

Priority 1: The current boardwalk in this location is in need of replacement. The poor design has accelerated the decline of the boardwalk. Whole sections of the boardwalk are failing, and some sections have been replaced and/or repaired numerous times. This project would replace in excess of 1,115 linear feet of boardwalk that connects the commercial areas with the City of Alpharetta's Greenway.

### **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 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 \$150,000**

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 Bridge Maintenance**

**\$150,000**

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

Below is our list of bridge repair locations in order of highest priority to lowest. It is anticipated to complete bridge repairs at the first three locations in FY 2022: 1) Waters Road over Long Indian Creek; 2) Windward Pkwy westbound lanes over Big Creek; 3) Windward Pkwy eastbound lanes over Big Creek; 4) Windward Pkwy eastbound lanes over Camp Creek; 5) Windward Pkwy eastbound lanes over Big Creek Tributary; 6) Mansell Road westbound lanes over Foe Killer Creek; and 7) Windward Pkwy westbound lanes over Camp Creek. Future year funding will cover any needs not completed in the list above as well as findings from future GDOT Inspections.

## CAPITAL INITIATIVE REQUESTS

### **Recurring Tree Planting and Landscape Improvements**

**\$265,000**

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 2022 funding will be used at various locations throughout the city including along Kimball Bridge Rd. The Kimball scope includes installation of landscape within the right-of-way area from the east side of the bridge to Sterling Brooke Drive. The proposed landscape is intended to replace the landscape buffer that was installed by Sterling Brooke as part of their development plan and which they were responsible for maintaining. Once installed by the City, the replacement landscape within the right-of-way at this location will also be maintained by Sterling Brooke in perpetuity.

### **Recurring F-250 Truck Replacement**

**\$65,000**

Priority 2: This request is for the replacement of a F-250 truck within the Public Works fleet. The F-250 replacement is based on age and/or maintenance/repair costs. These vehicles are expected to last in excess of 130,000 miles. FY 2022 replacements include Unit #689 (2011 model year F-250 4x2 Crew Cab) with 103,000 miles. This unit is utilized by our construction crew and is constantly idling for long periods of time, which is taxing on the vehicle. The transmission is beginning to show signs of slipping. The utility boxes on the sides are failing. Due to the age and wear and tear on the vehicle, this vehicle is scheduled for replacement.

### **Recurring Chipper Truck Replacement**

**\$140,000**

Priority 2: This request is for the replacement of 1994 Ford F-800 Chipper Truck (Unit # 74) within the Public Works fleet. This vehicle enables staff to haul wood chips and is essential to enable staff to clear trees and brush from City right of way while recycling the debris to usable mulch. The chipper truck replacement is based on age, wear and tear, and maintenance/repair costs. This truck has extensive rust and corrosion on the frame, chassis, and suspension. Cracks and dry rot have developed on the air brake lines. The only backup staff has for this vehicle is a chipper-insert that allows current vehicles to assume some of the functionality (smaller-scale).

### **Recurring Skid Steer Loader Replacement**

**\$85,000**

Priority 2: This request is for the purchase of a skid steer loader to replace a 2004 New Holland LS190 skid steer loader. This equipment allows staff to perform various digging, hauling, and lifting tasks on jobsites as well as loading/unloading cargo at Public Works headquarters. The current unit is showing its age and have a significant repair backlog including:

- Unit will not maintain proper hydraulic pressure when using hydraulic attachments;
- Both boom pivot pins, mounting pins and attachment arms need to be replaced;
- Both male and female hydraulic connections are worn out and will not safely keep hoses connected when in use;

## CAPITAL INITIATIVE REQUESTS

- All tires need to be replaced immediately; and
- Units tilt bucket remote is inoperable and will need to be completely re-wired and the remote replaced.

### **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.

### **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.

### **City Trash Receptacle Service (recurring)**

**\$50,000**

Priority 1: This initiative proposes that 80 trash receptacles owned by the City and located within City right-of-way be serviced two days per week by a private vendor.

The work area will be split into two areas as follows: Area 1) all receptacles located within the Downtown Overlay District; and Area 2) all receptacles located outside of the Downtown Overlay District.

Justification: Public use of City owned trash receptacles has increased dramatically over the last few years, particularly in the Downtown Overlay District. The increased public use has resulted in a corresponding increase of Public Works resources committed to servicing the receptacles. The effect of this increased commitment to trash receptacle service is a decline in roadside litter collection, vegetation management, and other general right-of-way maintenance activities by the department.

### **Recurring PS Facility Roof Repairs/Wall Restorations**

**\$250,000**

Priority 1: This request is for roof replacement of the metal roof segment at Fire Station 81. This roof was installed in 1996 and totals approximately 5,800 sq.ft. Although the field of the roof is in good shape, the transition at the ridge and eave are showing significant signs of age and are no longer providing adequate watertight protection. This facility is actively experiencing leaks. The metal roof segments at FS 82 and 83 were replaced in fiscal years 2020 and 2021 (proposed) respectively.



## CAPITAL INITIATIVE REQUESTS

### **Recurring Facility Renovations (Fire Stations)**

**\$60,000**

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 2022 request includes: LED lighting in multiple fire stations, bathroom remodeling in multiple stations, exterior paint for Station 86, and pressure washing, sealing, and trim painting at various fire stations.

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

**\$30,000**

Priority 1: This request is for interior and exterior painting, updating sinks, toilets, and hand dryers as well as floor repairs at Webb Bridge Park restroom and concession, improving the functionality and the aesthetics of the facilities.

### **Recurring Parking Garage Maintenance**

**\$25,000**

Priority 1: This request is for general maintenance of the two Parking Garages. For FY 2022: City Hall Parking Garage work includes painting stairway handrails, washing windows, pressure washing inside surfaces of garage, inspection of structural components and repair as needed. Typical repairs include, but are not limited to, epoxy injections for structural cracks on columns and wall surfaces, expansion joint repairs to verify proper flex under heavy loads and create a watertight seal, etc.

### **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 2022 replacements include units at the Fire Stations 81, 84, and 85.

### **Recurring Generator Replacement (Detention Facility)**

**\$100,000**

Priority 1: This request is for replacement of generators for city facilities. New generators will be natural gas instead of diesel. FY 2022 replacement is for Detention Facility. Currently, its unit is 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 2022 request includes funding for the replacement of approximately 132 PCs, 75 iPhones, 44 iPads, and wireless access points throughout city facilities (although actual replacement will be driven by equipment condition).

## CAPITAL INITIATIVE REQUESTS

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).

### **Recurring Network Devices (all city departments) \$350,000**

Priority 1: This request is for network equipment replacement (typically CISCO, HP, and Palo Alto) for the data center at Public Works (PW), Public Safety, City Hall, and other network facilities at various City locations. The equipment to be replaced provides system-wide functionality and includes: the central core switch/router (catalyst 6500/7600 replacement) at PW, core switch/router (catalyst 3750 replacement) at Public Safety, switches for Recreation and Parks, City Hall, etc. (catalyst 3560s), a variety of network controllers, various power supplies, giga-ports for switches, and miscellaneous connective components at all locations. This will provide greater reliability, reduced annual costs, and greater efficiency and capability for the use of system applications for the city.

### **Public Safety**

### **Recurring Fleet Replacement (Qty: 7) \$305,000**

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. Replacement vehicles to be purchased in FY 2022 include: (2) SUVs for Patrol; (1) F150 for CID; (1) SUV for the Admin team; (1) F150 for Training and (2) motorcycles, totaling 7 vehicles.

### **Recurring Public Safety Equipment (replacement) \$211,000**

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 2022 request includes: funding for Fire Station replacements for furniture/bedding (\$10,000) and fire tools/equipment (\$15,000); replacement of (2) turnout gear washing machines for Stations 81 and 83 (\$14,000); replacement of exercise equipment (\$10,000); (12) AEDs (Patrol \$17,000); extrication equipment (\$45,000); turnout gear and PPE for firefighters (\$60,000); PD tools/equipment (\$40,000).

## CAPITAL INITIATIVE REQUESTS

### **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, 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 amenities is our playgrounds. This program will allow for the replacement of all our playgrounds in a timely manner. FY 2022 funding is for replacement of the playground at Wills Park # 3. The Kings Ridge Playground was originally built in 2003.

#### **Recurring Park Repairs/Improvements**

**\$125,000**

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 2021 funds were used to: (1) remove and replace parking lot curb at Windward Community Park; (2) remove and replace damaged sidewalk at Union Hill Skatepark; (3) design and install a modular block wall at Wills Park Recreation Center; (4) repair concrete walkways and pads at Wills Park; (5) repair and refinish Gym 1 floor at Community Center, etc. This account is crucial to the Department's ability to respond to the needs and repairs as they arise throughout the year. The additional funds requested, beginning in FY 2022, will be used to repair picnic shelters/pavilions, as needed.

#### **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. The FY 2022 request is for the resurfacing of four tennis courts at Webb Bridge Park. These courts were last resurfaced in FY 2014. Department policy is to resurface athletic courts every five years. A five-year cycle for this work is recommended to maintain the courts in the best and safest condition for public use.

#### **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.

## CAPITAL INITIATIVE REQUESTS

### **Recurring Fleet Replacement (Qty: 6)**

**\$275,000**

Priority 2: This request is for the forecasted annual replacement of Recreation, Parks & Cultural Services vehicles. The replacement criteria is as follows: 1) when the department director determines it is no longer cost effective to retain the vehicle; 2) when either mileage or age reaches or exceeds 10-years of service or 125,000 miles; and 3) motorized equipment damaged in accidents shall be inspected by the Safety/Risk Administrator to determine feasibility of repairs as compared to replacement cost. FY 2022 includes replacement of (3) 2008 Ford F-150s; (2) 2008 Ford F-250s; and (1) 2005 Ford 15 passenger bus, totaling (6) vehicles.

### **Recurring Park Equipment Replacement**

**\$122,000**

Priority 2: This request is for the replacement of (1) 1999 Skid Steer Loader, (1) 2007 EZ-Go Golf Cart, (1) 2012 John Deer 6x4 Trail Gator, (1) 2012 John Deer Turf Gator, (1) 2014 Turbine blower, (1) 2006 John Deer Field Rake, and (1) 2007 Mill Creek Turf Tiger Spreader. Replacement requested due to age, hours of use, and estimated repair cost.

### **Recurring Greenway Improvements/Repairs**

**\$250,000**

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.

## **Stormwater/Drainage Initiatives**

### **Public Works**

#### **Recurring Stormwater Drainage Maintenance**

**\$200,000**

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). The breakdown for this account is approximately \$70,000 for pond and best management practices maintenance and \$130,000 for testing, sampling, sweeping, crew materials, etc.

#### **Recurring Stormwater Inspections**

**\$120,000**

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.

## CAPITAL INITIATIVE REQUESTS

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.

### **Recurring Stormwater Design/Studies**

**\$100,000**

Priority 1: This request funds various drainage, flood, and watershed studies that are required by state and federal regulations. Watershed studies identify capital projects to improve water quality in impaired streams. Additional studies include dam breach analysis, bacterial source testing, emergency planning and estimating damage, GIS maintenance, inventory updates, stream delisting, etc. These studies also identify future capital improvement projects or provide specific information that can be used by the city to meet regulatory compliance or further our service to our citizenry.

### **Meadow Brook Hills Drainage Improvements (design)**

**\$250,000**

Priority 1: This request is for design of drainage improvements in Meadow Brook Hills. This neighborhood has experienced drainage impacts of redevelopment. The impacts are localized between homes and are having a cumulative effect as you move downstream. The City is working with the on-call consultants to design a solution that will address the drainage issues in this neighborhood.

## **General Capital Initiatives**

### **Community Development**

#### **North Point Parkway Corridor Imp. (TIP Grant)      \$6,250,000 (Grant; Impact Fee)**

Priority 1: This initiative represents Atlanta Regional Commission TIP (Transportation Improvement Program) grant funding (\$5,000,000) and associated match funding (\$1,250,000) for North Point Parkway improvements which includes 12' sidewalks, landscaping, lighting, placemaking signage, and crosswalks as recommended in the North Point LCI and North Point Placemaking Plan. Grant funding will be appropriated upon execution of binding agreements and/or receipt of the funds. The Public Works Department will handle the construction phase of this project and, as such, this activity will be reported within the budgetary schedules under Public Works Department ownership.

### **Design Services**

**\$60,000**

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.



## CAPITAL INITIATIVE REQUESTS

### **Impact Fee Study Update**

**\$68,500 (Impact Fee)**

Priority 2: This initiative includes the review and update of the city's impact fee ordinance to reflect current capital needs and adjust the resulting fees and categories (e.g. parks, roads, etc.) accordingly. The last update occurred in 2015. Funding is provided through the Impact Fee Fund. This activity will be recorded within a non-capital account (professional services) and, as such, will be reflected within the budgetary schedules as Maintenance & Operations activity.

### **Public Works**

#### **Stormwater Asset Management Assessment**

**\$100,000**

Priority 1: This request is for an Asset Management Assessment of the entire Stormwater System to reasonably determine the condition and annual funding necessary to maintain the integrity of the system. This includes assessing and recommending funding levels for pipes, structures, management facilities such as ponds and swales, and operation needs such as inspections and testing. The study would include historical spend and costs to complete backlog. The study would assist the City in determining the state of the system, current funding adequacy, future funding level recommendations as well as best practice recommendations to our current stormwater code and operations. This phase would serve as the basis of a stormwater utility feasibility report should a dedicated funding source for stormwater maintenance be considered by mayor/council.

### **Design Services**

**\$75,000**

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.

### **Information Technology**

#### **City Council Audio Visual Replacement**

**\$300,000**

Priority 1: This request is for the modernization, replacement, and upgrade of the City of Alpharetta City Council audio visual system located in City Hall. The equipment to be replaced provides support for City Council and other City meetings for conducting in person and remote broadcast of audio and video data. By replacing the equipment, this will provide greater reliability, reduced annual costs, and greater efficiency and capability for the use of the audio/video systems. The existing/remaining components will have reached end-of-life either in age or functionality. Software/equipment maintenance costs are estimated at \$30K annually and will impact the operating budget in FY 2023.

## CAPITAL INITIATIVE REQUESTS

### **Public Safety**

#### **E-911 Facility Renovations**

**\$50,000 (E911 Fund)**

Priority 2: This request is for renovations to the E-911 facilities, including restrooms, breakroom, and training area. The current facilities are original to the structure and in need of repair. Renovations will include removal and replacement of sinks, toilets, partitions, cabinets, and appliances, improving the aesthetics and functionality of the facility. Funding is provided through the E911 Fund.

#### **Lucas Chest Compression System Devices**

**\$176,000**

Priority 1: This request is for acquisition of (8) Lucas-3 chest compression system devices. Lucas devices provide uninterrupted, consistent chest compressions during resuscitation events. This helps create life-sustaining perfusion of the heart and brain and ultimately increases the survivability rates in a cardiac arrest. With the LUCAS device, fatigue, individual variations or psychological factors are removed from CPR and there is no longer a need for switching providers every two minutes. LUCAS devices also help provide high-quality, uninterrupted chest compressions during patient movement and transportation. Placing one of these devices on each of our apparatus, including Air & Light Truck, would provide our personnel with a vital tool in the treatment of cardiac arrests.

#### **Fire Rescue-Rapid Response Truck**

**\$200,000 (Impact Fee; FB)**

Priority 1: This request is for the acquisition of one F-250 Rescue-Rapid Response truck for Fire Station 81. To maximize staffing service capabilities, the Department proposes to purchase this vehicle to augment service capabilities and reduce the response of larger vehicles to lower priority incidents, thereby, extending the life of the larger vehicles. This vehicle will be versatile, smaller, and more mobile to reach automobile cars in parking decks and serve the greenway. The system can also be used to complete gross decontamination of firefighters as they exit structure fires to reduce the exposure to carcinogens. Funding is provided through Impact Fees (\$124,600 based on allowable impact fee funding allocations) and Fund Balance (\$75,400).

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

#### **The Stories Project**

**\$12,500**

Priority 1: This project entails video recording the stories and oral history of our citizens and their memories of the Alpharetta Experience. This project will continue 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 will also be used within the History Center as an oral history of Alpharetta's development over time. This funding supplements existing funding within the FY 2021 budget (\$12,500) to provide a total of \$25,000 for investment in this project in FY 2022.

## CAPITAL INITIATIVE REQUESTS

### **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 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.

### **T-SPLOST**

#### **Old Milton Parkway Capacity Improvements**

**\$2,000,000**

Priority 1: Project consists of widening Old Milton Parkway (SR 120) between GA 400 and State Bridge Road to provide a 6-lane divided section with appropriate pedestrian and bicycle amenities. Additionally, this project includes the design and construction of intersection improvements throughout the corridor that would add capacity to improve safety and intersection operations. Intersections include, but are not limited to, the following locations:

- Old Milton Parkway at Cotton Creek entry/Brookside Parkway;
- Old Milton Parkway at Vista Forest Drive/Brookside Parkway;
- Old Milton Parkway at Park Bridge Parkway/Alexander Drive.

Funding sources to include local (TSPLOST), state and/or Federal Funds. Project costs are currently estimated at \$3M for design, \$4M for right-of-way and easements, \$25M for construction. Current cost estimates for the city's portion totals \$5 million (\$3 million in appropriations previously provided leaving \$2 million left to fund).

#### **Webb Bridge Road Improvements**

**\$23,000,000**

Priority 1: In addition to milling/resurfacing and roadway striping, this request consists of widening Webb Bridge Road to create wider sidewalks along both sides of the road, adding bike lanes, traffic calming treatments such as concrete medians on Webb Bridge Road, and a roundabout at the intersection of Webb Bridge Road at Webb Bridge Way. The project design is anticipated to be completed by March 2021.

## Detail (Unfunded Capital Investment)

### **City Administration**

#### **Website Upgrade**

**\$145,000**

Priority 1: The project consists of the design, development, hosting, and maintenance of a new City of Alpharetta website and suite of public communications tools including an integrated mobile application, mass notification system, and other features. The core platform will be based on a complete Headless Content Management System (HCMS) with an enhanced design that will organize, structure, and label content in a way that will help website users find information and complete tasks in an efficient, user-friendly way. The solution proposed should be based on the latest technologies to be implemented in a

## CAPITAL INITIATIVE REQUESTS

constantly growing organization with a need for scalability, security, and the capability necessary to seamlessly integrate with other systems used within the organization. It is estimated that the project would take approximately 28 weeks to plan, design, build, and launch.

### **Community Development**

#### **North Point Envelope Framework Plan**

**\$120,000**

Priority 1: Building on the recommendations of the LCI and North Point Placemaking Plan, provide a framework of public streets, public space, trails and green infrastructure to guide high-value, sustainable redevelopment of auto-centric properties in the North Point area. To ensure that redevelopment within the North Point District aligns with community-based plans and vision for a walkable, mixed-use district, the North Point Development Framework Plan will provide actionable guidance that aligns public policy, regulatory tools, public capital investment, and private investment. The Development Framework will provide clarity around the arrangement of public streets, public spaces, and infrastructure on which the private market can plan their development and investment. Staff is researching alternate funding options including securing partner investment as well as utilizing existing appropriations.

#### **Bus Shelter Construction Program**

**\$95,000**

Priority 1: This request is for the installation of at least two (2) new bus shelters in Downtown Alpharetta, one on Haynes Bridge Road by the library and a second on Main Street near the former Hardees location. Designs will complement those installed by the North Fulton Community Improvement District.

### **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 2022 funding request is for Webb Bridge Park.

#### **Tree Planting and Landscape Improvements (Haynes Bridge Road) \$450,000**

Priority 1: This request includes landscape improvements along Haynes Bridge Road. Specifically, this initiative proposes to revitalize the existing declining and overgrown median landscape within the approximate one-mile segment from SR 400 to just south of Old Milton Parkway (Nottaway Lane). The project will include selective removal and pruning of existing trees/plants followed by the addition of new trees, shrubs and groundcovers. The city's aging tree canopy within right-of-way areas requires pruning and removal as needed to address issues such as vehicle clearance, traffic safety, streetlight and signal head clearance, and maintaining the required intersection sightlines. Approximately 10% of the budget item will go towards pruning and removal, while the remaining 90% will go towards the installation and watering of new trees and plants. Funding for this capital initiative may be partially offset through the City's Tree Replacement Fund.

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

## CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

### **Streetlight Expansion**

**\$250,000**

Priority 1: This request is for recurring capital of the installation of new street/pedestrian lighting in neighborhoods and areas of the City where currently limited illumination is evident. Older neighborhoods in the City do not meet today's illumination standards and require extra lighting for safety. Neighborhoods identified as needing more lighting are primarily located on the west side of town. Subdivisions such as North Farm, North Towne at Andover, Burnett Way, etc. have all inquired about adding more streetlighting in their neighborhoods for safety. This recurring capital item would start addressing these areas on an as needed/requested basis.

### **Citywide Sign Inventory**

**\$150,000**

Priority 1: This request is for a citywide sign inventory. The City does not currently have an inventory of our right-of-way signage which hinders our ability to adequately maintain these assets. With this inventory the management, location, and condition of signage will be tracked. This inventory will provide data collection, post processing, and a geodatabase that will integrate with the city's asset management system (CityWorks) and the city's GIS. The inventory system will enable Public Works to identify when signage was installed and develop a pro-active replacement program for when signage exceeds its useful life (e.g. degradation of reflectivity).

### **Milton Estates Floodplain (design)**

**\$260,000**

Priority 1: This request is for design solutions for the flooding issues occurring in Milton Estates. This neighborhood has experienced impacts of riverine flooding. The stretch of Foe Killer Creek in this neighborhood overtops its banks often and causes extreme flooding in yards and homes. The City is working with the on-call consultants to design a solution that will address the flooding in this neighborhood.

### **Recurring Rec Gym Restoration**

**\$35,000**

Priority 1: This request is for repair and maintenance of interior ceilings, walls, beams, and duct work in various gym facilities. It will also include repairs to ceiling insulation and painting of the ceilings as well, improving the energy efficiency and longevity of the facility.

### **Recurring City Hall Maintenance**

**\$40,000**

Priority 1: This request is for on-going interior maintenance of City Hall, including replacing cabinetry in multiple breakroom floors, painting walls and trim, repairs to the custom stained moldings throughout the main floor, etc., maintaining the aesthetics and functionality of the facility.

### **Public Safety HQ Parking Lot Expansion**

**\$200,000**

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.

## CAPITAL INITIATIVE REQUESTS

### **Alpharetta Arts Center Parking Expansion (Design)**

**\$50,000**

Priority 3: 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.

### **Human Resources**

#### **Office Improvements**

**\$55,000**

Priority 1: This request is for the reorganization of the Human Resources office to better utilize current space for efficient workflow and to allow accommodations for future personnel growth. The objective is to have three offices (two currently) with doors to deal with confidential matters, one reception desk, one workspace (copy and other office machines) and space for applicant computer kiosk.

### **Public Safety**

#### **Community Center Generator**

**\$200,000**

**Priority 3:** This request is for purchase and installation of a new 400kw natural gas generator for the Alpharetta Community Center. The facility is targeted to serve as an emergency shelter. The American Red Cross and Salvation Army require emergency shelters that serve the public to have emergency generators; however, at the current time, the Community Center does not have a generator.

#### **i4POD Camera System**

**\$10,000**

Priority 3: This request is for the (1) i4POD camera system and (5) mounting brackets. The i4POD system is a power pole mounted camera pod that give us (3) pan/tilt/zoom cameras and (1) fixed camera per pod. Communicating through the city's cellphone provider, they are accessible and controllable via a web interface. They can be mounted and placed anywhere, allowing them to be used for special events, trouble areas, or high traffic areas. The mounting brackets can be pre-positioned around the city at strategic locations and the pods can be mounted and unmounted in a matter of minutes as needed.

#### **Automatic License Plate Reader (LPR) Equipment**

**\$15,500**

Priority 1: This request is to expand the current vehicle mounted automatic license plate reader system in use in the Community Response Team. This request is to purchase (1) additional processing camera unit to pair with the spare camera unit currently in stock to enable one additional fully functioning 2-camera LPR system. The capabilities provided by the additional unit 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.

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME



## CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

### Fire Station Alerting System

**\$250,000**

Priority 2: This request is for the installation of Purvis Fire Station Alerting System (FSAS) in all (6) fire stations. The PURVIS FSAS, an IP-based alerting system, provides improved response times through streamlined dispatch communications and reliable alert delivery; reduced stress on first responders through automated heart-friendly, zone specific alerts; accurate incident alerting through a variety of devices; and high system reliability and availability through real-time monitoring and built-in redundancy.

### 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.

### Stalker Lasers

**\$20,000**

Priority 1: This request is for the purchase of (8) new Stalker RLR lasers. This purchase will replace (8) ProLaser 3 units, which were manufactured in 2001 and 2002. The new laser units can measure distance between vehicles for enforcement.

### PS Equipment (New)

**\$76,550**

Priority 1: This request includes multiple new equipment initiatives for the Public Safety Department including:

- **Operator Rifles (\$15,000):** This request is for three (3) rifles for our new SWAT Operators. These rifles are the LWRC M6 .223, piston operated rifle with 10.5 inch barrel and selector for semi-automatic and fully automatic modes. The following accessories will be included: Socom Suppressor, Aimpoint or Sig Optic, 6 Mag Pull 30 round magazines, 3 point tactical sling and carrying bag. These rifles are needed to ensure that we can handle incidents where suspects are wearing body armor or longer stand off distances are required.
- **AR-10 Sniper Rifles (\$12,660):** This request is for two (2) AR-10 Sniper Rifle Systems, including the weapon, scope, suppressor, and bipod. The modern advances in weapon technology over the past ten (10) years have produced the current AR-10 platform that as accurate and reliable as traditional bolt action rifles. With the accuracy and reliability equal, other advantages such as rate of fire, fire control familiarization, and modularity of operational use, have pushed the AR-10 past other platforms as the superior SWAT sniper weapon system.

## CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

- **SWAT Operator Truck Vaults (\$6,000):** This request is for six (6) SWAT vehicle truck vault vehicle containers. These containers are lockable, allowing SWAT Operators to safely and securely store their equipment, such as firearms, helmets, night vision equipment, etc., in their vehicles for quick access in an emergency situation.
- **Movable Shoot House (\$42,890):** This request is for a mobile shoot house, a small arms shooting range used to train law enforcement personnel for close contact engagements in urban combat environments, simulating houses, businesses, schools, etc. It will allow Public Safety to train virtually and through the use of scenarios. This request includes a pressure treated upgrade, allowing more flexibility by enabling it to be used outdoors and provides improved durability.

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

#### **Pocket Park Development (design)**

**\$50,000**

Priority 1: The request is for the 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 2022 includes funding for design of the improvements. Construction of the improvements would span multiple years and is currently estimated at \$375,000.

#### **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.

#### **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 2022.

## CAPITAL INITIATIVE REQUESTS

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

### **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.

### **Haynes Bridge Road Park Restroom**

**\$300,000**

Priority 1: This request is for a new restroom facility at Haynes Bridge Road Park. Currently at the Haynes Bridge Road Park, visitors have access only to a port-a-let. This access park was opened in 1997. Funds were limited and plans were to construct a restroom at a later date. A pre-tab type restroom would be preferred. The amount of funding requested for this facility is due to current flood plain constraints, entailing more site work prep, design, and surveying. Approximately 100' of sewer line will need to be installed. A waterline will have to be bored under Haynes Bridge Road and a new meter installed for connection to existing waterlines. Additional restrooms at the access points is the most requested improvement made by Greenway users.

### **Marconi Drive Park Restroom**

**\$100,000**

Priority 1: This request is for a new restroom facility at Marconi Drive Park. Currently at the Marconi Drive Park, visitors have access only to a port-a-let. This access park was opened in 2011. Funds were limited and plans were to construct a restroom at a later date. A pre-tab type restroom would be preferred. We anticipate the estimated cost is \$100,000, based on the construction costs of the restroom at Windward Community Park. Additional restrooms at the access points is the most requested improvement made by Greenway users.

### **Athletic Field Lighting (Wills Park fields 1-4)**

**\$400,000**

Priority 1: This project entails athletic field lighting improvements for Wills Park fields 1-4. Specifically, these fields have older wooden poles (23 in total) that are reaching end of life and are also not in the optimal location for usability. This initiative involves replacing these poles with concrete poles like what is installed at fields 5-8.

Additionally, this initiative involves upgrading the lighting at fields 1-4 from incandescent to LED fixtures. LED fixtures provide a much lower operational cost (energy and maintenance) and more optimal lighting for our customers.

### **Restroom replacement (Wacky World – Wills Park)**

**\$700,000**

Priority 1: The existing restroom at the Wacky World Playground serves the playground, four baseball fields, batting cages, two picnic pavilions, and trail users. The restroom

## CAPITAL INITIATIVE REQUESTS

facility is old and much too small for the number of park users. The new restroom would have increased capacity for both women and men, as well as two family style restrooms.

### **Restroom replacement (North Park – Fields 1-4)**

**\$700,000**

Priority 1: The existing restroom/concession stand at North Park (fields 1-4) serves four softball fields, batting cages, and a playground. The facility is old and much too small for the number of users. The new restroom/concession facility would have increased numbers of facilities for men and women. It would also have an enhanced concession operation.

### **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 Big Creek Greenway. The projects listed were identified in the FY 2018 Big Creek Erosion Study and were designed in FY 2019 and FY 2020. The FY 2022 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. This area has seen severe erosion and sediment deposition. In this area, the bank of Big Creek has been eroding away and threatens to impact the greenway trail.

### **Town Green Park Holiday (Christmas) Tree**

**\$125,000**

Priority 2: This request is for a 60' Holiday (Christmas) Tree to place over the interactive fountain located at Town Green Park. This tree will become the centerpiece of Alpharetta's Season of Celebration, which happens every December and brings the community together. The current plans call for the existing tree located at the corner of Highway 9 and Milton Avenue to be removed as part of the renovation of this small pocket park. The tree is declining, and according to the City Arborist should be removed. In addition, it is hindering the growth of the large specimen oak tree in the same park.

The 60' Tree would be erected early in December and would remain in place through the New Year. It would serve as the backdrop for many of the Season of Celebration activities including the Nutcracker Village, our scheduled "snow days" and the food drive benefiting the North Fulton Community Charities.

This tree would be equipped with LED lighting that allows for changing colors and lighting patterns to be done easily and often.

The initial cost of \$125,000 would include the tree, lighting and delivery. Estimated annual costs of \$1,500 will be incurred for installation and removal each year. Staff is currently researching partner funding opportunities to fully/partially offset the city's investment in this initiative.

CAPITAL INITIATIVES NOT RECOMMENDED FOR FUNDING AT THIS TIME

# CITYWIDE BUDGET SUMMARIES

## Citywide Budget Summaries

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### Overview

The *Citywide Budget Summaries* section is intended to provide readers with an overall understanding of the city's fiscal year 2022 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 2022 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 2022 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 2022 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.

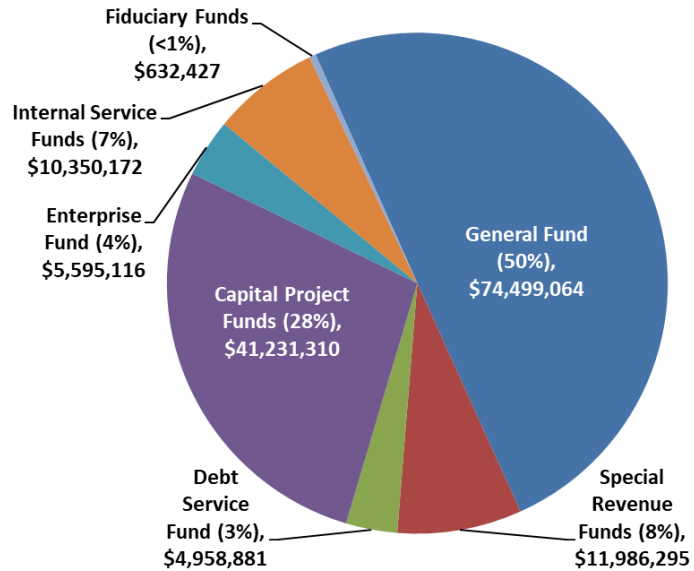
- **Citywide Budget Summary by Expenditure Category**

This section provides a summary/narrative of FY 2022 budget data by expenditure category (e.g. Personnel Services, Maintenance & Operations, etc.).

# CITYWIDE BUDGET SUMMARIES

## Summary by Fund Type

**FY 2022 Citywide Budget  
totals \$149 Million**



The Fiscal Year 2022 budget for all funds totals \$149 million. The city budget includes appropriations for the following fund types:

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

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

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

**Capital Project Funds:** These Funds are used for various citywide capital projects. Projected funding for FY 2022 is from fund balance, T-SPLOST collections, transfers from other funds,

and funds from the American Rescue Act. Unspent appropriations from fiscal year 2021 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, etc.) and Medical Insurance Fund (account for activity under the Minimum Premium Plan in accordance with GAAP).

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



## CITYWIDE BUDGET SUMMARIES

## Summary by Fund

	Revenues	Expenditures	Balanced Budget
<b>General Fund</b>	\$ 74,499,064	\$ 74,499,064	√
<b>Special Revenue Funds:</b>			
E-911 Fund	\$ 4,728,482	\$ 4,728,482	√
Impact Fee Fund	1,443,100	1,443,100	√
Hotel/Motel Fund	5,814,713	5,814,713	√
	<b>\$ 11,986,295</b>	<b>\$ 11,986,295</b>	√
<b>Debt Service Fund</b>	\$ 4,958,881	\$ 4,958,881	√
<b>Capital Project Funds:</b>			
Capital Projects Fund	\$ 8,066,799	\$ 8,066,799	√
Stormwater Capital Fund	1,520,000	1,520,000	√
T-SPLOST Capital Fund	25,000,000	25,000,000	√
American Rescue Act Fund	6,644,511	6,644,511	√
	<b>\$ 41,231,310</b>	<b>\$ 41,231,310</b>	√
<b>Enterprise Fund:</b>			
Solid Waste Fund	\$ 5,595,116	\$ 5,595,116	√
<b>Internal Service Funds:</b>			
Risk Management Fund	\$ 1,610,172	\$ 1,610,172	√
Medical Insurance Fund	8,740,000	8,740,000	√
	<b>\$ 10,350,172</b>	<b>\$ 10,350,172</b>	√
<b>Fiduciary Funds:</b>			
OPEB Health Benefit Fund	\$ 22,474	\$ 22,474	√
OPEB Reimbursement Benefit Fund	609,953	609,953	√
	<b>\$ 632,427</b>	<b>\$ 632,427</b>	√
<b>Total</b>	<b>\$ 149,253,265</b>	<b>\$ 149,253,265</b>	√

## CITYWIDE BUDGET SUMMARIES

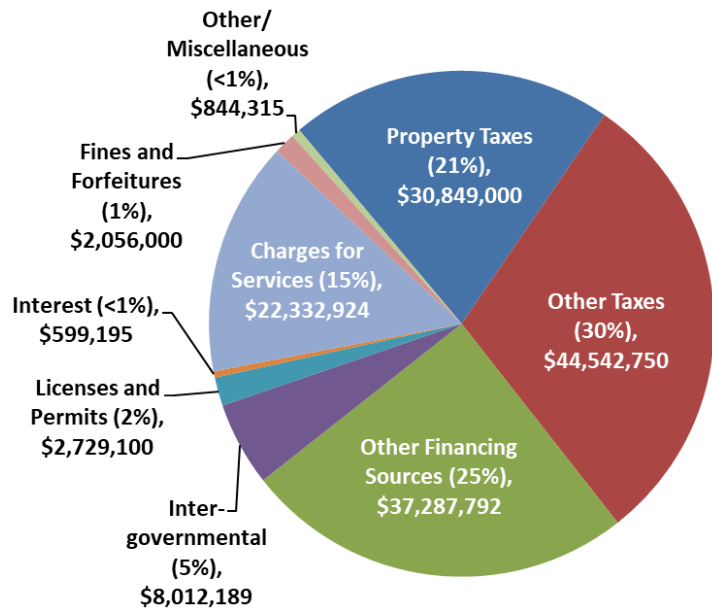


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# CITYWIDE BUDGET SUMMARIES

## Summary by Revenue Source

**FY 2022 Citywide Budget  
totals \$149 Million**



The chart above segments the FY 2022 budget by revenue source and includes the following:

**Property Taxes:** Ad Valorem tax on real/personal property owned within the city. The recommended millage rate for FY 2022 is flat with the prior year at 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 (American Rescue Act), 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.

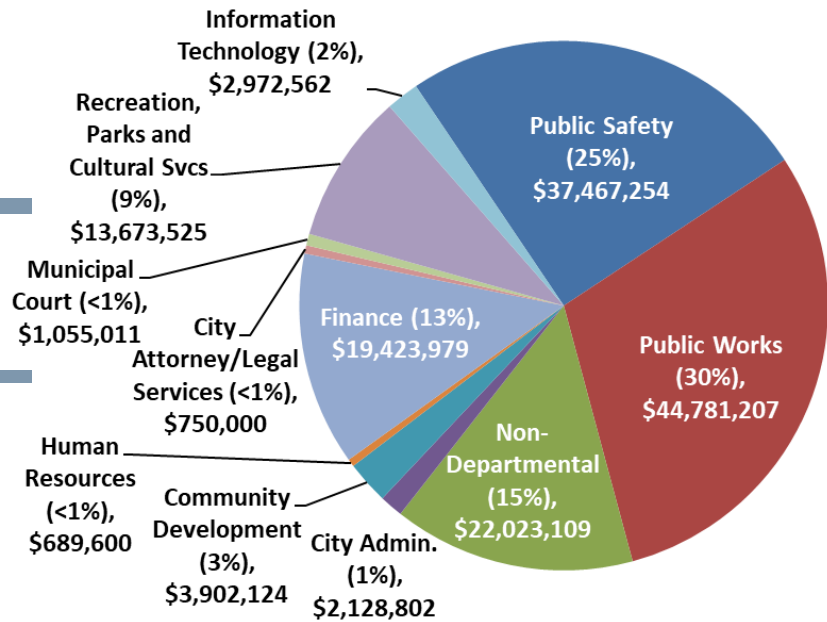
**Other/Miscellaneous:** Includes the sale of surplus assets, donations, and other miscellaneous revenues.

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

# CITYWIDE BUDGET SUMMARIES

## Summary by Department Expenditures

**FY 2022 Citywide Budget  
totals \$149 Million**



The chart above segments the FY 2022 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 E-911 Fund)

### Recreation, Parks and Cultural Services

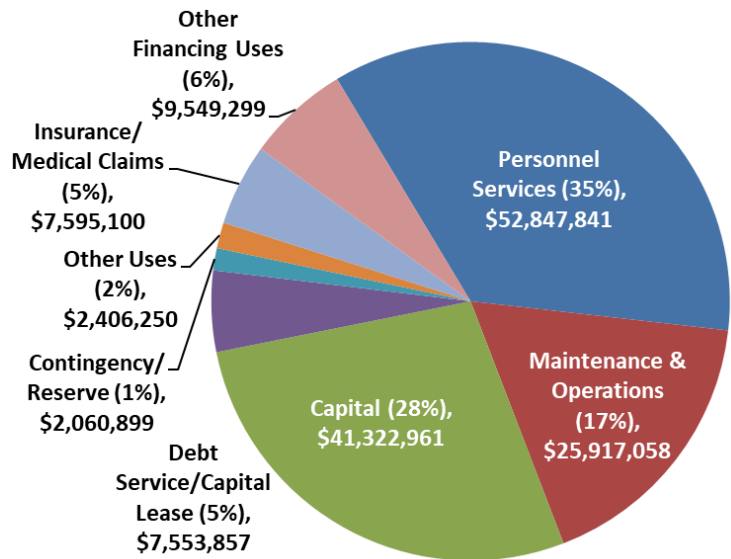
**Non-Departmental** (interfund transfers, contingency/reserves, Hotel/Motel Fund distributions, debt service, activities within the OPEB Funds, etc.)

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 2022 Citywide Budget  
totals \$149 Million**



The chart above segments the FY 2022 budget by expenditure category and includes the following:

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

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

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

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

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

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

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

**Contingency/Reserves:** Includes General Fund contingency appropriations and reserve appropriations across multiple funds (E911 Fund, American Rescue Act 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				
		E-911 Fund	Impact Fee Fund	Hotel/Motel Fund	Capital Projects Fund	Stormwater Capital Fund	T-SPLOST Capital Fund	American Rescue Act Fund	
REVENUES:									
Property Taxes	\$ 26,097,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Local Option Sales Taxes/T-SPLOST	15,700,000	-	-	-	-	-	7,615,000	-	
Other Taxes	15,727,750	-	-	5,500,000	-	-	-	-	
Licenses and Permits	2,729,100	-	-	-	-	-	-	-	
Intergovernmental Revenue	117,678	1,250,000	-	-	-	-	-	6,644,511	
Charges for Services	3,741,450	3,410,000	-	-	-	-	-	-	
Fines and Forfeitures	2,056,000	-	-	-	-	-	-	-	
Interest Earnings	190,000	18,482	-	10,000	100,000	-	225,000	-	
Other/Miscellaneous	240,787	-	-	-	-	-	-	-	
subtotal	\$ 66,599,765	\$ 4,678,482	\$ -	\$ 5,510,000	\$ 100,000	\$ -	\$ 7,840,000	\$ 6,644,511	
Other Financing Sources									
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ 5,966,799	\$ 1,520,000	\$ -	\$ -	
Interfund Transfer from Hotel/Motel Fund	2,062,500	-	-	-	-	-	-	-	
Budgeted Fund Balance	5,836,799	50,000	1,443,100	304,713	2,000,000	-	17,160,000	-	
subtotal	\$ 7,899,299	\$ 50,000	\$ 1,443,100	\$ 304,713	\$ 7,966,799	\$ 1,520,000	\$ 17,160,000	\$ -	
Total Revenues	\$ 74,499,064	\$ 4,728,482	\$ 1,443,100	\$ 5,814,713	\$ 8,066,799	\$ 1,520,000	\$ 25,000,000	\$ 6,644,511	
EXPENDITURES:									
Mayor and City Council	\$ 386,092	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
City Administration	2,128,802	-	-	-	-	-	-	-	
Finance	3,478,691	-	-	-	-	-	-	-	
Legal Services	750,000	-	-	-	-	-	-	-	
Information Technology	2,022,562	-	-	-	950,000	-	-	-	
Human Resources	689,600	-	-	-	-	-	-	-	
Municipal Court	1,055,011	-	-	-	-	-	-	-	
Public Safety	31,846,772	4,728,482	124,600	-	767,400	-	-	-	
Public Works	9,022,696	-	1,250,000	-	3,344,000	1,520,000	25,000,000	4,644,511	
Recreation, Parks and Cultural Services	10,089,025	-	-	-	1,584,500	-	-	2,000,000	
Community Development	3,773,624	-	68,500	-	60,000	-	-	-	
Non-Departmental	-	-	-	6,000	-	-	-	-	
Insurance Premiums (Risk Fund)	779,750	-	-	-	-	-	-	-	
Alpharetta Convention and Visitors Bureau	-	-	-	2,406,250	-	-	-	-	
Debt Service (Principal and Interest)*	289,640	-	-	1,339,963	-	-	-	-	
Contingency	700,000	-	-	-	-	-	-	-	
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	1,360,899	-	-	-	
subtotal	\$ 67,012,265	\$ 4,728,482	\$ 1,443,100	\$ 3,752,213	\$ 8,066,799	\$ 1,520,000	\$ 25,000,000	\$ 6,644,511	
Other Financing Uses									
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ 2,062,500	\$ -	\$ -	\$ -	\$ -	
Interfund Transfer to Capital Funds	7,486,799	-	-	-	-	-	-	-	
subtotal	\$ 7,486,799	\$ -	\$ -	\$ 2,062,500	\$ -	\$ -	\$ -	\$ -	
Total Expenditures	\$ 74,499,064	\$ 4,728,482	\$ 1,443,100	\$ 5,814,713	\$ 8,066,799	\$ 1,520,000	\$ 25,000,000	\$ 6,644,511	

\* 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
<b>REVENUES:</b>							
Property Taxes	\$ 4,752,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,849,000
Local Option Sales Taxes/T-SPLOST	-	-	-	-	-	-	23,315,000
Other Taxes	-	-	-	-	-	-	21,227,750
Licenses and Permits	-	-	-	-	-	-	2,729,100
Intergovernmental Revenue	-	-	-	-	-	-	8,012,189
Charges for Services	-	4,831,575	1,609,899	8,740,000	-	-	22,332,924
Fines and Forfeitures	-	-	-	-	-	-	2,056,000
Interest Earnings	13,000	13,541	273	-	9,874	19,025	599,195
Other/Miscellaneous	-	-	-	-	12,600	590,928	844,315
<i>subtotal</i>	\$ 4,765,000	\$ 4,845,116	\$ 1,610,172	\$ 8,740,000	\$ 22,474	\$ 609,953	\$ 111,965,473
<b>Other Financing Sources</b>							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,486,799
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	-	2,062,500
Budgeted Fund Balance	193,881	750,000	-	-	-	-	27,738,493
<i>subtotal</i>	\$ 193,881	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 37,287,792
<b>Total Revenues</b>	<b>\$ 4,958,881</b>	<b>\$ 5,595,116</b>	<b>\$ 1,610,172</b>	<b>\$ 8,740,000</b>	<b>\$ 22,474</b>	<b>\$ 609,953</b>	<b>\$ 149,253,265</b>
<b>EXPENDITURES:</b>							
Mayor and City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 386,092
City Administration	-	-	-	-	-	-	2,128,802
Finance	-	5,595,116	1,610,172	8,740,000	-	-	19,423,979
Legal Services	-	-	-	-	-	-	750,000
Information Technology	-	-	-	-	-	-	2,972,562
Human Resources	-	-	-	-	-	-	689,600
Municipal Court	-	-	-	-	-	-	1,055,011
Public Safety	-	-	-	-	-	-	37,467,254
Public Works	-	-	-	-	-	-	44,781,207
Recreation, Parks and Cultural Services	-	-	-	-	-	-	13,673,525
Community Development	-	-	-	-	-	-	3,902,124
Non-Departmental	16,000	-	-	-	22,474	609,953	654,427
Insurance Premiums (Risk Fund)	-	-	-	-	-	-	779,750
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	-	2,406,250
Debt Service (Principal and Interest)*	4,942,881	-	-	-	-	-	6,572,484
Contingency	-	-	-	-	-	-	700,000
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	-	-	1,360,899
<i>subtotal</i>	\$ 4,958,881	\$ 5,595,116	\$ 1,610,172	\$ 8,740,000	\$ 22,474	\$ 609,953	\$ 139,703,966
<b>Other Financing Uses</b>							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,062,500
Interfund Transfer to Capital Funds	-	-	-	-	-	-	7,486,799
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,549,299
<b>Total Expenditures</b>	<b>\$ 4,958,881</b>	<b>\$ 5,595,116</b>	<b>\$ 1,610,172</b>	<b>\$ 8,740,000</b>	<b>\$ 22,474</b>	<b>\$ 609,953</b>	<b>\$ 149,253,265</b>

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

## CITYWIDE BUDGET SUMMARIES

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

	General Fund	Special Revenue Funds			Capital Project Funds				
		E-911 Fund	Impact Fee Fund	Hotel/Motel Fund	Capital Project Fund	Stormw ater Capital Fund	T-SPLOST Capital Fund	American Rescue Act Fund	
REVENUES:									
Property Taxes	\$ 26,097,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Local Option Sales Taxes/T-SPLOST	15,700,000	-	-	-	-	-	7,615,000	-	
Other Taxes	15,727,750	-	-	5,500,000	-	-	-	-	
Licenses and Permits	2,729,100	-	-	-	-	-	-	-	
Intergovernmental Revenue	117,678	1,250,000	-	-	-	-	-	6,644,511	
Charges for Services	3,741,450	3,410,000	-	-	-	-	-	-	
Fines and Forfeitures	2,056,000	-	-	-	-	-	-	-	
Interest Earnings	190,000	18,482	-	10,000	100,000	-	225,000	-	
Other/Miscellaneous	240,787	-	-	-	-	-	-	-	
subtotal	\$ 66,599,765	\$ 4,678,482	\$ -	\$ 5,510,000	\$ 100,000	\$ -	\$ 7,840,000	\$ 6,644,511	
Other Financing Sources									
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ 5,966,799	\$ 1,520,000	\$ -	\$ -	
Interfund Transfer from Hotel/Motel Fund	2,062,500	-	-	-	-	-	-	-	
Budgeted Fund Balance	5,836,799	50,000	1,443,100	304,713	2,000,000	-	17,160,000	-	
subtotal	\$ 7,899,299	\$ 50,000	\$ 1,443,100	\$ 304,713	\$ 7,966,799	\$ 1,520,000	\$ 17,160,000	\$ -	
Total Revenues	\$ 74,499,064	\$ 4,728,482	\$ 1,443,100	\$ 5,814,713	\$ 8,066,799	\$ 1,520,000	\$ 25,000,000	\$ 6,644,511	
EXPENDITURES:									
Personnel Services	\$ 49,136,071	\$ 3,032,903	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Maintenance and Operations	16,204,009	1,318,801	68,500	6,000	-	-	-	-	
Capital	27,950	50,000	1,374,600	-	6,705,900	1,520,000	25,000,000	6,644,511	
Debt Service	944,235	326,778	-	1,339,963	-	-	-	-	
Other									
Insurance/Medical Claims	-	-	-	-	-	-	-	-	
Alpharetta Convention and Visitors Bureau	-	-	-	2,406,250	-	-	-	-	
Contingency	700,000	-	-	-	-	-	-	-	
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	1,360,899	-	-	-	
subtotal	\$ 67,012,265	\$ 4,728,482	\$ 1,443,100	\$ 3,752,213	\$ 8,066,799	\$ 1,520,000	\$ 25,000,000	\$ 6,644,511	
Other Financing Uses									
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ 2,062,500	\$ -	\$ -	\$ -	\$ -	
Interfund Transfer to Capital Funds	7,486,799	-	-	-	-	-	-	-	
subtotal	\$ 7,486,799	\$ -	\$ -	\$ 2,062,500	\$ -	\$ -	\$ -	\$ -	
Total Expenditures	\$ 74,499,064	\$ 4,728,482	\$ 1,443,100	\$ 5,814,713	\$ 8,066,799	\$ 1,520,000	\$ 25,000,000	\$ 6,644,511	

## CITYWIDE BUDGET SUMMARIES

	Enterprise Fund		Internal Service Funds		Fiduciary Fund		TOTAL
	Debt Service Fund	Solid Waste Fund	Risk Management Fund	Medical Insurance Fund	OPEB Health Benefit Fund	OPEB Reimb. Fund	
<b>REVENUES:</b>							
Property Taxes	\$ 4,752,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,849,000
Local Option Sales Taxes/T-SPLOST	-	-	-	-	-	-	23,315,000
Other Taxes	-	-	-	-	-	-	21,227,750
Licenses and Permits	-	-	-	-	-	-	2,729,100
Intergovernmental Revenue	-	-	-	-	-	-	8,012,189
Charges for Services	-	4,831,575	1,609,899	8,740,000	-	-	22,332,924
Fines and Forfeitures	-	-	-	-	-	-	2,056,000
Interest Earnings	13,000	13,541	273	-	9,874	19,025	599,195
Other/Miscellaneous	-	-	-	-	12,600	590,928	844,315
<i>subtotal</i>	\$ 4,765,000	\$ 4,845,116	\$ 1,610,172	\$ 8,740,000	\$ 22,474	\$ 609,953	\$ 111,965,473
<b>Other Financing Sources</b>							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,486,799
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	-	2,062,500
Budgeted Fund Balance	193,881	750,000	-	-	-	-	27,738,493
<i>subtotal</i>	\$ 193,881	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 37,287,792
<b>Total Revenues</b>	<b>\$ 4,958,881</b>	<b>\$ 5,595,116</b>	<b>\$ 1,610,172</b>	<b>\$ 8,740,000</b>	<b>\$ 22,474</b>	<b>\$ 609,953</b>	<b>\$ 149,253,265</b>
<b>EXPENDITURES:</b>							
Personnel Services	\$ -	\$ 75,440	\$ -	\$ -	\$ 12,474	\$ 590,953	\$ 52,847,841
Maintenance and Operations	16,000	5,519,676	900,072	1,855,000	10,000	19,000	25,917,058
Capital	-	-	-	-	-	-	41,322,961
Debt Service	4,942,881	-	-	-	-	-	7,553,857
<b>Other</b>							
Insurance/Medical Claims	-	-	710,100	6,885,000	-	-	7,595,100
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	-	2,406,250
Contingency	-	-	-	-	-	-	700,000
Non-Allocated (Reserve); One-Time Usage	-	-	-	-	-	-	1,360,899
<i>subtotal</i>	\$ 4,958,881	\$ 5,595,116	\$ 1,610,172	\$ 8,740,000	\$ 22,474	\$ 609,953	\$ 139,703,966
<b>Other Financing Uses</b>							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,062,500
Interfund Transfer to Capital Funds	-	-	-	-	-	-	7,486,799
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,549,299
<b>Total Expenditures</b>	<b>\$ 4,958,881</b>	<b>\$ 5,595,116</b>	<b>\$ 1,610,172</b>	<b>\$ 8,740,000</b>	<b>\$ 22,474</b>	<b>\$ 609,953</b>	<b>\$ 149,253,265</b>

## CITYWIDE BUDGET SUMMARIES

## Personnel Listing by Department

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	Proposed FY 2022*	Variance
<b>Detail by Department:</b>						
<b>General Fund</b>						
Mayor & City Council	7.0	7.0	7.0	7.0	7.0	-
City Administration	10.0	8.0	7.0	6.0	8.0	2.0
Community Development	26.0	28.0	30.0	32.0	30.0	(2.0)
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	221.0	221.0	223.5	226.5	232.5	6.0
Human Resources	2.0	3.0	3.0	3.0	3.0	-
Municipal Court	9.0	8.0	8.0	8.0	7.0	(1.0)
Recreation, Parks and Cultural Svcs	51.0	51.0	51.0	51.0	50.5	(0.5)
Information Technology	11.0	11.0	12.0	12.0	12.0	-
<b>subtotal</b>	<b>410.5</b>	<b>410.5</b>	<b>415.0</b>	<b>419.0</b>	<b>423.5</b>	<b>4.5</b>
<b>E-911 Fund (Special Revenue Fund)</b>						
Public Safety	29.0	29.0	32.0	32.0	32.0	-
Information Technology	1.0	1.0	1.0	1.0	1.0	-
<b>subtotal</b>	<b>30.0</b>	<b>30.0</b>	<b>33.0</b>	<b>33.0</b>	<b>33.0</b>	<b>-</b>
<b>DEA Fund (Special Revenue Fund)</b>						
Public Safety	3.0	3.0	3.0	-	-	-
<b>Solid Waste Fund (Enterprise Fund)</b>						
Finance	1.0	1.0	1.0	1.0	1.0	-
<b>Full-Time-Equivalent (FTE) Positions</b>	<b>444.5</b>	<b>444.5</b>	<b>452.0</b>	<b>453.0</b>	<b>457.5</b>	<b>4.5</b>

## Notes:

- \* Includes 10.5 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>
Crew Leader	Public Works	2.0
Tech I	Public Works	1.0
Civil Engineer	Public Works	1.0
Deputy Court Clerk III	Court	1.0
Treasury Services Manager	Finance	1.0
Technology Analyst	IT	1.0
Admin Assistant II	Parks	1.0
Police Officer	Public Safety	2.0
Parking Enforcement Officer	Public Safety	0.5
		<u>10.5</u>

## GENERAL FUND SUMMARY

### General Fund Summary

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#### Overview

The *General Fund Summary* section is intended to provide readers with an overall understanding of the city's fiscal year 2022 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 2021 and 2022. Revenues are presented by source and expenditures are presented by category (i.e. Personnel Services, Maintenance & Operations, Capital, etc.).

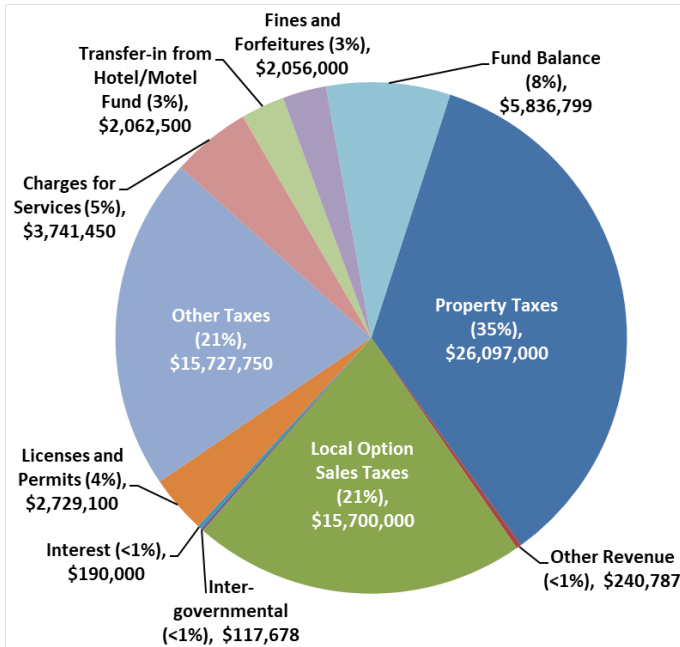
- **Budget Narrative**

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

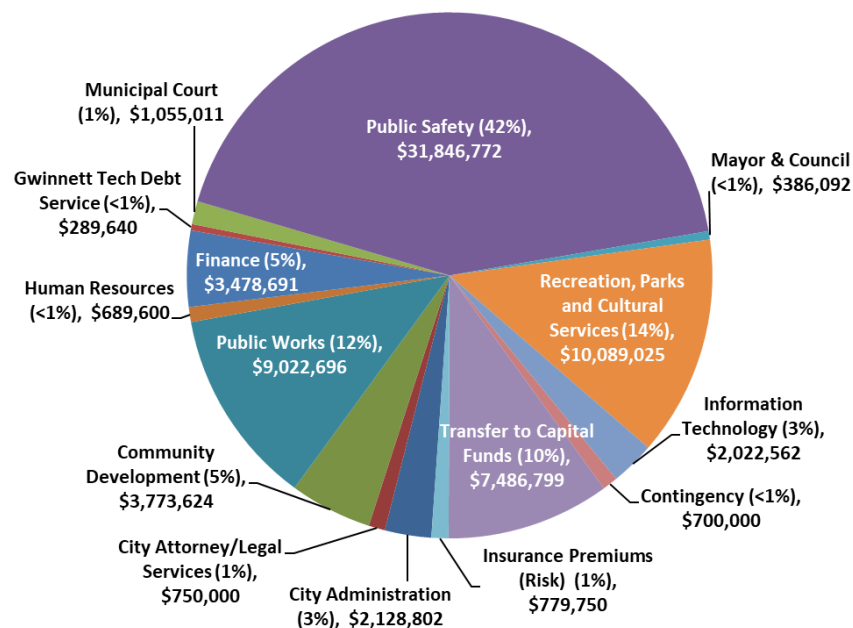
## GENERAL FUND SUMMARY

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 2022 General Fund Budget

totals \$74 Million



# GENERAL FUND SUMMARY

## Statement of Budgetary Comparisons

	FY 2021 AMENDED BUDGET	FY 2022 RECOMMENDED BUDGET	\$ Variance	% Variance
<b>Revenues:</b>				
Property Taxes:				
Current Year	\$ 25,350,000	\$ 24,000,000	\$ (1,350,000)	-5.3%
Motor Vehicle	75,000	60,000	(15,000)	-20.0%
Motor Vehicle Title Tax Fee	1,600,000	1,800,000	200,000	12.5%
Prior Year/Delinquent	217,000	237,000	20,000	9.2%
Local Option Sales Tax	13,479,457	15,700,000	2,220,543	16.5%
Other Taxes	15,556,950	15,727,750	170,800	1.1%
Licenses & Permits	2,579,750	2,729,100	149,350	5.8%
Intergovernmental	113,000	117,678	4,678	4.1%
Charges for Services	3,395,105	3,741,450	346,345	10.2%
Fines & Forfeitures	1,806,000	2,056,000	250,000	13.8%
Interest	310,000	190,000	(120,000)	-38.7%
Other Revenues	249,809	240,787	(9,022)	-3.6%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	2,531,250	2,062,500	(468,750)	-18.5%
<b>Total Operating Revenues</b>	<b>\$ 67,263,321</b>	<b>\$ 68,662,265</b>	<b>\$ 1,398,944</b>	<b>2.1%</b>
Fund Balance Carryforward	5,289,252	5,836,799		
<b>Total Revenues</b>	<b>\$ 72,552,573</b>	<b>\$ 74,499,064</b>		
<b>Expenditures (by Category):</b>				
Personnel Services:				
Salaries	\$ 29,915,404	\$ 30,755,039	\$ 839,635	2.8%
Group Insurance	9,005,901	9,473,883	467,982	5.2%
Pension (Defined Benefit)	2,675,532	2,818,660	143,128	5.3%
Pension (401A)	2,183,255	2,367,862	184,607	8.5%
Miscellaneous Benefits	3,644,651	3,720,627	75,976	2.1%
<b>subtotal</b>	<b>\$ 47,424,743</b>	<b>\$ 49,136,071</b>	<b>\$ 1,711,328</b>	<b>3.6%</b>
Maintenance and Operations:				
Professional Services	\$ 2,561,658	\$ 2,696,938	\$ 135,280	5.3%
Repair/Maintenance	1,603,061	1,620,750	17,689	1.1%
Maintenance Contracts	2,846,574	2,850,778	4,204	0.1%
Professional Services (IT)	2,048,834	2,027,570	(21,264)	-1.0%
General Supplies	958,131	869,161	(88,970)	-9.3%
Utilities	2,897,285	2,953,175	55,890	1.9%
Legal Services	750,000	750,000	-	0.0%
Insurance Premiums (Risk Fund)	720,250	779,750	59,500	8.3%
Miscellaneous	2,028,868	1,655,887	(372,981)	-18.4%
<b>subtotal</b>	<b>\$ 16,414,661</b>	<b>\$ 16,204,009</b>	<b>\$ (210,652)</b>	<b>-1.3%</b>
Capital/Lease:	\$ 613,848	\$ 682,545	\$ 68,697	11.2%
Other Uses:				
Contingency	\$ 700,000	\$ 700,000	\$ -	0.0%
Gwinnett Tech Contribution (Debt Svc)	290,490	289,640	(850)	-0.3%
<b>subtotal</b>	<b>\$ 990,490</b>	<b>\$ 989,640</b>	<b>\$ (850)</b>	<b>-0.1%</b>
<b>Total Operating Expenditures</b>	<b>\$ 65,443,742</b>	<b>\$ 67,012,265</b>	<b>\$ 1,568,523</b>	<b>2.4%</b>
Non-Allocated/Reserve	1,880,579	-		
Non-Allocated/Reserve (One-Time Usage)	686,390	-		
Interfund Transfer (Capital/Grant Funds):				
Fund Balance	4,352,862	5,836,799		
Recurring Capital Program	189,000	1,650,000		
<b>Total Expenditures</b>	<b>\$ 72,552,573</b>	<b>\$ 74,499,064</b>		

Personnel (full-time-equivalent) \* 419.0 423.5

\* FY 2022 includes 10.5 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. The main incremental economic impact forecasted for FY 2022 is a reduction in property taxes due to the COVID-19 pandemic's impact on property valuations (primarily commercial). Specifically, FY 2022 property valuations represent market conditions as of January 1, 2021 (valuations during 2020). Due to the unprecedented impact on our businesses during 2020 from COVID-19, the city has forecasted a steep reduction in commercial valuations (20% reduction). The forecasted reduction in commercial valuations, which is partially offset through forecasted growth in residential valuations and estimated new construction (\$168 million in market valuations), equates to a -5% reduction in property tax revenues.

Other revenue sources, while down compared to pre-pandemic levels, are forecasting growth compared to FY 2021 except for Investment Earnings (low market interest rates).

The city has been proactive in realigning its spending to match the current economic reality. Spending since FY 2020 has been limited to essential items only and vacancies are filled on a priority basis with an emphasis on public safety operations. This trend continues and has positioned the city to more effectively approach the challenges in the FY 2022 Budget resulting from COVID-19.

## GENERAL FUND SUMMARY

### Revenues

FY 2022 General Fund operating revenues are forecasted to grow by 2%, or \$1.4 million, compared to Amended FY 2021. The following table compares major revenue categories within the General Fund:

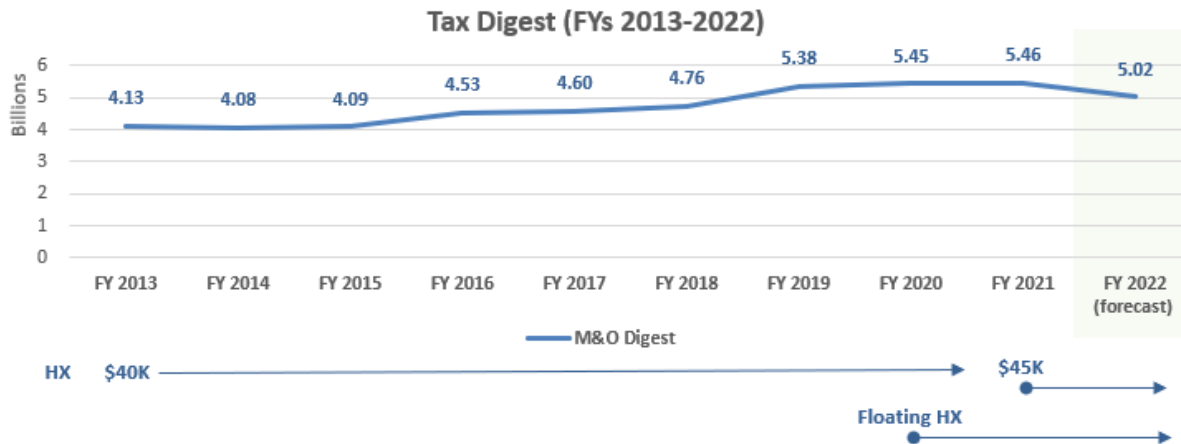
	FY 2021 AMENDED BUDGET	FY 2022 RECOMMENDED BUDGET	\$ Variance	% Variance
<b>Revenues:</b>				
Property Taxes:				
Current Year	\$ 25,350,000	\$ 24,000,000	\$ (1,350,000)	-5.3%
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Motor Vehicle Title Tax Fee	1,600,000	1,800,000	200,000	12.5%
Prior Year/Delinquent	217,000	237,000	20,000	9.2%
Local Option Sales Tax	13,479,457	15,700,000	2,220,543	16.5%
Other Taxes:				
Franchise Fees	6,675,000	6,620,000	(55,000)	-0.8%
Insurance Premium Tax	4,589,200	4,650,000	60,800	1.3%
Alcohol Beverage Excise Tax	2,100,000	2,025,000	(75,000)	-3.6%
Other Taxes	2,192,750	2,432,750	240,000	10.9%
Licenses & Permits	2,579,750	2,729,100	149,350	5.8%
Intergovernmental	113,000	117,678	4,678	4.1%
Charges for Services	3,395,105	3,741,450	346,345	10.2%
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Interest	310,000	190,000	(120,000)	-38.7%
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Fund Balance Carryforward	5,289,252	5,836,799		
<b>Total Revenues</b>	<b>\$ 72,552,573</b>	<b>\$ 74,499,064</b>		

### 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 2022 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 2022. These figures are net of all exemptions (e.g. basic homestead and floating homestead exemptions).



As previously mentioned, FY's 2013-2021 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:

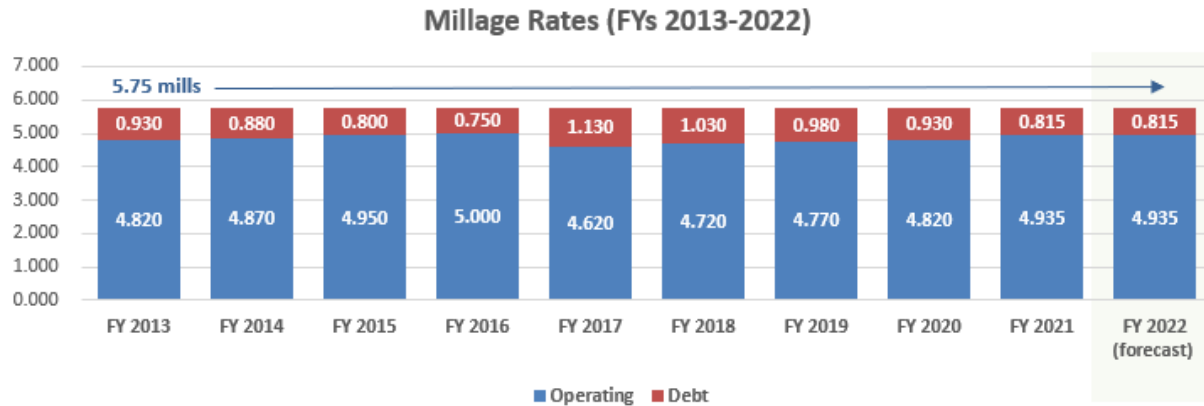
- FY 2020: Implementation of the floating homestead exemption;
- FY 2021: \$5,000 increase to the basic homestead exemption (\$40,000 to \$45,000);
- FY 2021: Removal of income restrictions for residents age 65 and older to qualify for the \$10,000 senior homestead exemption; and
- General tax digest 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. Additionally, FY 2022 valuations represent the 1<sup>st</sup> year of valuation impacts resulting from the COVID-19 pandemic. Specifically, FY 2022 property valuations represent market conditions as of January 1, 2021 (valuations during 2020). Due to the unprecedented impact on our businesses during 2020 from COVID-19, the City has forecasted a steep reduction in commercial valuations (20% reduction). The forecasted reduction in commercial valuations, which is partially offset through forecasted growth in residential valuations and estimated new construction (\$168 million in market valuations), equates to an -8% overall reduction in the property tax digest.

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.

## GENERAL FUND SUMMARY

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 2022.

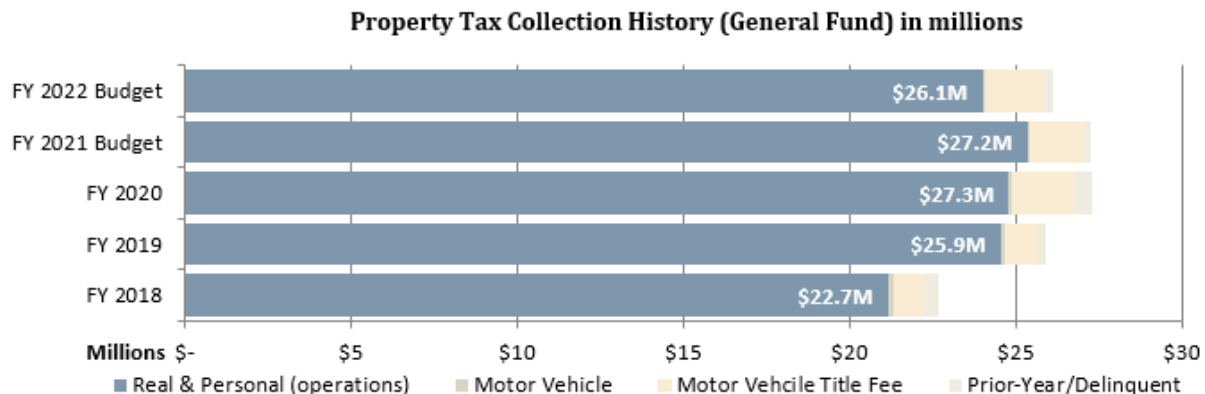


The FY 2022 Budget is based on maintenance of the city's millage rate at 5.750 mills.

- The portion of the millage rate funding debt service (Debt Service Fund) is estimated to remain flat with FY 2021 at 0.815 mills.
- The portion of the millage rate funding operations and recurring capital investment (General Fund) is estimated to remain flat with FY 2021 at 4.935 mills.

The property tax revenue estimates are net of the city's homestead exemptions which is estimated to save our homeowners over \$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. 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 \$26.1 million in FY 2022 and represent approximately 35% of General Fund revenues. The chart below depicts a 5-year history of General Fund property tax collections by type.

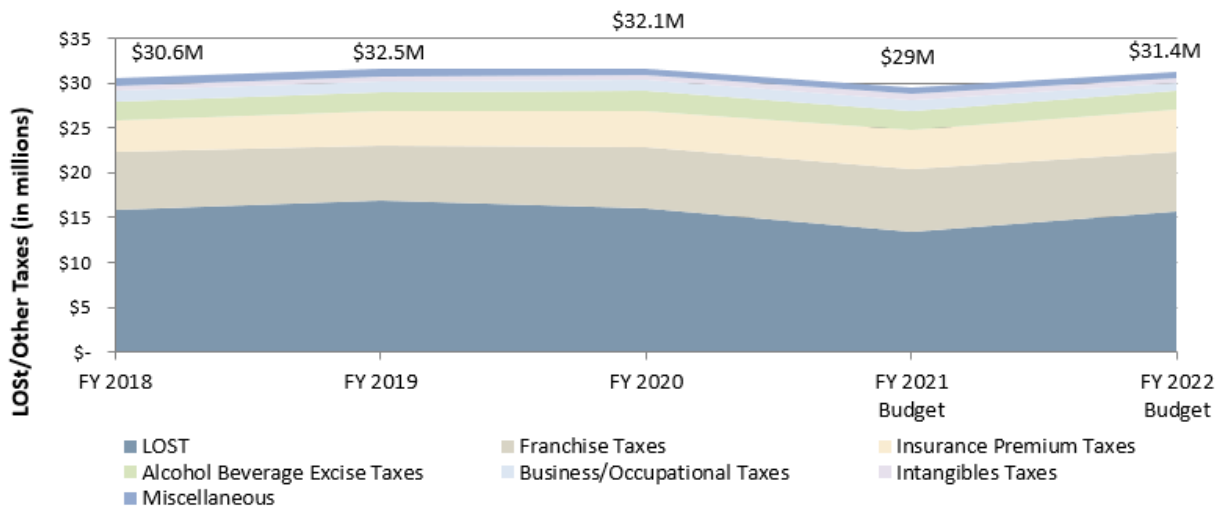


## GENERAL FUND SUMMARY

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 6.6% and is shared between the State and local governments (county, city, and school boards; local share approaches 65% of collections). An increase of 13% is forecasted in FY 2022 for motor vehicle title fees from a budget-to-budget standpoint. However, the reduction programmed into the FY 2021 budget due to anticipated COVID-19 impacts has not been realized and 2021 actuals are trending towards \$1.8 million resulting in a conservative flat-collection trend for 2022.

### Other Taxes (including LOST)

Other taxes account for 42%, or \$31 million, of total General Fund revenue for FY 2022. 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 \$15.7 million for FY 2022.

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.



## GENERAL FUND SUMMARY

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).

An increase of 17% is forecasted for FY 2022 from a budget-to-budget standpoint. However, actual collections are conservatively estimated at \$15.5 million in FY 2021 which equates to a revised growth rate of 2%. Due to the Federal stimulus recently approved and beginning to flow thru the local, State, and National economy, LOST collections are likely to exceed budgetary figures for 2022 and begin to recover towards pre-COVID trends (e.g. 2019).

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

A reduction of -1% is forecasted for FY 2022 from a budget-to-budget standpoint. However, actual collections are estimated at \$6.4 million in FY 2021 which equates to a revised growth rate of 3%.

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 has had a detrimental effect on many of our commercial partners through closings and/or reduced operational hours which impacted 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 and Sawnee EMC, the largest contributors of this revenue source (70% of total franchise fees), totaled \$4.3 million in FY 2021 and represents a -\$440,370 decrease over the prior year (\$4.8 million was collected in FY 2020). The budget forecast for FY 2022 totals \$4.4 million and represents minor growth compared to 2021 collections. Augmenting revenue growth forecasts are approved rate increases by GA Power (average of 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 \$890,000 in FY 2021. The budget forecast for FY 2022 totals \$950,000 and reflects growth approximating 6%. The city raised the Cable Franchise Fee from 3% to 5% effective January 1, 2019.

## GENERAL FUND SUMMARY

- **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 \$4.7 million in FY 2022. Strong growth is forecasted for FY 2022 from a budget-to-budget standpoint. However, actual collections during FY 2021 totaled \$4.6 million which equates to a conservative 1% growth factor.

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 million in FY 2022. A contraction of -4% is forecasted for FY 2022 from a budget-to-budget standpoint. However, actual collections during FY 2021 are estimated at \$2 million which equates to a conservative 1% growth factor and reflects the ongoing economic impacts of the COVID-19 pandemic.

### **Licenses & Permits**

Licenses & permits account for 4%, or \$2.7 million, of total General Fund revenue for FY 2022. Licenses and permit revenues include alcoholic beverage permit fees, development permit and related fees, building permit fees, occupancy permit fees, sign permit fees, etc.

Growth of 6% is forecasted for FY 2022 based on 2021 collection patterns but lags pre-pandemic collection levels (\$4.2 million in 2019).

The largest revenue source is Building Permit Fees (\$1.7 million conservatively forecasted for FY 2022; \$1.9 million estimated for FY 2021).

### **Intergovernmental**

Intergovernmental sources account for <1%, or \$117,678, of total General Fund revenue for FY 2022. This revenue is primarily generated from Intergovernmental Agreements with the City of Milton related to the sharing of court management capabilities as well as overtime reimbursement through the Federal HIDTA (High Intensity Drug Trafficking Area) program.

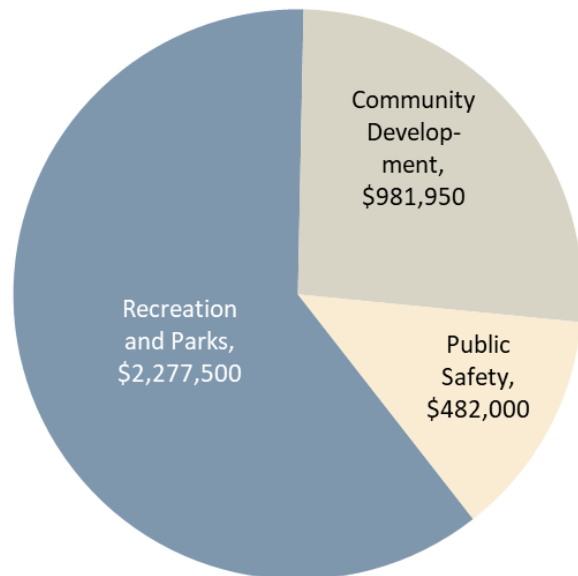
## GENERAL FUND SUMMARY

### Charges for Services

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

Charges for services account for 5%, or \$3.7 million, of total General Fund revenue. Growth of 10% is forecasted for FY 2022 primarily due to increased plan review fee trends coupled with recreation program attendance growth (compared to 2020 which included significant program cancellations due to COVID-19).

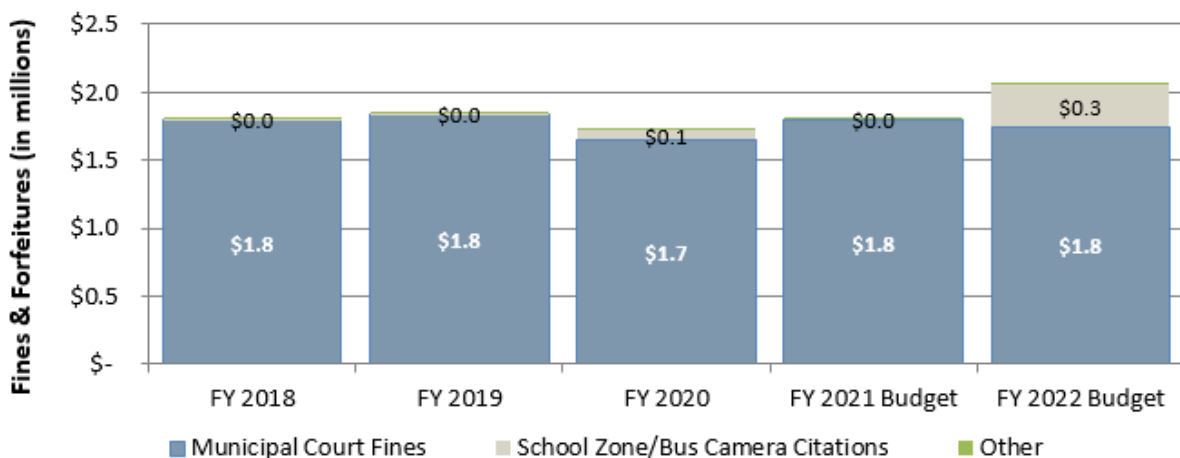
### Charges for Services: \$3.7M



### Fines & Forfeitures

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

Fines & forfeitures account for 3%, or \$2.1 million, of total General Fund revenue for FY 2022. An increase of 14% is forecasted for FY 2022 from a budget-to-budget standpoint due primarily to School Zone traffic camera citation fees being included within the budget.



### Interest

Interest earnings account for <1%, or \$190,000, of total General Fund revenue for FY 2022. Reductions are forecasted to more accurately reflect the earnings the city is currently receiving on its investments in the low market-rate environment.

## GENERAL FUND SUMMARY

### **Other Financing Sources**

Other Financing Sources account for 3%, or \$2.1 million, of total General Fund revenue for FY 2022 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 8%, or \$5.8 million, of total General Fund appropriations for FY 2022. Carryforward Fund Balance represents available cash in excess of the city's 23% emergency reserve.

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

## GENERAL FUND SUMMARY

### Expenditures

Operating expenditures of the General Fund are forecasted to grow by 2% over FY 2021. This figure includes the operating initiative funding for FY 2022<sup>4</sup>. After adjusting for the operating initiative funding, **the base operational growth totals 1%.**

The following table compares departmental appropriations within the General Fund:

<b>Expenditures (by Department):</b>	<b>FY 2021 AMENDED BUDGET</b>	<b>FY 2022 RECOMMENDED BUDGET</b>	<b>\$ Variance</b>	<b>% Variance</b>
Mayor and Council	\$ 382,505	\$ 386,092	\$ 3,587	0.9%
City Administration	1,288,313	2,128,802	840,489	65.2%
Finance	3,541,567	3,478,691	(62,876)	-1.8%
Legal Services	750,000	750,000	-	0.0%
Information Technology	2,194,661	2,022,562	(172,099)	-7.8%
Human Resources	647,529	689,600	42,071	6.5%
Municipal Court	1,006,645	1,055,011	48,366	4.8%
Public Safety	30,596,284	31,846,772	1,250,488	4.1%
Public Works	9,046,380	9,022,696	(23,684)	-0.3%
Recreation, Parks & Cultural Services	10,088,405	10,089,025	620	0.0%
Community Development	4,190,713	3,773,624	(417,089)	-10.0%
Non-Departmental:				
Contingency	700,000	700,000	-	0.0%
Insurance Premiums (Risk Fund)	720,250	779,750	59,500	8.3%
Gwinnett Tech Contribution (Debt Svc)	290,490	289,640	(850)	-0.3%
<b>Total Operating Expenditures</b>	<b>\$ 65,443,742</b>	<b>\$ 67,012,265</b>	<b>\$ 1,568,523</b>	<b>2.4%</b>
Non-Allocated/Reserve	1,880,579	-		
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<b>Total Expenditures</b>	<b>\$ 72,552,573</b>	<b>\$ 74,499,064</b>		

<sup>4</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

## GENERAL FUND SUMMARY

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

	FY 2021 AMENDED BUDGET	FY 2022 RECOMMENDED BUDGET	\$ Variance	% Variance
<b>Expenditures (by Category):</b>				
Personnel Services:				
Salaries	\$ 29,915,404	\$ 30,755,039	\$ 839,635	2.8%
Group Insurance	9,005,901	9,473,883	467,982	5.2%
Pension (Defined Benefit)	2,675,532	2,818,660	143,128	5.3%
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OPEB/Post Employment Healthcare	604,717	566,084	(38,633)	-6.4%
Miscellaneous Benefits	3,039,934	3,154,543	114,609	3.8%
<i>subtotal</i>	<b>\$ 47,424,743</b>	<b>\$ 49,136,071</b>	<b>\$ 1,711,328</b>	<b>3.6%</b>
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Capital/Lease:	<b>\$ 613,848</b>	<b>\$ 682,545</b>	<b>\$ 68,697</b>	<b>11.2%</b>
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## GENERAL FUND SUMMARY

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

Several of the major points of the FY 2022 Budget are as follows:

- Management of personnel and compensation program to align with current market environment:
  - Staffing level at 457.5 full-time equivalents “FTE” with the funding breakdown as follows:
    - 447 full-time equivalents (funded) – includes 6 positions funded as part of the 2022 operating initiatives (Quint apparatus staffing);
    - 10.5 full-time equivalents (unfunded; budgetary savings of \$900,000); positions to remain vacant pending an identified funding source and workload justification.
  - Continuation of the annual performance-based merit program (3% on average) effective July 1, 2021 in an estimated cost of \$1 million.
- Reduction (-1% or -\$210,652) in departmental maintenance and operations budgets (General Fund) including controls on non-essential spending.
  - Net reduction is approximately -5% after adjusting for operating initiatives for 2022<sup>5</sup>, new initiatives (e.g. elections, municipal court office space lease, Innovation Academy field maintenance IGA, etc.), and growth drivers including risk insurance premiums (8% growth or +\$59,500 based on premium trends), maintenance of new parks (+\$42,000 for AlphaLoop, Thompson Street Park, Maddox Park, and Encore Park), and expanded Public Safety Taser program (42% growth or +\$30,000).
- 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. The FY 2022 budget experienced growth due primarily to approval of the Quint lease as part of the 2021 Mid-Year budget (replaced 1 Pumper with a dual-purpose Quint including ladder and water pumping capabilities).
- Funding from the General Fund which is available for immediate capital investment in 2022 includes the following:
  - \$5,836,799 Fund Balance for one-time capital;
  - \$1,650,000 Recurring Capital Contribution from the General Fund
  - \$7,486,799

<sup>5</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.



## DEPARTMENTAL SUMMARIES

### Departmental Summaries

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#### Overview

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

This section segments departmental budgets into the following components:

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

## 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

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
N/A	\$ -	\$ -	\$ -		\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 109,063	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	128,080	165,061	171,786	184,845	188,913
FICA	6,615	7,036	7,036	9,438	9,448
Pension (Defined Benefit)	-	-	-		-
Pension (401A Contribution/Match)	12,844	15,563	18,000	18,000	18,000
Workers Compensation	3,027	3,307	3,626	3,384	3,363
OPEB Contribution	377	2,718	2,808	2,856	2,459
Miscellaneous	2,700	3,600	3,600	3,764	3,763
<i>subtotal</i>	<b>\$ 262,705</b>	<b>\$ 317,284</b>	<b>\$ 326,856</b>	<b>\$ 342,287</b>	<b>\$ 345,946</b>
<b>Maintenance &amp; Operations:</b>					
* Mayor	\$ 7,782	\$ 8,467	\$ 9,000	\$ 7,200	\$ 7,200
* City Council Post 1	4,916	6,154	4,692	4,000	4,000
* City Council Post 2	3,936	4,975	5,000	4,000	4,000
* City Council Post 3	689	1,979	4,593	4,000	4,000
* City Council Post 4	1,954	1,513	4,472	4,000	4,000
* City Council Post 5	1,316	3,367	4,999	4,000	4,000
* City Council Post 6	3,395	958	3,527	4,000	4,000
Miscellaneous	5,840	6,845	3,278	9,018	8,946
<i>subtotal</i>	<b>\$ 29,828</b>	<b>\$ 34,258</b>	<b>\$ 39,561</b>	<b>\$ 40,218</b>	<b>\$ 40,146</b>
<b>Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 292,533</b>	<b>\$ 351,543</b>	<b>\$ 366,417</b>	<b>\$ 382,505</b>	<b>\$ 386,092</b>
<b>PERSONNEL</b>					
Mayor	1.0	1.0	1.0	1.0	1.0
City Council	6.0	6.0	6.0	6.0	6.0
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

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

## DEPARTMENTAL SUMMARIES

### **Budget Narrative**

The Fiscal Year 2022 Budget for Mayor and City Council totals \$386,092 and represents an increase of 1%, or \$3,587, compared to the FY 2021 budget. This variance is solely related to growth in group health insurance premiums.

The Maintenance and Operations remained relatively flat compared to FY 2021.

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

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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

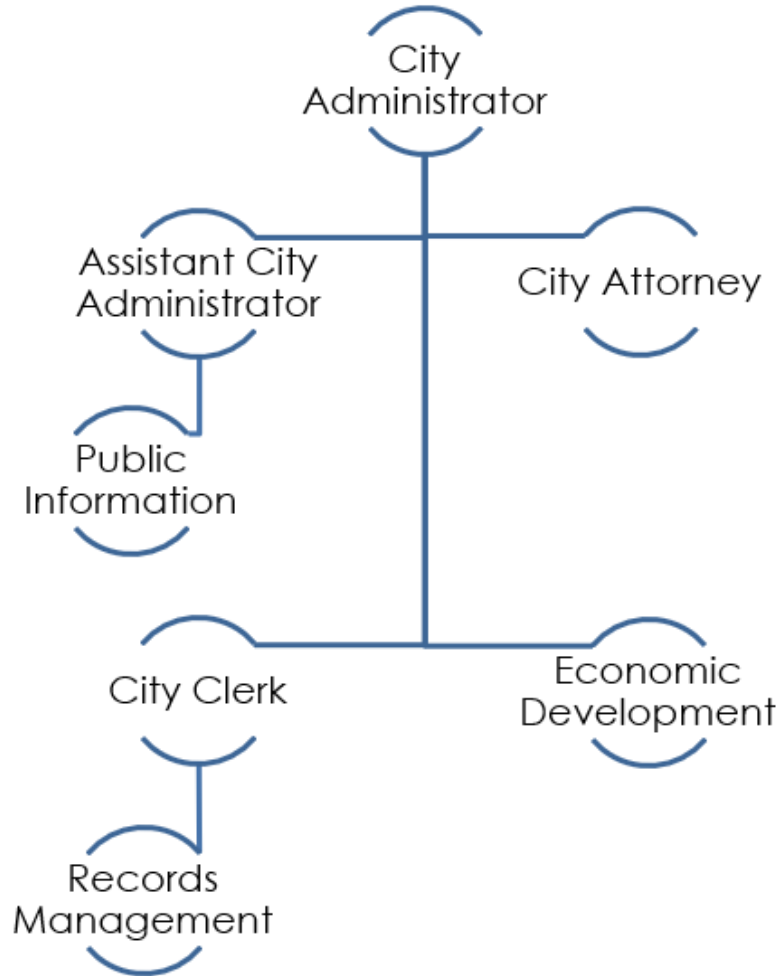


BRegus@alpharetta.ga.us

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

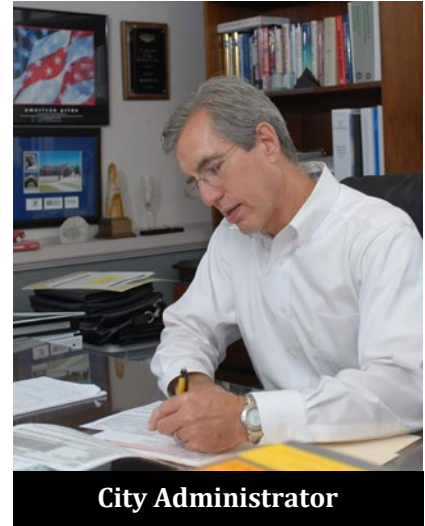
### City Administration

*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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Licenses and Permits:</b>					
Alcohol Beverage Permits	\$ 10,150	\$ 11,200	\$ 2,300	\$ -	\$ -
<b>Charges for Services:</b>					
Taste of Alpharetta	-	-	-	-	-
Other (Events)	1,020	775	588	750	450
<b>Other Revenue:</b>					
Property Leases	-	-	-	-	-
Other	4,648	17,156	16,621	-	-
<b>TOTAL</b>	<b>\$ 15,818</b>	<b>\$ 29,131</b>	<b>\$ 19,509</b>	<b>\$ 750</b>	<b>\$ 450</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 986,288	\$ 897,873	\$ 761,456	\$ 723,908	\$ 938,008
Overtime	88	-	-	-	-
Group Insurance	165,996	147,597	122,879	114,648	183,821
FICA	66,730	60,169	48,935	43,825	60,896
Pension (Defined Benefit)	100,437	99,253	80,260	102,738	112,581
Pension (401A Contribution/Match)	63,771	59,559	50,836	41,246	68,194
Workers Compensation	24,362	27,015	22,417	18,347	24,478
OPEB Contribution	3,115	22,789	18,216	15,483	17,799
Miscellaneous	7,433	7,743	7,200	7,526	7,772
<i>subtotal</i>	<b>\$ 1,418,220</b>	<b>\$ 1,321,998</b>	<b>\$ 1,112,199</b>	<b>\$ 1,067,721</b>	<b>\$ 1,413,549</b>
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 293,534	\$ 113,594	\$ 243,064	\$ 69,500	\$ 481,500
Advertising	184,783	115,804	162,385	8,750	23,750
Printing	1,342	-	3,308	-	5,000
Employee Training	30,809	9,102	6,305	9,500	12,200
Employee Travel	38,585	6,507	5,592	3,338	7,500
General Supplies	80,558	57,721	32,428	39,700	47,100
Maintenance Contracts/IT Services	103,360	88,943	79,379	85,804	134,203
Utilities	178	56	222	-	-
Miscellaneous	30,085	914	17,092	4,000	4,000
<i>subtotal</i>	<b>\$ 763,232</b>	<b>\$ 392,640</b>	<b>\$ 549,774</b>	<b>\$ 220,592</b>	<b>\$ 715,253</b>
<b>Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 2,181,453</b>	<b>\$ 1,714,638</b>	<b>\$ 1,661,974</b>	<b>\$ 1,288,313</b>	<b>\$ 2,128,802</b>
<b>Authorized Personnel</b>	<b>10.0</b>	<b>8.0</b>	<b>7.0</b>	<b>6.0</b>	<b>8.0</b>

## DEPARTMENTAL SUMMARIES

### **Budget Narrative**

The FY 2022 Budget for City Administration totals \$2,128,802 and represents an increase of 65%, or \$840,489, compared to FY 2021. The primary drivers of this increase (\$594,169) includes the transfer of the Economic Development function from Community Development (FY 2021) to City Administration (FY 2022) as well as estimated 2021 election costs (\$155,000). The Economic Development function has historically been housed under the City Administration Department but was moved for FY 2021 to facilitate a better management linkage with the Community Development Department and is being moved back into City Administration for FY 2022 under the leadership of the newly funded Economic Development Director position.

The Personnel Services category increased 32%, or \$345,828, due primarily to the transfer of the Economic Development Division (discussed above) coupled with wage increases associated with the 3% performance-based merit program scheduled for July 1, 2021.

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

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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	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	-	-	-	-	-
Records Manager	1.0	-	-	-	-	-
Web Administrator	1.0	1.0	1.0	1.0	1.0	-
	10.0	8.0	7.0	6.0	8.0	2.0

\* Positions reorganized into the Community Development Department for fiscal year 2021 and transferred back under City Administration for FY 2022 upon approval of a Director position.

The Maintenance and Operations category increased 224%, or \$494,661, due primarily to the following activity:

- Increase within multiple accounts totaling \$285,815 representing the transfer of the Economic Development function from the Community Development Department (discussed above).
- Increase in professional services and advertising of \$155,000 due to estimated costs to conduct the 2021 election under the terms of the Fulton County IGA.

## DEPARTMENTAL SUMMARIES

- Increase in professional services of \$25,000 for City Administrator national recruitment services (2022 operating initiative)<sup>6</sup>.
- Increase in maintenance contracts and IT professional services due of \$23,659 due to general growth in software maintenance costs coupled with additional funds for citizen communication-focused software applications (e.g. Survey Monkey, TypeForm, Mailchimp, MentiMeter, etc.).

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

#### Legal Services

				FY 2021 Amended Budget	FY 2022 Recommended Budget
	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual		
REVENUES					
N/A	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Maintenance & Operations:					
Professional Fees	\$ 725,172	\$ 842,459	\$ 882,013	\$ 750,000	\$ 750,000
TOTAL	\$ 725,172	\$ 842,459	\$ 882,013	\$ 750,000	\$ 750,000
PERSONNEL*	-	-	-	-	-

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

<sup>6</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

## 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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
City Administration Department annual turnover percentage	0.0%	14.3%	0.0%	0.0%	16.7%
Number of website hits	536,173	585,556	614,396	590,000	600,000
Website Unique Visitors	332,428	361,548	497,660	360,000	420,000
Website Page Views	1,177,294	1,285,007	1,296,371	1,200,000	1,200,000
% of Website New Visits	61%	60%	81%	60%	70%
Facebook Followers	7,800	11,117	13,589	13,450	16,578
Twitter Followers	8,100	9,337	10,556	11,408	12,000
<b>Personnel Assigned:</b>	<b>8.0 FTE</b>	<b>7.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
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	N/A	N/A	N/A	N/A
Internal Auditor					

### Economic Development

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

City Administration - Economic Development					
Performance Measurements	Actual FY 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
# of Existing business contacts	425	400	418	400	415
# of New projects	9	15	19	15	20
# of Major business prospects recruited	1	2	2	3	5
<b>Personnel Assigned:</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>1.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
Economic Dev Director	Economic Dev Director	N/A	Economic Dev Director	Economic Dev Director	Economic Dev Director
Economic Dev Manager	Economic Dev Manager	Economic Dev Manager	Economic Dev Manager	Economic Dev Manager	Economic Dev Manager

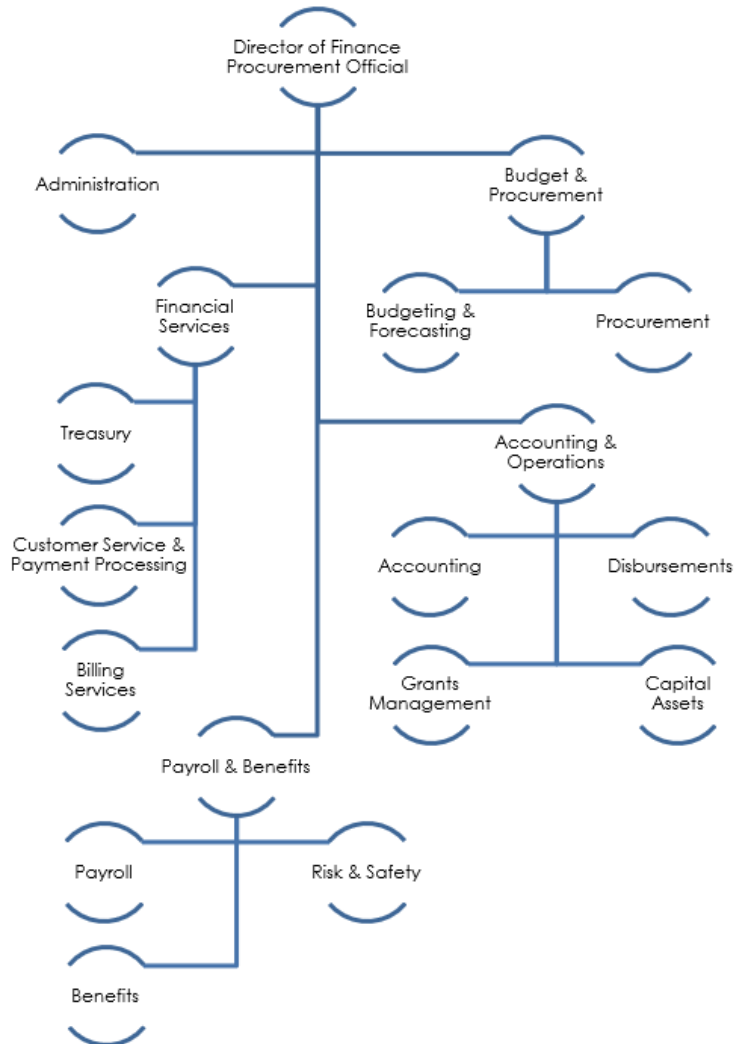
## DEPARTMENTAL SUMMARIES

### Finance

THOMAS G. HARRIS  
DIRECTOR



T.Harris@alpharetta.ga.us



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



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



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



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

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

## 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
N/A	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 1,554,527	\$ 1,586,992	\$ 1,568,576	\$ 1,637,421	\$ 1,649,301
Overtime	-	2,760	1,149	3,000	3,000
Group Insurance	382,135	402,106	422,092	454,424	465,150
FICA	109,700	113,798	110,447	119,873	120,716
Pension (Defined Benefit)	189,117	203,743	217,163	199,706	186,526
Pension (401A Cont./Match)	78,584	96,325	108,615	122,367	129,368
Workers Compensation	39,136	44,107	50,234	46,539	47,149
OPEB Contribution	4,704	34,943	37,647	39,279	34,273
Miscellaneous	792	930	1,006	980	571
<i>subtotal</i>	<b>\$ 2,358,694</b>	<b>\$ 2,485,702</b>	<b>\$ 2,516,929</b>	<b>\$ 2,623,589</b>	<b>\$ 2,636,054</b>
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 344,260	\$ 296,764	\$ 317,926	\$ 313,964	\$ 306,350
Printing	29,831	26,332	23,964	29,350	27,350
Employee Travel	12,490	6,582	1,777	7,906	3,750
Employee Training	12,254	9,112	10,201	9,889	6,565
Maint. Contracts/IT Services	235,154	200,182	340,372	338,420	333,362
General Supplies	47,856	38,496	54,224	45,063	41,260
Wellness Programs	156,995	160,768	122,071	166,386	119,000
Miscellaneous	9,572	16,966	(364)	7,000	5,000
<i>subtotal</i>	<b>\$ 848,412</b>	<b>\$ 755,201</b>	<b>\$ 870,172</b>	<b>\$ 917,978</b>	<b>\$ 842,637</b>
<b>Capital/Lease/Other:</b>					
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Software Lease	110,902	-	-	-	-
Interest on Property Tax Refunds	1,519	7,080	7,280	-	-
<i>subtotal</i>	<b>\$ 112,421</b>	<b>\$ 7,080</b>	<b>\$ 7,280</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 3,319,528</b>	<b>\$ 3,247,984</b>	<b>\$ 3,394,381</b>	<b>\$ 3,541,567</b>	<b>\$ 3,478,691</b>
<b>Authorized Personnel</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>	<b>21.5</b>

FY 2022 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 2022 Budget for Finance totals \$3,478,691 and represents a decrease of -2%, or -\$62,876, compared to FY 2021.

The Personnel Services category was relatively flat with FY 2021 due to departmental turnover (and associated differences in incumbent salaries and benefit elections) which partially offset the wage increases associated with the 3% performance-based merit program scheduled for July 1, 2021.

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

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022*	Variance
Accountant (2FT; 1PT)	3.5	3.5	3.5	2.5	2.5	-
Accounting & Operations Manager	1.0	1.0	1.0	1.0	1.0	-
Accounting Coordinator	-	-	-	-	1.0	1.0
Accounts Payable Technician	1.0	1.0	1.0	1.0	1.0	-
Benefits Analyst	-	-	-	1.0	-	(1.0)
Benefits Manager	1.0	1.0	1.0	-	-	-
Benefits Coordinator	1.0	1.0	1.0	-	-	-
Benefits Specialist	-	-	-	1.0	1.0	-
Billing Coordinator	1.0	1.0	1.0	1.0	1.0	-
Billing/Collections Rep.	1.0	1.0	1.0	1.0	1.0	-
Budget & Procurement Coordinator	-	-	-	-	3.0	3.0
Budget & Procurement Manager	1.0	1.0	1.0	1.0	1.0	-
Cash Management Coordinator	1.0	1.0	1.0	1.0	1.0	-
Chief Accountant	1.0	1.0	1.0	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 & Benefits Coordinator	-	-	-	-	1.0	1.0
Payroll & Benefits Manager	-	-	-	-	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	-

\* FY 2022 includes 1 full-time equivalent position (Treasury Services Manager) that is not funded but part of the City's authorized workforce. This position will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

The Maintenance and Operations category decreased -8%, or -\$75,341, to align with forecasted revenue trends resulting from the COVID-19 pandemic. These reductions were spread across all accounts based on a prioritization of need and will not impact core operational service delivery. The largest reduction occurred within the Wellness Program function (-\$47,386).

## DEPARTMENTAL SUMMARIES

### Performance Measurement

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

- **Administration**

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

Finance Admin Performance Measurements	Actual FY 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
# of New GAAP/GASB financial requirements implemented	3	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)	\$1,196,713	\$2,717,547	\$2,184,465	\$925,056	\$599,231
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	
	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator	

- **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.

## DEPARTMENTAL SUMMARIES

- **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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
Audited CAFR to be published within 180 days of fiscal year end	12/20/2018	12/5/2019	12/30/2020**	11/25/2021	11/25/2022
GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
GFOA Outstanding Achievement in Popular Annual Financial Reporting	Yes	Yes	Yes	Yes	Yes
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes
Percentage of General Fund departments within appropriated budget*	91%	91%	91%	100%	100%
% of Budgeted employees participating in direct deposit	99%	99%	99%	99%	99%
Average # of vendor responses to Bids/Requests for Proposals	6	5	4	6	6
	<b>Accounting Services 7.5 FTE</b>	<b>Accounting Services 7.5 FTE</b>	<b>Accounting Services 7.5 FTE</b>	<b>Accounting Services 7.5 FTE</b>	<b>Accounting Services 5.5 FTE</b>
	Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.
	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant	Accounting Coordinator
	Accountant (3.5)	Accountant (3.5)	Accountant (3.5)	Accountant (3.5)	Accountant (2.5)
	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Accounts Payable
	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Technician
					<b>Payroll &amp; Benefits 5 FTE</b>
					Payroll & Benefits Mgr.
					Benefits Specialist
					Payroll & Benefits Coord.
					Payroll Specialist
					Safety/Risk Amin.
	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 4 FTE</b>	<b>Budget/Procurement 4 FTE</b>
	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)
<b>Total Personnel Assigned Internal Services:</b>	<b>11.5 FTE</b>	<b>11.5 FTE</b>	<b>11.5 FTE</b>	<b>11.5 FTE</b>	<b>14.5 FTE</b>

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

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

## 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.

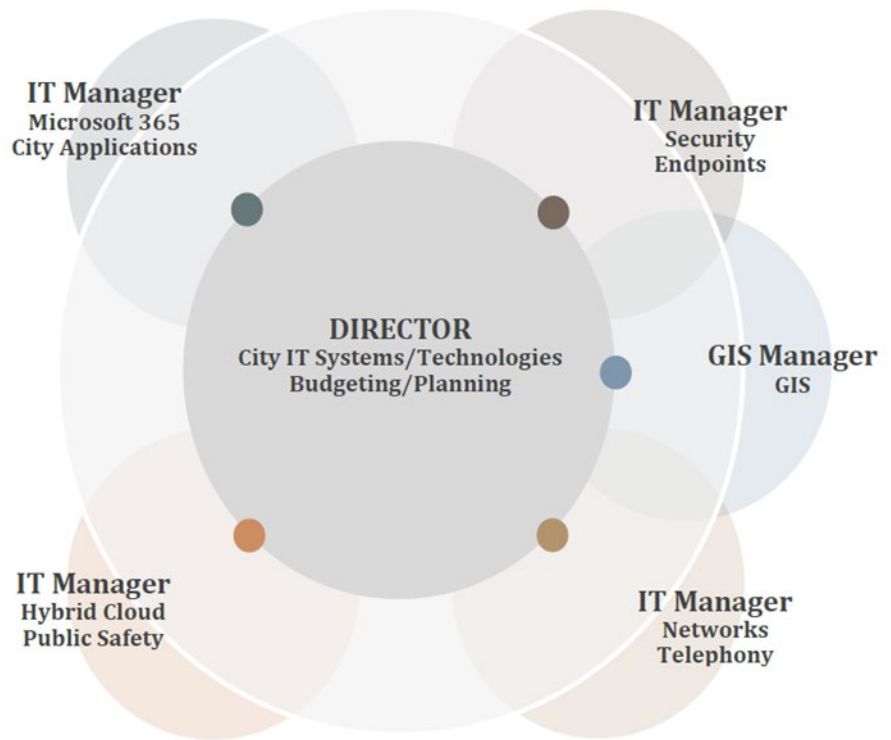
Financial Services Performance Measurements	Actual FY 2018	Actual FY 2019	Actual FY 2020	Target* FY 2021	Target* FY 2022
% of bills generated on time	99%	99%	99%	99%	99%
% of bills collected on time	95%	95%	95%	95%	95%
# of Real estate tax bills generated	20,152	20,674	20,989	21,197	21,429
# of Personal property tax bills	3,030	3,055	3,128	3,096	2,900
# of Liens processed	86	127	135	150	150
# of Sanitation customers	16,277	16,382	16,550	16,696	17,000
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<10%
<b>Personnel Assigned:</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE**</b>
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
2 Customer Account Representative	2 Customer Account Representative	2 Customer Account Representative	2 Customer Account Representative	2 Customer Account Representative	2 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.

\*\* Includes 1 Customer Account Representative that is funded through the Solid Waste Fund.

## 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.



## DEPARTMENTAL SUMMARIES

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

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2021 Recommended Budget
<b>REVENUES</b>					
N/A	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 994,117	\$ 1,030,097	\$ 1,141,452	\$ 1,191,783	\$ 1,146,582
Group Insurance	211,182	223,431	261,312	306,017	305,173
FICA	72,841	74,945	83,668	90,572	86,435
Pension (Defined Benefit)	107,093	100,618	106,663	121,870	131,986
Pension (401A Cont./Match)	64,633	80,672	90,553	99,288	93,444
Workers Compensation	25,439	28,195	31,967	33,441	33,810
OPEB Contribution	3,114	22,734	24,384	28,223	24,579
Miscellaneous	408	544	542	-	980
<i>subtotal</i>	<b>\$ 1,478,827</b>	<b>\$ 1,561,237</b>	<b>\$ 1,740,540</b>	<b>\$ 1,871,194</b>	<b>\$ 1,822,989</b>
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 24,140	\$ 20,044	\$ 22,446	\$ 10,000	\$ -
Employee Travel	24,292	19,638	14,016	10,000	2,000
Employee Training	18,766	16,874	15,994	15,000	14,000
Maintenance Contracts/IT Svcs.	47,278	68,654	175,375	272,967	173,323
General Supplies	7,481	8,584	18,334	12,000	10,000
Utilities	-	-	-	-	-
Small Equipment	45	4,118	7,491	2,250	-
Miscellaneous	1,580	2,351	532	1,250	250
<i>subtotal</i>	<b>\$ 123,583</b>	<b>\$ 140,262</b>	<b>\$ 254,188</b>	<b>\$ 323,467</b>	<b>\$ 199,573</b>
<b>Capital/Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,602,409</b>	<b>\$ 1,701,499</b>	<b>\$ 1,994,728</b>	<b>\$ 2,194,661</b>	<b>\$ 2,022,562</b>
<b>Authorized Personnel</b>	<b>11.0</b>	<b>11.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

**Budget Narrative**

The FY 2022 Budget for Information Technology totals \$2,022,562 and represents a decrease of -8%, or -\$172,099, compared to FY 2021.

The Personnel Services category decreased -3%, or -\$48,205, due to multiple factors including: departmental turnover (and associated differences in incumbent salaries and benefit elections); wage increases associated with the 3% performance-based merit program scheduled for July 1, 2021; all of which is offset through elimination of funding for the vacant IT Analyst position. This position is still part of the city's authorized workforce

## DEPARTMENTAL SUMMARIES

and will remain vacant pending a (1) justifiable needs assessment and (2) identification of a sustainable funding source.

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

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022*	Variance
Chief Security Officer	-	-	1.0	1.0	1.0	-
CityWorks IT Administrator	-	-	1.0	1.0	1.0	-
Director	1.0	1.0	1.0	1.0	1.0	-
GIS Manager	1.0	1.0	1.0	1.0	1.0	-
IT Administrator	-	-	4.0	4.0	4.0	-
IT Analyst	-	-	1.0	1.0	1.0	-
IT Manager	4.0	4.0	3.0	3.0	3.0	-
Network Administrator	2.0	2.0	-	-	-	-
Network Analyst II	1.0	1.0	-	-	-	-
Systems Analyst II	2.0	2.0	-	-	-	-
	11.0	11.0	12.0	12.0	12.0	-

\* FY 2022 includes 1 full-time equivalent position (IT Analyst) 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 -38%, or -\$123,894, due primarily to reductions in maintenance contracts and general/IT professional services (-\$99,644), travel/training (-\$9,000), and professional services (-\$10,000) to align with forecasted revenue trends resulting from the COVID-19 pandemic.

# 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 2016	Actual CYear 2017	Actual CYear 2018	Actual CYear 2019	Actual CYear 2020	Department Target	Results
<b>Telephone</b>							
Repairs							
Number	68	54	66	39	28		28
Number resolved w/in 24 hours	60	47	44	28	24		24
% resolved w/in 24 hours	88.24%	87.04%	66.67%	71.79%	85.71%	60.00%	A
Service Requests							
Number	158	133	144	167	131		131
Number resolved on time	144	130	135	145	123		123
% resolved on time	91.14%	97.74%	93.75%	86.83%	93.89%	90.00%	A
<b>Network</b>							
Repairs							
Number	256	318	288	221	188		188
Number resolved w/in 24 hours	220	260	259	207	180		180
% resolved w/in 24 hours	85.94%	81.76%	89.93%	93.67%	95.74%	80.00%	A
Service Requests							
Number	281	299	274	245	188		188
Number resolved on time	253	279	240	222	179		179
% resolved on time	90.04%	93.31%	87.59%	90.61%	95.21%	90.00%	A
Outages							
Number (including maintenance)	37	21	17	12	14		14
Avg. duration in hours	1.16	0.92	1.30	1.60	1.20		
<b>Applications</b>							
Repairs							
Number	751	872	934	1,208	1,431		1,431
Number resolved w/in 24 hours	535	706	775	899	1,156		1,156
% resolved w/in 24 hours	71.24%	80.96%	82.98%	74.42%	80.78%	70.00%	A
<b>Desktop</b>							
Repairs							
Number	1,099	946	988	934	899		899
Number resolved w/in 24 hours	750	728	711	727	689		689
% resolved w/in 24 hours	68.24%	76.96%	71.96%	77.84%	76.64%	60.00%	A
Service Requests							
Number	929	888	844	944	991		991
Number resolved on time	851	822	784	888	904		904
% resolved on time	91.60%	92.57%	92.89%	94.07%	91.22%	90.00%	A
<b>Helpdesk</b>							
Number total calls	4,089	4,318	3,841	4,487	4,891		4,891
Number resolved w/in 4 hours	1,406	1,698	1,391	1,981	2,077		2,077
Number resolved w/in 8 hours	501	777	684	567	600		600
% resolved w/in 8 hours	46.64%	57.32%	54.02%	56.79%	54.73%	40.00%	A
<b>GIS</b>							
Number total cases	354	322	268	314	277		277
Number resolved on time	295	280	222	267	253		253
% resolved on time	83.33%	86.96%	82.84%	85.03%	91.34%	80.00%	A
<b>Emails</b>							
Number	1,389,156	1,756,752	2,178,655	2,788,432	3,144,446		3,144,446
SPAM blocked	699,478	867,581	999,346	1,389,329	1,587,319		1,587,319
Viruses blocked	428,777	421,483	447,831	513,220	789,342		789,342
% SPAM	50.35%	49.39%	45.87%	49.82%	50.48%		50.48%
% viruses	30.87%	23.99%	20.56%	18.41%	25.10%		25.10%
<b>Servers</b>							
Avg. number	183	177	118	137	117		117
% availability (including maint.)	99.84%	99.88%	99.24%	99.36%	99.46%	99.00%	A

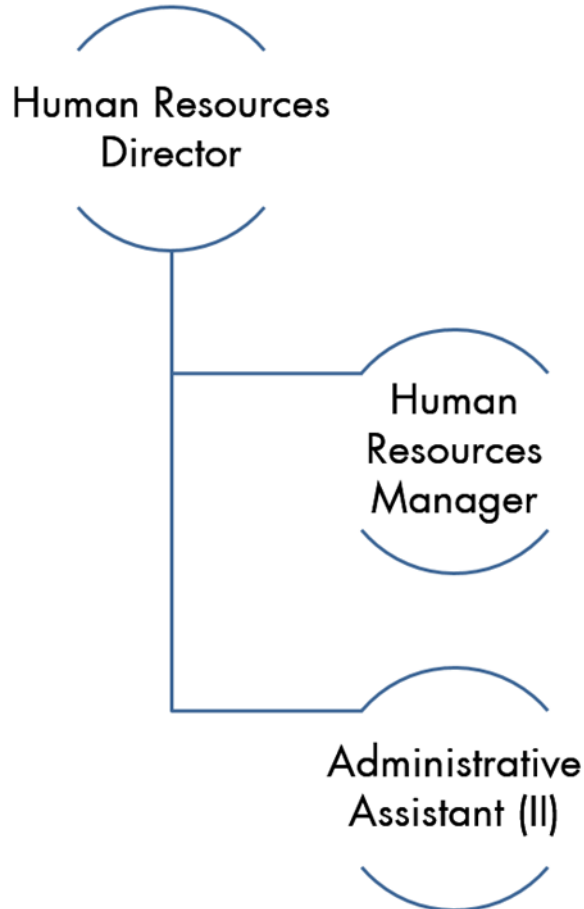
## DEPARTMENTAL SUMMARIES

### 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
Public Records Requests	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 139,789	\$ 179,337	\$ 262,440	\$ 277,848	\$ 282,949
Overtime	-	57	116	250	200
Group Insurance	11,661	15,100	25,896	38,586	39,529
FICA	13,647	16,381	22,849	20,719	21,395
Pension (Defined Benefit)	19,905	21,426	22,793	26,117	28,666
Pension (401A Cont./Match)	7,528	11,717	19,905	21,744	26,077
Workers Compensation	3,513	3,962	8,149	7,633	7,857
OPEB Contribution	430	3,197	6,199	6,438	5,701
Citywide Educational Programs	30,999	36,734	34,025	55,000	55,000
Miscellaneous	163	-	-	-	408
<i>subtotal</i>	<b>\$ 227,634</b>	<b>\$ 287,910</b>	<b>\$ 402,372</b>	<b>\$ 454,335</b>	<b>\$ 467,782</b>
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 58,933	\$ 67,402	\$ 41,824	\$ 70,000	\$ 65,000
Employee Travel	216	2,272	1,109	3,000	1,000
Employee Training	2,084	3,283	6,188	3,500	3,500
Maintenance Contracts/IT Svcs.	6,560	6,971	39,643	41,969	74,593
General Supplies	5,955	9,771	4,853	7,725	8,725
Employee Recognition	64,821	66,479	57,181	64,500	65,000
Miscellaneous	1,338	6,867	1,214	2,500	4,000
<i>subtotal</i>	<b>\$ 139,906</b>	<b>\$ 163,045</b>	<b>\$ 152,012</b>	<b>\$ 193,194</b>	<b>\$ 221,818</b>
<b>Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 367,541</b>	<b>\$ 450,955</b>	<b>\$ 554,384</b>	<b>\$ 647,529</b>	<b>\$ 689,600</b>
<b>Authorized Personnel</b>					
	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Budget Narrative**

The FY 2022 Budget for Human Resources totals \$689,600 and represents an increase of 6%, or \$42,071, compared to FY 2021.

The Personnel Services category increased 3%, or \$13,447 due primarily to wage increases associated with the 3.0% performance-based merit program scheduled for July 1, 2021, growth in group insurance premiums, etc.



## DEPARTMENTAL SUMMARIES

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

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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	1.0	-
	2.0	3.0	3.0	3.0	3.0	-

The Maintenance & Operations category increased 15%, or \$28,624, due primarily to 2022 operating initiatives (further NeoGov software enhancements<sup>7</sup>), incremental growth in HR software improvements (e.g. existing NeoGov software functionality), and growth in the citywide IT Professional Services cost allocation. After adjusting for the 2022 operating initiative funding, the base maintenance & operations growth totals 2%.

### **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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
Human Resources Dept. annual turnover percentage	0.0%	0.0%	0.0%	0.0%	0.0%
City-wide turnover percentage	9.40%	11.80%	8.18%	9.00%	9.50%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	528	573	565	551	560
HR staff to total full-time equivalent	264:01	191:01	188.33	183.66	186.67
employee ratio	0.379	0.524	0.531	0.544	0.536
<b>Personnel Assigned:</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>	<b>1.0 FTE</b>
	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.

<sup>7</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.

## 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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
<b>Employment &amp; Retention</b>					
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	n/a	6142*	36,459	15,000**	51,000
# of Job interest cards received	n/a	634*	1,347	2,000	2,500
# of Applications reviewed	775	767	342	910	1,500
# of Qualified applications processed	155	153	193	182	210
# of New hires - Regular positions	48	54	40	35	30
# of New hires - Seasonal positions	50	70	70	70	70
# of Internal promotions	19	24	22	8	15
# of Separations	105	121	115	120	110
# New hire orientation sessions	48	54	40	35	30
<b>Workforce Management</b>					
% of Employees rated "Exceeds" on annual merit review	17.5%	27.3%	37.4%	42.0%	49.0%
% of Employees rated "Meets" on annual merit review	82.6%	72.7%	62.6%	58.0%	51.0%
% 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%	1.3%	1.0%	1.0%
# Employee Relation Cases		28	31	25	20
<b>Education Incentive - Professional Development</b>					
# enrollments by program***					
Doctorate Degree	2	2	1	0	0
Master's Degree	3	5	4	1	5
Bachelor's Degree	12	9	10	5	10
Associate's Degree	3	1	1	1	3
Certificate Programs	0	0	2	2	2
Total # of employees receiving education incentive	20	17	18	9	20
<b>Personnel Assigned:</b>					
	<b>1.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>	<b>2.0 FTE</b>
		Director of Human Resources	Director of Human Resources	Director of Human Resources	Director of Human Resources
	Human Resources Manager	Human Resources Manager	Human Resources Manager	Human Resources Manager	Human Resources Manager

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

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

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

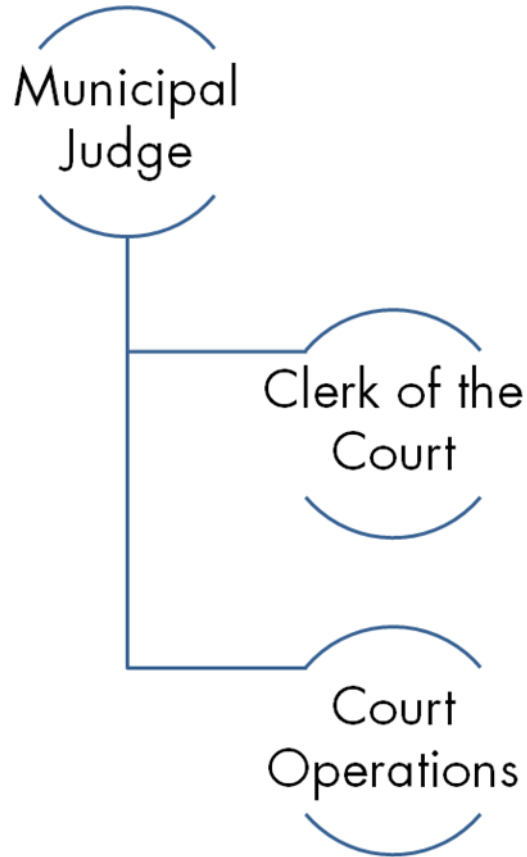
## DEPARTMENTAL SUMMARIES

### Municipal Court

BROOKE LAPPIN  
DIRECTOR



BLappin@alpharetta.ga.us



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

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## 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 64,678
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 64,678</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 417,285	\$ 355,800	\$ 330,104	\$ 361,048	\$ 427,890
Group Insurance	106,364	92,507	70,243	97,370	101,211
FICA	29,972	25,531	24,251	27,210	25,560
Pension (Defined Benefit)	43,842	46,617	33,429	31,311	18,145
Pension (401A Cont./Match)	25,970	24,933	27,319	29,999	42,795
Workers Compensation	11,697	11,854	13,904	10,778	11,655
OPEB Contribution	1,431	9,576	10,590	9,105	8,470
Miscellaneous	686	784	-	734	-
<i>subtotal</i>	<b>\$ 637,247</b>	<b>\$ 567,603</b>	<b>\$ 509,841</b>	<b>\$ 567,555</b>	<b>\$ 635,726</b>
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 243,994	\$ 265,152	\$ 252,699	\$ 275,000	\$ 201,500
Printing	10,249	8,314	8,336	12,000	6,000
Maintenance Contracts/IT Svcs.	47,274	60,620	68,427	110,320	84,585
General Supplies	10,528	13,865	16,013	12,100	12,100
Utilities	25,473	19,586	21,544	24,175	24,175
Miscellaneous	8,426	38,758	12,574	5,495	90,925
<i>subtotal</i>	<b>\$ 345,944</b>	<b>\$ 406,295</b>	<b>\$ 379,594</b>	<b>\$ 439,090</b>	<b>\$ 419,285</b>
<b>Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 983,191</b>	<b>\$ 973,898</b>	<b>\$ 889,434</b>	<b>\$ 1,006,645</b>	<b>\$ 1,055,011</b>
<b>Authorized Personnel</b>	<b>9.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>7.0</b>

### Budget Narrative

The FY 2022 Budget for Municipal Court totals \$1,055,011 and represents an increase of 5%, or \$48,366, compared to FY 2021.

The Personnel Services category increased 12%, or \$68,171, due to multiple factors including: departmental turnover (and associated differences in incumbent salaries and benefit elections); wage increases associated with the 3% performance-based merit program scheduled for July 1, 2021; transfer of bailiff overtime appropriations (\$90,000) from the Public Safety Department to allow for more direct management control; all of which

## DEPARTMENTAL SUMMARIES

is partially offset through the elimination of 1 FTE during FY 2021 (Administrative Assistant I position).

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

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Variance
Administrative Assistant I	-	-	-	1.0	-	(1.0)
Director	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk I	1.0	1.0	1.0	-	-	-
Deputy Clerk II	5.0	4.0	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	8.0	8.0	8.0	7.0	(1.0)

\* FY 2022 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 decreased -5%, or -\$19,805, due primarily to the following activity:

- Decrease in professional fees of -\$73,500 due primarily to software system improvements (including passing credit card processing fees to the end-user) and realigning service needs (court appointed attorneys, solicitors, etc.).
- Decrease in maintenance contracts/IT professional services of -\$25,735 due primarily to the recognition that the City will not incur costs associated with the new eCourts system during FY 2022.
- All of which is partially offset through new costs for the leasing of office space for court operations from the City of Milton (\$82,000).

## DEPARTMENTAL SUMMARIES

### **Performance Measurement**

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

- **Violations Bureau**

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

Municipal Court Performance Measurements	Actual FY 2018	Actual FY 2019	Actual FY 2020	Target FY 2021*	Target FY 2022*
# of Citations received to process	12,830	14,268	9,503	14,350	15,000
Total # of cases disposed	10,803	13,019	11,198	12,875	13,000
# of Court sessions	242	242	238	218	216
Annual deposits (Court Fines)	\$1,793,974	\$1,834,716	\$1,657,373	\$1,800,000	\$1,750,000
<b>Personnel Assigned:</b>	<b>9.0 FTE</b>	<b>8.0 FTE</b>	<b>8.0 FTE</b>	<b>8.0 FTE</b>	<b>7.0 FTE</b>
	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge
	Director	Director	Director	Director	Director
	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III
	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	Admin Assistant I	

\* Includes 1 Deputy Clerk III position that is unfunded in the current budget proposal for 2022 and will remain vacant pending an identified funding source and workload justification.



## DEPARTMENTAL SUMMARIES

### Public Safety

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DIRECTOR



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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.



## 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Licenses and Permits</b>					
Alcohol Beverage	\$ 670,979	\$ 676,671	\$ 26,925	\$ -	\$ -
Other	42,191	46,243	23,635	750	100
<b>Intergovernmental:</b>					
City of Milton	60,000	55,000	65,000	60,000	-
<b>Charges for Services:</b>					
Reports	17,315	25,942	22,641	25,000	25,000
Services	50,870	227,731	173,410	220,000	210,000
False Alarms	50,336	44,911	45,852	46,000	46,000
Plan Review	86,884	188,685	206,443	193,000	193,000
Other	17,676	19,335	11,280	10,000	8,000
<b>Fines &amp; Forfeitures:</b>					
Municipal Court Fines	1,793,974	1,834,716	1,657,373	1,800,000	1,750,000
School Zone/Bus Camera Citations	15,540	4,020	63,009	4,000	304,000
Other	1,908	-	-	-	-
Other Revenue	57,540	15,254	944	1,019	-
<b>TOTAL</b>	<b>\$ 2,865,213</b>	<b>\$ 3,138,508</b>	<b>\$ 2,296,512</b>	<b>\$ 2,359,769</b>	<b>\$ 2,536,100</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 13,393,254	\$ 13,484,795	\$ 14,197,773	\$ 15,330,726	\$ 15,475,139
Overtime	1,466,005	1,846,569	1,789,103	1,535,100	1,666,130
Group Insurance	4,025,019	4,174,201	4,602,770	5,082,193	5,317,358
FICA	1,070,484	1,109,675	1,161,545	1,251,363	1,293,633
Pension (Defined Benefit)	1,429,761	1,511,217	1,535,869	1,532,464	1,631,525
Pension (401A Cont./Match)	863,050	1,062,077	1,188,108	1,153,213	1,229,640
Miscellaneous	387,846	717,979	766,689	731,460	744,934
<i>subtotal</i>	<i>\$ 22,635,420</i>	<i>\$ 23,906,513</i>	<i>\$ 25,241,856</i>	<i>\$ 26,616,519</i>	<i>\$ 27,358,359</i>
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 115,484	\$ 212,426	\$ 176,701	\$ 194,262	\$ 202,563
Fuel/Repair & Maint. (Vehicles)	738,290	746,078	704,730	695,892	686,500
Employee Travel	120,290	120,059	85,902	74,238	90,550
Employee Training	103,713	99,716	76,567	56,245	107,856
Maint. Contracts/IT Services	1,002,568	1,032,103	1,115,253	1,482,956	1,466,675
General Supplies	298,807	244,860	285,121	251,582	241,741
Miscellaneous	568,123	629,878	537,461	641,616	432,850
<i>subtotal</i>	<i>\$ 2,947,275</i>	<i>\$ 3,085,120</i>	<i>\$ 2,981,734</i>	<i>\$ 3,396,791</i>	<i>\$ 3,228,735</i>
<b>Capital/Leases:</b>					
Software/Fire Truck Lease(s)	\$ 578,654	\$ 630,405	\$ 631,280	\$ 582,974	\$ 654,595
<i>subtotal</i>	<i>\$ 578,654</i>	<i>\$ 630,405</i>	<i>\$ 631,280</i>	<i>\$ 582,974</i>	<i>\$ 654,595</i>
<b>TOTAL</b>	<b>\$ 26,161,349</b>	<b>\$ 27,622,038</b>	<b>\$ 28,854,870</b>	<b>\$ 30,596,284</b>	<b>\$ 31,241,689</b>
<b>Authorized Personnel</b>	<b>221.0</b>	<b>221.0</b>	<b>223.5</b>	<b>226.5</b>	<b>226.5</b>

## DEPARTMENTAL SUMMARIES

### **Budget Narrative**

The FY 2022 Budget for Public Safety totals \$31,846,772 and represents an increase of 4%, or \$1,250,488, compared to FY 2021.

The Personnel Services category increased 5%, or \$1,346,923, due to multiple factors including:

- Wage increases associated with the 3% performance-based merit program scheduled for July 1, 2021;
- Annualized impact of the 3.0 FT police officer positions transferred from the DEA Fund during FY 2021;
- Increases in group insurance premiums, pension contributions, and risk insurance premiums;
- Operating initiative funding for 2022<sup>8</sup> to cover Quint staffing (6 full time positions including 3 Lieutenants and 3 Fire Apparatus Engineers).
- Some of which is partially offset through the transfer of bailiff overtime appropriations (\$90,000) to the Courts Department to allow for more direct management control and the elimination of funding for 2 FT police officer positions. 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.

After adjusting for the 2022 operating initiative funding, the personnel services growth totaled 3%.

Authorized personnel total 232.5 full-time-equivalents ("FTE") and represent the following:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022*	Variance
<b>Sworn Police Officers</b>						
Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Captain	6.0	4.0	4.0	4.0	4.0	-
Lieutenant	15.0	15.0	8.0	7.0	7.0	-
Division Chief	-	1.0	-	-	-	-
Field Training Officer	10.0	9.0	6.0	4.0	5.0	1.0
Officer	71.0	67.0	70.0	73.0	72.0	(1.0)
Sergeants	-	6.0	13.0	16.0	16.0	-
Police Operations Major	1.0	1.0	1.0	1.0	1.0	-
Police Support Operations Major	-	1.0	1.0	1.0	1.0	-
Public Information Officer	1.0	-	-	-	-	-
Training Coordinator/Police	-	-	1.0	1.0	1.0	-
	105.0	105.0	105.0	108.0	108.0	-

<sup>8</sup> Please refer to the *Operating Initiatives Request* section of this document for detail of the requests.



## DEPARTMENTAL SUMMARIES

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022*	Variance
<b>Certified Firefighters</b>						
Deputy Director of Public Safety	1.0	1.0	1.0	-	-	-
Battalion Chief	2.0	3.0	4.0	4.0	4.0	-
Division Chief	1.0	-	-	-	-	-
Captain	23.0	22.0	18.0	18.0	17.0	(1.0)
EMS Chief	-	-	-	1.0	1.0	-
Lieutenant	-	-	3.0	3.0	7.0	4.0
Public Affairs Coordinator	-	1.0	1.0	1.0	-	(1.0)
Special Projects and Data Analyst	-	-	-	-	1.0	1.0
Accreditation/Emer. Mgmt. Coord. (Captain)	1.0	1.0	1.0	1.0	1.0	-
Training/Emergency Medical Svcs Coord.	1.0	1.0	1.0	-	-	-
Fire/EMS Training Officer	-	-	-	1.0	1.0	-
Fire Apparatus Engineer	22.0	24.0	24.0	24.0	27.0	3.0
Firefighter/Paramedic	20.0	20.0	20.0	20.0	20.0	-
Firefighter II	21.0	19.0	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	1.0	-
Deputy Fire Marshal	1.0	1.0	1.0	1.0	1.0	-
Assistant Fire Marshal	3.5	3.5	5.0	5.0	5.0	-
	99.5	99.5	101.0	101.0	107.0	6.0
<b>Civilian Positions</b>						
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	1.0	-
Fingerprint Technician	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	5.0	5.0	-
Records Manager	-	-	-	-	1.0	1.0
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	17.5	17.5	17.5	-
	221.0	221.0	223.5	226.5	232.5	6.0

\* FY 2022 includes 1 part-time position (Parking Enforcement Officer) and 2 full-time positions (Police Officers) that are 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 -5%, or -\$168,056, to align with forecasted revenue trends resulting from the COVID-19 pandemic. These reductions were spread across all accounts based on a prioritization of need and will not impact core operational service delivery. Said reductions were reallocated to a reserve account in 2021 to assist with departmental cost management (identified herein within the Miscellaneous category).

The Capital/Lease category includes funding for fire truck leases, heart monitors, and tasers, and grew by 12%, or \$71,621, compared to FY 2021 due primarily to approval of the Quint

## DEPARTMENTAL SUMMARIES

lease as part of the 2021 Mid-Year budget (replaced 1 Pumper with a dual-purpose Quint including ladder and water pumping capabilities).

### **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**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021 YTD</b>
Offenses					
Group A Offenses	3,106.00	2,769.00	2,631.00	1,850.00	1,006.00
Group B Offenses	932.00	818.00	728.00	663.00	499.00
Total	4,038.00	3,587.00	3,359.00	2,513.00	1,505.00
Per 1000 Population	61.37	54.14	50.70	36.35	21.77

##### **Arrest**

Group A Offenses	477.00	343.00	436.00	372.00	202.00
Group B Offenses	496.00	477.00	422.00	248.00	143.00
Non-Criminal Offenses	754.00	684.00	695.00	563.00	268.00
Total	1,727.00	1,504.00	1,553.00	1,183.00	613.00
Per 1000 Population	26.25	22.70	23.44	17.11	8.87

##### **Criminal Investigations Division**

Assigned for Investigation	907.00	842.00	889.00	944.00	804.00
Closed by Arrest	51.00	59.00	60.00	87.00	68.00
Closed by Exception	44.00	50.00	27.00	38.00	7.00
Unfounded	100.00	101.00	78.00	112.00	86.00
Active Cases	712.00	632.00	724.00	707.00	643.00

##### **Traffic Division**

Accidents	3,074.00	2,969.00	3,059.00	2,538.00	1,081.00
Fatalities	3.00	4.00	4.00	1.00	2.00

##### **911 Communications**

Calls For Service	38,552.00	39,174.00	38,069.00	33,997.00	21,455.00
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## DEPARTMENTAL SUMMARIES

- Fire Services**

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

	2016 Total Incidents	2017 Total Incidents	2018 Total Incidents	2019 Total Incidents	2020 Total Incidents
<b>FIRES</b>					
Structure Fires	61	60	32	45	41
Vehicle Fires	23	28	22	27	25
Other Fires	46	43	46	80	30
<b>Total Fires</b>	<b>130</b>	<b>131</b>	<b>100</b>	<b>152</b>	<b>96</b>
Pressure Ruptures, Explosion, Overheat	4	5	2	0	0
<b>RESCUE CALLS</b>					
Emergency Medical Treatment	3354	3373	3011	3103	3442
All Others	68	84	63	61	54
<b>Total Rescue Calls</b>	<b>3422</b>	<b>3457</b>	<b>3074</b>	<b>3164</b>	<b>3496</b>
Hazardous Condition Calls	169	160	121	107	147
Service Calls	640	946	726	806	598
Good Intent Calls	1468	1753	2424	2368	1123
Severe Weather or Natural Disaster	1	15	1	1	2
Special Incident Calls	10	19	3	9	2
Unknown Incident Type	0	0	0	0	0
<b>FALSE CALLS</b>					
Malicious Calls	10	21	16	18	19
Other False Calls	661	771	749	776	768
<b>Total False Calls</b>	<b>671</b>	<b>792</b>	<b>765</b>	<b>794</b>	<b>787</b>
<b>TOTAL CALLS .....</b>	<b>6515</b>	<b>7278</b>	<b>7216</b>	<b>7401</b>	<b>6251</b>

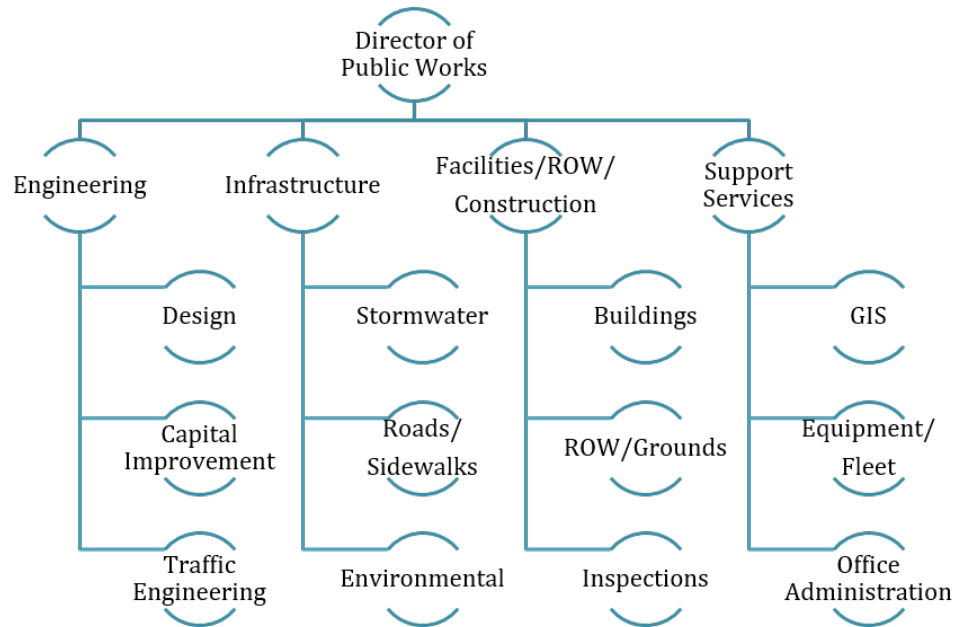
## DEPARTMENTAL SUMMARIES

### Public Works

PETE SEWCZWICZ  
DIRECTOR



Psewczwicz@alpharetta.ga.us



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



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



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



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

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

## DEPARTMENTAL SUMMARIES








### Public Works

*Administration, Public Works and Conservation*

#### **Mission Statement**

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

#### **Goals and Objectives**

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

## DEPARTMENTAL SUMMARIES

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

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Other Revenue:</b>					
CID (GA400 Interchange Maint.)	\$ 70,674	\$ 73,262	\$ 88,944	\$ 85,194	\$ 87,749
Miscellaneous	-	-	2,500	-	-
<b>TOTAL</b>	<b>\$ 70,674</b>	<b>\$ 73,262</b>	<b>\$ 91,444</b>	<b>\$ 85,194</b>	<b>\$ 87,749</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 2,869,678	\$ 2,952,337	\$ 2,864,499	\$ 3,105,010	\$ 3,119,986
Overtime	43,316	39,419	33,356	45,000	40,000
Group Insurance	792,229	864,686	892,231	1,007,318	1,029,985
FICA	210,454	216,406	209,851	231,348	236,888
Pension (Defined Benefit)	290,243	310,830	354,974	306,128	323,670
Pension (401A Cont./Match)	155,069	194,753	216,423	236,425	252,638
Workers Compensation	73,941	83,195	94,888	88,360	91,966
OPEB Contribution	9,151	67,848	72,374	74,549	66,877
Miscellaneous	1,837	1,008	2,554	1,551	3,448
<i>subtotal</i>	<b>\$ 4,445,918</b>	<b>\$ 4,730,481</b>	<b>\$ 4,741,150</b>	<b>\$ 5,095,689</b>	<b>\$ 5,165,458</b>
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 37,568	\$ 39,652	\$ 10,933	\$ 7,000	\$ 5,500
Fuel/Repair & Maint. (Vehicles)	137,814	140,666	103,856	120,000	110,000
Repair & Maint. (Facilities)	393,039	437,871	414,037	380,000	347,000
Maint. Contracts/IT Services	938,960	957,455	1,038,912	1,206,341	1,181,888
General Supplies	150,350	159,758	142,199	143,800	108,750
Utilities	1,502,256	1,779,627	1,814,759	1,966,600	2,015,600
Miscellaneous	94,874	92,861	87,064	126,950	88,500
<i>subtotal</i>	<b>\$ 3,254,860</b>	<b>\$ 3,607,891</b>	<b>\$ 3,611,761</b>	<b>\$ 3,950,691</b>	<b>\$ 3,857,238</b>
<b>Capital/Lease/Other</b>					
Enterprise Software Lease	\$ 70,042	\$ 76,942	\$ -	\$ -	\$ -
<i>subtotal</i>	<b>\$ 70,042</b>	<b>\$ 76,942</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 7,770,820</b>	<b>\$ 8,415,314</b>	<b>\$ 8,352,910</b>	<b>\$ 9,046,380</b>	<b>\$ 9,022,696</b>
<b>Authorized Personnel</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>

**Budget Narrative**

The FY 2022 Budget for Public Works totals \$9,022,696 and is essentially flat with FY 2021.

## DEPARTMENTAL SUMMARIES

The Personnel Services category increased 1%, or \$69,769, due to multiple factors including: wage increases associated with the 3% performance-based merit program scheduled for July 1, 2021; increases in group insurance premiums, pension contributions, and risk insurance premiums; which is partially offset through departmental turnover (and associated differences in incumbent salaries and benefit elections).

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

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022*	Variance
Administrative Assistant II	1.0	1.0	1.0	-	-	-
Administrative Office Coordinator	1.0	-	-	-	-	-
Assistant Construction Manager	1.0	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	-	-	-
Director of Public Works	1.0	1.0	1.0	1.0	1.0	-
Engineering Technician	6.0	6.0	5.0	5.0	4.0	(1.0)
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	-	-	-
GIS Coordinator	-	-	-	-	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	4.0	4.0	4.0	4.0	4.0	-
Public Works Technician I	6.0	6.0	6.0	6.0	6.0	-
Public Works Technician II	10.0	10.0	10.0	10.0	10.0	-
Right of Way Coordinator	-	-	1.0	1.0	1.0	-
Senior Engineer	2.0	2.0	2.0	2.0	2.0	-
Senior Inspector	1.0	1.0	1.0	1.0	1.0	-
Senior Operations Manager	-	-	-	1.0	1.0	-
Senior Water Resources Analyst	1.0	1.0	1.0	1.0	1.0	-
Support Services Manager	-	1.0	1.0	1.0	1.0	-
Traffic Operations Manager	1.0	1.0	1.0	1.0	1.0	-
Traffic Signal Engineer	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	-
	52.0	52.0	52.0	52.0	52.0	-

\* FY 2022 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 decreased -2%, or -\$93,453, to align with forecasted revenue trends resulting from the COVID-19 pandemic. These reductions were spread across all accounts based on a prioritization of need and will not impact core operational service delivery.

## DEPARTMENTAL SUMMARIES

### **Performance Measurement**

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

- **Conservation**

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

Public Works Conservation					
Performance Measurements	Actual FY 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
# of Events coordinated	28	26	17	25	20
# of Students reached	738	419	404	600	400
# of Volunteers	752	626	307	652	300
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	Actual FY 2020	Target FY 2021*	Target FY 2022*
# of Water quality samples analyzed	381	405	400	421	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	20.0 FTE
Director of PW	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	Sr. Operations Manager
Project Administrator	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	Support Services Manager
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Office Manager	Office Manager	Office Manager
Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Equipment and Fleet Logistics Technician	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)	Civil Engineer (2)
Sr. 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.	Construction Mgr.
Assistant 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	Senior Inspector
Public Works Supervisor	Public Works Supervisor	Public Works Supervisor	Public Works Supervisor	Right of Way Coordinator	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)	Engineering Technician (2)
Traffic Operations Manager	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	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	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	Senior Water Resources Analyst

\* Includes 1 Civil Engineer position that is unfunded in the current budget proposal for 2022 and will remain vacant pending an identified funding source and workload justification.



## DEPARTMENTAL SUMMARIES

- **Public Works**

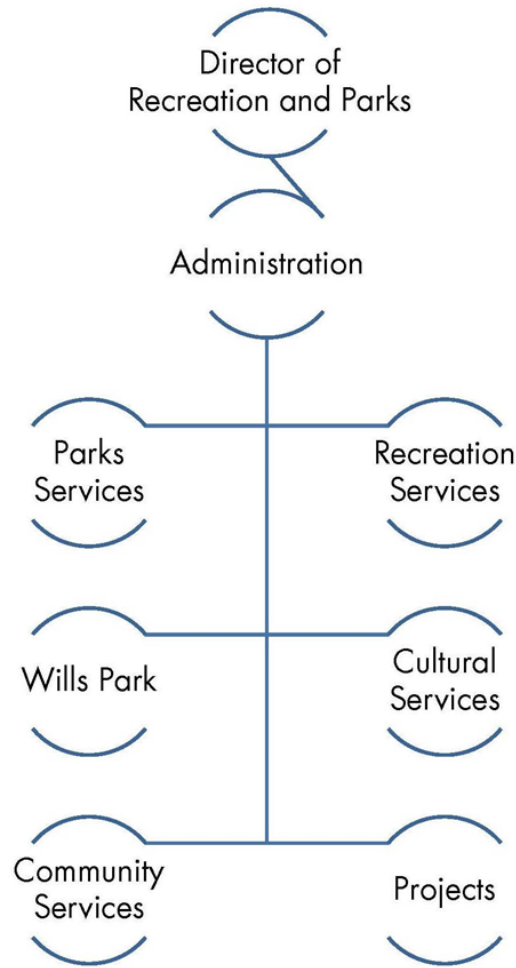
**Statement of Service:** Public works coordinates and performs maintenance on streets, sidewalks, traffic signals, traffic signs, and city facilities. Public Works also provides construction services in support of the engineering division and other city departments.

Public Works						
Public Works Operations						
Performance Measurements	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Target FY 2021*	Target FY 2022*
Average # of days to complete sidewalk work order	3.9	3.6	6.6	12.5	5.0	7.0
Average # of days to complete pothole work order	1.0	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	2.7	3.0	3.0
Average # of days to complete ROW, mowing, limb work order	1.1	1.6	1.3	1.2	1.0	1.0
Average # of days to complete sink hole work order	1.0	4.8	1.4	2.2	3.0	2.0
Average # of days to complete sign replacement/upgrade work order	1.4	1.1	2.0	1.7	2.0	2.0
Average # of days to complete signal light maintenance work order	2.9	2.8	2.2	3.4	2.0	3.0
Average # of days to complete striping work order	15.2	4.5	2.2	5.9	3.0	4.0
Average # of days to complete catch basin work order	1.6	3.7	4.1	4.9	4.0	4.0
Average # of days to complete storm drain work order	2.7	5.0	7.3	5.2	5.0	5.0
Average # of days to complete facilities work order	2.1	2.3	3.4	4.8	3.0	3.0
<b>Personnel Assigned:</b>	<b>30.0 FTE</b>	<b>29.0 FTE</b>	<b>29.0 FTE</b>	<b>31.0 FTE</b>	<b>31.0 FTE</b>	<b>31.0 FTE</b>
PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (4)	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 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 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)	PW Tech I (6)
Utility Locator	Engineering Tech (2)	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 2022 and will remain vacant pending an identified funding source and workload justification.

## DEPARTMENTAL SUMMARIES

### Recreation, Parks & Cultural Services



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



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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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
Intergovernmental	\$ 461,661	\$ 452,098	\$ 318,295	\$ 3,000	\$ 3,000
Charges for Services:					
Aquatics Activity Fees	158,113	216,328	127,559	160,000	150,000
Athletics Activity Fees	445,732	446,387	418,111	430,000	375,000
Arts Services	29,978	83,569	53,688	103,500	78,500
Community Center Activity Fees	584,668	599,823	451,273	455,000	520,000
Senior Center Activity Fees	66,808	98,071	102,675	90,000	67,000
Equestrian Center Activity Fees	300,412	362,103	222,383	200,000	315,000
Wills Park Rec. Ctr Activity Fees	197,252	264,324	211,913	155,000	240,000
Non-Resident Fees	273,280	247,467	199,162	215,000	300,000
Taste of Alpharetta	139,327	214,577	900	193,050	175,000
Other	78,798	76,024	219,178	132,305	57,000
Other Revenue	25,449	34,982	17,526	15,427	-
<b>TOTAL</b>	<b>\$ 2,761,477</b>	<b>\$ 3,095,753</b>	<b>\$ 2,342,661</b>	<b>\$ 2,152,282</b>	<b>\$ 2,280,500</b>
<b>EXPENDITURES</b>					
Personnel Services:					
Salaries	\$ 2,358,663	\$ 2,474,200	\$ 2,578,921	\$ 2,730,574	\$ 2,699,441
Seasonal	434,473	566,635	562,833	549,289	560,289
Overtime	115,253	156,640	128,413	158,900	148,400
Group Insurance	734,572	791,664	843,908	971,784	964,209
FICA	214,750	234,926	242,111	264,158	256,834
Pension (Defined Benefit)	197,564	182,937	186,096	210,321	223,610
Pension (401A Cont./Match)	168,948	219,505	234,332	250,544	254,883
Miscellaneous	83,613	141,745	137,315	136,218	131,450
<i>subtotal</i>	<i>\$ 4,307,836</i>	<i>\$ 4,768,252</i>	<i>\$ 4,913,928</i>	<i>\$ 5,271,788</i>	<i>\$ 5,239,116</i>
Maintenance & Operations:					
Professional Services	\$ 1,262,105	\$ 1,692,651	\$ 1,433,673	\$ 1,460,232	\$ 1,394,825
Fuel/Repair & Maint. (Vehicles)	52,374	59,212	53,574	60,600	60,600
Repair & Maintenance (Grounds)	536,794	514,541	525,515	551,754	634,900
Repair & Maintenance (Facilities)	42,833	33,498	19,749	29,310	18,500
Equipment Rental	193,853	148,993	129,803	133,638	87,843
Maintenance Contracts/IT Svcs.	877,179	967,872	1,016,315	1,132,908	1,245,558
General Supplies	346,740	388,613	395,035	392,421	371,485
Uniforms	24,462	25,822	23,220	25,100	25,100
Utilities	664,147	636,100	637,639	716,600	726,000
Miscellaneous	218,885	340,624	255,412	286,083	257,148
<i>subtotal</i>	<i>\$ 4,219,372</i>	<i>\$ 4,807,927</i>	<i>\$ 4,489,937</i>	<i>\$ 4,788,646</i>	<i>\$ 4,821,959</i>
Capital/Other	\$ 59,417	\$ 52,593	\$ 15,880	\$ 27,971	\$ 27,950
<b>TOTAL</b>	<b>\$ 8,586,625</b>	<b>\$ 9,628,772</b>	<b>\$ 9,419,744</b>	<b>\$ 10,088,405</b>	<b>\$ 10,089,025</b>
Authorized Personnel	51.0	51.0	51.0	51.0	50.5

## DEPARTMENTAL SUMMARIES

### **Budget Narrative**

The FY 2022 Budget for Recreation, Parks & Cultural Services totals \$10,089,025 and is flat with FY 2021.

The Personnel Services category decreased -1%, or -\$32,672, due to multiple factors including: wage increases associated with the 3% performance-based merit program scheduled for July 1, 2021; increases in group insurance premiums, pension contributions, and risk insurance premiums; all of which is fully offset through the elimination of funding for 1 position (Admin Assistant II - position is still part of the city's authorized workforce and will remain vacant pending a justifiable needs assessment and identification of a sustainable funding source) and a departmental reorganization within the Cultural Services Division that resulted in the reduction of 0.5 FTEs (moving a FT facility tech to PT).

Authorized personnel total 50.5 full-time-equivalents ("FTE") and represent the following:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022*	Variance
Administrative Assistant I	5.0	4.0	4.0	4.0	3.0	(1.0)
Administrative Assistant II	1.0	1.0	2.0	2.0	2.0	-
Administrative Office Coordinator	-	-	1.0	1.0	1.0	-
Community Agricultural Coordinator	-	-	-	0.5	0.5	-
Community Services Manager	-	1.0	1.0	1.0	1.0	-
Cultural Services Coordinator	-	-	1.0	1.0	1.0	-
Cultural Arts Supervisor	1.0	1.0	1.0	1.0	-	(1.0)
Cultural Services Supervisor	-	-	-	-	2.0	2.0
Cultural Services Manager	-	1.0	1.0	1.0	1.0	-
Deputy Director of Recreation/Parks	1.0	-	-	-	-	-
Director of Recreation/Parks	1.0	1.0	1.0	1.0	1.0	-
Equestrian Center Manager	1.0	-	-	-	-	-
Facility Technician	4.0	4.0	4.0	4.0	3.5	(0.5)
Marketing/Accreditation Coordinator	1.0	1.0	-	-	-	-
Marketing Coordinator	-	-	0.5	0.5	0.5	-
Office Manager	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	1.0	-
Parks Maintenance Technician I	13.0	12.0	12.0	12.0	12.0	-
Parks Maintenance Technician II	5.0	5.0	4.0	4.0	4.0	-
Parks Supervisor II	4.0	3.0	3.0	3.0	3.0	-
Projects Manager	-	1.0	1.0	1.0	1.0	-
Recreation Coordinator	5.0	6.0	4.0	4.0	4.0	-
Recreation Services Manager	-	1.0	1.0	1.0	1.0	-
Recreation Supervisor II	4.0	3.0	4.0	4.0	4.0	-
Special Events Coordinator	2.0	3.0	2.5	2.0	2.0	-
Special Events Manager	1.0	-	-	-	-	-
Wills Park Manager	-	1.0	1.0	1.0	1.0	-
	51.0	51.0	51.0	51.0	50.5	(0.5)

\* FY 2022 includes 1 full-time equivalent position (Admin Assistant II) that are is 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

The Maintenance and Operations category increased 1%, or \$33,313, due primarily to the following activity:

- Increase in maintenance costs (multiple accounts) for our new parks (+\$42,000 for AlphaLoop, Thompson Street Park, Maddox Park, and Encore Park), Innovation Academy field maintenance (+\$60,000 County IGA), Alpharetta Elementary School Playground maintenance (+\$7,000), etc.
- Net reduction of -\$75,687 for all other accounts to align with forecasted revenue trends resulting from the COVID-19 pandemic.

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

### **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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022*
Recreation & Parks turnover percentage	8%	16%	10%	10%	10%
Annual Activity Enrollments as in RecWare and ActiveNet	19,126	20,242	15,811	16,500	18,000
# of Part-time hours used	43,495	56,399	45,046	48,000	50,000
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>
Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks
Deputy Director	Project Manager	Project Manager	Project Manager	Project Manager	Project Manager
Office Manager	Admin Office Coor	Admin Office Coor	Admin Office Coor	Admin Office Coor	Admin Office Coor
Admin Assistant I Mkt/Accreditation Coordinator	Admin Assistant II	Admin Assistant II	Admin Assistant II	Admin Assistant II	Admin Assistant II

\* Includes 1 Admin Assistant II position that is unfunded in the current budget proposal for 2022 and will remain vacant pending an identified funding source and workload justification.

## 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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
Total # of Participants per year*	29,194	32,321	22,425	25,000	30,000
(Res / Non-Res)	11970/17224	17707/14614	9299/13126	12000/13000	14000/16000
Total # of Building rentals	42	19	18	10	15
Total # of Day trips taken	97	95	100	55	80
Total # of Overnight trips taken using City buses	5	5	8	5	8
<b>Personnel Assigned:</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>
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 2018	Actual** FY 2019	Actual** FY 2020	Target FY 2021	Target FY 2022
% of Days pool facilities were open during pool season (93 days)	100%	100%	100%	60%	100%
Average daily attendance at City pool	290	415	400	80	300
Hours of lifeguard training per person	24	40	40	40	40
# of Swim lessons held	152	128	133	0	125
# of Swim lessons participants	836	421	598	0	450
(resident / non-resident)	522/314	288/133	439/159	0	300/150
Swim teams participants	225	249	196	121	175
(resident / non-resident)	142/83	157/92	117/79	79/42	100/75
C.O.A.S.T. participants	38	39	19	0	25
(resident / non-resident)	28/10	20/19	9 res/10 nr	0	15/10
# of Pool passes sold	320	558	601	201	400
(resident / non-resident)	165/155	430/128	314/287	30/171	250/150
<b>Personnel Assigned:</b>					
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	Actual FY 2020	Target FY 2021	Target FY 2022
# of Participants in aerobics	264	1416**	1459	900	1000
(resident / non-resident)	165/99	1062/354	1092/367	600/300	650/350
# of Participants in Yoga (Adults &	180	116	81	90	100
(resident / non-resident)	105/67	64/52	44/37	60/30	70/30
# of Participants in tennis	630	540	286	250	250
(resident / non-resident)	360/270	320/220	238/46	175/75	200/50
# of Participants in Couch to 5K	20	18	60	75	90
(resident / non-resident)	8/12	13/5	40/20	45/30	55/45
# Participants in Babysitter Bootcamp	129	119	72	100	100
Classes and Camps	50/79	48/71	27/45	65/35	65/35
# of Participants in Cooking	N/A	28	40	35	45
Classes(remove "and Camps")		19/9	11/29	25/10	35/10
(resident / non-resident)					
# of HW Pop-Up Participants	0	872	1542	1750	1850
	0				
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE
	Recreation Supervisor II	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	Actual FY 2020	Target FY 2021	Target FY 2022
# of Participants - Adult Basketball						
2 Seasons-25 teams	279 w/42 teams	376/36 teams	451/48	111/11 teams	0-COVID	300/25
(resident / non-resident)	122/157	136/240	166/285	31/80	0-COVID	150
# of Participants - Adult Softball						
3 Seasons-170 teams	1528 w/126 teams	1734/114 teams	1567/124	598/46 teams	1200/110	1400/120
(resident / non-resident)	766/762	501/1233	596/971	232/366	450/750	500/900
# of Participants - Teen Basketball						
2 Season-12 teams	273 w/28 teams	230/20 teams	301/32	67/8 teams	70/8	300/30
(resident / non-resident)	199/74	95/135	94/207	20/47	25/45	95/205
# of Participants - Youth Basketball						
75 Teams	611 w/76 teams	584	582	491	0-COVID	615
(resident / non-resident)	352/259	331/253	343/239	353/138	0-COVID	365/250
# of Participants - Youth Soccer						
70 Teams	927 w/85 teams	897	1946	2071	1975	2000
(resident / non-resident)	707/220	583/314	1093/853	1292/779	1200/775	1300/700
# of Participants - Youth Travel Soccer						
40 Teams (2 seasons)	1063 w/88 teams	1079	1062	545	1000	1200
(resident / non-resident)	535/528	509/570	538/524	284/261	575/525	650/550
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>
Recreation Supervisor II	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	Facility Technician
Admin Asst. I	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)	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	Actual FY 2020	Target FY 2021	Target FY 2022
# of Participants in summer camp	1200	1181	1316	1369	1500	1500
(resident / non-resident)	1140/60	641/540	612/704	770/599	850/650	850/650
# of Participants in dance, including camps	647	812	618	533	600	650
(resident / non-resident)	417/230	434/378	354/264	232/301	350/250	375/275
# of Participants in gymnastics, including camps	3747	3846	2564	2261	2500	2500
(resident / non-resident)	2031/1716	2105/1741	1383/1181	1315/946	1400/1100	1450/1050
# of Participants in Specialty Recreation	199	182	50	850	1000	1000
# of Part-time hours used	3,287	12,205				
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Services Manager	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 Spv II(1)
		Recreation Coord (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	Admin Assistant I
Facility Technician	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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022*
# of Participants in youth art classes	303	397	365	225	340
(resident/Milton/non-resident)	157/48/98	196/111/90	222/53/90	134/29/62	200/75/90
# of Participants in adult art classes	348	477	343	191	350
(resident/Milton/non-resident)	180/99/69	257/122/98	178/65/100	143/8/40	240/80/70
# of Participants in summer camp	261	277	119	74	275
(resident/Milton/non-resident)	130/94/20	158/61/58	84/21/14	46/13/15	140/60/40
<b>Personnel Assigned:</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>5.0 FTE</b>	<b>4.5 FTE</b>
Cultural Arts Manager	Cultural Arts Manager	Cultural Arts Manager	Cultural Arts Manager	Cultural Arts Manager	Cultural Arts Manager
Cultural Arts Supervisor	Cultural Arts Supervisor	Cultural Arts Supervisor	Cultural Arts Supervisor	Cultural Arts Supervisor	2 FT Cultural Arts Supervisors
Arts Coordinator	Arts Coordinator	Arts Coordinator	Arts Coordinator	Arts Coordinator	Cultural Services Coordinator
Admin Assistant I	Admin Assistant I	Admin Assistant I	Admin Assistant I	Admin Assistant I	PT Facility Tech
Facility Tech	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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
Total # of Equestrian event dates	107	92	86	95	100
Total # dog show events	17	17	6	14	15
Total # other event dates hosted at equestrian center	68	43	3	10	10
Total attendance at events	135,000	135,000	100,000	115,000	115,000
# of Arenas/rings maintained	5	5	5	5	6
# of Part-time hours used	113	261	9	250	1,000
<b>Personnel Assigned:</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>
Wills Park Manager	Wills Park Manager	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 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)	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 Performance Measurements	Actual FY 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
# of Total Approved Events:					
Exclusive City Events	18	48	24	0	3
City Partnered Events	15	36	32	20	50
Outside Event Applications Processed	N/A	37	17	30	30
Approved / Denied	N/A	37 / 0		30/0	
Film Permit Requests Processed	N/A	6	3	6	6
Approved / Denied	N/A	5 / 1	3/0		
<b>Estimated Attendance for:</b>					
Taste of Alpharetta	35,000	45,000	0	0	50,000
Mayor's Challenge	2,400	2,400	2,400	0	0
Old Soldier's Day Parade	6,000	4,000	3,000	0	0
Season of Celebration	10,000	1,500	7,000	0	7,000
Alpharetta Arts StreetFest	15,000	15,000	0	0	0
Scarecrow Harvest	7,000	5,000	5,000	0	0
Wire & Wood	1,500	15,000	20,000	0	20,000
Food Trucks	10,000	20,000	13,000	0	0
Restless In Resthaven	300	200	0	0	0
Grilling & Gridiron	1,800	750	1,000	0	1,000
<b>Volunteer Recruitment:</b>					
Taste of Alpharetta (Non-City Staff)	N/A	18	0	0	20
Season of Celebration	N/A	84	64	0	50
Scarecrow Harvest	N/A	51	40	0	0
Wire & Wood	N/A	25	6	0	10
Community Agriculture	N/A	225	65	100	100
TOTAL	325	403	175		
<b>Sponsorship Revenue Raised:</b> SPONSORSHIPS ARE BASED ON CY NOT FY					
Taste of Alpharetta	N/A	63,210	0	0	0
Food Truck Alley	N/A	28,550	0	0	0
Season of Celebration	N/A	3,000	0	0	0
Scarecrow Harvest	N/A	3,400	0	0	0
Wire & Wood	N/A	78,000	0	0	0
Brooke Street Park Concert Series	N/A	20,000	0	0	0
TOTAL (minus 20% commission)	N/A	N/A			
<b>Personnel Assigned:</b>	<b>3.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>
Special Events Manager	Special Events Manager	Community Services 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)
					Community Agriculture Coordinator (1 PT)

## 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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
# of Athletic fields maintained*	33	33	32	36	36
# of Park acres maintained	322	322	350	350	350
# of Greenway acres maintained	252	252	252	252	262
# of Playground inspections	96	96	102	108	108
# of Park/playground injuries	0	4	2	2	0
# of Athletic field preparations	5,832	6,864	5,304	7,488	7,488
# of Park mowings	40	40	40	40	40
# of Athletic field mowings	80	80	80	80	80
# of Buildings maintained	36	36	36	37	37
# of Restrooms maintained	55	54	56	57	57
# of Pavilions maintained	15	15	15	18	18
# of Hours utilized for trash	10,220	10,950	10,000	11,000	11,000
# of Part-time hours used	6,454	6,927	6,848	7,000	9,500
# of Vehicles maintained	16	17	18	18	19
# of Vehicle-related accidents	1	1	2	1	0
<b>Personnel Assigned:</b>	<b>19.0 FTE</b>	<b>19.0 FTE</b>	<b>19.0 FTE</b>	<b>19.0 FTE</b>	<b>19.0 FTE</b>
Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager
Park Supervisor II (3)	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 Crew Leader (1)	Park Crew Leader (1)
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 II (3)
Park Maintenance Tech I (10)	Park Maintenance Tech I (10)	Park Maintenance Tech I (11)	Park Maintenance Tech I (13)	Park Maintenance Tech I (13)	Park Maintenance Tech I (13)
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II

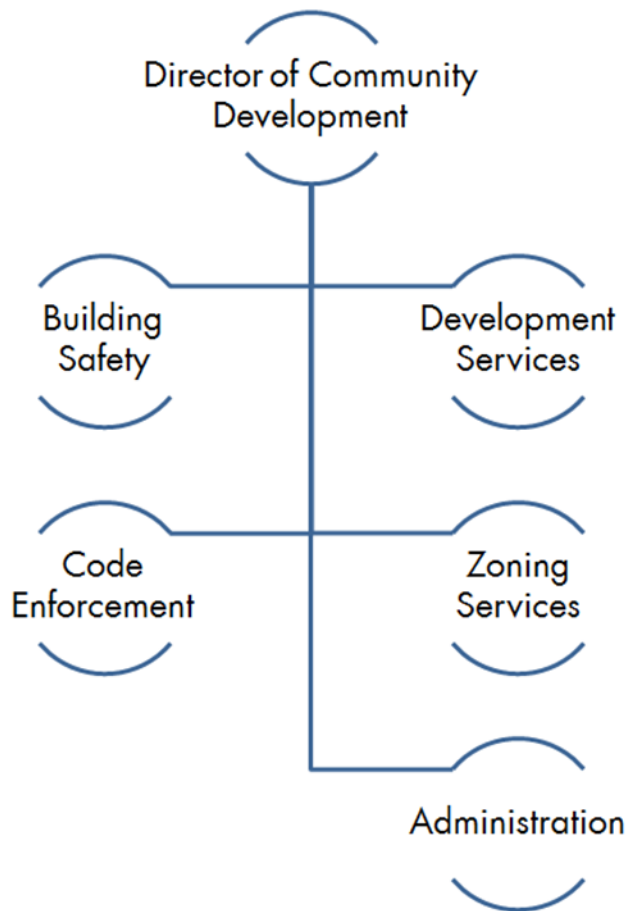
## DEPARTMENTAL SUMMARIES

### 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;



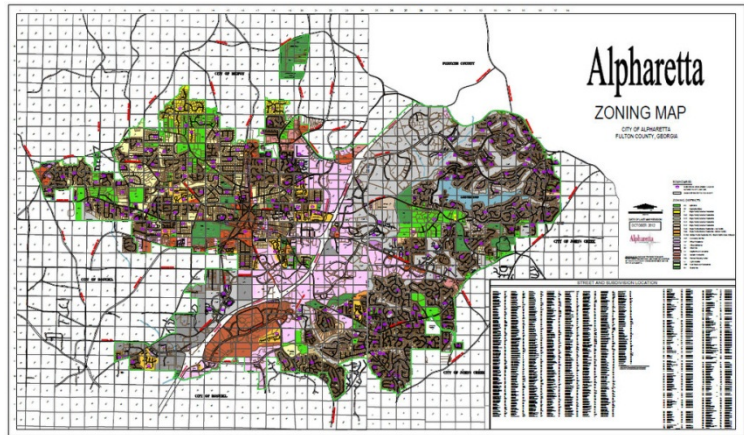
- ✓ Maintain and process business licenses for the City;



- ✓ Collaborate with the Community to provide planning documents for the future; 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Business Taxes:</b>					
Occupational License Fees	\$ 1,132,316	\$ 1,184,418	\$ 1,162,099	\$ 932,500	\$ 957,500
<b>Licenses &amp; Permits:</b>					
Development Permits/Fees	187,353	244,921	178,480	160,000	160,000
Building Permit Fees	2,232,284	2,887,710	2,130,275	1,550,000	1,700,000
Occupancy Permit Fees	182,594	249,586	187,262	160,000	160,000
Tree Removal Permit	6,421	12,626	4,736	7,500	7,500
Soil Erosion Permit	44,362	38,638	22,034	35,000	35,000
Alcoholic Beverage Permit	-	-	656,303	639,000	639,000
Other	27,276	31,218	36,433	27,500	27,500
<b>Charges for Services:</b>					
Planning and Development Fees	128,040	104,767	95,959	85,000	85,000
Plan Review Fees	719,380	1,059,850	1,003,981	660,000	875,000
Other	44,533	37,342	48,481	21,500	21,500
<b>Fines &amp; Forfeitures</b>	2,300	2,406	1,250	2,000	2,000
<b>TOTAL</b>	<b>\$ 4,706,861</b>	<b>\$ 5,853,483</b>	<b>\$ 5,527,293</b>	<b>\$ 4,280,000</b>	<b>\$ 4,670,000</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 1,594,195	\$ 1,703,432	\$ 1,887,959	\$ 2,143,047	\$ 2,085,230
Overtime	2,561	3,486	588	2,500	1,000
Group Insurance	455,245	554,638	646,350	748,716	736,988
FICA	116,577	124,889	137,068	157,181	155,453
Pension (Defined Benefit)	122,992	123,294	138,285	144,877	161,951
Pension (401A Contribution/Matc)	116,905	150,008	170,800	210,429	204,853
Miscellaneous	44,772	84,951	94,476	107,316	100,534
<i>subtotal</i>	<b>\$ 2,453,248</b>	<b>\$ 2,744,699</b>	<b>\$ 3,075,526</b>	<b>\$ 3,514,066</b>	<b>\$ 3,446,009</b>
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 85,120	\$ 77,771	\$ 49,445	\$ 161,700	\$ 39,700
Board Member Fees	10,855	10,675	9,375	12,000	11,000
Fuel/Repair & Maintenance	17,746	19,277	12,702	17,000	13,000
Advertising	20,384	19,873	14,692	161,500	16,000
Employee Training	11,067	12,847	10,767	17,700	14,000
Employee Travel	16,988	14,810	7,355	17,794	17,500
Printing	4,923	4,938	6,900	10,500	5,000
Maintenance Contracts/IT Svcs.	132,394	131,424	141,345	218,805	179,215
General Supplies	35,309	31,105	26,226	49,740	24,000
Miscellaneous	5,540	13,026	10,363	9,908	8,200
<i>subtotal</i>	<b>\$ 340,325</b>	<b>\$ 335,747</b>	<b>\$ 289,170</b>	<b>\$ 676,647</b>	<b>\$ 327,615</b>
<b>Capital/Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,971</b>		<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 2,793,574</b>	<b>\$ 3,080,445</b>	<b>\$ 3,377,667</b>	<b>\$ 4,190,713</b>	<b>\$ 3,773,624</b>
<b>Authorized Personnel</b>	<b>26.0</b>	<b>28.0</b>	<b>30.0</b>	<b>32.0</b>	<b>30.0</b>

## DEPARTMENTAL SUMMARIES

### **Budget Narrative**

The FY 2022 Budget for Community Development totals \$3,773,624 and represents a decrease of -10%, or -\$417,089 compared to FY 2021. The primary driver of this decrease is the transfer of the Economic Development function from Community Development (FY 2021) to City Administration (FY 2022). The Economic Development function has historically been housed under the City Administration Department but was moved for FY 2021 to facilitate a better management linkage with the Community Development Department and is being moved back into City Administration for FY 2022 under the leadership of the newly funded Economic Development Director position.

The Personnel Services category decreased -2%, or -\$68,057, due primarily to the transfer of the Economic Development Division (discussed above) which is partially offset through wage increases associated with the 3% performance-based merit program scheduled for July 1, 2021, and increases in group insurance and risk premiums as well as increased pension costs.

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

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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	-
Building Inspector	4.0	4.0	4.0	4.0	4.0	-
Building Inspector Manager	-	1.0	1.0	1.0	1.0	-
Building Official	1.0	1.0	1.0	1.0	1.0	-
Building Plans Examiner	2.0	2.0	2.0	2.0	2.0	-
Code Enforcement Manager	1.0	1.0	1.0	1.0	1.0	-
Code Enforcement Officer	3.0	3.0	5.0	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	-
Economic Development Director*	-	-	-	1.0	-	(1.0)
Economic Development Manager*	-	-	-	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	1.0	-
Planning and Zoning Coordinator	1.0	1.0	1.0	1.0	1.0	-
Permit Technician	1.0	2.0	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	-
Zoning Administrator	1.0	1.0	1.0	1.0	1.0	-
	26.0	28.0	30.0	32.0	30.0	(2.0)

\* Positions reorganized into the Community Development Department for fiscal year 2021 and transferred back under City Administration for FY 2022 upon approval of a Director position.

## DEPARTMENTAL SUMMARIES

The Maintenance and Operations category decreased -52%, or -\$349,032, due primarily to the transfer of the Economic Development function from the Community Development Department coupled with an overall reduction in operating costs to align with forecasted revenue trends resulting from the COVID-19 pandemic.

### **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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
# of Special projects managed	16	16	19	15	16
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
	Admin Asst. II	Office Manager	Office Manager	Office Manager	Office Manager
	Senior Planner	Senior Planner	Senior Planner	Senior Planner	Senior Planner
	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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
# of New public hearings filed	145	112	106	120	115
Total # of public hearings processed	132	85	91	120	115
# of parcels annexed	0	0	0	0	0
<b>Personnel Assigned:</b>	<b>3.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>
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
		Administrative Assistant II	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	Planning and Zoning Coordinator

Community Development - Development Services					
Performance Measurements	Actual FY 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
Private development plans reviewed	160	144	136	140	140
Tree permits issued	878	1024	991	800	800
<b>Personnel Assigned:</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
# of New building permits issued	5,902	5,717	4,756	4,950	5,000
# of Building inspections completed	29,786	31,500	24,161	24,200	25,000
<b>Personnel Assigned:</b>	<b>9.0 FTE</b>	<b>10.0 FTE</b>	<b>10.0 FTE</b>	<b>10.0 FTE</b>	<b>10.0 FTE</b>
Building Official	Building Official	Building Official	Building Official	Building Official	Building Official
Permit Technician	Permit Technicians (2)	Permit Technicians (2)	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)	Building Plans Examiners (2)
Senior Building Inspector	Senior Building Inspector	Senior Building Inspector	Senior Building Inspector	Senior Building Inspector	Senior Building Inspector
Building Inspectors (4)	Building Inspectors(4)	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 2018	Actual FY 2019	Actual FY 2020	Target FY 2021	Target FY 2022
# of Code enforcement inspections completed	644	677	679	500	500
<b>Personnel Assigned:</b>	<b>4.0 FTE</b>	<b>4.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>	<b>6.0 FTE</b>
Code Enforcement Manager	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)	Code Enforcement Officers (5)

## SPECIAL REVENUE FUND SUMMARIES

### Special Revenue Fund Summaries

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#### Overview

The *Special Revenue Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2022 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 2018-2020 (actuals) and 2021-2022 (budget). Revenues are presented by source and expenditures are presented by use.



## 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 2022 Budget for the E-911 Fund totals \$4,728,482 and represents a decrease of -16%, or -\$890,511, compared to FY 2021. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) budgeted in FY 2021<sup>9</sup>. After adjusting for the non-allocated reserve, the true operational budget request is roughly 9% (including new operating and capital initiatives).

The Personnel Services category increased 4%, or \$130,435, due to wage increases associated with the 3% performance-based merit program scheduled for July 1, 2021 coupled with growth in group insurance and risk premiums as well as increased pension costs. Authorized personnel total 33.0 FTEs.

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Variance
Communications Officer	17.0	17.0	20.0	20.0	20.0	-
Communications Shift Supervisor	4.0	4.0	4.0	4.0	4.0	-
Communications Quality Assurance Officer	-	1.0	1.0	1.0	1.0	-
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	4.0	4.0	4.0	4.0	-
911 Operations Manager	1.0	1.0	1.0	1.0	1.0	-
IT Analyst	-	-	1.0	1.0	1.0	-
Network Analyst II	1.0	1.0	-	-	-	-
	30.0	30.0	33.0	33.0	33.0	-

The Maintenance and Operations category increased 2%, or \$21,479, due primarily to growth in communications costs (e.g. AT&T), North Fulton Regional Radio System Authority costs, IT professional services, etc.

The Capital/Leases category includes appropriations for the existing mobile radio lease as well as funding requested through the 2022 Operating Initiatives (Portable Radio Replacement – Capital Lease) and 2022 Capital Requests (E911 Facility Renovations). Please

<sup>9</sup> Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Non-Allocated Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 2022 will occur subsequent to adoption of the budget.

# SPECIAL REVENUE FUND SUMMARIES

refer to the *Operating Initiative Requests* and *Capital Initiatives Requests* sections of this document for a detailed description.

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

### Emergency 911 Fund Public Safety Department

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Charges for Services:</b>					
E-911 Service Fees	\$ 2,831,466	\$ 2,696,943	\$ 2,774,476	\$ 2,865,000	\$ 3,130,000
E-911 Prepaid Service Fees	86,883	319,871	258,419	255,000	280,000
<b>Intergovernmental:</b>	941,752	1,238,943	1,260,758	1,130,000	1,250,000
<b>Investment Earnings</b>	12,542	24,444	23,154	26,568	18,482
<b>Other</b>					
Miscellaneous	-	-	403	-	-
Mobile Radio Lease Financing	504,024	-	-	-	-
Fund Balance	-	-	-	1,342,425	50,000
<b>TOTAL</b>	<b>\$ 4,376,667</b>	<b>\$ 4,280,200</b>	<b>\$ 4,317,210</b>	<b>\$ 5,618,993</b>	<b>\$ 4,728,482</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 1,365,536	\$ 1,448,818	\$ 1,495,738	\$ 1,642,059	\$ 1,709,608
Overtime	235,161	265,227	218,017	200,000	199,821
Group Insurance	336,370	371,923	415,603	558,679	582,315
FICA	117,117	125,816	126,374	139,127	158,737
Pension (Defined Benefit)	117,865	100,062	99,468	103,689	115,365
Pension (401A Cont./Match)	104,934	138,775	151,194	166,462	179,763
Miscellaneous	43,160	79,469	82,367	92,452	87,294
<i>subtotal</i>	<i>\$ 2,320,143</i>	<i>\$ 2,530,089</i>	<i>\$ 2,588,761</i>	<i>\$ 2,902,468</i>	<i>\$ 3,032,903</i>
<b>Maintenance &amp; Operations:</b>					
Communications	\$ 320,229	\$ 358,194	\$ 298,143	\$ 353,000	\$ 359,900
Maintenance Contracts	431,863	356,558	401,632	467,400	473,500
IT Professional Services	239,899	261,894	281,260	274,750	282,079
Miscellaneous	185,729	158,268	155,845	202,172	203,322
<i>subtotal</i>	<i>\$ 1,177,720</i>	<i>\$ 1,134,914</i>	<i>\$ 1,136,880</i>	<i>\$ 1,297,322</i>	<i>\$ 1,318,801</i>
<b>Capital/Leases:</b>					
Capital	\$ -	\$ 70,437	\$ 22,932	\$ -	\$ -
PS/911 HQ Improvements	273,160	438,310	-	-	50,000
North Fulton Regional Radio Syster	-	72,660	-	-	-
Radio Replacements	504,024	360	58,000	33,000	-
Mobile Radio Lease	76,777	76,777	76,777	76,778	76,778
Portable Radio Lease	-	-	-	-	250,000
<i>subtotal</i>	<i>\$ 853,961</i>	<i>\$ 658,544</i>	<i>\$ 157,709</i>	<i>\$ 109,778</i>	<i>\$ 376,778</i>
<b>Non-Allocated</b>					
Reserve	\$ -	\$ -	\$ -	\$ 1,309,425	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 1,309,425</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 4,351,824</b>	<b>\$ 4,323,547</b>	<b>\$ 3,883,350</b>	<b>\$ 5,618,993</b>	<b>\$ 4,728,482</b>
<b>Authorized Personnel</b>	<b>30.0</b>	<b>30.0</b>	<b>33.0</b>	<b>33.0</b>	<b>33.0</b>

## 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 2022 Budget totals \$1,443,100. 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 are being allocated to the following capital initiatives which are discussed in depth within the *Capital Initiatives Requests* section of this document.

- Impact Fee Study Update;
- North Point Corridor Improvements (TIP Grant match); and
- Fire Rapid-Rescue Response Truck.

# SPECIAL REVENUE FUND SUMMARIES

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

### Impact Fee Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Charges for Services:</b>					
Impact Fees (Roads)	\$ 255,071	\$ 246,362	\$ 182,291	\$ -	\$ -
Impact Fees (Parks)	1,022,419	564,632	592,472	745,000	-
Impact Fees (Public Safety)	69,100	149,437	91,329	-	-
<b>Investment Earnings</b>	36,045	83,063	74,870	-	-
<b>Other</b>					
Fund Balance	-	-	-	3,258,304	1,443,100
<b>TOTAL</b>	<b>\$ 1,382,634</b>	<b>\$ 1,043,495</b>	<b>\$ 940,963</b>	<b>\$ 4,003,304</b>	<b>\$ 1,443,100</b>
<b>EXPENDITURES</b>					
<b>Capital/Leases:</b>					
Impact Fee Study Update	\$ -	\$ -	\$ -	\$ -	\$ 68,500
Roads					
Rucker Rd Corridor Imp.	-	23,700	556,968	569,332	-
Wills Rd Widening	-	14,460	-	-	-
Teasley St Imp.	-	-	38,125	18,800	-
Park Plaza Signal	-	-	45,935	-	-
Hopewell/Vaughan Roundabout	-	-	16,553	11,652	-
North Point Corridor (grant match)	-	-	-	-	1,250,000
Parks					
Alpharetta Arts Center	1,113,438	13,606	-	-	-
Wills Park Pool Expansion	1,100,000	-	-	-	-
City Center Sidewalks	-	300,000	-	-	-
Greenway Ext. to Forsyth	-	-	-	1,251,402	-
Park Development	-	-	420,993	12,700	-
Public Safety					
Headquarters Expansion	520,464	40,000	-	-	-
HAZMAT Truck & Trailer	-	-	-	155,750	-
Fire Rescue-Rapid Resp. Truck	-	-	-	-	124,600
<i>subtotal</i>	<b>\$ 2,733,902</b>	<b>\$ 391,766</b>	<b>\$ 1,078,574</b>	<b>\$ 2,019,636</b>	<b>\$ 1,443,100</b>
<b>Non-Allocated</b>					
Roads	\$ -	\$ -	\$ -	\$ 1,540,262	\$ -
Parks	-	-	-	317,820	-
Public Safety	-	-	-	125,586	-
<i>subtotal</i>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,983,668</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 2,733,902</b>	<b>\$ 391,766</b>	<b>\$ 1,078,574</b>	<b>\$ 4,003,304</b>	<b>\$ 1,443,100</b>
<b>Authorized Personnel</b>	-	-	-	-	-

## 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 2022 Budget totals \$5,814,713. 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 \$2.1 million); Alpharetta Convention & Visitor's Bureau (43.75% or \$2.4 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 has severely impacted the hospitality market segment and this revenue source has declined significantly as business and personal travel have been curtailed. That said, improvements are being witnessed with hotel occupancy reaching 60% of pre-pandemic levels in spring 2021. The 2022 budget assumes, on average, 60% of pre-pandemic activity which results in hotel/motel tax collections of \$5.5 million (compared to \$9 million in FY 2019).

# SPECIAL REVENUE FUND SUMMARIES

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

### Hotel/Motel Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Other Taxes</b>					
Hotel/Motel Taxes	\$ 7,665,868	\$ 9,049,266	\$ 6,668,386	\$ 6,750,000	\$ 5,500,000
Interest/Penalties	-	2,066	3,711	-	-
<b>Investment Earnings</b>	-	-	-	52,338	10,000
<b>Other</b>					
Transfer-In from Conf. Ctr. Fund	-	380,308	-	-	-
Fund Balance	-	-	-	1,966,633	304,713
<b>TOTAL</b>	<b>\$ 7,665,868</b>	<b>\$ 9,431,640</b>	<b>\$ 6,672,097</b>	<b>\$ 8,768,971</b>	<b>\$ 5,814,713</b>
<b>EXPENDITURES</b>					
<b>ACVB/City</b>					
Alpharetta Convention & Visitors Bureau	\$ 3,353,817	\$ 3,959,958	\$ 2,919,042	\$ 2,953,125	\$ 2,406,250
City of Alpharetta (transfer-out)	2,874,701	3,394,250	2,502,036	2,531,250	2,062,500
<i>subtotal</i>	<i>\$ 6,228,518</i>	<i>\$ 7,354,207</i>	<i>\$ 5,421,079</i>	<i>\$ 5,484,375</i>	<i>\$ 4,468,750</i>
<b>Facility</b>					
Professional Svcs (Bond Admin)	\$ 6,525	\$ 6,440	\$ 5,500	\$ 6,000	\$ 6,000
Series 2016 Bonds (debt service)	779,963	979,963	975,963	1,311,963	1,339,963
Debt Service Reserve	-	-	-	1,017,394	-
Downtown Land Purchase	-	-	795,398	-	-
Alpharetta Arts Center	385,609	164,391	-	-	-
Wayfinding Signage	-	-	53,917	-	-
Equestrian Center Improvements	-	-	3,185	246,815	-
Wills Park Master Plan Imp.	-	-	147,577	702,424	-
<i>subtotal</i>	<i>\$ 1,172,096</i>	<i>\$ 1,150,794</i>	<i>\$ 1,981,540</i>	<i>\$ 3,284,596</i>	<i>\$ 1,345,963</i>
<b>TOTAL</b>	<b>\$ 7,400,614</b>	<b>\$ 8,505,001</b>	<b>\$ 7,402,619</b>	<b>\$ 8,768,971</b>	<b>\$ 5,814,713</b>
<b>Authorized Personnel</b>	-	-	-	-	-

## DEBT SERVICE FUND SUMMARY

### Debt Service Fund Summary

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#### 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 2022 Budget for the Debt Service Fund totals \$4,958,881 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 2022 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 remain at 0.815 mills in FY 2022.



# DEBT SERVICE FUND SUMMARY

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

### Debt Service Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Property Taxes</b>					
Current Year	\$ 5,099,934	\$ 5,514,354	\$ 5,564,390	\$ 4,953,000	\$ 4,720,000
Delinquent	94,326	34,313	95,378	-	17,000
Penalties/Interest	4,994	6,286	5,479	-	3,000
Motor Vehicle	39,890	28,952	20,145	-	12,000
<b>Investment Earnings</b>	20,456	79,535	81,590	-	13,000
<b>Other</b>					
Miscellaneous	-	452	457	-	-
Refunding Bond Proceeds	-	-	17,775,000	-	-
Premium on Bond Proceeds	-	-	5,501,675	-	-
Fund Balance	-	-	-	648,199	193,881
<b>TOTAL</b>	<b>\$ 5,259,600</b>	<b>\$ 5,663,892</b>	<b>\$ 29,044,114</b>	<b>\$ 5,601,199</b>	<b>\$ 4,958,881</b>
<b>EXPENDITURES</b>					
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 3,300	\$ 3,927	\$ 5,225	\$ 15,860	\$ 16,000
<i>subtotal</i>	<i>\$ 3,300</i>	<i>\$ 3,927</i>	<i>\$ 5,225</i>	<i>\$ 15,860</i>	<i>\$ 16,000</i>
<b>Debt Service</b>					
<b>General Obligation Bonds</b>					
Series 2012	\$ 1,483,900	\$ 1,478,498	\$ 1,485,350	\$ -	\$ -
Series 2014 (refunding)	1,935,477	1,933,622	1,930,948	1,927,455	1,918,143
Series 2016	1,930,788	1,930,788	1,929,788	1,927,188	1,923,988
Series 2020 (debt issuance costs)	-	-	381,757	-	-
Series 2020 (refunding)	-	-	23,886,801	1,082,497	1,100,750
<b>Development Authority</b>					
Series 2009 (refunding)	124,493	125,153	-	-	-
Capital Lease (Interest)	-	-	-	-	-
<i>subtotal</i>	<i>\$ 5,474,657</i>	<i>\$ 5,468,060</i>	<i>\$ 29,614,644</i>	<i>\$ 4,937,140</i>	<i>\$ 4,942,881</i>
<b>Non-Allocated</b>					
Reserve	\$ -	\$ -	\$ -	\$ 648,199	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 648,199</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 5,477,957</b>	<b>\$ 5,471,987</b>	<b>\$ 29,619,869</b>	<b>\$ 5,601,199</b>	<b>\$ 4,958,881</b>
<b>Authorized Personnel</b>					
	-	-	-	-	-

## ENTERPRISE FUND SUMMARY

### Enterprise Fund Summary

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#### Overview

The *Enterprise Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2022 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 2018-2020 (actuals) and 2021-2022 (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 2022 Budget for the Solid Waste Fund totals \$5,595,116 and represents an increase of 19%, or \$898,255, compared to FY 2021. This growth is driven through rate increases by our private sanitation hauler due to a combination of market forces including the impact of the COVID-19 pandemic on trash volume.

The city's private waste hauler increased rates by 25% effective April 1, 2021. To offset this increase, the city is utilizing reserves within the Solid Waste Fund (\$750,000 for FY 2022) to cover most of the rate growth with the balance coming through an increase in sanitation fees to our customers. As a parallel process to these rate adjustments, the city is in the process of formulating an RFP for private sanitation hauler services to ensure continued excellent service to our customers at a competitive price.

The Personnel Services category was relatively flat with FY 2021 due to departmental turnover and varying salary/benefit elections.

Authorized personnel total 1.0 FTE and represent the following:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Variance
Customer Account Representative	1.0	1.0	1.0	1.0	1.0	-
	1.0	1.0	1.0	1.0	1.0	-

The Maintenance and Operations category increased 24%, or \$1,068,694, due primarily to the private sanitation hauler rate adjustments previously discussed.

# ENTERPRISE FUND SUMMARY

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

### Solid Waste Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Licenses and Permits</b>					
Penalties and Interest	\$ 50	\$ -	\$ 69	\$ -	\$ -
<b>Charges for Services:</b>					
Collection Fees	3,777,854	4,122,679	4,152,563	4,415,000	4,775,000
Commercial Hauler Fees	27,189	32,465	21,592	25,000	25,000
Penalties and Interest	45,199	31,757	31,267	30,000	30,000
Other	1,571	1,213	2,312	1,575	1,575
<b>Investment Earnings</b>	19,817	59,238	52,629	22,763	13,541
<b>Other</b>					
Miscellaneous	(56)	4	-		-
Fund Balance	-	-	-	202,523	750,000
<b>TOTAL</b>	<b>\$ 3,871,624</b>	<b>\$ 4,247,356</b>	<b>\$ 4,260,432</b>	<b>\$ 4,696,861</b>	<b>\$ 5,595,116</b>
<b>EXPENDITURES</b>					
<b>Personnel Services:</b>					
Salaries	\$ 38,117	\$ 32,152	\$ 39,645	\$ 42,217	\$ 43,573
Overtime	-	2,472	156	2,638	390
Group Insurance	26,139	21,680	19,648	20,418	20,858
FICA	2,624	2,352	2,981	3,407	3,331
Pension (401A Cont./Match)	3,377	3,369	4,659	4,996	5,186
Miscellaneous	1,085	1,954	2,149	2,170	2,102
<i>subtotal</i>	<i>\$ 71,341</i>	<i>\$ 63,979</i>	<i>\$ 69,238</i>	<i>\$ 75,846</i>	<i>\$ 75,440</i>
<b>Maintenance &amp; Operations:</b>					
Professional Services (Haulers)	\$ 3,659,933	\$ 4,102,010	\$ 4,192,244	\$ 4,385,990	\$ 5,453,500
Miscellaneous	87,370	60,966	58,020	64,992	66,176
<i>subtotal</i>	<i>\$ 3,747,302</i>	<i>\$ 4,162,976</i>	<i>\$ 4,250,264</i>	<i>\$ 4,450,982</i>	<i>\$ 5,519,676</i>
<b>Non-Allocated</b>					
Reserve	\$ -	\$ -	\$ -	\$ 170,033	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 170,033</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 3,818,643</b>	<b>\$ 4,226,955</b>	<b>\$ 4,319,502</b>	<b>\$ 4,696,861</b>	<b>\$ 5,595,116</b>
<b>Authorized Personnel</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

## INTERNAL SERVICE FUND SUMMARIES

### Internal Service Fund Summaries

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#### Overview

The *Internal Service Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2022 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 2018-2020 (actuals) and 2021-2022 (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 2022 Budget for the Risk Management Fund totals \$1,610,172 and represents a decrease of -40%, or -\$1,061,071, compared to FY 2021. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) budgeted in FY 2021<sup>10</sup>. After adjusting for the non-allocated reserve, the true operational budget growth is flat with 2021.

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<sup>10</sup> Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Non-Allocated Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. The carry-forward for FY 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Charges for Services:</b>					
Risk Management Allocations	\$ 1,335,000	\$ 1,446,500	\$ 1,499,800	\$ 793,361	\$ 830,149
Insurance Premium Funding	-	-	-	720,250	779,750
<b>Investment Earnings</b>	9,247	28,736	31,873	12,639	273
<b>Other</b>					
Insurance Proceeds	56,175	14,573	52,528	-	-
Fund Balance	-	-	-	1,144,813	-
<b>TOTAL</b>	<b>\$ 1,400,421</b>	<b>\$ 1,489,809</b>	<b>\$ 1,584,201</b>	<b>\$ 2,671,063</b>	<b>\$ 1,610,172</b>
<b>EXPENDITURES</b>					
<b>Maintenance &amp; Operations:</b>					
Professional Services	\$ 131,408	\$ 108,241	\$ 106,003	\$ 125,000	\$ 118,000
<b>Insurance Premiums</b>					
Vehicle	159,588	163,093	165,625	180,432	187,000
Property/Equipment	92,197	87,694	105,652	120,976	125,000
Fine Art	-	2,500	3,201	3,201	4,000
General Liability	56,626	57,952	55,354	65,324	70,000
Law Enforcement Liability	85,194	86,283	86,313	86,256	90,500
Public Entity Liability	58,077	62,733	73,360	73,360	76,500
Workers Comp Excess	103,609	105,684	100,398	110,642	114,000
Criminal Liability	3,386	3,386	3,386	3,386	4,000
Cyber Liability	6,394	6,805	30,202	32,823	35,750
Umbrella Liability	52,782	53,745	54,246	65,677	70,000
Medical Services (PS Custody)	40,155	2,475	319	10,000	5,322
Claims/Judgments	668,204	200,354	426,332	735,298	710,100
<i>subtotal</i>	<b>\$ 1,457,620</b>	<b>\$ 940,944</b>	<b>\$ 1,210,390</b>	<b>\$ 1,612,375</b>	<b>\$ 1,610,172</b>
<b>Non-Allocated</b>					
Reserve	\$ -	\$ -	\$ -	\$ 1,058,868	\$ -
<i>subtotal</i>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,058,868</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 1,457,620</b>	<b>\$ 940,944</b>	<b>\$ 1,210,390</b>	<b>\$ 2,671,243</b>	<b>\$ 1,610,172</b>
<b>Authorized Personnel</b>	-	-	-		-



## 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 2022 Budget totals \$8.7 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
<b>Charges for Services:</b>					
Medical Insurance Premiums					
Employer Contribution	\$ 6,249,906	\$ 6,365,425	\$ 7,024,367	\$ 7,700,000	\$ 7,930,000
Employee Contribution	749,815	760,710	616,248	785,000	810,000
<b>Investment Earnings</b>	119	151	1,048		-
<b>Other</b>					
Fund Balance	-	-		2,449	-
<b>TOTAL</b>	<b>\$ 6,999,839</b>	<b>\$ 7,126,286</b>	<b>\$ 7,641,662</b>	<b>\$ 8,487,449</b>	<b>\$ 8,740,000</b>
<b>EXPENDITURES</b>					
<b>Maintenance &amp; Operations:</b>					
Medical Premiums	\$ 1,506,906	\$ 1,631,686	\$ 1,742,464	\$ 1,800,000	\$ 1,855,000
Medical Claims	5,257,053	5,458,174	5,633,235	6,685,000	6,885,000
<b>subtotal</b>	<b>\$ 6,763,958</b>	<b>\$ 7,089,860</b>	<b>\$ 7,375,700</b>	<b>\$ 8,485,000</b>	<b>\$ 8,740,000</b>
<b>Other</b>					
Transfer to OPEB Fund	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -
<b>subtotal</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Non-Allocated</b>					
Reserve	\$ -	\$ -	\$ -	\$ 2,449	\$ -
<b>subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,449</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 6,763,958</b>	<b>\$ 8,589,860</b>	<b>\$ 7,375,700</b>	<b>\$ 8,487,449</b>	<b>\$ 8,740,000</b>
<b>Authorized Personnel</b>	-	-	-		-

## FIDUCIARY FUND SUMMARIES

### Fiduciary Fund Summaries

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#### Overview

The *Fiduciary Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2022 budgets for the Other Post Employment Benefit (OPEB) Funds.

Fiduciary Funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds utilize the accrual basis of accounting.

The following schedules provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **Fund Summary**

This section provides a brief description of the Fund.

- **Statement of Revenues, Expenditures, and changes in Personnel**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2018-2020 (actuals) and 2021-2022 (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 2022 totals \$22,474.

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

### OPEB Health Benefit Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
Investment Earnings	\$ 16,391	\$ 39,750	\$ 29,985	\$ 10,000	\$ 9,874
Other					
OPEB Health Benefit Funding					
Employer Contribution	85,200	85,000	68,015	76,589	12,600
Employee Contribution	-	-	-	-	-
Fund Balance	-	-	-	68,048	-
<b>TOTAL</b>	<b>\$ 101,591</b>	<b>\$ 124,750</b>	<b>\$ 98,000</b>	<b>\$ 154,637</b>	<b>\$ 22,474</b>
<b>EXPENDITURES</b>					
Maintenance & Operations:					
OPEB Health Benefit	\$ 7,686	\$ 9,094	\$ 21,875	\$ 76,589	\$ 12,474
Miscellaneous	-	5,737	8,076	10,000	10,000
<i>subtotal</i>	<i>\$ 7,686</i>	<i>\$ 14,831</i>	<i>\$ 29,951</i>	<i>\$ 86,589</i>	<i>\$ 22,474</i>
Non-Allocated					
Reserve	\$ -	\$ -	\$ -	\$ 68,048	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 68,048</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ 7,686</b>	<b>\$ 14,831</b>	<b>\$ 29,951</b>	<b>\$ 154,637</b>	<b>\$ 22,474</b>
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 (\$590,928 citywide for FY 2022). This benefit will require a minimum 15-year vesting (maximum benefit achieved at 25-years<sup>11</sup>) 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Amended Budget	FY 2022 Recommended Budget
<b>REVENUES</b>					
Investment Earnings	\$ -	\$ 48,386	\$ 53,648	\$ 19,000	\$ 19,025
Other					
OPEB Health Reimbursement Funding					
Employer Contribution	-	550,000	575,000	574,502	590,928
Transfer-In					
Medical Insurance Fund	-	1,500,000	-	-	-
Fund Balance	-	-	-	2,703,531	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 2,098,386</b>	<b>\$ 628,648</b>	<b>\$ 3,297,033</b>	<b>\$ 609,953</b>
<b>EXPENDITURES</b>					
Maintenance & Operations:					
OPEB Reimbursement Benefit	\$ -	\$ -	\$ -	\$ 574,502	\$ 590,953
Miscellaneous	-	8,538	14,964	19,000	19,000
<i>subtotal</i>	<i>\$ -</i>	<i>\$ 8,538</i>	<i>\$ 14,964</i>	<i>\$ 593,502</i>	<i>\$ 609,953</i>
Non-Allocated					
Reserve	\$ -	\$ -	\$ -	\$ 2,703,531	\$ -
<i>subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 2,703,531</i>	<i>\$ -</i>
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 8,538</b>	<b>\$ 14,964</b>	<b>\$ 3,297,033</b>	<b>\$ 609,953</b>
Authorized Personnel	-	-	-		-

<sup>11</sup> 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 29 hotels collect an 8 percent hotel occupancy tax from their visitors and pay it to the city on a monthly basis. The city keeps 37.5% of the tax to spend on enhancements for its citizens, 18.75% is given to the conference center (facility portion of the tax) and 43.75% is distributed to the ACVB to market and promote the city of Alpharetta.

- **What We Do**

The ACVB uses innovative and targeted marketing strategies, along with aggressive sales efforts, to attract overnight visitors to the city. We do this in three key areas:

- Increasing the awareness and identity of Alpharetta as a destination for the leisure and individual traveler and raising awareness of the economic importance of the visitor industry to Alpharetta by placing advertisements, writing press releases, utilizing social media and maintaining a technologically advanced website;
- Employing a variety of sales strategies to increase the number of group room nights booked in Alpharetta's 29 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 2022 Adopted Budget**

Occupancy Tax Revenues	\$ 2,406,250
Interest Income	1,600
Accumulated Surplus	500,000
<b>TOTAL REVENUE</b>	<b>\$ 2,907,850</b>
Salary & Benefits	\$ 1,195,318
Accounting & Legal Fees	15,000
Advertising	
<i>Georgia/Metro Atlanta Ads</i>	129,500
<i>National/Regional Ads</i>	126,780
Business License	400
Computer Equipment	4,200
Business Development	
Ameris Bank Amphitheatre	128,000
Conference Center	500,000
Computer Software/Maintenance	67,000
Research	9,120
Contingency Fund	165,441
Insurance	4,600
Meeting Expenses	44,300
Membership Dues	40,856
Subscriptions	650
Office Equipment/Leases	9,640
Office Rent (utilities, cleaning, security)	99,318
Office Supplies/Furniture	16,500
Postage/Shipping	7,600
Premiums/Gifts	10,000
Printing/Production	62,000
Taxes/Leased Equipment	1,200
Public Relations	50,000
Sponsorships/Bid Fees	140,700
Telephone/ISP	24,252
Tradeshows/Conference/Professional Development	55,175
Staff Development	300
<b>TOTAL EXPENSES</b>	<b>\$ 2,907,850</b>

