

Alpharetta

GEORGIA ♦ USA



Budget Narrative

Fiscal Year 2019

(July 1, 2018 through June 30, 2019)



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Annual Operating & Capital Budget Narrative

for Fiscal Year 2019

(July 1, 2018 through June 30, 2019)



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MAYOR AND CITY COUNCIL

Mayor and City Council

DONALD MITCHELL
CITY COUNCIL (POST 1)



DMitchell@alpharetta.ga.us

BEN BURNETT
CITY COUNCIL (POST 2)



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KAREN RICHARD
CITY COUNCIL (POST 3)



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JIM GILVIN
MAYOR



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Mission Statement

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

JOHN HIPES
CITY COUNCIL (POST 4)



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JASON BINDER
CITY COUNCIL (POST 5)



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DAN MERKEL
CITY COUNCIL (POST 6)



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VISION

Vision

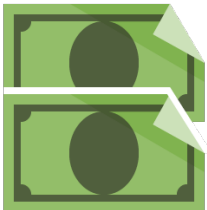
Our Community Vision is to advance Alpharetta as a signature City by:



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.

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.

EXECUTIVE MANAGEMENT TEAM

Executive Management Team



BOB REGUS
CITY ADMINISTRATOR



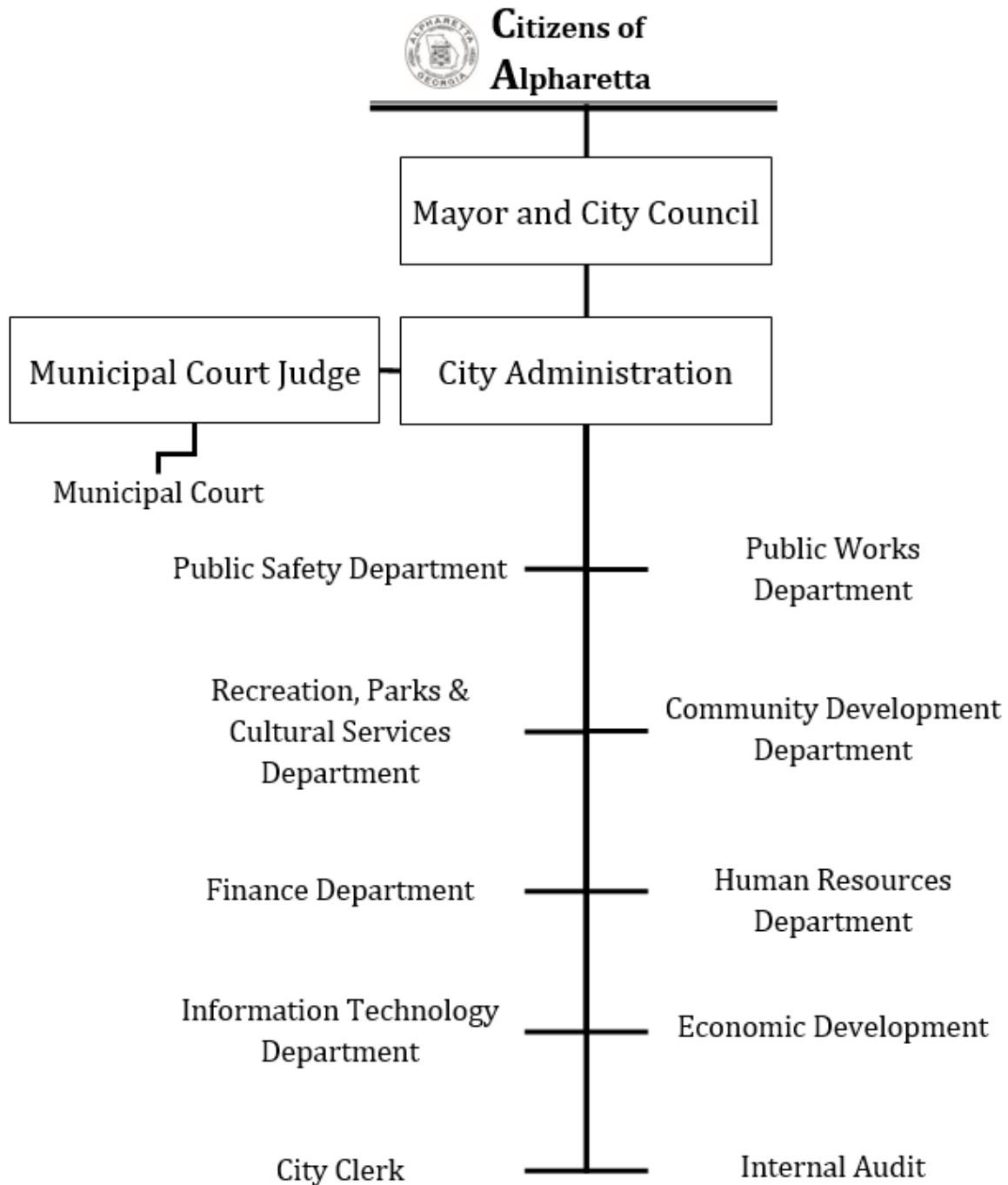
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EXECUTIVE STAFF

Randy Bundy	RBundy@alpharetta.ga.us	Director of Information Technology
James Drinkard	JDrinkard@alpharetta.ga.us	Assistant City Administrator
John Robison	JRobison@alpharetta.ga.us	Director of Public Safety
Thomas G. Harris	THarris@alpharetta.ga.us	Director of Finance
Carl S. Mays	CMays@alpharetta.ga.us	Internal Auditor
Kathi Cook	KCook@alpharetta.ga.us	Director of Community Development
Morgan Rodgers	MRodgers@alpharetta.ga.us	Director of Recreation, Parks & Cultural Services
Coty Thigpen	CThigpen@alpharetta.ga.us	City Clerk
vacant		Director of Economic Development
Elizabeth Sahlin	ESahlin@alpharetta.ga.us	Director of Court Services
Pete Sewczwicz	PSewczwicz@alpharetta.ga.us	Director of Public Works
Barry Zimmerman	Blz@zimmermanattys.com	Chief Judge

ORGANIZATIONAL STRUCTURE

Organizational Structure



Reader's Guide

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

Introduction and Overview

Transmittal Letter

Comprehensive introduction to the city's fiscal year 2019 budget.

About Alpharetta

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

Financial Structure, Policy, and Process

Financial Accounting Structure

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

Financial Reporting

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

Budget Process

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

Financial Summaries

Citywide Budget Summaries

Information on the overall (i.e. all appropriated funds) fiscal year 2019 budget. Included are schedules that provide readers with revenue and expenditure summaries from several different perspectives including fund, revenue source, expenditure category, and expenditures by department. A detailed multi-year personnel listing by department is also provided.

General Fund Summary

Information on the fiscal year 2019 budget for the General Fund. Included are schedules that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summary; statement of budgetary comparisons (i.e. FY 2018 and FY 2019); statement of revenues, expenditures, and

READER'S GUIDE

changes in fund balance (FY 2015 through the FY 2021 forecast period); and a detailed narrative of revenue and expenditure trends including historical information.

Special Revenue/Enterprise/Internal Service Fund Summaries

Information on the fiscal year 2019 budget for the Special Revenue/Enterprise/Internal Service Funds. Included are schedules set forth by Fund that provide readers with revenue and expenditure summaries/narratives from several different perspectives including: fund summaries; statements of budgetary comparisons (i.e. FY 2018 and FY 2019); and statements of revenues, expenditures, and changes in fund balance (FY 2015 through the FY 2021 forecast period).

Capital and Debt

Capital Project Fund Summaries

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

Debt Service Fund Summary

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

Departmental Information

Department Summaries

Detailed non-financial and financial information about each department's activities (General Fund only) including: departmental mission statement; goals and objectives and how they link with the city's vision/strategic priorities; revenue and expenditure summary and fiscal year 2019 budget narrative; changes in personnel; and performance measurement.

Appendix

Financial Management Policies

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

Community Profile

Demographic, economic, and statistical data of our city.

Glossary

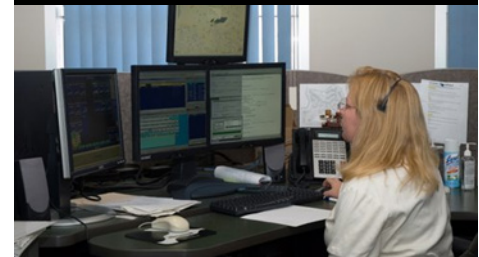
Definition of the many terms used in city government/budget process.

READER'S GUIDE

Acronyms and Abbreviations

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

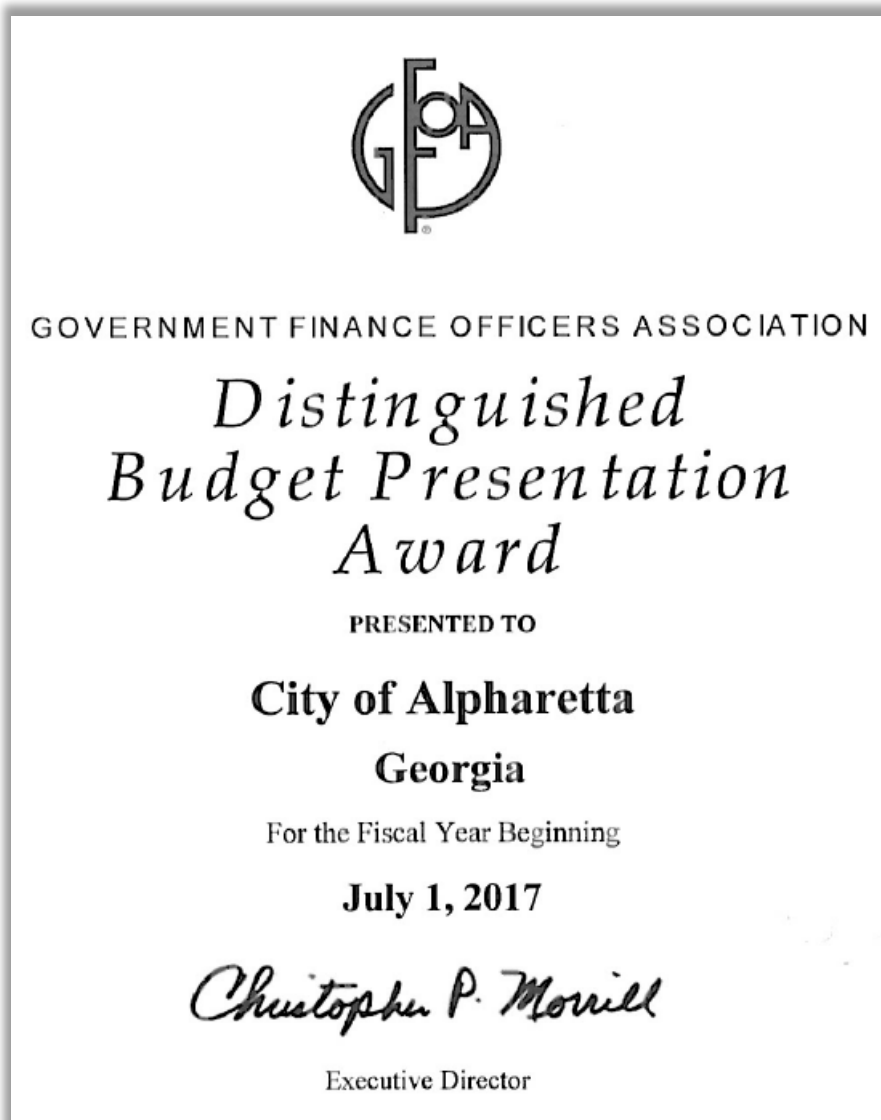
E-911



SWAT



GFOA Distinguished Budget Presentation Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alpharetta, Georgia for its annual budget for the fiscal year beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



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June 18, 2018

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 2019 (the “Budget”) of the City of Alpharetta, Georgia. Our recommendations are based on direction provided at the City Council Retreat as well as a thorough review of our current financial status, revenue trends, economic data, and our standard of providing top level service while maintaining our focus on keeping Alpharetta an affordable option for our citizens and stakeholders.

This budget is the culmination of years of financial stewardship by the City Council, City Administrator, city departments, and includes the following:

- Tax-burden reductions for our homeowners and business owners including:
 - Maintenance of the city’s \$40,000 homestead exemption which saves our homeowners \$2.6 million annually. This savings equates to a 1.1 mill reduction for the average homeowner (see section entitled Taxpayer Savings for more information).
 - Maintenance of the city’s millage rate at 5.750 mills (flat with FY 2018) including funding \$4.5 million from General Fund operations for recurring capital initiatives (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.).
- Focus on employee recruitment and retention through: (1) a reduction in group insurance premium costs to our employees via an increase in the HSA/HRA contribution made by the city to employees (increase in contribution varies between 25% to over 50%); (2) Addition of a new post-employment healthcare benefit to assist our employees in funding one of their primary cost drivers in retirement, healthcare. This benefit will require a minimum 15-year vesting (maximum benefit achieved at 25-

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

years¹) which will further assist in not only recruitment, but also retention of our most valuable assets, our employees

- Forecasted funding totaling \$23 million for capital investment within our city (includes the \$4.5 million in recurring capital discussed above) and described in detail under the *Capital and Debt* tab.
- Continuation of the same high service levels our citizenry, business owners, and stakeholders have to expect from our city.
- Expanded service levels within multiple departments are available for your review and described in detail under the Operating Initiatives section of this transmittal letter.

Budget Process and Overview

The Fiscal Year 2019 Budget process was refined through an update of the city's financial condition which was presented during the City Council retreat (January 28-29, 2018). 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 the budget review process.

As provided monthly to the City Council through the Financial Management Reports, the Finance Department has closely monitored our revenue and expenditure trends, indicating spending would continue to be closely managed for FY 2018 to ensure operations are funded at an acceptable level while also maximizing available funding for recurring capital initiatives (e.g. milling and resurfacing of city streets, stormwater maintenance, etc.). Accordingly, the Finance Department analyzed departmental spending needs and calculated target budgets for each department. City departments responded to the direction provided by the Finance Department and submitted base operating budgets (non-personnel) for each activity and program in line with current revenue estimates that cover the city's primary cost drivers (e.g. personnel compensation, healthcare, etc.).

¹ Credited years-of-service for current employees will count towards vesting (subject to a maximum of 15-years).

INTRODUCTION AND OVERVIEW

The FY 2019 Budget is balanced for all funds and totals \$129 million with the breakdown by fund type as follows:

FUNDS BY TYPE	\$	
General Fund	\$72,588,199	
Special Revenue Funds	12,729,700	(1)
Debt Service Fund	5,473,513	
Capital Project Funds	21,480,065	(1)
Solid Waste Fund	4,017,954	
Risk Management Fund	1,450,500	
Medical Insurance Fund	8,670,457	
OPEB Trust Fund	2,155,000	
Total	\$128,565,388	

(1) Amounts contained herein represent new appropriations for FY 2019. Unexpended FY 2018 appropriations for City Council approved projects are re-appropriated annually pursuant to city policy.

Several of the major points of the FY 2019 Budget are as follows.

- Property Taxes: The FY 2019 Budget is based on maintenance of the city's millage rate at 5.750 mills.

The property tax revenue estimates are net of the city's \$40,000 homestead exemption which saves our homeowners \$2.6 million annually (e.g. equates to a 1.1 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities and goes great lengths in keeping Alpharetta an affordable place to live and raise a family

- Operating expenditures of the General Fund are up 4.9% over FY 2018. This figure includes the operating initiative funding for FY 2019². After adjusting for the operating initiative funding, the **base operational growth totals 3%**.
 - Management of personnel and compensation program to align with current market environment:
 - ✓ Staffing level at 445.5 full-time equivalents (up one position from FY 2018; reduction of a vacant Deputy Clerk II position within Municipal Court which is offset by the addition of two positions within Community Development including a Permit Technician and an Administrative Assistant II).
 - ✓ Continuation of a performance-based merit program of 3% on April 1, 2019, per authorized/funded position (estimated cost of \$250,000 citywide³) as well as the annualized financial impact of the Public Safety Department personnel reorganization that initiated in FY 2018 (estimated

² Please refer to the *Operating Initiatives* section of this letter for detailed information.

³ This represents the financial impact in FY 2019 (i.e. April-June 2019).

INTRODUCTION AND OVERVIEW

cost of \$50,000). The merit program is contingent upon a mid-year review of revenue trends to determine if sufficient funding is available. Research of national and local wage growth data indicates the 3% rate is a responsible average (i.e. not among the highest or the lowest).

- ✓ Coverage of group insurance premiums including an increase in the HSA/HRA contribution made by the city to employees (increase in contribution varies between 25% to over 50%). However, premium growth is flat overall and less than the market growth for comparably sized entities due to city claims patterns that are trending less than the industry standard.
- ✓ Addition of a new post-employment healthcare benefit to assist our employees in funding one of their primary cost drivers during retirement, healthcare. Forecasted costs for this benefit include a one-time transfer of available funding within the Medical Insurance Fund (\$1.5 million) and the inclusion of annual funding within departments approximating 2% of payroll (\$550,000 citywide). This benefit will require a minimum 15-year vesting (maximum benefit achieved at 25-years⁴) which will further assist in not only recruitment, but also retention of our most valuable assets, our employees.
- Targeted growth (6% or \$835,977) in departmental maintenance and operations budgets (General Fund) including expanded service levels (Operating Initiatives⁵).
- The departmental operating capital/lease budget primarily represents funding for the city's capital lease obligations (fire trucks, public works and community development software, etc.) coupled with minor maintenance capital needs. The capital lease for the Finance Department accounting software was fully paid during FY 2018 which is the primary cause of the decrease in funding requests for FY 2019.
- The Other Uses category includes the following: contingency (approximately 1% of the operating budget); Risk Management claims funding (this allocation represents funding for insurance premiums; funding for claims and administration/brokerage fees has been allocated to departments through the personnel services category); funding of debt service on the Gwinnett Technical College contribution (Alpharetta campus); and continuation of funding for the Friends of the Library (\$10,000).

Please refer to the *Financial Summaries* tab 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. Also, the *Departmental Information* tab

⁴ Credited years-of-service for current employees will count towards vesting (subject to a maximum of 15-years).

⁵ Please refer to the Operating Initiatives section of this letter for detailed information.

INTRODUCTION AND OVERVIEW

contains multi-year revenue/expense statements by department (e.g. Finance, Public Safety, etc.) within the General Fund along with a listing of personnel by position as well as any changes from FY 2018.

Budget and Millage Rate Hearings

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

DATE	ACTION
April 30, 2018	Distribute 2019 Mayor's Recommended Budget
May 7, 2018	Council Meeting
May 21, 2018	Council Meeting
June 4, 2018	Council Meeting
June 11, 2018	Public Hearing and Council Meeting (Budget) <i>1st reading of Budget Ordinance</i> <i>E-911 Resolution</i>
June 18, 2018	Public Hearing and Council Meeting (Budget) <i>2nd reading of Budget Ordinance</i>
July 16, 2018 (11:30am)	Public Hearing (Millage Rate Levy)
July 16, 2018 (6:30pm)	Public Hearing and Council Meeting (Millage Rate Levy) <i>1st reading of Millage Rate Levy Ordinance</i>
July 23, 2018	Public Hearing and Council Meeting (Millage Rate Levy) <i>2nd reading of Millage Rate Levy Ordinance</i>

Budget Issues and Priorities

The FY 2019 Budget formalizes numerous key financial factors which have been themes for several years within the government.

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

INTRODUCTION AND OVERVIEW

Bond Ratings

The city's AAA bond rating was reaffirmed by Moody's and Standard & Poor's ("S&P") during July 2016 in conjunction with the sale of \$51 million (par) of City of Alpharetta General Obligation Bonds, Series 2016, for improvements aimed at alleviating traffic congestion, expanding sidewalk connectivity, improving park amenities, extending the Big Creek Greenway north to connect with Forsyth County's Greenway, and securing parkland for future active and passive park systems.

The AAA rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs. This rating demonstrates the strongest creditworthiness relative to other US municipal or tax-exempt issuers and reflects the city's current sound financial position as well as strong financial management practices guiding our ongoing decision making. These practices are supported by formal policies to guide budget and procurement practices, capital investment, and debt management. Other positive factors include a relatively strong economic base, moderate debt burden, and manageable capital needs. The FY 2019 Budget is mindful of these factors and the importance of maintaining the highest rating, not only for our citizens but also our bondholders. Alpharetta is one of only 221 (Moody's)/336 (S&P) cities in the United States to earn an AAA bond rating.

S&P raised the city's Financial Management Assessment score from "good" to "strong" based on the city's formalized long-term financial projections (operations and capital) during 2016. Moody's reaffirmed the city's AAA bond rating in March 2018 and noted: *"Alpharetta's credit position is superior, and its Aaa rating far surpasses the median rating of Aa3 for cities nationwide. Notable credit factors include a very strong wealth and income profile, an extensive tax base, a robust financial position and affordable debt and pension liabilities"*.

Sustainability of Existing Services

The City Council, City Administration, and City Departments have displayed impressive financial stewardship over the years through an established philosophy of budgetary evaluation. This philosophy entails reviewing the needs of the city relative to a standard that services and associated costs should not be appropriated unless they are justified as strategic goals of the organization that serve to accomplish our guiding principles.

This philosophy is the foundation of our budget process as evidenced by the Finance Department's direction to departments that base operating budgets should be submitted in line with the city's revenue trends. City departments responded to the direction provided by the Finance Department and submitted base operating budgets (non-personnel) for each activity and program in-line with current revenue estimates that cover the city's primary cost drivers (e.g. personnel compensation and healthcare).

INTRODUCTION AND OVERVIEW

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 2019 Budget is based on maintenance of the city's millage rate at 5.750 mills. As of the date of this letter, the City has not received a 2019 Tax Digest from the Tax Commissioner of Fulton County. However, the County has committed to its cities to provide tax digest valuations in early June.

FY 2020 taxroll valuations will be impacted by the floating homestead legislation (House Bill 712), assuming passage by the voters in

November 2018, as it will rollback valuations on homesteaded properties (legislation includes a lengthy formula, but most properties will roll back to a 2016 base year valuation). However, HB 712 provides an inflationary adjustment factor that should help stabilize property tax revenue for the FY 2020 budget

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2019	4.770	0.980	5.750	0.0%
2018	4.720	1.030	5.750	0.0%
2017	4.620	1.130	5.750	0.0%
2016	5.000	0.750	5.750	0.0%
2015	4.950	0.800	5.750	0.0%
2014	4.870	0.880	5.750	0.0%
2013	4.820	0.930	5.750	0.0%
2012	4.215	1.535	5.750	0.0%
2011	4.215	1.535	5.750	0.0%
2010	4.215	1.535	5.750	0.0%
2009	4.215	1.535	5.750	-8.0%
2008	4.508	1.740	6.248	-5.3%
2007	4.150	2.450	6.600	-5.7%
2006	4.550	2.450	7.000	0.0%
2005	4.700	2.300	7.000	0.0%
2004	4.750	2.250	7.000	-3.2%
2003	4.900	2.330	7.230	-3.3%
2002	5.060	2.420	7.480	-5.1%
2001	4.930	2.950	7.880	0.0%
2000	5.170	2.710	7.880	

The table above provides a historical snapshot of millage rate levies.

The portion of the millage rate funding debt service (Debt Service Fund) is estimated to decrease from 1.03 mills in FY 2018 to 0.98 mills in FY 2019. Estimated growth in the property tax digest, coupled with available cash in the Debt Service Fund, allows for a reduction in the millage rate dedicated for debt service. The FY 2019 Budget proposes to program the debt service millage reduction into the General Fund.

The portion of the millage rate funding operations and recurring capital investment (General Fund) is estimated to increase from 4.72 mills in FY 2018 to 4.77 mills in FY 2019. Property tax revenue estimates for FY 2019 total \$22.7 million (excluding motor vehicle taxes). Of this amount, \$4.5 million is included for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.). The capital funding will be transferred to the Capital Projects Fund and Stormwater Capital Fund to properly account for the capital improvement activities.

INTRODUCTION AND OVERVIEW

Taxpayer Savings

The FY 2019 millage rate, coupled with the city's substantial Homestead Exemption, goes great lengths in keeping Alpharetta an affordable place to live and also strategically positions us relative to neighboring areas. The city's homestead exemption totals \$40,000 and saves our homeowners over \$2.6 million annually (e.g. equates to a 1.1 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities.

Debt Service Payments

The city's primary method of funding large scale capital projects is through the issuance of bonds (e.g. general obligation bonds, Development Authority bonds, etc.). General obligation bonds have been issued to fund numerous large scale projects including public safety facilities, parks and recreation facilities, and transportation improvements that continue to define Alpharetta as a desirable community to work and live. 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 a new 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 2019 are budgeted at \$6.7 million with the following forecast: 2020 - 2041⁶: \$7.2 million (annual average). These figures include city and Development Authority obligations and span multiple Funds.

Expansion of Departmental Service Levels (Operating Initiatives)

Operating initiative funding totals \$900,000 and is allocated as follows:

Funds Available for Operating Initiatives:		Total (net)
General Fund		\$ 773,000
E911 Fund		\$ 127,000
		\$ 900,000

Recommended Initiatives:	Operations Impact		
	Expenditures (net)	Revenue	Total (net)
Community Development	\$ 93,000	\$ -	\$ 93,000
Public Safety	\$ 74,946	\$ -	\$ 74,946
Public Works	\$ 200,000	\$ -	\$ 200,000
Recreation, Parks & Cultural Services	\$ 475,054	\$ 200,000	\$ 275,054
E911	\$ 127,000	\$ -	\$ 127,000
	\$ 970,000	\$ 200,000	\$ 770,000

Non-Allocated		\$ 130,000
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⁶ Represents the final maturity of the Series 2016 Alpharetta Parks and Transportation Bonds issued in FY 2017.

INTRODUCTION AND OVERVIEW

Operating Initiative funding for FY 2019 has been programmed into the General Fund and E-911 Fund budgets. Remaining funding totals \$130,000 and will be reserved for future initiatives.

Operating Initiatives not recommended for funding total \$1,311,000 and have an associated capital requirement totaling \$412,000.

Funded Operating Initiatives

- **General Fund**

Community Development

Permit Technician position (1.0 FTE) Net Budget Impact: \$46,500
-net cost of upgrading from the current temporary part-time position-

This request is for one (1) Permit Technician position with Community Development. Funding for a temporary part-time position was approved as part of the FY 2017 Mid-Year Budget and due to departmental workloads, staff is now requesting a permanent full-time position be added.

With the continued growth of commercial and residential building, the front office of the Building Safety Division is struggling to keep pace with the demands of the public and the level of service that is customary. The division averages over 300 walk in customers monthly in addition to being responsible for the data entry of over 110 building permits and 329 trade permits as well as the scanning of thousands of documents in order to maintain electronic documents and continue to move from paper files and filing cabinets. In addition, due to the implementation of the CityWorks software system, staff has found that the process systematically takes a lot more time. It is no longer feasible for one part-time staff member to undertake and is at present time overwhelming.

This new position is to ensure the Building Safety Division can maintain the level of service to the citizens of Alpharetta that has provided over the years. At present, the part time position is assisting, but the respective Building Official and other staff members undertake much of these tasks during the rest of the time. Hiring this position full time will allow these employees to perform their core operational functions without distractions, improve productivity, perform daily tasks in an efficient, quick manner and maintain exemplary customer service.

Operational costs total \$75,000 (salary/benefits) with no additional operation budget impact as all the necessary equipment was acquired for the current temporary position. However, the current temporary position funding totals

INTRODUCTION AND OVERVIEW

\$28,500 leaving a net budget impact of \$46,500 associated with approval of the Permit Technician position.

Admin. Assistant II position (1.0 FTE) Net Budget Impact: \$46,500
-net cost of upgrading from the current temporary part-time position-

This request is for one (1) Administrative Assistant II position with Community Development. Funding for a temporary part-time position was approved as part of the FY 2017 Mid-Year Budget and due to departmental workloads, staff is now requesting a permanent full-time position be added.

With the continued development, the front office of the Planning and Zoning Division is struggling to keep pace with the demands of the public and the level of service that is customary. With the implementation of the CityWorks software system, the front desk is responsible for all data entry upon submittals of zoning certifications, administrative variances, land disturbance permits for both residential and commercial, public hearing applications, design review board submittals, and final plats. This position assists the Zoning Administrator with time consuming file research needed to complete zoning certifications. Since tree permits are now issued solely online, the front desk staff is the main point of contact to assist those customers. These changes have increased the daily task workload significantly and is no longer feasible for one part-time staff member to undertake.

This new position is to ensure the Planning and Zoning Division maintains the level of service to the citizens of Alpharetta that has provided over the years. At present, the part-time position is assisting, but the respective managers and their staff undertake much of these tasks during the rest of the time. Hiring this position full time will allow these employees to perform their core operational functions without distractions, improve productivity and maintain exemplary customer service.

Operational costs total \$75,000 (salary/benefits) with no additional operation budget impact as all the necessary equipment was acquired for the current temporary position. However, the current temporary position funding totals \$28,500 leaving a net budget impact of \$46,500 associated with approval of the Administrative Assistant II position.

INTRODUCTION AND OVERVIEW

Public Safety

Taser Replacement Capital Lease (transfer to General Fund) \$48,946

This request is to transfer the annual capital lease payment for the Taser refresh from the DEA Fund to the General Fund. In September 2015, the City Council approved the replacement of 150 Taser electronic weapons through a capital lease program funded within the DEA Fund. However, since approval in 2015, revenue collection within the DEA Fund has slowed drastically with annual ongoing expenditures (three Police Officer positions and the Taser lease discussed above) being funded partially through reserves (\$375,000 balance as of January 2018), which is unsustainable. This request is for the General Fund to assume the Taser lease obligation with the goal of ensuring the health of the Fund to meet its annual obligation of funding the three Police Officers.

Tactical Patrol Officer Program \$12,000

This request is for approval and funding of the Tactical Patrol Officer Program. This program will focus on training in tactics and forced building entry and equipping the patrol officers to handle the first phase of rapidly developing and fluid tactical related incidents with the goal to keep officers and citizens safe during critical incidents. Operating costs total \$12,000 and include breaching equipment and ballistic shields (two sets of each).

Special Events Team Armor \$14,000

This is a request is for the purchase of 10 Tactical Helmets and 10 Tactical Vests with Steel plates for the Fire Departments Special Events Team (SET). This Team consist of 30 members who provide EMS standby at large events throughout the city. Usually the Team will staff large events with 10 members to provide Emergency services to the citizens and visitors of our city. Due to the increased safety issues that we are seeing worldwide with large events and how they are becoming targets for attacks. This purchase will allow the Department to better protect our SET members and increase safe response capabilities to care for our citizens in an active event.

Public Works

Street Lights (electric service/relamping/replacement) \$200,000

Street lights along public roads are currently being paid for (electric service, relamping, and replacement) by the city as well as subdivisions (some subdivisions have a HOA and some do not). Over the last couple of years the Department of Public Works has been working with the Power companies to

INTRODUCTION AND OVERVIEW

obtain data concerning which communities pay for which street lights within the city. Currently, three (3) electric companies maintain lights within the city: Cobb EMC; Sawnee Electric; and Georgia Power. Upon receiving all of their audited data, it has been determined the city pays for the majority of the street lights on public streets within the city. Approximately \$200,000 is paid for by others. The Department of Public Works is requesting dollars to go towards the city's electric bill to pay for all of the street lights within the city. Paying for all of the street lights on public streets will provide uniformity and clarity to the citizens. When new subdivisions are built that contain public streets, the city will also be absorbing this unknown future cost.

Recreation, Parks and Cultural Services

Cultural Arts Center Operations

Revenues: \$100,000; Expenditures: \$254,954

The request is to launch and support the New Cultural Arts Center that is scheduled to open Fall 2018. The initiative includes Art Programs (instructors, supplies, etc.), lectures and presentations, gallery events, advertising and facility. The funding request includes instructor fees (Fine Arts – drawing, painting, clay, fabric, etc.; Performing Arts – drama, film, music, dance/movement, etc.; Technology Arts – digital photo, photo shop, etc.; as well as writing, culinary, art history, etc.), artist lectures, art shows, utilities, etc. The performance of this event will be measured by the number of registrations for programs, number of attendees at lectures, number of volunteers recruited and number of community organizations involved. Any future impact will be based on the demand for more programs; instructors/supplies to cover the programs; staff to cover the center's hours; facility maintenance; and possible new programs that might require art/technology equipment not currently available at the center. Operational funding totals \$254,954 and includes temporary/seasonal labor (\$58,000) and general operating expenses as detailed above (\$196,954). Forecasted revenue generation from the classes/programs in year one totals \$100,000 leaving a net budget impact of \$154,954.

Cultural Arts Services

Revenues: \$25,000; Expenditures: \$110,100

This request is to launch and support the community through Cultural Services which includes fine arts, performing arts, technological arts; and historic preservation efforts through the history museum, historical markers, historic sites, etc. Community support will be through partnerships that enhance and infuse Alpharetta with culture alongside our new developments.

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The performance of this will be measured by number of partnerships, number of public art opportunities, number of volunteers recruited, and number of preservation opportunities.

Any future impact will be based on the opportunities for local, regional or national partnerships. This also includes but not limited to sites, venues, and concepts for artistic expression and historic preservation. Operational funding totals \$110,100 including general operating expenses as detailed above. Forecasted revenue generation in year one totals \$25,000 leaving a net budget impact of \$85,100.

Expanded Pool Operations

Revenues: \$75,000; Expenditures: \$110,000

This request is to provide additional funding to support operations at the expanded pool facility (2 pools, larger pool deck, concession stand operations, etc.). Operational funding totals \$110,000 and includes additional seasonal salaries (lifeguard management, guards, coaches, concession stand staff and cashiers), professional services (Aquatic Examiner Service - determined to be a necessity for two years consecutively to maintain consistency in pool deck operations and training/evaluating staff), and general supplies (pool chemical increase due to the second pool). Forecasted revenue generation in year one totals \$75,000 leaving a net budget impact of \$35,000.

- **E-911 Fund**

Public Safety

Emergency Services Network (NexGen 911)

Net Budget Impact: \$111,000

This project replaces the current 911 twisted pair – copper line 911 system infrastructure with a Fiber IP infrastructure that leverages VOIP technology and provides increased location services/routing capabilities while also providing the 911 Center a redundant capability that it currently does not have.

The PSAP Abandonment Device (PAD) is included in the service. This device will allow 911 calls to be re-routed to a pre-provisioned alternative destination and alternate routing plans are defined as part of the implementation process.

- 911 Calls to the PSAP through the ESInet on average reach the PSAP within 1 to 2 Seconds vs. the legacy 911 network where call set up and tear down can take 7 to 9 seconds.

INTRODUCTION AND OVERVIEW

- Text is delivered over the same AVPN (AT&T Virtual Private Network) service as voice, with the same prioritization as your 9-1-1 calls.
- Texts are monitored just like your voice traffic.
- Can apply alternative routing and over-flow rules to your texts.
- Redundant and diverse connections. Call paths are virtual. No more waiting for engineering, provisioning, and installation of 911 Trunks.
- Nationally geographically distributed and redundant network to provide automatic disaster recovery which helps ensure that PSAPs and their emergency responders can remain connected even during disasters.
- Helps protect the network from cyberattacks and other crippling menaces.

Costs for the NexGen services total \$242,500 annually with an additional one-time setup charge of \$7,000. However, the existing 911 twisted pair infrastructure costs \$138,500 annually leaving the net impact of this initiative at \$111,000 annually.

911 CALEA Accreditation Program

\$16,000

This request is for funding and approval for the Public Safety Department to pursue the CALEA Public Safety Communications Accreditation Program for the 911 Center (CALEA – The Commission on Accreditation for Law Enforcement). This provides a communications center, or the communications unit of a public safety agency, with a process to systemically review and internally assess its operations and procedures and to voluntarily demonstrate its commitment to excellence. CALEA Accreditation can limit a communications center's liability and risk exposure because it demonstrates that internationally recognized standards for public safety communications have been met, as verified by a team of independent outside CALEA-trained assessors. Operational costs total \$16,000 (\$12,000 of which represent one-time startup costs). Annual costs for FY 2020 forward will range between \$3,000 and \$4,000. Funding is being requested through the E-911 Fund.

INTRODUCTION AND OVERVIEW

Maintaining an Effective Capital Improvement Program (Capital Initiatives)

The FY 2019 Capital Plan includes funding of \$23 million for capital initiatives. As part of the capital planning process, departments submitted capital/one-time initiative funding requests totaling \$23 million. Recommended capital projects total \$15 million, with an additional \$8.2 million set aside for future capital initiatives.

FY 2019 Capital Improvement Program								
Source and Use								
	General Fund	Impact Fee Fund	E-911 Fund	Hotel/Motel Fund	T-SPLOST Fund	Subtotal (3)	Other Sources (4)	Total
Sources:								
Available Fund Balance	\$ 6,100,065	\$ 565,000	\$ 73,500	\$ -	\$ -	\$ 6,738,565	\$ -	\$ 6,738,565
(1) Recurring Capital Program	2,625,000	-	-	-	-	2,625,000	-	2,625,000
(1) Recurring Stormwater Capital Program	1,875,000	-	-	-	-	1,875,000	-	1,875,000
Pay-as-you-go Capital Investment	-	45,000	-	451,412	8,160,000	8,656,412	-	8,656,412
(5) Available Fund Balance (Capital Fund)	2,750,000	-	-	-	-	2,750,000	-	2,750,000
(2) Other Sources	-	-	-	-	-	-	575,000	575,000
	\$13,350,065	\$ 610,000	\$ 73,500	\$451,412	\$ 8,160,000	\$22,644,977	\$ 575,000	\$23,219,977
Uses:								
(2) Capital/Grant-Matching	\$ 10,220,315	\$ 232,300	\$ 73,500	\$ 301,412	\$ 3,616,996	\$ 14,444,523	\$ 575,000	\$ 15,019,523
	\$10,220,315	\$ 232,300	\$ 73,500	\$301,412	\$ 3,616,996	\$14,444,523	\$ 575,000	\$15,019,523
Non-Allocated:								
Future Capital/Grant Initiatives	\$ 3,129,750	\$ 377,700	\$ -	\$150,000	\$ 4,543,004	\$ 8,200,454	\$ -	\$ 8,200,454
(1) Represents funding programmed within the General fund budget to cover recurring capital needs (e.g. milling & resurfacing of city roadways, fleet replacement, etc.). All Capital Initiative funding will be transferred and accounted for within the Capital Projects Fund, Stormwater Capital Fund, Impact Fee Fund, E-911 Fund, T-SPLOST (2) Capital Fund, Hotel/Motel Fund, and Operating Grant Fund. (3) Represents capital appropriations included in the base FY 2019 Budget. (4) Represents capital appropriations that will be appropriated upon (1) receipt of the funds or (2) receipt of executed grant agreements or comparable documentation in accordance with the FY 2019 Budget Ordinance. Source includes LMIG Grant. (5) Represents the FY 2018 Non-Allocated balance within the Capital Project Fund.								

Please refer to the *Capital and Debt* tab for a detailed listing of capital initiatives by funding source.

Proper Use of Fund Balance

General Fund - Based on audited financial statements for the year ended June 30, 2017, the city's fund balance totaled \$28.5 million. Of this amount, approximately \$8.9 million was appropriated in the FY 2018 Budget for capital/one-time initiatives and \$13.5 million has been designated as an emergency account based on a conservative policy of 21% of total appropriations (i.e. roughly 2½ months of operating expenditures). It has been the city's policy to utilize the remaining fund balance above the emergency requirement for one-time capital expenditures. Available capital/one-time initiative funding resulting from FY 2017 operations totals \$6.1 million.

Funding Recurring Capital from Operating Budget

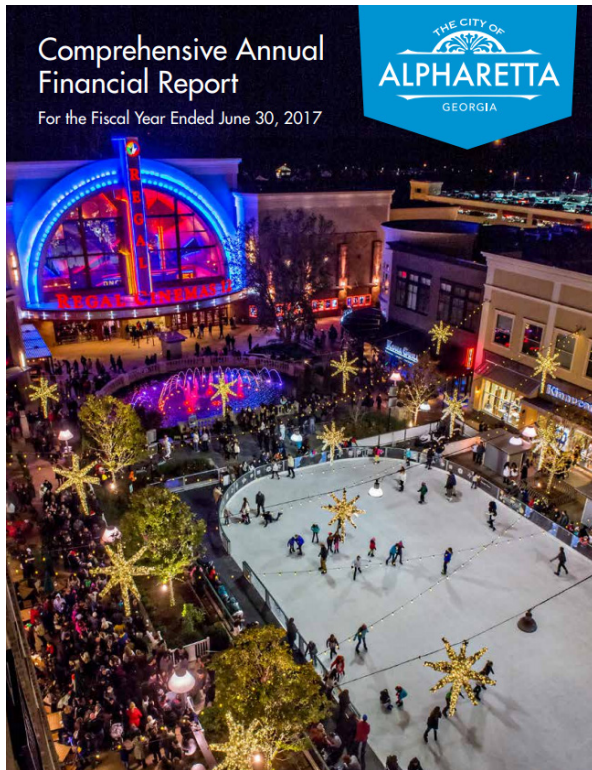
FY 2019 includes appropriations totaling \$4.5 million within the General Fund for recurring capital initiatives (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.). By programming the capital program into the operating budget, the city is announcing to its citizens and stakeholders that capital investment in our roads

INTRODUCTION AND OVERVIEW

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.

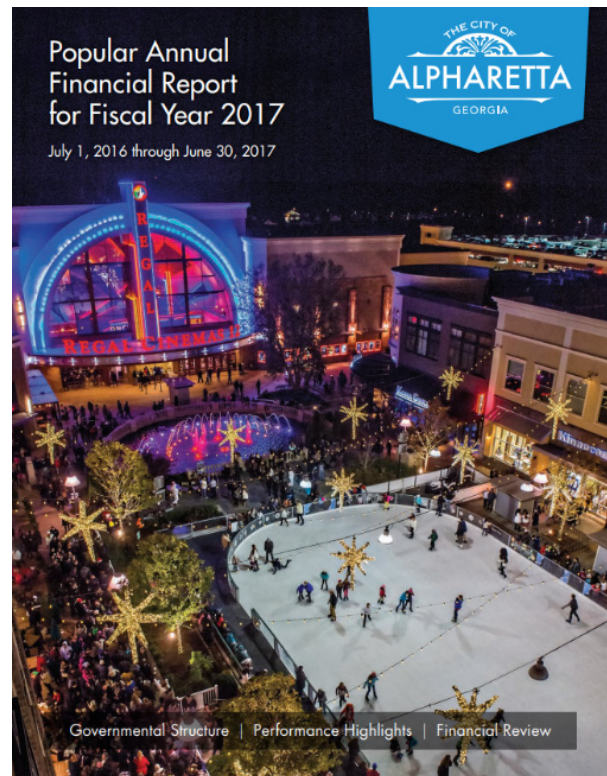
In closing, this budget is committed to continuing our focus on providing effective and efficient savings to our citizens and stakeholders.

Awards and Acknowledgements

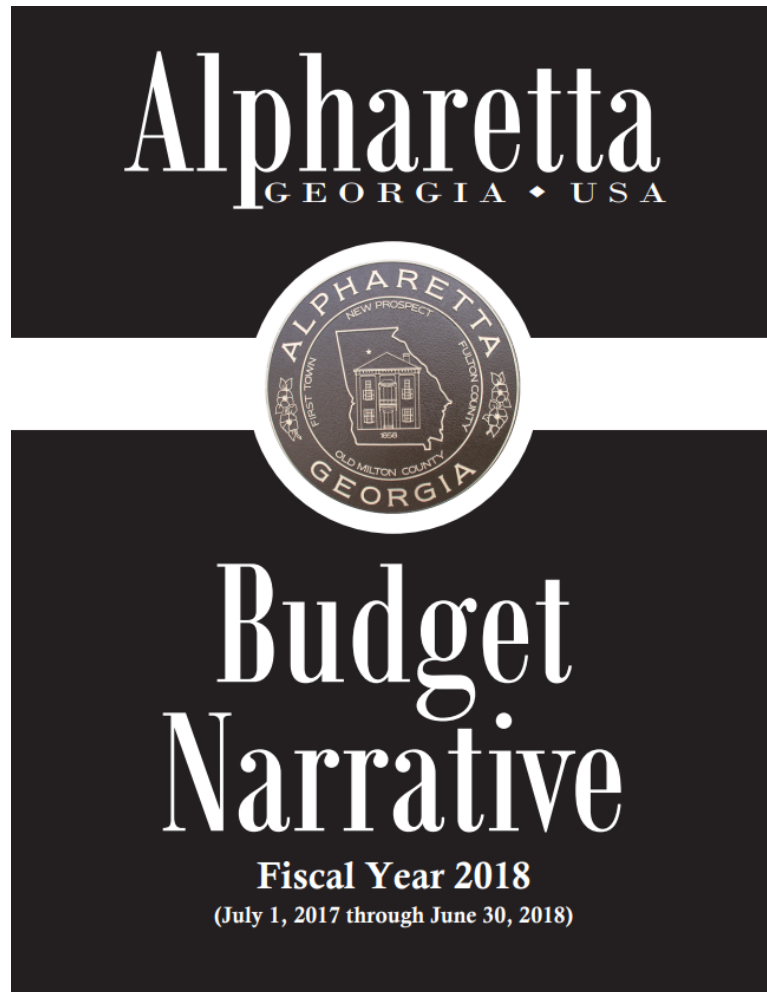


Citizens Reporting: The city also received the GFOA Popular Annual Financial Reporting Award (“PAFR”) for our annual citizens’ report for the fiscal year ended June 30, 2017. This program recognizes those governments that produce high quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance. This was the 15th consecutive year that the city has received this prestigious award.

Financial Reporting: The Government Finance Officers Association (“GFOA”) awarded a Certificate of Achievement for Excellence in Financial Reporting to the city for our Comprehensive Annual Financial Report (“CAFR”) for the fiscal year ended June 30, 2017. This program recognizes those governments that go beyond the minimum requirements of generally accepted accounting principles to prepare CAFR’s that represent the spirit of transparency and full disclosure. This was the 29th consecutive year that the city has received this prestigious award.



INTRODUCTION AND OVERVIEW

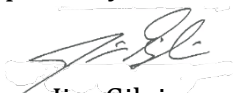


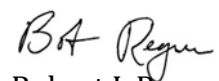
Budgetary Reporting: Last but certainly not least, the city also received the GFOA Distinguished Budget Presentation Award for its annual budget narrative for the fiscal year ended June 30, 2018. This program recognizes those governments that prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's recommended practices on budgeting. This was the 15th consecutive year that the city has received this prestigious award.

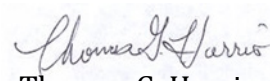
In closing, while this budget is conveyed on behalf of the Mayor, this document is due in large part to the diligent work of staff, as well as the constructive management provided by the City Council and the feedback provided by our citizenry. We would like to thank our elected officials for their effective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

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

Respectfully Submitted,

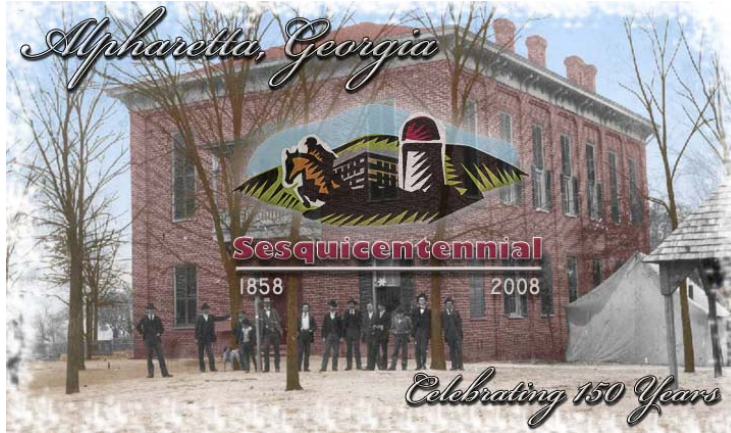

Jim Gilvin
Mayor


Robert J. Regus
City Administrator


Thomas G. Harris
Finance Director

ABOUT ALPHARETTA

About Alpharetta



History⁷

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

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

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

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

On December 11, 1858, Alpharetta was legally chartered. Prior to July of that year, the town was known as the "Town of Milton". The original town charter provided that the city could pass a tax on every grocery store, retailing liquor store, hallway and billiard table of not more than \$25.00 per year. Another provision of that charter was the right to levy a tax of \$25.00 on every show that may be exhibited within the city. The first report of the city Trustees showed a balance of \$1,302.00 for fiscal year 1859.

A courthouse and jail were soon constructed, and with building costs being what they were, the final bill for the completed facility was \$2,400.00. This building served as a landmark for

⁷ The information contained within this section is based upon original research by Anne Rogers Ferguson and accessed via the City of Alpharetta website.

ABOUT ALPHARETTA

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

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

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

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

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

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

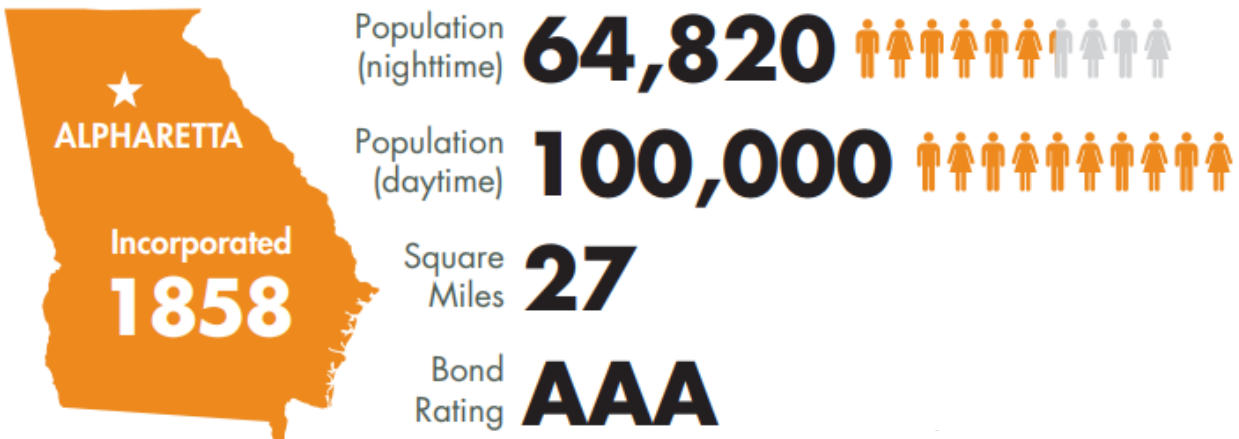
When the depression of the early 1930's devastated the nation's economy, Milton County found itself near bankruptcy. In order to save the area from disaster, it was decided that a merger of Milton County with Fulton County would be to everyone's advantage. It was because of this merger that the first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

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

Located approximately 25 miles north of the City of Atlanta, Alpharetta occupies a land area of approximately 27 square miles and serves an estimated population of over 100,000

ABOUT ALPHARETTA

(daytime) and 64,820 (nighttime). Population growth has been fueled in part by the city's strong economic base as well as the annexation of surrounding communities. With the recent incorporation of the City of Milton and the City of John's Creek, all unincorporated areas within north Fulton County have been absorbed. As such, future growth will be through internal development and redevelopment as opposed to annexation.



Government

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

ABOUT ALPHARETTA

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

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



MEETING	DATE/TIME
City Council	1 st Monday of each month (6:30 p.m. business meeting)
	3 rd Monday of each month (6:30 p.m. business meeting)
	4 th Monday of each month (6:30 p.m. public hearing)
Natural Resources Commission	3 rd Tuesday of each month (7:00 p.m.)
Planning Commission	1 st Thursday of each month (6:30 p.m.)
Recreation Commission	2 nd Tuesday of each month (7:00 p.m.)
Board of Zoning Appeals	3 rd Thursday of each month (5:30 p.m.)
Code Enforcement Board	4 th Thursday of each month (3:30 p.m.)
Design Review Board	3 rd Friday of each month (8:30 a.m.)
Historic Preservation Commission	Quarterly meetings (please refer to the website for specific meeting dates/times)
Alpharetta Development Authority	Periodic meetings (please refer to the website for specific meeting dates/times)

All meetings are subject to change. Please confirm the dates/times on the city's website:

<http://www.alpharetta.ga.us>

ABOUT ALPHARETTA

Mission⁸

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.

Vision⁹

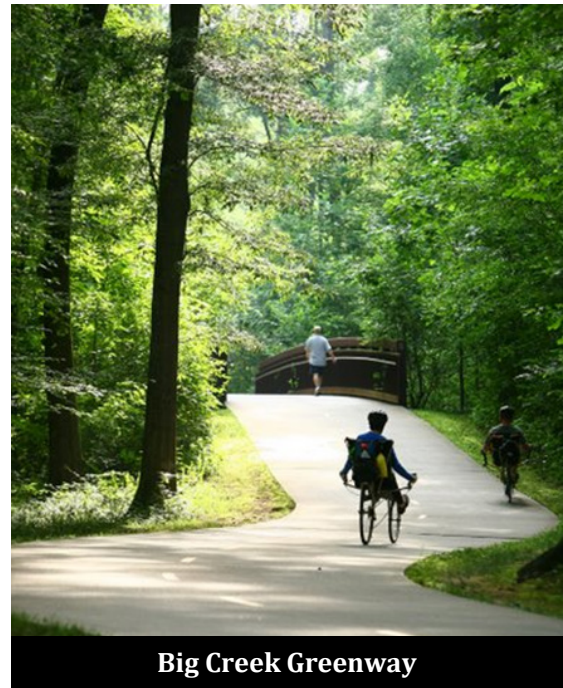
Our Community Vision is to advance Alpharetta as a signature City by:

Strategic Priorities

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

Fostering strong sense of community including safety and security; and

Providing a business climate that attracts the top echelon companies.



Big Creek Greenway

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

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

⁸ The Mission Statement details our City's reason for existence and embodies our philosophies, goals, ambitions, and character.

⁹ The Vision Statement represents what we want our City to become and details how the City's future will look if we continue to achieve our Mission.

FINANCIAL ACCOUNTING STRUCTURE

Financial Accounting Structure

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

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

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

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

Fund Classification

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

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

FINANCIAL ACCOUNTING STRUCTURE

Governmental Funds

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

Proprietary Funds

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

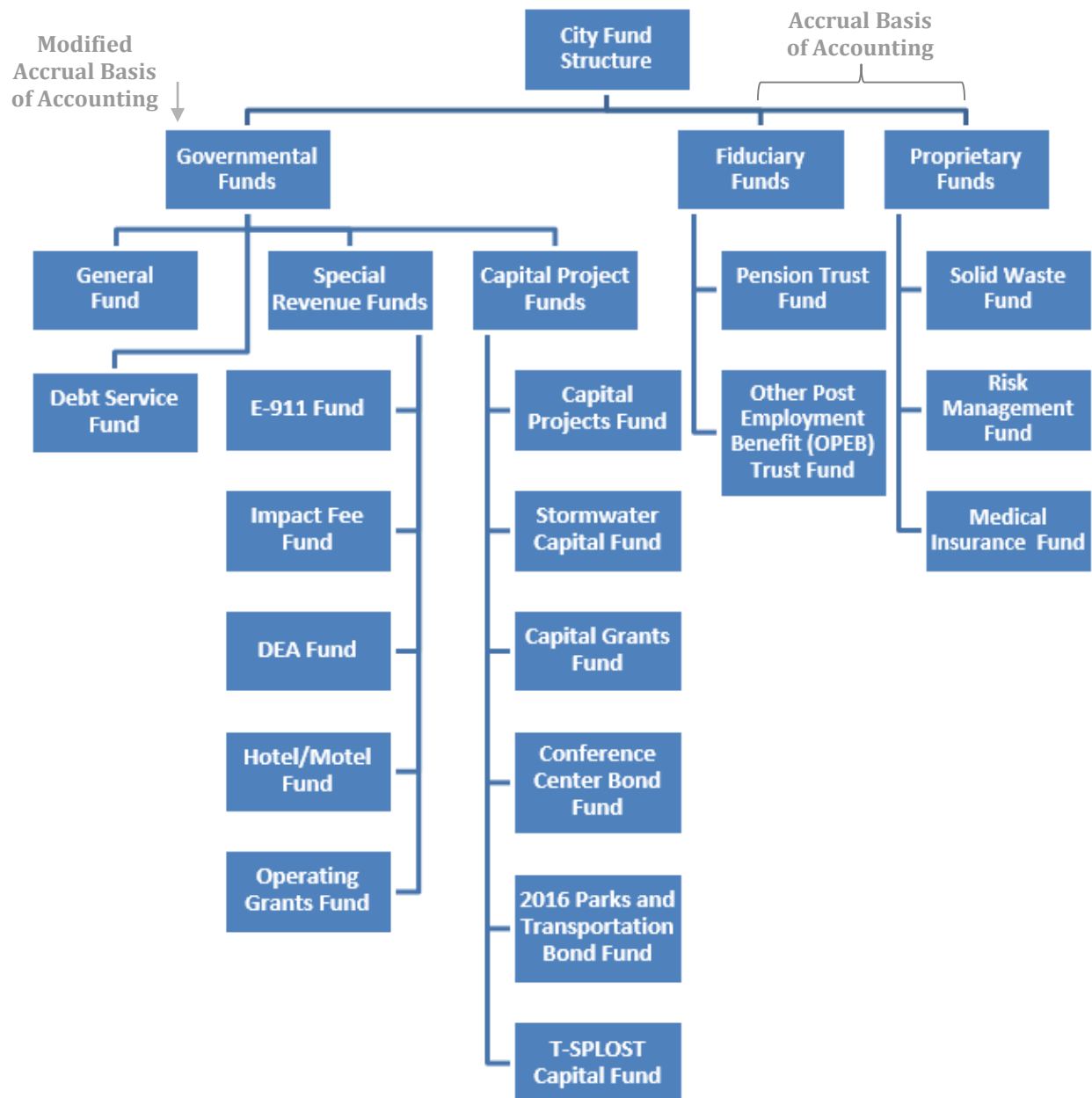
Fiduciary Funds

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

FINANCIAL ACCOUNTING STRUCTURE

Fund Structure

The city uses 13 governmental funds, 3 proprietary funds, and 2 fiduciary funds as detailed below.



FINANCIAL ACCOUNTING STRUCTURE

Fund Descriptions

The following section provides a narrative on each of the city's 18 funds:

General Fund (Governmental Fund)

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

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

The General Fund maintains a fund balance reservation of 21% of operating expenditures (approximately \$13.5 million as of audited fiscal-year-ending September 30, 2017). Additionally, the city maintains a budgetary contingency equal to 1% of operating expenditures aimed at mitigating budget impacts associated with minor revenue variances and unanticipated expenditures. Fund balance in excess of the reserve designation is utilized to assist in funding of the city's capital improvement plan. The FY 2019 budget includes a carryforward of excess fund balance totaling \$6.1 million.

The city understands the importance of programming appropriations in the operating budget for on-going renewal & replacement of capital initiatives. FY 2019 includes appropriations totaling \$4.5 million within the General Fund to cover recurring capital initiatives (e.g. milling & resurfacing of city streets, traffic equipment maintenance, fleet replacement, stormwater repair and maintenance, etc.). By programming the 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. The capital funding will be transferred from the General Fund into the Capital Project Fund and Stormwater Capital Fund where the projects will be accounted for.

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

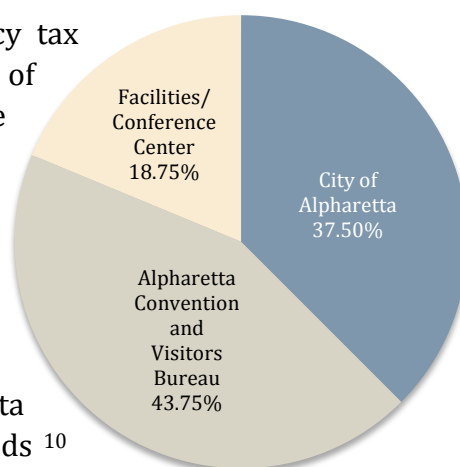
FINANCIAL ACCOUNTING STRUCTURE

Technical College. The Hotel/Motel Fund also includes debt service associated with Alpharetta Development Authority revenue bonds (discussed in the following section).

Special Revenue Funds (Governmental Funds)

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

- **E-911 Fund:** This fund accounts for fees received from users, or potential users, of the city's Emergency 911 System. The fee equals \$1.50 monthly and is paid directly from wired, wireless (including prepaid cards), and voice-over-internet-protocol telecommunication providers, with expenditures occurring to maintain and run the system within the government. The city also provides emergency dispatch services to the City of Milton through an Intergovernmental Agreement. Funding under this agreement is based on remittance of Milton's E-911 service fees and is accounted for within the E-911 Fund. The Public Safety Department manages the E-911 Program.
- **Impact Fee Fund:** This fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the city's impact fee ordinance. The Community Development Department manages the Impact Fee Program.
- **Drug Enforcement Agency (DEA) Fund:** This fund accounts for revenues received from the enforcement of drug laws and the confiscation of property from drug offenders arrests that can be used by public safety to aid in drug enforcement activity. Funds cannot be used to supplant the Public Safety Department's normal operational budget. The Public Safety Department manages the DEA Program.
- **Hotel/Motel Fund:** This fund accounts for occupancy tax collections from area hotels and motels for the purpose of promoting conventions, tourism, and trade shows, while providing funds to facilitate economic vitality in downtown areas. Currently, the city levies a hotel/motel occupancy tax of 8% on total rental charges. The chart to the right details the resulting revenue distribution. The Conference Center portion of the hotel/motel occupancy tax remains in the Fund to pay debt service costs associated with the Alpharetta Development Authority's Series 2016 Revenue Bonds ¹⁰



¹⁰ The City is obligated via Interlocal Agreement to fund the debt service on this obligation.

FINANCIAL ACCOUNTING STRUCTURE

which were issued in 2016 to fund construction of a state-of-the-art conference center at the Avalon Development.

- **Operating Grants Fund:** This fund accounts for resources received from federal, state, and local grants awarded to the city. Matching funds, which represents the city's financial investment, are also recorded within this fund. This fund accounts for operational grants only. Capital grant proceeds are recorded within the Capital Grants Fund. All operating grant funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, only new appropriations are reflected in the annual budget document. Existing appropriations are reflected in the city's monthly financial management reports and can be accessed at www.alpharetta.ga.us.

Debt Service Fund (Governmental Fund)

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

- **General Obligation Bonds, Series 2012;**
- **General Obligation Refunding Bonds, Series 2014** (advanced refunded the callable portion of the Series 2006 GO Bonds);
- **General Obligation Bonds, Series 2016;** and
- **Development Authority Revenue Refunding Bonds, Series 2009** (*city is obligated via an Intergovernmental Agreement to fund 16.5% of the principal and interest associated with this obligation.*)

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

Capital Project Funds (Governmental Fund)

These funds are used to account for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities. The city has six (6) capital project funds: Capital Project Fund (general capital projects); Stormwater Capital Fund (stormwater/drainage projects); Capital Grant Fund (account for capital grant proceeds); Conference Center Bond Fund (account for proceeds from the Series 2016 Development Authority Revenue Bonds – Conference Center construction); 2016 Parks and Transportation Bond Fund (account for proceeds from GO Bonds, Series 2016, which were issued in July 2016); and the T-SPLOST Capital Fund. All capital project funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects. As such, only new appropriations are reflected in the annual budget document. Existing appropriations are reflected in the city's monthly financial management reports and can be accessed at www.alpharetta.ga.us. The capital project funds utilize the modified accrual basis of budgeting and accounting.

FINANCIAL ACCOUNTING STRUCTURE

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

FINANCIAL ACCOUNTING STRUCTURE

Proprietary Funds

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

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

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

Fiduciary Funds

These funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds utilize the accrual basis of accounting and are not appropriated in the annual budget but are reflected in the city's monthly financial management reports and can be accessed at www.alpharetta.ga.us.

- **Pension Trust Fund:** This fund accounts for assets of the city's defined benefit pension plan. The assets in this fund cannot be used to support government programs or activities.
- **Other Post Employment Benefit (OPEB) Trust Fund:** The OPEB Trust Fund, until FY 2019, solely represented activity associated the other post-employment benefit

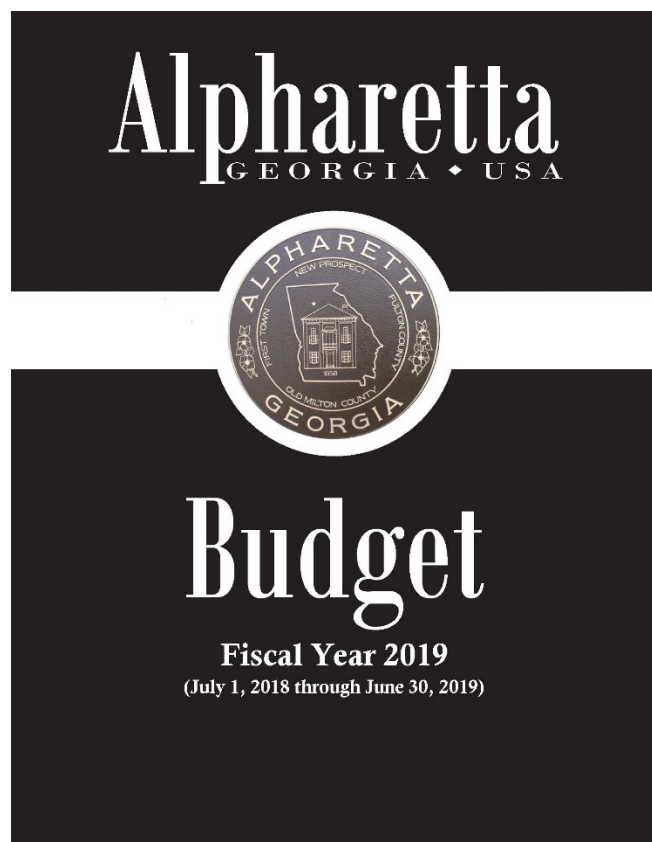
FINANCIAL REPORTING

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 2019 totals \$105,000 and is essentially flat with prior-year activity.

Starting with Fiscal Year 2019, this Fund is also reflecting implementation of a post-employment healthcare benefit (new for FY 2019). Funding for this benefit includes a one-time transfer of available funds from the Medical Insurance Fund (\$1.5 million) and ongoing funding from City operations (roughly 2% of payroll or \$550,000).

Financial Reporting

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



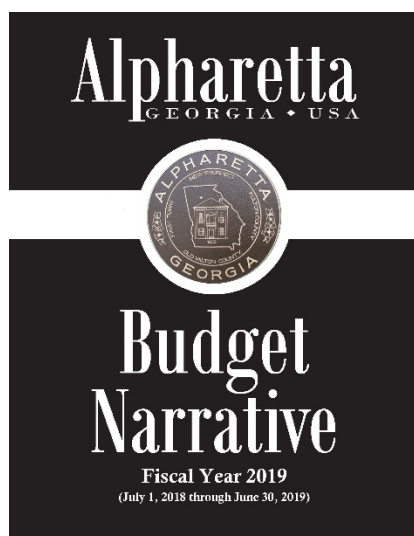
Operating and Capital Budget Documents¹¹ (June-August)

The city annually prepares and publishes two (2) related budget documents.

The *Operating and Capital Budget (line-item budget detail)* is presented to the City Council as part of the budget adoption process. This document includes all specific line-item appropriations that compose the budget and aids in the financial administration of the city.

¹¹ Available for download from the City's website: www.alpharetta.ga.us.

FINANCIAL REPORTING



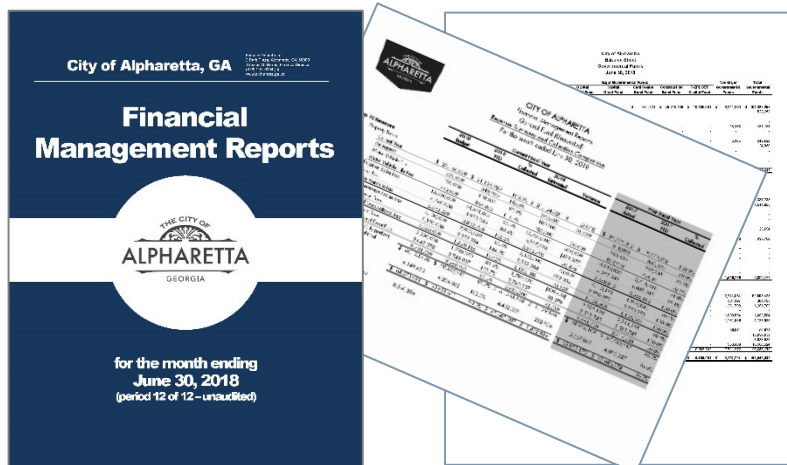
presents detailed revenue and expenditure statements for all city operating funds (including prior year comparisons for the General Fund). In addition, this report shall include: (1) a detailed capital project report including prior-year activity; (2) all checks issued in dollar amounts over \$5,000; (3) all



The *Operating and Capital Budget (budget narrative)* is prepared as a companion to the line-item budget and provides our elected officials, citizenry, and stakeholders with a complete, clear, and understandable budget narrative that facilitates the transparency of our budgeting and financial processes.

Financial Reporting to the City Council¹² (monthly)

On a monthly basis, the Finance Department prepares and



purchase orders with an estimated cost of over \$5,000 but less than \$50,000; (4) status of current year bid's/RFP's.

Comprehensive Annual Financial Report¹³ (November-December)

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

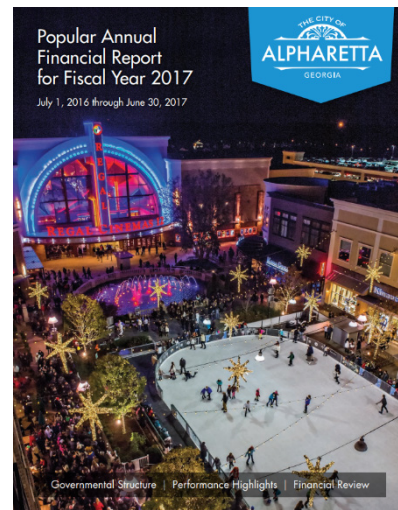
¹² Available for download from the City's website: www.alpharetta.ga.us.

¹³ Available for download from the City's website: www.alpharetta.ga.us.

BUDGET PROCESS

Annual Citizens Report¹⁴ (November-December)

In order to provide citizens with financial information that is easily disseminated, the Finance Department prepares and publishes an annual report to the citizen's. This report is in addition to the CAFR and provides our citizens, businesses and stakeholders with descriptive information about our organizational structure, city departments, service delivery, and financial condition. The focus is on providing information that is readily accessible and easily understandable to the general public and other interested parties.



Budget Process

The annual budget serves as the foundation for the city's financial plan and assists in control of the financial stability and health of the government. The Mayor and Council are legally required to adopt a balanced budget (i.e. revenues = expenditures) no later than the close of the fiscal year. The city's fiscal year runs from July 1st through June 30th, with the official fiscal year taken from the year ending date. For example, the FY 2019 Budget Narrative is prepared for the fiscal year commencing July 1, 2018 and ending June 30, 2019.

Annual Budget Process

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

Budget Methodology

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

¹⁴ Available for download from the City's website: www.alpharetta.ga.us.

BUDGET PROCESS

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

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

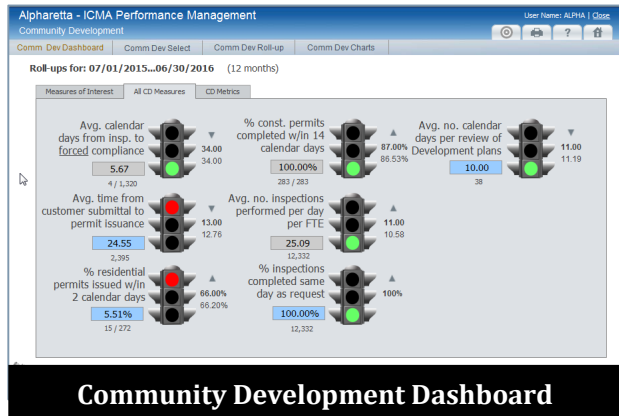
The departmental budget is separated into the following components:

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

BUDGET PROCESS

Performance Measurement

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



Council Retreat (January-February)

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

Budget Preparation and Analysis (February-April)

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

Fiscal Year 2019 Update

Operating expenditures of the General Fund are up 4.9% over FY 2018. This figure includes expanded service levels within multiple departments (detailed within the Transmittal Letter). After adjusting for the expanded service levels, the base operational growth totals 3%.

BUDGET PROCESS

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

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

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

As departments formulate their expenditure requests, the Finance Department is preparing the corresponding revenue analysis and forecast. Revenue sources across all funds are analyzed using the expert judgment of department directors and staff, trend analysis, and economic forecasts to compile revenue estimates that are both accurate and conservative. The city maintains a conservative revenue forecasting philosophy aimed at mitigating the over-appropriation of expenditures based on inflated revenue estimates. Additionally, the city's aggressive pay-as-you-go capital program is supported by the conservative revenue philosophy through a level supply of excess fund balance (i.e. fund balance in excess of the city's 21% fund balance reserve) available for one-time capital investment.

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

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

Fiscal Year 2019 Update

Expanded service levels within multiple departments were approved for FY 2019 and are detailed within the Transmittal Letter.

Fiscal Year 2019 Update

Revenue collections are forecasted to grow by 3% due primarily to increases in property tax collections (growth due to new construction as existing value assessments remained flat), local option sales taxes, etc.

BUDGET PROCESS

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

City Council Budget Workshops (May-June)

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

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

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

Budget Adoption (June)

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

BUDGET PROCESS

Budget Calendar



City of Alpharetta Fiscal Year 2019 Budget Calendar

January 22-26	Budget kickoff meetings Budget target data distributed to departments <ul style="list-style-type: none"> - Phase I (personnel services) - Phase II (maintenance and operations) - Phase III (capital requests and budget initiatives) - Performance Measurement ("PM") template <ul style="list-style-type: none"> • FY 2017 actual vs. target (results) • FY 2018 year-to-date actual • FY 2018 target • FY 2019 target - Departmental organizational charts - Departmental goals and objectives
January 28-29	City Council Retreat
February 14	Due to Finance: <ul style="list-style-type: none"> - Phase II and III Budget data - Updated PM data - Updated organizational charts, - Updated goals and objectives
March-April	Mayor, City Administrator and Finance Director Budget overview meetings
April 30	City Council Meeting <ul style="list-style-type: none"> - Distribute Mayor's Recommended FY 2019 Operating and Capital Budget (line-item detail) - Finance Department presentation <ul style="list-style-type: none"> • FY 2019 Budget overview (operating and capital)
May 7	City Council Meeting <ul style="list-style-type: none"> - Finance Department presentation <ul style="list-style-type: none"> • FY 2019 Budget work session (operating and capital)
May 21	City Council Meeting <ul style="list-style-type: none"> - Finance Department presentation <ul style="list-style-type: none"> • FY 2019 Budget work session (operating and capital)
June 4	City Council Meeting <ul style="list-style-type: none"> - Finance Department presentation <ul style="list-style-type: none"> • FY 2019 Budget work session (operating and capital)

BUDGET ADOPTION		MILLAGE RATE ADOPTION	
June 11	Public Hearing (6:30 p.m.) City Council Meeting 1 st reading of Budget Ordinance E-911 Resolution	July 16	Public Hearing (11:30 a.m.)
		July 16	Public Hearing (6:30 p.m.) City Council Meeting 1 st reading of Millage Ordinance
June 18	Public Hearing (6:30 p.m.) City Council Meeting 2 nd reading of Budget Ordinance	July 23	Public Hearing (6:30 p.m.) City Council Meeting 2 nd reading of Millage Ordinance

BUDGET PROCESS

Budget Basis and Structure

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

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

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

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

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





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CITYWIDE BUDGET SUMMARIES

Citywide Budget Summaries

Overview

The *Citywide Budget Summaries* section is intended to provide readers with an overall understanding of the city's fiscal year 2019 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 2019 budget data by fund type (e.g. General Fund, Special Revenue Funds, etc.). Please refer to the *Financial Accounting Structure* section of this document for detailed information about the city's financial structure and fund types.

- **Citywide Budget Summary by Revenue Source**

This section provides a summary/narrative of FY 2019 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 2019 budget data by department expenditures (e.g. City Administration, Public Safety, etc.). Please refer to the *Departmental Summaries* tab 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 2019 budget data by expenditure category (e.g. Personnel Services, Maintenance & Operations, etc.).

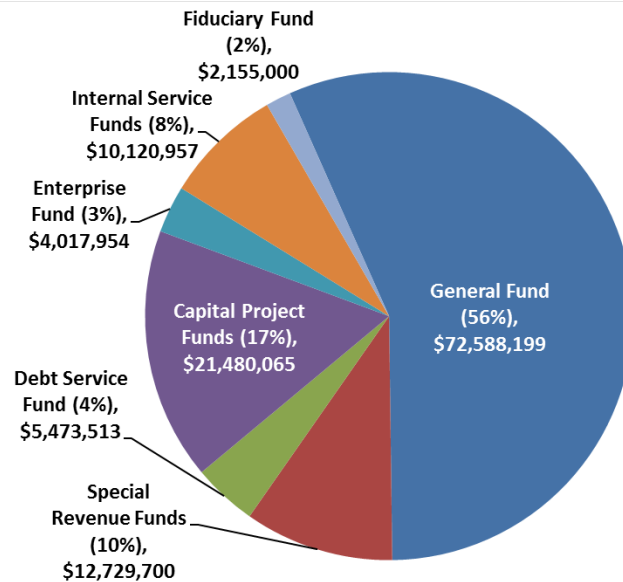
- **Citywide Statement of Revenues, Expenditures, and changes in Fund Balance**

This schedule provides citywide (all funds) revenue and expenditure data for fiscal years 2015-2019 including changes in fund balance.

CITYWIDE BUDGET SUMMARIES

Summary by Fund Type

**FY 2019 Citywide Budget
totals \$129 Million**



The Fiscal Year 2019 budget for all funds totals \$129 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, state shared revenues, and charges for services, such as recreation program fees.

Special Revenue Funds: Special Revenue Funds are established to account for revenues that are restricted by statute, ordinance, or resolution for a specific purpose. The city currently utilizes the following special revenue funds: E-911 Fund; Impact Fee Fund; Drug Enforcement Agency Fund; Hotel/Motel Fund; and the Operating Grants Fund.

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

Capital Project Funds: Capital Project Funds are used for various citywide capital projects. Projected funding for FY 2018 is from fund balance, T-SPLOST collections, and transfers from other funds. Unspent appropriations from fiscal year 2018 will be re-appropriated to continue previously approved projects.

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

CITYWIDE BUDGET SUMMARIES

Summary by Fund

	Revenues	Expenditures	Balanced Budget
General Fund	\$ 72,588,199	\$ 72,588,199	√
Special Revenue Funds:			
E-911 Fund	\$ 4,152,193	\$ 4,152,193	√
Impact Fee Fund	610,000	610,000	√
Drug Enforcement Agency (DEA) Fund	287,507	287,507	√
Hotel/Motel Fund	7,650,000	7,650,000	√
Operating Grants Fund	30,000	30,000	√
	\$ 12,729,700	\$ 12,729,700	√
Debt Service Fund	\$ 5,473,513	\$ 5,473,513	√
Capital Project Funds:			
Capital Projects Fund	\$ 11,445,065	\$ 11,445,065	√
Stormwater Capital Fund	1,875,000	1,875,000	√
T-SPLOST Capital Fund	8,160,000	8,160,000	√
	\$ 21,480,065	\$ 21,480,065	√
Enterprise Fund:			
Solid Waste Fund	\$ 4,017,954	\$ 4,017,954	√
Internal Service Funds:			
Risk Management Fund	\$ 1,450,500	\$ 1,450,500	√
Medical Insurance Fund	8,670,457	8,670,457	√
	\$ 10,120,957	\$ 10,120,957	√
Fiduciary Fund:			
OPEB Trust Fund	\$ 2,155,000	\$ 2,155,000	√
Total	\$ 128,565,388	\$ 128,565,388	√

CITYWIDE BUDGET SUMMARIES

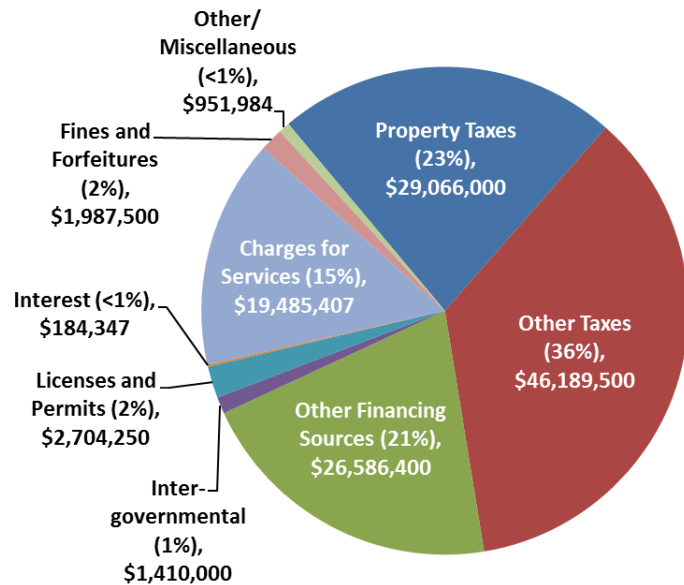


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CITYWIDE BUDGET SUMMARIES

Summary by Revenue Source

**FY 2019 Citywide Budget
totals \$129 Million**



The chart above segments the FY 2019 budget by revenue source and includes the following:

Property Taxes: Ad Valorem tax on real/personal property owned within the city. The adopted millage rate for FY 2019 totals 5.750 mills and is composed of the following: Operating Millage Rate of 4.77 mills (used to fund general city operations and the recurring capital program); and a Debt Service Millage Rate of 0.98 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-ways), hotel/motel taxes, business and occupational taxes, etc.

Licenses and Permits: Includes building permit fees, occupancy permit fees, alcohol

beverage permit fees, development permits and related fees, etc.

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

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

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

Interest: Includes investment earnings on city funds.

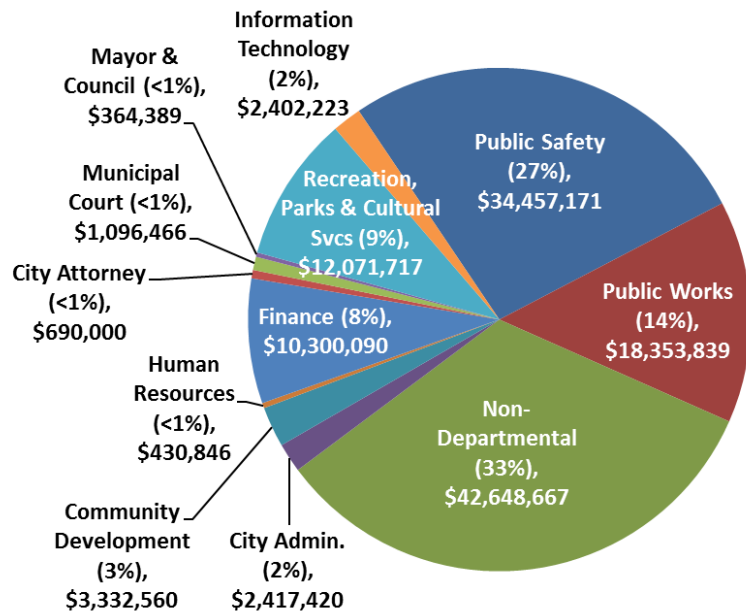
Other/Miscellaneous: Includes the sale of surplus assets, donations, and other miscellaneous revenues.

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

CITYWIDE BUDGET SUMMARIES

Summary by Department Expenditures

**FY 2019 Citywide Budget
totals \$129 Million**



The chart above segments the FY 2019 budget by department/functional unit and includes the following:

Mayor and City Council

City Administration

Community Development

Public Works

Finance

Human Resources

Information Technology

Legal Services

Municipal Court

Public Safety

Recreation, Parks and Cultural Services

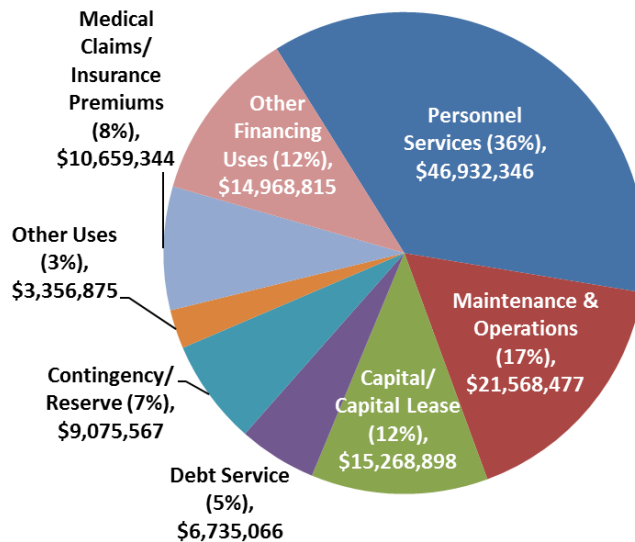
Non-Departmental (interfund transfers, contingency/reserves, Hotel/Motel Fund distributions, debt service, Medical Insurance Fund activity, etc.)

Please refer to the *Departmental Information* tab 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 2019 Citywide Budget
totals \$129 Million**



The chart above segments the FY 2019 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.).

Medical Claims/Insurance Premiums: Includes medical insurance premiums (employer/employee) and associated expenditures (administration, claims, and reserves) 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 as well as expenses related to donations/contributions.

Contingency/Reserves: Includes General Fund contingency appropriations and reserve appropriations across multiple funds (Impact Fee Fund, Capital Projects Fund, Medical Insurance fund, etc.).

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

CITYWIDE BUDGET SUMMARIES

Consolidated Summary (Revenues by Source/Expenditures by Department)

	Special Revenue Funds						
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Operating Grant Fund	Debt Service Fund
REVENUES:							
Property Taxes	\$ 23,932,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,134,000
Local Option Sales Taxes/T-SPLOST	15,650,000	-	-	-	-	-	-
Other Taxes	14,729,500	-	-	-	7,650,000	-	-
Licenses and Permits	2,704,250	-	-	-	-	-	-
Intergovernmental Revenue	460,000	950,000	-	-	-	-	-
Charges for Services	3,709,150	3,105,000	45,000	-	-	-	-
Fines and Forfeitures	1,987,500	-	-	-	-	-	-
Interest Earnings	150,000	11,693	-	-	-	-	10,000
Other/Miscellaneous	296,984	-	-	-	-	-	-
<i>subtotal</i>	\$ 63,619,384	\$ 4,066,693	\$ 45,000	\$ -	\$ 7,650,000	\$ -	\$ 5,144,000
Other Financing Sources							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Interfund Transfer from Hotel/Motel Fund	2,868,750	-	-	-	-	-	-
Interfund Transfer from Medical Ins. Fund	-	-	-	-	-	-	-
Budgeted Fund Balance	6,100,065	85,500	565,000	287,507	-	-	329,513
<i>subtotal</i>	\$ 8,968,815	\$ 85,500	\$ 565,000	\$ 287,507	\$ -	\$ 30,000	\$ 329,513
Total Revenues	\$ 72,588,199	\$ 4,152,193	\$ 610,000	\$ 287,507	\$ 7,650,000	\$ 30,000	\$ 5,473,513
EXPENDITURES:							
Mayor and City Council	\$ 364,389	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Administration	2,174,084	-	-	-	-	-	-
Legal Services	690,000	-	-	-	-	-	-
Community Development	3,162,560	-	-	-	-	-	-
Public Works	8,821,264	-	72,300	-	-	-	-
Finance	3,366,136	-	-	-	-	-	-
Public Safety	28,419,771	4,152,193	40,000	287,507	-	-	-
Human Resources	430,846	-	-	-	-	-	-
Municipal Court	1,096,466	-	-	-	-	-	-
Recreation, Parks and Cultural Services	9,934,305	-	120,000	-	301,412	-	-
Information Technology	1,742,223	-	-	-	-	-	-
Non-Departmental	-	-	-	-	3,000	-	5,000
Insurance Premiums (Risk Fund)	689,500	-	-	-	-	-	-
Medical Claims/Premiums/Benefits	-	-	-	-	-	-	-
Contingency	670,000	-	-	-	-	-	-
Non-Allocated (Reserve)	130,000	-	377,700	-	150,000	30,000	-
Alpharetta Convention and Visitors Bureau	-	-	-	-	3,346,875	-	-
Debt Service (Principal and Interest)	286,590	-	-	-	979,963	-	5,468,513
Donations/Contributions	10,000	-	-	-	-	-	-
<i>subtotal</i>	\$ 61,988,134	\$ 4,152,193	\$ 610,000	\$ 287,507	\$ 4,781,250	\$ 30,000	\$ 5,473,513
Other Financing Uses							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 2,868,750	\$ -	\$ -
Interfund Transfer to OPEB Trust Fund	-	-	-	-	-	-	-
Interfund Transfer to Grant/Capital Funds	10,600,065	-	-	-	-	-	-
<i>subtotal</i>	\$ 10,600,065	\$ -	\$ -	\$ -	\$ 2,868,750	\$ -	\$ -
Total Expenditures	\$ 72,588,199	\$ 4,152,193	\$ 610,000	\$ 287,507	\$ 7,650,000	\$ 30,000	\$ 5,473,513

CITYWIDE BUDGET SUMMARIES

	Capital Project Funds			Enterprise Fund	Internal Service Funds		Fiduciary Fund	
	Capital Projects Fund	Stormwater Capital Fund	T-SPLOST Capital Fund	Solid Waste Fund	Risk Management Fund	Medical Insurance Fund	OPEB Trust Fund	TOTAL
REVENUES:								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,066,000
Local Option Sales Taxes/T-SPLOST	-	-	8,160,000	-	-	-	-	23,810,000
Other Taxes	-	-	-	-	-	-	-	22,379,500
Licenses and Permits	-	-	-	-	-	-	-	2,704,250
Intergovernmental Revenue	-	-	-	-	-	-	-	1,410,000
Charges for Services	-	-	-	4,009,300	1,446,500	7,170,457	-	19,485,407
Fines and Forfeitures	-	-	-	-	-	-	-	1,987,500
Interest Earnings	-	-	-	8,654	4,000	-	-	184,347
Other/Miscellaneous	-	-	-	-	-	-	655,000	951,984
<i>subtotal</i>	\$ -	\$ -	\$ 8,160,000	\$ 4,017,954	\$ 1,450,500	\$ 7,170,457	\$ 655,000	\$ 101,978,988
Other Financing Sources								
Interfund Transfer from General Fund	\$ 8,695,065	\$ 1,875,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,600,065
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	-	-	2,868,750
Interfund Transfer from Medical Ins. Fund	-	-	-	-	-	-	1,500,000	1,500,000
Budgeted Fund Balance	2,750,000	-	-	-	-	1,500,000	-	11,617,585
<i>subtotal</i>	\$ 11,445,065	\$ 1,875,000	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 26,586,400
Total Revenues	\$ 11,445,065	\$ 1,875,000	\$ 8,160,000	\$ 4,017,954	\$ 1,450,500	\$ 8,670,457	\$ 2,155,000	\$ 128,565,388
EXPENDITURES:								
Mayor and City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 364,389
City Administration	243,336	-	-	-	-	-	-	2,417,420
Legal Services	-	-	-	-	-	-	-	690,000
Community Development	170,000	-	-	-	-	-	-	3,332,560
Public Works	4,268,279	1,575,000	3,616,996	-	-	-	-	18,353,839
Finance	-	-	-	4,017,954	761,000	-	2,155,000	10,300,090
Public Safety	1,557,700	-	-	-	-	-	-	34,457,171
Human Resources	-	-	-	-	-	-	-	430,846
Municipal Court	-	-	-	-	-	-	-	1,096,466
Recreation, Parks and Cultural Services	1,416,000	300,000	-	-	-	-	-	12,071,717
Information Technology	660,000	-	-	-	-	-	-	2,402,223
Non-Departmental	-	-	-	-	-	-	-	8,000
Insurance Premiums (Risk Fund)	-	-	-	-	689,500	-	-	1,379,000
Medical Claims/Premiums/Benefits	-	-	-	-	-	7,125,344	-	7,125,344
Contingency	-	-	-	-	-	-	-	670,000
Non-Allocated (Reserve)	3,129,750	-	4,543,004	-	-	45,113	-	8,405,567
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	-	-	3,346,875
Debt Service (Principal and Interest)	-	-	-	-	-	-	-	6,735,066
Donations/Contributions	-	-	-	-	-	-	-	10,000
<i>subtotal</i>	\$ 11,445,065	\$ 1,875,000	\$ 8,160,000	\$ 4,017,954	\$ 1,450,500	\$ 7,170,457	\$ 2,155,000	\$ 113,596,573
Other Financing Uses								
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,868,750
Interfund Transfer to OPEB Trust Fund	-	-	-	-	-	1,500,000	-	1,500,000
Interfund Transfer to Grant/Capital Funds	-	-	-	-	-	-	-	10,600,065
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 14,968,815
Total Expenditures	\$ 11,445,065	\$ 1,875,000	\$ 8,160,000	\$ 4,017,954	\$ 1,450,500	\$ 8,670,457	\$ 2,155,000	\$ 128,565,388

CITYWIDE BUDGET SUMMARIES

Consolidated Summary (Revenues by Source/Expenditures by Category)

	Special Revenue Funds						
	General Fund	E-911 Fund	Impact Fee Fund	DEA Fund	Hotel/Motel Fund	Operating Grant Fund	Debt Service Fund
REVENUES:							
Property Taxes	\$ 23,932,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,134,000
Local Option Sales Taxes/T-SPLOST	15,650,000	-	-	-	-	-	-
Other Taxes	14,729,500	-	-	-	7,650,000	-	-
Licenses and Permits	2,704,250	-	-	-	-	-	-
Intergovernmental Revenue	460,000	950,000	-	-	-	-	-
Charges for Services	3,709,150	3,105,000	45,000	-	-	-	-
Fines and Forfeitures	1,987,500	-	-	-	-	-	-
Interest Earnings	150,000	11,693	-	-	-	-	10,000
Other/Miscellaneous	296,984	-	-	-	-	-	-
<i>subtotal</i>	\$ 63,619,384	\$ 4,066,693	\$ 45,000	\$ -	\$ 7,650,000	\$ -	\$ 5,144,000
Other Financing Sources							
Interfund Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Interfund Transfer from Hotel/Motel Fund	2,868,750	-	-	-	-	-	-
Interfund Transfer from Medical Ins. Fund	-	-	-	-	-	-	-
Budgeted Fund Balance	6,100,065	85,500	565,000	287,507	-	-	329,513
<i>subtotal</i>	\$ 8,968,815	\$ 85,500	\$ 565,000	\$ 287,507	\$ -	\$ 30,000	\$ 329,513
Total Revenues	\$ 72,588,199	\$ 4,152,193	\$ 610,000	\$ 287,507	\$ 7,650,000	\$ 30,000	\$ 5,473,513
EXPENDITURES:							
Personnel Services	\$ 43,990,129	\$ 2,577,801	\$ -	\$ 287,507	\$ -	\$ -	\$ -
Maintenance and Operations	15,441,422	1,417,010	-	-	3,000	-	5,000
Capital/Capital Lease	770,493	157,382	232,300	-	301,412	-	-
Other							
Insurance Premiums (Risk Fund)	689,500	-	-	-	-	-	-
Medical Claims/Premiums/Benefits	-	-	-	-	-	-	-
Contingency	670,000	-	-	-	-	-	-
Non-Allocated (Reserve)	130,000	-	377,700	-	150,000	30,000	-
Alpharetta Convention and Visitors Bureau	-	-	-	-	3,346,875	-	-
Debt Service (Principal and Interest)	286,590	-	-	-	979,963	-	5,468,513
Donations/Contributions	10,000	-	-	-	-	-	-
<i>subtotal</i>	\$ 61,988,134	\$ 4,152,193	\$ 610,000	\$ 287,507	\$ 4,781,250	\$ 30,000	\$ 5,473,513
Other Financing Uses							
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ 2,868,750	\$ -	\$ -
Interfund Transfer to OPEB Trust Fund	-	-	-	-	-	-	-
Interfund Transfer to Grant/Capital Funds	10,600,065	-	-	-	-	-	-
<i>subtotal</i>	\$ 10,600,065	\$ -	\$ -	\$ -	\$ 2,868,750	\$ -	\$ -
Total Expenditures	\$ 72,588,199	\$ 4,152,193	\$ 610,000	\$ 287,507	\$ 7,650,000	\$ 30,000	\$ 5,473,513

CITYWIDE BUDGET SUMMARIES

	Capital Project Funds			Enterprise Fund	Internal Service Funds		Fiduciary Fund	
	Capital Projects Fund	Stormwater Capital Fund	T-SPLOST Capital Fund	Solid Waste Fund	Risk Management Fund	Medical Insurance Fund	OPEB Trust Fund	TOTAL
REVENUES:								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,066,000
Local Option Sales Taxes/T-SPLOST	-	-	8,160,000	-	-	-	-	23,810,000
Other Taxes	-	-	-	-	-	-	-	22,379,500
Licenses and Permits	-	-	-	-	-	-	-	2,704,250
Intergovernmental Revenue	-	-	-	-	-	-	-	1,410,000
Charges for Services	-	-	-	4,009,300	1,446,500	7,170,457	-	19,485,407
Fines and Forfeitures	-	-	-	-	-	-	-	1,987,500
Interest Earnings	-	-	-	8,654	4,000	-	-	184,347
Other/Miscellaneous	-	-	-	-	-	-	655,000	951,984
<i>subtotal</i>	\$ -	\$ -	\$ 8,160,000	\$ 4,017,954	\$ 1,450,500	\$ 7,170,457	\$ 655,000	\$ 101,978,988
Other Financing Sources								
Interfund Transfer from General Fund	\$ 8,695,065	\$ 1,875,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,600,065
Interfund Transfer from Hotel/Motel Fund	-	-	-	-	-	-	-	2,868,750
Interfund Transfer from Medical Ins. Fund	-	-	-	-	-	-	1,500,000	1,500,000
Budgeted Fund Balance	2,750,000	-	-	-	-	1,500,000	-	11,617,585
<i>subtotal</i>	\$ 11,445,065	\$ 1,875,000	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 26,586,400
Total Revenues	\$ 11,445,065	\$ 1,875,000	\$ 8,160,000	\$ 4,017,954	\$ 1,450,500	\$ 8,670,457	\$ 2,155,000	\$ 128,565,388
EXPENDITURES:								
Personnel Services	\$ -	\$ -	\$ -	\$ 76,909	\$ -	\$ -	\$ -	\$ 46,932,346
Maintenance and Operations	-	-	-	3,941,045	761,000	-	-	21,568,477
Capital/Capital Lease	8,315,315	1,875,000	3,616,996	-	-	-	-	15,268,898
Other								
Insurance Premiums (Risk Fund)	-	-	-	-	689,500	-	-	1,379,000
Medical Claims/Premiums/Benefits	-	-	-	-	-	7,125,344	2,155,000	9,280,344
Contingency	-	-	-	-	-	-	-	670,000
Non-Allocated (Reserve)	3,129,750	-	4,543,004	-	-	45,113	-	8,405,567
Alpharetta Convention and Visitors Bureau	-	-	-	-	-	-	-	3,346,875
Debt Service (Principal and Interest)	-	-	-	-	-	-	-	6,735,066
Donations/Contributions	-	-	-	-	-	-	-	10,000
<i>subtotal</i>	\$ 11,445,065	\$ 1,875,000	\$ 8,160,000	\$ 4,017,954	\$ 1,450,500	\$ 7,170,457	\$ 2,155,000	\$ 113,596,573
Other Financing Uses								
Interfund Transfer to General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,868,750
Interfund Transfer to OPEB Trust Fund	-	-	-	-	-	1,500,000	-	1,500,000
Interfund Transfer to Grant/Capital Funds	-	-	-	-	-	-	-	10,600,065
<i>subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 14,968,815
Total Expenditures	\$ 11,445,065	\$ 1,875,000	\$ 8,160,000	\$ 4,017,954	\$ 1,450,500	\$ 8,670,457	\$ 2,155,000	\$ 128,565,388

CITYWIDE BUDGET SUMMARIES

Citywide Statement of Revenues, Expenditures, and changes in Fund Balances (all Funds)

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual
Beginning Fund Balance: (1)	\$ 51,547,824	\$ 38,910,522	\$ 65,610,779
Revenues:			
Property Taxes	\$ 24,274,577	\$ 25,841,451	\$ 27,262,172
Local Option Sales Taxes	14,757,780	14,953,985	17,412,634
Other Taxes	18,520,227	21,007,620	21,707,751
Licenses and Permits	2,912,433	3,814,821	4,222,432
Intergovernmental	3,570,796	8,870,676	12,733,728
Charges for Services	11,359,819	19,249,441	19,141,229
Fines and Forfeitures	3,537,448	2,453,134	2,464,715
Interest	80,771	213,741	340,699
Other Revenue	567,809	1,029,917	1,248,466
	<u>\$ 79,581,660</u>	<u>\$ 97,434,786</u>	<u>\$ 106,533,826</u>
Expenditures:			
Mayor and City Council	\$ 308,237	\$ 321,095	\$ 319,279
City Administration	2,718,565	1,893,792	1,980,803
Legal Services	608,630	726,165	650,104
Community Development (2)	5,127,170	5,356,302	5,736,634
Engineering and Public Works (3)	7,084,379	7,364,019	7,335,950
Finance (4)	7,390,169	13,869,947	9,449,899
Public Safety	31,126,492	29,140,486	29,474,387
Human Resources	380,542	393,603	368,722
Municipal Court	969,417	955,841	953,791
Recreation, Parks and Cultural Services	6,670,048	8,129,640	8,368,856
Information Technology	1,467,121	1,520,628	1,546,560
Capital Outlay (4)	23,759,144	23,107,198	38,530,313
Non-Departmental:			
Contingency	224,249	84,663	114,541
Reserve for Future Capital	-	-	-
Debt Service	3,869,538	3,850,338	6,200,915
Insurance Premiums (Risk fund)	545,000	607,000	640,000
Medical Claims	-	-	4,354,837
Other	133,058	136,743	47,350
	<u>\$ 92,381,759</u>	<u>\$ 97,457,460</u>	<u>\$ 116,072,940</u>
Other Financing Sources (Uses):			
Proceeds from the sale of Capital Assets	\$ 162,797	\$ 1,293,189	\$ 5,261,522
Proceeds from Bond/Capital Lease	-	25,429,742	3,695,447
Payment to Refunding Escrow	-	-	-
Transfers In	9,325,180	12,184,381	13,218,136
Transfers Out	(9,325,180)	(12,184,381)	(13,218,136)
	<u>\$ 162,797</u>	<u>\$ 26,722,931</u>	<u>\$ 8,956,969</u>
Ending Fund Balance: (5)	<u><u>\$ 38,910,522</u></u>	<u><u>\$ 65,610,779</u></u>	<u><u>\$ 65,028,634</u></u>
Changes in Fund Balance (actual/est.)	<u>\$ (12,637,302)</u>	<u>\$ 26,700,257</u>	<u>\$ (582,145)</u>

CITYWIDE BUDGET SUMMARIES

	FY 2018 Amended Budget	FY 2019 Adopted Budget
Beginning Fund Balance: (1)	\$ 65,028,634	\$ 48,911,074
Revenues:		
Property Taxes	\$ 27,518,000	\$ 29,066,000
Local Option Sales Taxes	28,200,000	23,810,000
Other Taxes	22,022,820	22,379,500
Licenses and Permits	2,722,050	2,704,250
Intergovernmental	1,479,259	1,410,000
Charges for Services	19,354,012	19,485,407
Fines and Forfeitures	2,310,237	1,987,500
Interest	117,716	184,347
Other Revenue	936,643	951,984
	\$ 104,660,737	\$ 101,978,988
Expenditures:		
Mayor and City Council	\$ 364,488	\$ 364,389
City Administration	2,736,016	2,417,420
Legal Services	665,000	690,000
Community Development (2)	6,153,991	6,679,435
Engineering and Public Works (3)	29,265,486	18,353,839
Finance (4)	9,863,796	8,145,090
Public Safety	37,042,050	34,457,171
Human Resources	415,782	430,846
Municipal Court	1,126,546	1,096,466
Recreation, Parks and Cultural Services	14,524,797	12,071,717
Information Technology	2,186,857	2,402,223
Capital Outlay (4)	-	-
Non-Departmental:		
Contingency	650,000	670,000
Reserve for Future Capital	3,749,610	8,405,567
Debt Service	6,541,461	6,735,066
Insurance Premiums (Risk fund)	665,000	1,379,000
Medical Claims	4,877,417	9,280,344
Other	50,000	18,000
	\$ 120,878,297	\$ 113,596,573
Other Financing Sources (Uses):		
Proceeds from the sale of Capital Assets	\$ 100,000	\$ -
Proceeds from Bond/Capital Lease	-	-
Payment to Refunding Escrow	-	-
Transfers In	16,741,113	14,968,815
Transfers Out	(16,741,113)	(14,968,815)
	\$ 100,000	\$ -
Ending Fund Balance: (5)	\$ 48,911,074	\$ 37,293,489
Changes in Fund Balance (actual/est.)	\$ (16,117,560)	\$ (11,617,585)

- (1) This schedule includes two distinct presentations of financial data. Fiscal Years (FYs) 2015-2017 include actual financial activity for all City Funds. FY's 2018-2019 include budgeted appropriations for those city Funds that experienced new appropriations in the given year.
- (2) This schedule assigns disbursements for *Alpharetta Business Community* and *Alpharetta Convention & Visitor's Bureau* to the Community Development Department.
- (3) T-SPLIST tax collections and expenditures began in FY 2017.
- (4) This schedule assigns all capital outlay for FY's 2018-2019 to the Capital Outlay account as opposed to the budgetary schedules within this document that assign said capital outlay to the responsible department (e.g. Public Safety, Public Works, etc.).
- (5) Pursuant to the city's financial management policies, fund balance in excess of the city's 21% Fund Balance Reserve can be used for one-time capital initiatives. The fund balance utilized for the FY 2018-2019 budgets represent amounts in excess of the city's 21% Fund Balance Reserve (General Fund), Impact Fee fund balance to be used for allowable initiatives (e.g. Design and Construction of New Park Spaces, Public Safety Headquarters Furniture, etc.), DEA Fund balance, etc. Additionally, the budgetary presentation for FYs 2018-2019 assume all appropriations will be spent; historically, a portion of the appropriations will go unspent which will augment the fund balance (i.e. the actual reduction in fund balance will be lower than what is presented). FYs 2015 Fund Balance usage was primarily related to construction costs for the City Center project (Series 2012, General Obligation Bond Issue).

CITYWIDE BUDGET SUMMARIES



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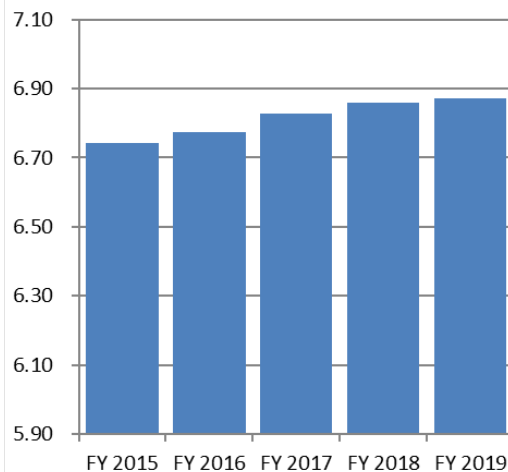
CITYWIDE BUDGET SUMMARIES

Personnel Listing by Department

	Actual FY 2015	Actual FY 2016	Actual FY 2017	Actual FY 2018	Actual FY 2019	Variance
Detail by Department:						
General Fund						
Mayor & City Council	7.0	7.0	7.0	7.0	7.0	-
City Administration	14.0	11.0	10.0	10.0	10.0	-
Community Development	22.0	23.0	26.0	26.0	28.0	2.0
Public Works	55.0	55.0	52.0	52.0	52.0	-
Finance	21.5	21.5	21.5	21.5	21.5	-
Public Safety	217.5	218.5	219.0	221.0	221.0	-
Human Resources	2.0	2.0	2.0	2.0	2.0	-
Municipal Court	9.0	9.0	9.0	9.0	8.0	(1.0)
Recreation, Parks and Cultural Svcs	48.0	51.0	51.0	51.0	51.0	-
Information Technology	11.0	11.0	11.0	11.0	11.0	-
subtotal	407.0	409.0	408.5	410.5	411.5	1.0
E-911 Fund (Special Revenue Fund)						
Public Safety	25.0	25.0	29.0	29.0	29.0	-
Information Technology	1.0	1.0	1.0	1.0	1.0	-
subtotal	26.0	26.0	30.0	30.0	30.0	-
DEA Fund (Special Revenue Fund)						
Public Safety	3.0	3.0	3.0	3.0	3.0	-
Solid Waste Fund (Enterprise Fund)						
Finance	1.0	1.0	1.0	1.0	1.0	-
Full-Time-Equivalent (FTE) Positions	437.0	439.0	442.5	444.5	445.5	1.0
City of Alpharetta Population	64,820	64,820	64,820	64,820	64,820	

Employees per 1,000 Customers

The chart to the right provides an illustration of the number of employees per 1,000 residents. During this time frame, the city has increased its service delivery capabilities and has managed to maintain the ratio through effective and efficient management practices. Personnel growth was as follows: 2016 - the addition of one Building Inspector position and two part-time Parking Enforcement Officer positions; 2017 - the addition of 4 Emergency Communications Officers for E-911, the upgrade of the Fingerprint Technician to full-time status, and the elimination of the Grants Administrator position; 2018 - the addition of one Police Officer (alcoholic license beverage compliance) and one Assistant Fire Marshall; 2019 - the elimination of one vacant Deputy Clerk II position.



GENERAL FUND SUMMARY

General Fund Summary

Overview

The *General Fund Summary* section is intended to provide readers with an overall understanding of the city's fiscal year 2019 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 2018 and 2019. Revenues are presented by source and expenditures are presented by category (i.e. Personnel Services, Maintenance & Operations, Capital, etc.).

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

This statement provides a historical comparison of revenues and expenditures for fiscal years 2015-2019 as well as a forecast for fiscal years 2020-2021. Also included are changes in the city's fund balance. As previously noted, fund balance in excess of the city's 21% emergency reserve is used to fund non-recurring capital expenditures.

The financial forecast utilizes revenue collection patterns (historical and current patterns; as adjusted for seasonal fluctuations) adjusted to reflect the current economic slowdown as well as departmental expenditure mandates as provided by the City Council (e.g. spending growth in line with a reasonable CPI factor, increase in capital funding through the operating budget, etc.).

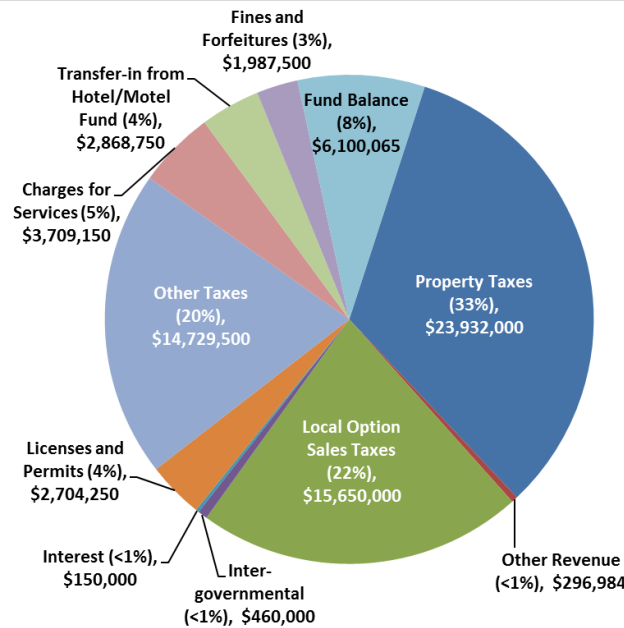
- **Budget Narrative**

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

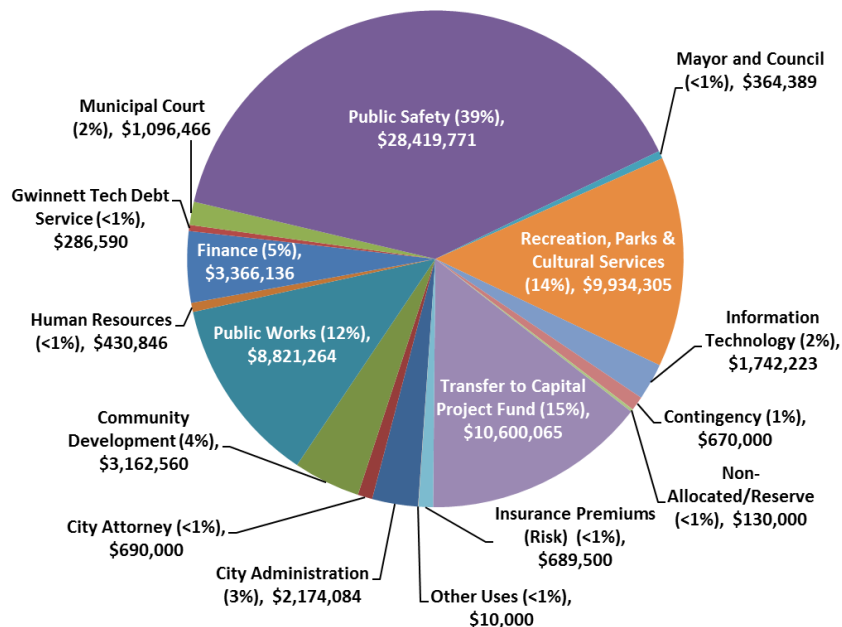
GENERAL FUND SUMMARY

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 2019 General Fund Budget

totals \$73 Million

GENERAL FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2018 AMENDED BUDGET	FY 2019 RECOMMENDED BUDGET	\$ Variance	% Variance
Revenues:				
Property Taxes:				
Current Year	\$ 21,160,000	\$ 22,680,000	\$ 1,520,000	7.2%
Motor Vehicle	180,000	115,000	(65,000)	-36.1%
Motor Vehicle Title Tax Fee	775,000	900,000	125,000	16.1%
Prior Year/Delinquent	239,000	237,000	(2,000)	-0.8%
Local Option Sales Tax	15,200,000	15,650,000	450,000	3.0%
Other Taxes:				
Franchise Fees	6,640,000	6,200,000	(440,000)	-6.6%
Insurance Premium Tax	3,693,320	3,900,000	206,680	5.6%
Alcohol Beverage Excise Tax	2,100,000	2,200,000	100,000	4.8%
Other Taxes	2,339,500	2,429,500	90,000	3.8%
Licenses & Permits	2,722,050	2,704,250	(17,800)	-0.7%
Intergovernmental	435,000	460,000	25,000	5.7%
Charges for Services	3,492,408	3,709,150	216,742	6.2%
Fines & Forfeitures	2,209,250	1,987,500	(221,750)	-10.0%
Interest	75,000	150,000	75,000	100.0%
Other Revenues	292,258	296,984	4,726	1.6%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	2,718,750	2,868,750	150,000	5.5%
Total Operating Revenues	\$ 64,271,536	\$ 66,488,134	\$ 2,216,598	3.4%
Fund Balance Carryforward	8,860,286	6,100,065		
Total Revenues	\$ 73,131,822	\$ 72,588,199		
Expenditures (by Category):				
Personnel Services:				
Salaries	\$ 26,968,197	\$ 28,026,322	\$ 1,058,125	3.9%
Group Insurance	8,002,164	8,039,454	37,290	0.5%
Pension (Defined Benefit)	2,500,954	2,599,935	98,981	4.0%
Pension (401A)	1,688,463	1,808,371	119,908	7.1%
Post Employment Healthcare Benefit	-	515,000	515,000	100.0%
Miscellaneous Benefits	2,844,228	3,001,047	156,819	5.5%
<i>subtotal</i>	\$ 42,004,006	\$ 43,990,129	\$ 1,986,123	4.7%
Maintenance and Operations:				
Professional Services	\$ 2,758,796	\$ 2,870,122	\$ 111,326	4.0%
Repair/Maintenance	1,549,408	1,675,050	125,642	8.1%
Maintenance Contracts	2,174,992	2,365,305	190,313	8.8%
Professional Services (IT)	1,450,777	1,437,923	(12,854)	-0.9%
General Supplies	1,014,810	1,135,160	120,350	11.9%
Utilities	2,604,475	2,835,179	230,704	8.9%
Fuel	449,524	441,650	(7,874)	-1.8%
Legal Services	665,000	690,000	25,000	3.8%
Miscellaneous	1,937,663	1,991,033	53,370	2.8%
<i>subtotal</i>	\$ 14,605,445	\$ 15,441,422	\$ 835,977	5.7%
Capital/Lease:	\$ 853,168	\$ 770,493	\$ (82,675)	-9.7%
Other Uses:				
Contingency	\$ 650,000	\$ 670,000	\$ 20,000	3.1%
Insurance Premiums (Risk Fund)	665,000	689,500	24,500	3.7%
Gwinnett Tech Contribution (Debt Svc)	286,840	286,590	(250)	-0.1%
Donations/Contributions	45,000	10,000	(35,000)	-77.8%
Operating Initiatives Reserves	-	130,000	130,000	100.0%
<i>subtotal</i>	\$ 1,646,840	\$ 1,786,090	\$ 139,250	8.5%
Total Operating Expenditures	\$ 59,109,459	\$ 61,988,134	\$ 2,878,675	4.9%
Interfund Transfer:				
Capital Project/Grant Funds	14,022,363	10,600,065		
Total Expenditures	\$ 73,131,822	\$ 72,588,199		
Personnel (full-time-equivalent)	410.5	411.5		

GENERAL FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
Beginning Fund Balance:	\$ 20,873,496	\$ 23,586,068	\$ 27,290,370	\$ 28,460,351	\$ 19,600,065	\$ 13,500,000	\$ 13,712,318
Revenues:							
Property Taxes	\$ 20,765,849	\$ 22,321,490	\$ 21,696,627	\$ 22,354,000	\$ 23,932,000	\$ 24,410,640	\$ 24,923,263
Local Option Sales Taxes	14,757,780	14,953,985	14,943,853	15,200,000	15,650,000	16,119,500	16,635,324
Other Taxes	13,875,057	14,615,779	14,609,885	14,772,820	14,729,500	14,922,414	15,424,524
Licenses and Permits	2,912,433	3,814,821	4,222,432	2,722,050	2,704,250	2,785,378	2,868,939
Intergovernmental	386,458	495,916	422,607	435,000	460,000	460,000	469,200
Charges for Services	3,264,768	3,767,927	3,714,804	3,492,408	3,709,150	3,815,374	3,925,418
Fines and Forfeitures	2,767,465	2,208,782	2,244,699	2,209,250	1,987,500	2,025,210	2,065,714
Interest	40,334	119,786	136,336	75,000	150,000	150,000	150,000
Other Revenue	204,218	181,625	238,610	192,258	177,671	177,671	177,671
	\$ 58,974,363	\$ 62,480,110	\$ 62,229,854	\$ 61,452,786	\$ 63,500,071	\$ 64,866,186	\$ 66,640,053
Expenditures:							
Mayor and City Council	\$ 308,237	\$ 321,095	\$ 319,279	\$ 364,488	\$ 364,389	\$ 372,505	\$ 381,021
City Administration	2,722,528	1,893,792	1,980,803	2,266,016	2,174,084	2,220,885	2,268,995
Legal Services	608,630	726,165	650,104	665,000	690,000	703,800	717,876
Community Development	2,340,068	2,345,022	2,631,318	2,857,116	3,162,560	3,246,691	3,333,554
Engineering and Public Works	7,084,379	7,364,018	7,335,950	8,377,022	8,821,264	8,995,148	9,096,971
Finance	2,953,855	3,087,059	3,105,132	3,347,009	3,366,136	3,442,565	3,521,286
Public Safety	24,212,086	24,672,611	25,001,343	27,260,508	28,419,771	29,061,562	29,812,085
Human Resources	376,580	393,603	368,722	415,782	430,846	437,559	444,434
Municipal Court	969,417	955,841	953,791	1,126,546	1,096,466	1,119,286	1,142,755
Recreation, Parks & Cultural Services	6,669,756	8,127,231	8,353,856	9,101,275	9,934,305	10,102,703	10,275,588
Information Technology	1,467,121	1,520,628	1,546,560	1,681,857	1,742,223	1,786,409	1,831,961
Adjustments/Reconciliations	-	(2,958)	-	-	-	-	-
Non-Departmental:							
Contingency	224,249	84,663	114,541	650,000	670,000	683,400	697,068
(1) Insurance Premiums (Risk Fund)	545,000	607,000	640,000	665,000	689,500	696,395	703,359
Gwinnett Tech Debt Service	288,640	290,340	286,940	286,840	286,590	286,590	291,190
Non-Allocated/Reserve	-	-	-	-	130,000	-	-
Donations/Contributions	45,000	45,000	45,000	45,000	10,000	45,000	45,000
	\$ 50,815,544	\$ 52,431,110	\$ 53,333,338	\$ 59,109,459	\$ 61,988,134	\$ 63,200,498	\$ 64,563,143
Other Financing Sources (Uses):							
Proceeds from the sale of Capital Asset:	\$ 162,797	\$ 168,544	\$ 155,043	\$ 100,000	\$ 119,313	\$ 120,506	\$ 121,711
Interfund Transfer:							
Hotel/Motel Fund	1,858,068	2,429,994	2,661,700	2,718,750	2,868,750	2,926,125	2,984,648
Operating Grant Fund	-	-	(20,000)	(20,000)	(30,000)	-	-
Capital Project Fund	(7,467,112)	(8,943,236)	(8,854,857)	(12,747,363)	(8,895,065)	(4,500,000)	(4,590,000)
Stormwater Capital Fund	-	-	(1,675,000)	(1,255,000)	(1,675,000)	-	-
Bond IV Fund	-	-	6,579	-	-	-	-
	\$ (5,446,248)	\$ (6,344,698)	\$ (7,726,535)	\$ (11,203,613)	\$ (7,612,002)	(1,453,369)	(1,483,641)
Ending Fund Balance: (2)	\$ 23,586,068	\$ 27,290,370	\$ 28,460,351	\$ 19,600,065	\$ 13,500,000	\$ 13,712,318	\$ 14,305,587
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ 2,712,572</i>	<i>\$ 3,704,302</i>	<i>\$ 1,169,981</i>	<i>\$ (8,860,286)</i>	<i>\$ (6,100,065)</i>	<i>\$ 212,319</i>	<i>\$ 593,269</i>
<i>Personnel (full-time-equivalent)</i>	<i>407.0</i>	<i>409.0</i>	<i>408.5</i>	<i>410.5</i>	<i>411.5</i>		

Notes:

(1) Represents funding to the Risk Management Fund.

(2) Pursuant to the City's financial management policies, fund balance in excess of the City's current 21% Fund Balance Reserve can be used for one-time capital initiatives. Additionally, the budgetary presentation for fiscal years 2018 and 2019 assumes all appropriations will be spent; historically, a portion of the appropriations will go unspent which will augment the fund balance (ie. the actual reduction in fund balance will be lower than what is presented above).

GENERAL FUND SUMMARY

Budget Narrative

Revenues

FY 2019 General Fund operating revenues are forecasted to grow by 3%, or \$2 million, compared to Amended FY 2018.

The following table compares major revenue categories within the General Fund:

	FY 2018 AMENDED BUDGET	FY 2019 RECOMMENDED BUDGET	\$ Variance	% Variance
Revenues:				
Property Taxes:				
Current Year	\$ 21,160,000	\$ 22,680,000	\$ 1,520,000	7.2%
Motor Vehicle	180,000	115,000	(65,000)	-36.1%
Motor Vehicle Title Tax Fee	775,000	900,000	125,000	16.1%
Prior Year/Delinquent	239,000	237,000	(2,000)	-0.8%
Local Option Sales Tax	15,200,000	15,650,000	450,000	3.0%
Other Taxes:				
Franchise Fees	6,640,000	6,200,000	(440,000)	-6.6%
Insurance Premium Tax	3,693,320	3,900,000	206,680	5.6%
Alcohol Beverage Excise Tax	2,100,000	2,200,000	100,000	4.8%
Other Taxes	2,339,500	2,429,500	90,000	3.8%
Licenses & Permits	2,722,050	2,704,250	(17,800)	-0.7%
Intergovernmental	435,000	460,000	25,000	5.7%
Charges for Services	3,492,408	3,709,150	216,742	6.2%
Fines & Forfeitures	2,209,250	1,987,500	(221,750)	-10.0%
Interest	75,000	150,000	75,000	100.0%
Other Revenues	292,258	296,984	4,726	1.6%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	2,718,750	2,868,750	150,000	5.5%
Total Operating Revenues	\$ 64,271,536	\$ 66,488,134	\$ 2,216,598	3.4%
Fund Balance Carryforward	8,860,286	6,100,065		
Total Revenues	\$ 73,131,822	\$ 72,588,199		

GENERAL FUND SUMMARY

Revenue Forecasting Process

The Finance Department analyzes revenues by source on a monthly basis and compares to the prior five fiscal years to determine the trend and adjust for seasonal fluctuations. A current year revenue estimate is derived from the trend data and is included in the city's monthly financial management report¹⁵. Trend data also includes non-financial data (e.g. solid waste accounts). The current year estimate, in conjunction with the trend data, is used to formulate the upcoming budget and future forecast values.

Revenue Analysis

Account Name: Property Taxes - Current Year
 Account Number: 10090000-311100/100-0000-311-10-00
 Revenue Category: Taxes
 Date: _____

Ad valorem tax consists of an assessed millage rate on real and personal property owned in the City. Real property consists of land, buildings, structures, and improvements affixed to land. Personal property includes machinery, equipment, inventory supplies, and furniture. Taxable personal property also consists of motor vehicles, trailers, campers, mobile homes, boats, airplanes, and other like items. The Fulton County Board of Assessors determines the fair market value for a given property. Property tax is then imposed upon the assessed value at 40% of its fair market value.

MONTH	FY 2013 Actual	% Change	FY 2014 Actual	% Change	FY 2015 Actual	% Change	FY 2016 Actual	% Change	FY 2017 Actual	% Change	FY 2018 Actual	% Change	FY 2019 Actual	% Change
July	-	-	221	-	-	-100.0%	-	-	-	-	3,364	-	1,193	-64.5%
SUB-TOTAL	-	-	221	-	-	-100.0%	-	-	-	-	3,364	-	1,193	-64.5%
August	-	-	(221)	-	-	-100.0%	-	-	-	-	(588)	-	-	-100.0%
September	3,525	-92.4%	13,648	287.2%	61,720	352.2%	12,109	-80.4%	8,618	-28.8%	(2,776)	-132.2%	-	-100.0%
October	2,553,636	11.6%	2,485,338	-2.7%	2,666,047	7.3%	3,030,714	13.7%	2,484,928	-18.0%	-	-100.0%	-	-
November	11,902,821	25.8%	11,955,950	0.4%	11,786,701	-1.4%	12,485,278	5.9%	13,519,628	8.3%	3,009,462	-77.7%	-	-100.0%
December	1,908,878	-29.3%	2,003,101	4.9%	3,275,541	63.5%	4,248,434	29.7%	2,900,526	-31.7%	7,755,660	167.4%	-	-100.0%
January	316,894	-33.3%	247,860	-21.8%	152,400	-38.5%	140,021	-8.1%	291,218	108.0%	9,405,718	3129.8%	-	-100.0%
February	106,714	-40.8%	197,033	84.6%	103,374	-47.5%	257,164	148.8%	109,787	-57.3%	172,362	57.0%	-	-100.0%
March	301,887	357.3%	113,105	-62.5%	122,480	8.3%	93,902	-23.3%	116,898	24.5%	324,349	177.5%	-	-100.0%
April	177,122	190.3%	220,449	24.5%	272,661	23.7%	292,420	7.2%	347,971	19.0%	331,865	-4.6%	-	-100.0%
May	35,212	-49.8%	205,825	484.5%	90,408	-56.1%	142,835	58.0%	87,865	-38.5%	114,378	30.2%	-	-100.0%
June	15,823	-62.9%	116,877	638.7%	98,608	-15.6%	12,571	-87.3%	(88,048)	-800.4%	41,134	-146.7%	-	-100.0%
Adj. Period (July)	-	-	-	-	(2,461)	-	(322,040)	12988.0%	-	-100.0%	-	-	-	-
SUB-TOTAL	17,322,512	12.6%	17,558,966	1.4%	18,627,480	6.1%	20,393,409	9.5%	19,779,392	-3.0%	21,151,565	6.9%	-	-100.0%
TOTAL	17,322,512	12.6%	17,559,187	1.4%	18,627,480	6.1%	20,393,409	9.5%	19,779,392	-3.0%	21,154,929	7.0%	1,193	-100.0%
ORIGINAL BUDGET	16,555,000		17,550,000		18,100,000		18,800,000		19,900,000		21,160,000		22,680,000	
AMENDED BUDGET	16,555,000		17,550,000		18,100,000		18,800,000		19,900,000		21,160,000		22,680,000	
% OVER AMENDED BUDGET	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	
Current Period % to Actual	0.00%		0.00%		0.00%		0.00%		0.00%		0.02%		100.00%	
Current Period % to Budget														
Variance: Actual to Budget	767,512		9,187		527,480		1,593,409		(120,608)		(5,071)		(22,678,807)	

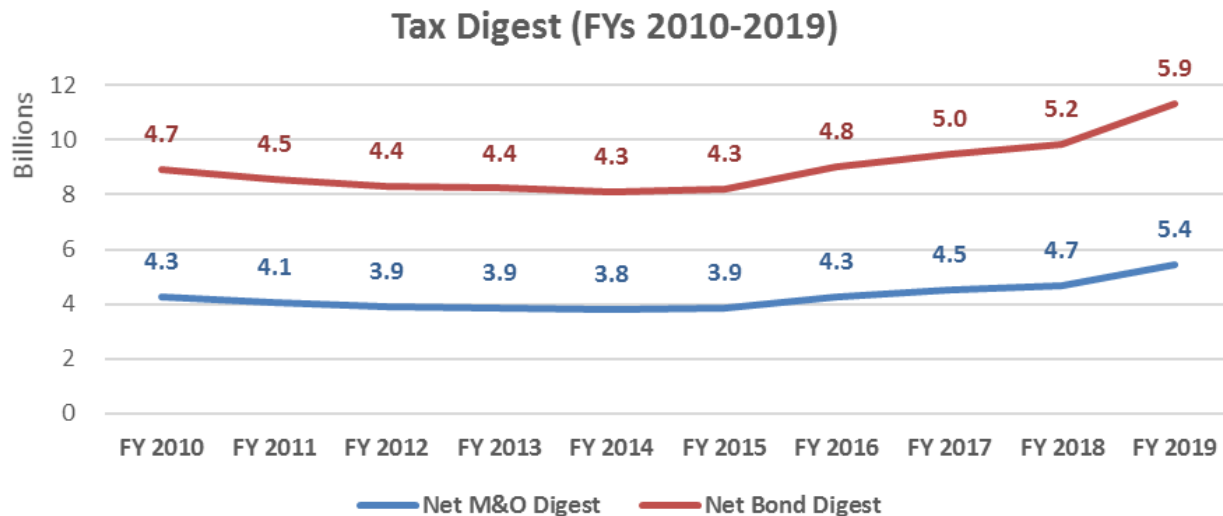
Property Taxes

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.

¹⁵ Please refer to the Financial Management Policies (*Section VIII: Financial Reporting*).

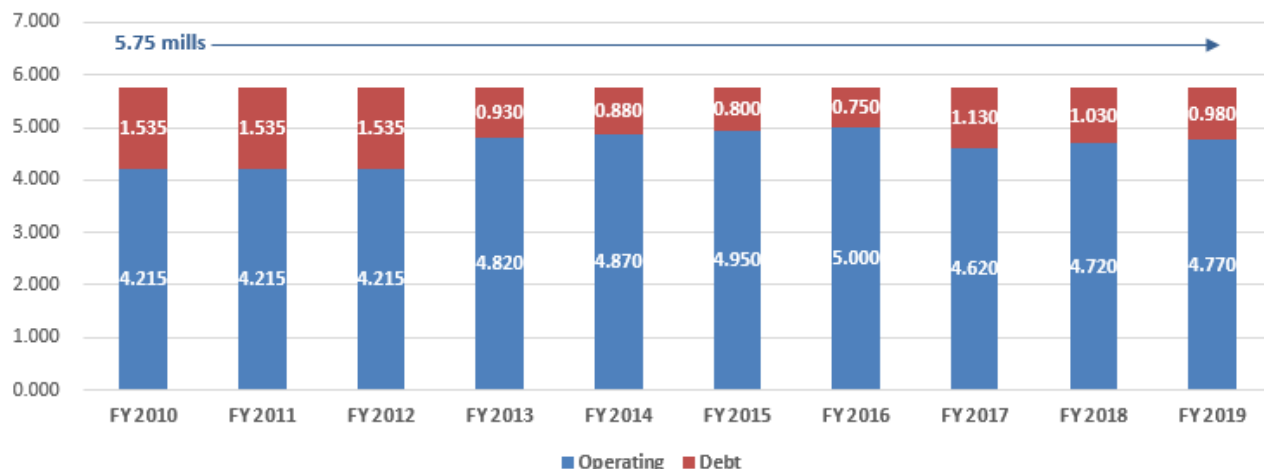
GENERAL FUND SUMMARY

The chart below illustrates the tax base growth (net of exemptions) within the city for the last 10 years including the forecast for FY 2019.



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

The city has historically acknowledged the need to provide a taxation rate commensurate with the government's level of service. The chart below illustrates the annual millage rates levied by the city for the last 10 years.



The FY 2019 Budget is based on maintenance of the city's millage rate at 5.750 mills. Property tax digest growth (existing values) is estimated at 6% equating to \$4.8 billion plus a forecast of new construction valuation of \$56 million (based on building permit data).

GENERAL FUND SUMMARY

FY 2020 taxroll valuations will be impacted by the floating homestead legislation (House Bill 712), assuming passage by the voters in November 2018, as it will rollback valuations on homesteaded properties (legislation includes a lengthy formula, but most properties will roll back to a 2016 base year valuation). However, HB 712 provides an inflationary adjustment factor that should help stabilize property tax revenue for the FY 2020 budget.

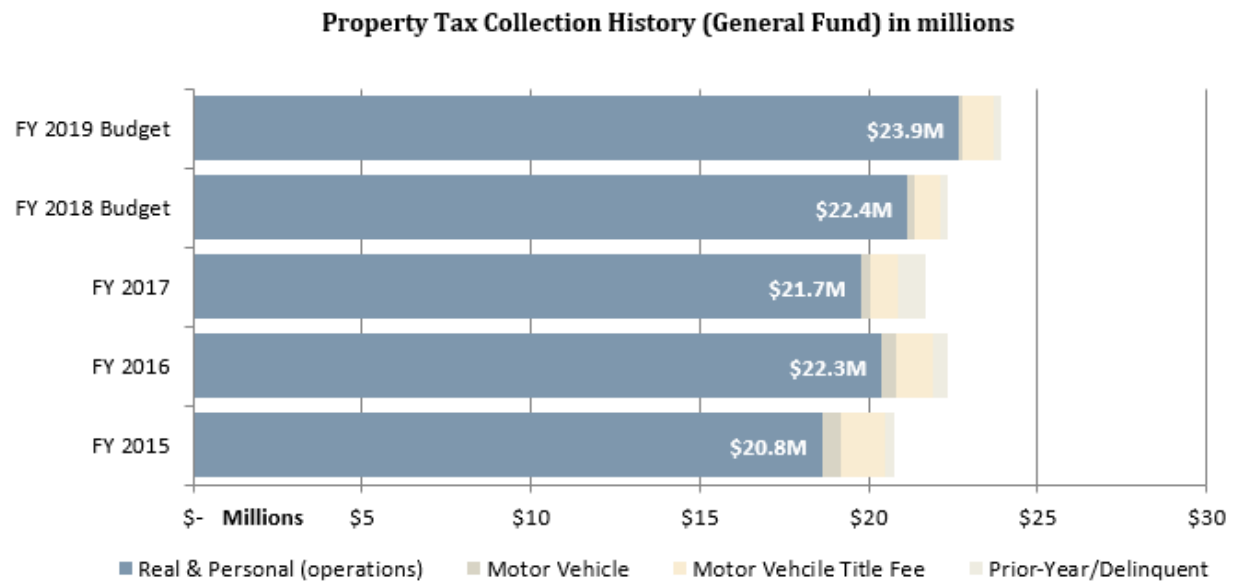
- The portion of the millage rate funding debt service (Debt Service Fund) is estimated to decrease from 1.03 mills in FY 2018 to 0.98 mills in FY 2019. Estimated growth in the property tax digest, coupled with available cash in the Debt Service Fund, allows for a reduction in the millage rate dedicated for debt service. The FY 2019 Budget proposes to program the debt service millage reduction into the General Fund.
- The portion of the millage rate funding operations and recurring capital investment (General Fund) is estimated to increase from 4.72 mills in FY 2018 to 4.77 mills in FY 2019. Property tax revenue estimates for FY 2019 total \$22.7 million (excluding motor vehicle taxes). Of this amount, \$4.5 million is included for a recurring capital program (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.). The capital funding will be transferred to the Capital Projects Fund and Stormwater Capital Fund to properly account for the capital improvement activities.

The property tax revenue estimates are net of the city's \$40,000 homestead exemption which saves our homeowners \$2.6 million annually (e.g. equates to a 1.1 mill reduction for the average homeowner). The city's homestead exemption is more than double the amounts offered from our companion cities and goes great lengths in keeping Alpharetta an affordable place to live and raise a family.

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 2022. HB 386 created a Motor Vehicle Title Fee that is intended to partially offset the reduction in motor vehicle taxes. An increase of 16% is forecasted for FY 2019 for motor vehicle title fees from a budget-to-budget standpoint. However, actual collections are estimated at \$850,000 in FY 2018 which equates to a revised growth rate of 6%. The main driver for the variances is a revision in the title fee revenue sharing formula (State/Counties/Cities) that increased the local share during 2017 from 41% to 46%.

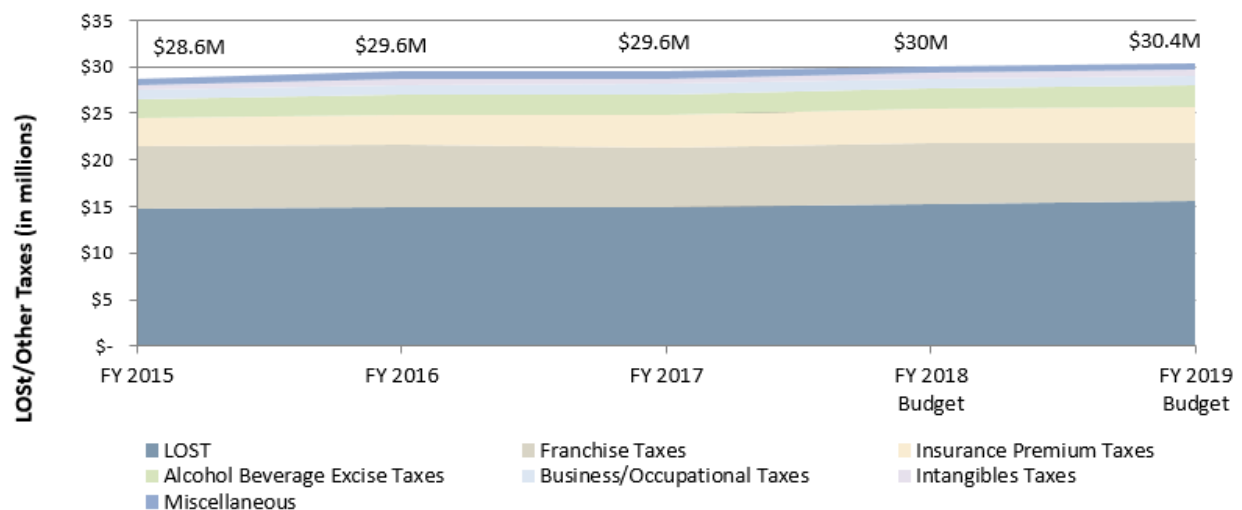
GENERAL FUND SUMMARY

General Fund property taxes are budgeted at \$24 million in FY 2019 and represent approximately 33% of General Fund revenues. The chart below depicts a 5-year history of General Fund property tax collections by type.



Other Taxes (including LOST)

Other taxes account for 42%, or \$30 million, of total General Fund revenue for FY 2019. 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.



GENERAL FUND SUMMARY

- **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 2019.

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

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

Growth of 3% is forecasted for FY 2019 and is based on year-to-date growth in FY 2018. Market indicators highlight continued growth in the economy but that has not translated into increased spending on taxable goods/services over the last several years.

- **Franchise Taxes:** All entities that provide electric, gas, cable, and/or telecommunications service within the city are required to have a franchise agreement for the use of public right-of-ways. A reduction of -7% is forecasted for FY 2019 from a budget-to-budget standpoint. Franchise Fee revenue is sensitive to fluctuations in usage (e.g. cool summer significantly lessens the need for air conditioning and associated energy usage). As such, budgetary practice is to be conservative with forecasting these collections so as to insulate the operating budget from the associated short-term collection fluctuations inherent in this revenue source. Collections from GA Power, the largest contributor of this revenue source (62% of total franchise fees), totaled \$3.9 million in FY 2018 and represents a -\$230,169 decrease over the prior year (\$4.1 million was collected in FY 2017) due primarily to relatively milder seasons (e.g. cooler summer and warmer winter) and continued investment in green technology (e.g. LED lighting) that reduced energy usage needs.

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

- **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 \$3.9 million in FY 2019. Growth of 6% is forecasted for FY 2019 from a budget-to-budget standpoint. However, actual collections during FY 2018 totaled \$3.8 million which equates to a revised growth rate of 2%.

GENERAL FUND SUMMARY

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 \$2.2 million in FY 2019. Growth of 5% is forecasted for FY 2019 from a budget-to-budget standpoint. However, actual collections are estimated at \$2.2 million for FY 2018 which is flat compared to the FY 2019 forecast.

Licenses & Permits

Licenses & permits account for 4%, or \$2.7 million, of total General Fund revenue for FY 2019. Licenses and permit revenues include alcoholic beverage permit fees, development permit and related fees, building permit fees, occupancy permit fees, sign permit fees, etc.

A slight reduction of -1% is forecasted for FY 2019 based on current collection patterns and permit activity. Actual collections are estimated at \$3.3 million in FY 2018 which is greater than the FY 2019 budget. License and Permit revenue is cyclical and sensitive to fluctuations in the market (e.g. construction market, employment market, etc.). As such, budgetary practice is to be conservative with forecasting these collections so as to insulate the operating budget from the associated short-term collection fluctuations inherent in this revenue source. The largest revenue source is Building Permit Fees (\$1.6 million forecast for FY 2019; \$2.2 million conservatively estimated for FY 2018) which also represents the growth driver as permit issuance is outpacing recent trends. This trend is expected to continue over the next several years with multiple large scale mixed-use (retail, commercial, residential, etc.) developments either under construction (Windward Park) or in the planning phases. Data used in forecasting models (e.g. building permits, certificate of occupancy submissions, etc.) indicate that economic activity will sustain the current revenue forecasts with growth increasing in the short-term.

Intergovernmental

Intergovernmental sources account for <1%, or \$460,000, of total General Fund revenue for FY 2019. This revenue is generated from Intergovernmental Agreements with the City of Milton related to the sharing of public safety and recreation/parks capabilities.

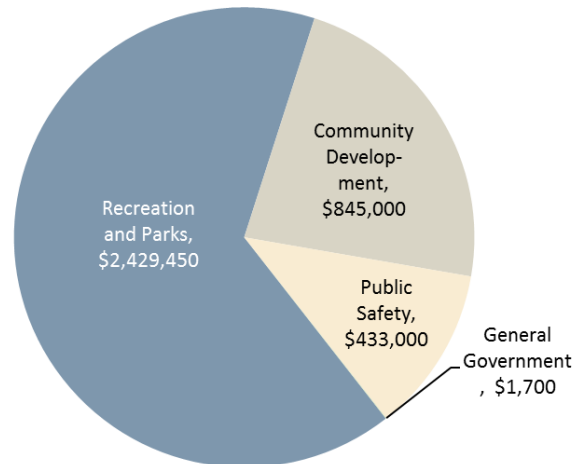
GENERAL FUND SUMMARY

Charges for Services

Charges for services account for 5%, or \$3.7 million, of total General Fund revenue. Growth 6% is forecasted for FY 2019 due primarily to expanded service levels including the new Cultural Arts Center and Expanded Pool operations (\$200,000 in revenue growth).

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

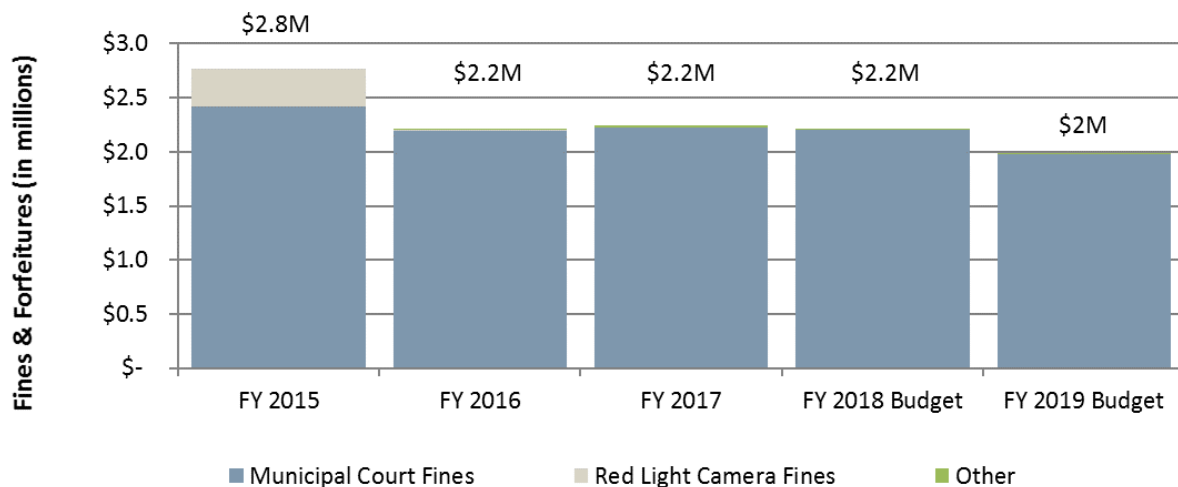
Charges for Services: \$3.7M



Fines & Forfeitures

Fines & forfeitures account for 3%, or \$2 million, of total General Fund revenue for FY 2019. A reduction of -10% is forecasted for FY 2019 from a budget-to-budget standpoint. However, actual collections are estimated at \$1.8 million in FY 2018 which equates to a revised growth rate of 10%. The primary driver of this variance is a significant reduction in court fine revenue (actual collections are down -25% fiscal year-to-date through February 2018) which is driven through a reduction in the corresponding citations. As the Public Safety Department is able to fill vacancies, traffic patrol activities will return to their normal scope; the FY 2019 Budget reflects an increased level of enforcement activity.

Fines & Forfeitures include municipal court fines, code enforcement, red light camera citations, etc.



GENERAL FUND SUMMARY

Interest

Interest earnings account for <1%, or \$150,000, of total General Fund revenue for FY 2019. Increases are forecasted to more accurately reflect the earnings the city is currently receiving on its investments as governed by the city's investment management policy.

Other Financing Sources

Other Financing Sources account for 4%, or \$2.9 million, of total General Fund revenue for FY 2019 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 \$6.1 million, of total General Fund appropriations for FY 2019. Carryforward Fund Balance represents available cash in excess of the city's 21% emergency reserve. The excess fund balance is used to fund non-recurring capital expenditures as detailed in the transmittal letter as well as the *Capital and Debt* tab of this document.



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GENERAL FUND SUMMARY

Expenditures

Operating expenditures of the General Fund are up 4.9% over FY 2018. This figure includes the operating initiative funding for FY 2019¹⁶. After adjusting for the operating initiative funding, **the base operational growth totals 3%**. The following table compares departmental appropriations within the General Fund:

	FY 2018 AMENDED BUDGET	FY 2019 RECOMMENDED BUDGET	\$ Variance	% Variance
Expenditures (by Department):				
Mayor and Council	\$ 364,488	\$ 364,389	\$ (99)	0.0%
City Administration	2,266,016	2,174,084	(91,932)	-4.1%
Legal Services	665,000	690,000	25,000	3.8%
Community Development	2,857,116	3,162,560	305,444	10.7%
Public Works	8,377,022	8,821,264	444,242	5.3%
Finance	3,347,009	3,366,136	19,127	0.6%
Public Safety	27,260,508	28,419,771	1,159,263	4.3%
Human Resources	415,782	430,846	15,064	3.6%
Municipal Court	1,126,546	1,096,466	(30,080)	-2.7%
Recreation, Parks & Cultural Services	9,101,275	9,934,305	833,030	9.2%
Information Technology	1,681,857	1,742,223	60,366	3.6%
Non-Departmental:				
Contingency	650,000	670,000	20,000	3.1%
Insurance Premiums (Risk Fund)	665,000	689,500	24,500	3.7%
Gwinnett Tech Contribution (Debt Svc)	286,840	286,590	(250)	-0.1%
Reserve for Operating Initiatives	-	130,000	130,000	100.0%
Donations/Contributions	45,000	10,000	(35,000)	-77.8%
Total Operating Expenditures	\$ 59,109,459	\$ 61,988,134	\$ 2,878,675	4.9%
Interfund Transfer:				
Capital Project Fund	12,747,363	8,895,065		
Operating Grant Fund	20,000	30,000		
Stormwater Capital Fund	1,255,000	1,675,000		
Total Expenditures	\$ 73,131,822	\$ 72,588,199		

¹⁶ Please refer to the Operating Initiative section of the Transmittal Letter for more information.

GENERAL FUND SUMMARY

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

	FY 2018 AMENDED BUDGET	FY 2019 RECOMMENDED BUDGET	\$ Variance	% Variance
Expenditures (by Category):				
Personnel Services:				
Salaries	\$ 26,968,197	\$ 28,026,322	\$ 1,058,125	3.9%
Group Insurance	8,002,164	8,039,454	37,290	0.5%
Pension (Defined Benefit)	2,500,954	2,599,935	98,981	4.0%
Pension (401A)	1,688,463	1,808,371	119,908	7.1%
Post Employment Healthcare Benefit	-	515,000	515,000	100.0%
Miscellaneous Benefits	2,844,228	3,001,047	156,819	5.5%
<i>sub total</i>	\$ 42,004,006	\$ 43,990,129	\$ 1,986,123	4.7%
Maintenance and Operations:				
Professional Services	\$ 2,758,796	\$ 2,870,122	\$ 111,326	4.0%
Repair/Maintenance	1,549,408	1,675,050	125,642	8.1%
Maintenance Contracts	2,174,992	2,365,305	190,313	8.8%
Professional Services (IT)	1,450,777	1,437,923	(12,854)	-0.9%
General Supplies	1,014,810	1,135,160	120,350	11.9%
Utilities	2,604,475	2,835,179	230,704	8.9%
Fuel	449,524	441,650	(7,874)	-1.8%
Legal Services	665,000	690,000	25,000	3.8%
Miscellaneous	1,937,663	1,991,033	53,370	2.8%
<i>sub total</i>	\$ 14,605,445	\$ 15,441,422	\$ 835,977	5.7%
Capital/Lease:				
Fire Truck/Cardiac Monitor/Taser Leases	\$ 578,669	\$ 628,550	\$ 49,881	8.6%
Tyler ERP Lease	110,904	-	(110,904)	-100.0%
Work Order Software Lease	76,622	76,943	321	0.4%
Miscellaneous	86,973	65,000	(21,973)	-25.3%
<i>sub total</i>	\$ 853,168	\$ 770,493	\$ (82,675)	-9.7%
Other Uses:				
Contingency	\$ 650,000	\$ 670,000	\$ 20,000	3.1%
Insurance Premiums (Risk Fund)	665,000	689,500	24,500	3.7%
Gwinnett Tech Contribution (Debt Svc)	286,840	286,590	(250)	-0.1%
Reserve for Operating Initiatives	-	130,000	130,000	-
Donations/Contributions	45,000	10,000	(35,000)	-77.8%
<i>sub total</i>	\$ 1,646,840	\$ 1,786,090	\$ 139,250	8.5%
Total Operating Expenditures	\$ 59,109,459	\$ 61,988,134	\$ 2,878,675	4.9%
Interfund Transfer:				
Capital Project Fund	12,747,363	8,895,065		
Operating Grant Fund	20,000	30,000		
Stormwater Capital Fund	1,255,000	1,675,000		
Total Expenditures	\$ 73,131,822	\$ 72,588,199		

GENERAL FUND SUMMARY

Meeting the Internal Needs of Operating Departments

Several of the major points of the FY 2019 Budget are as follows:

- Management of personnel and compensation program to align with current market environment:
 - Staffing level at 445.5 full-time equivalents (up one position from FY 2018; reduction of a vacant Deputy Clerk II position within Municipal Court which is offset by the addition of two positions within Community Development including a Permit Technician and an Administrative Assistant II).
 - Continuation of a performance-based merit program of 3% on April 1, 2019, per authorized/funded position (estimated cost of \$250,000 citywide ¹⁷) as well as the annualized financial impact of the Public Safety Department personnel reorganization that initiated in FY 2018 (estimated cost of \$50,000). This merit program is contingent upon a mid-year review of revenue trends to determine if sufficient funding is available. Research of national and local wage growth data indicates the 3% rate is a responsible average (i.e. not among the highest or the lowest).
 - Coverage of group insurance premiums including an increase in the HSA/HRA contribution made by the city to employees (increase in contribution varies between 25% to over 50%). However, premium growth is flat overall and less than the market growth for comparably sized entities due to city claims patterns that are trending less than the industry standard.
 - Addition of a new post-employment healthcare benefit to assist our employees in funding one of their primary cost drivers during retirement, healthcare. Forecasted costs for this benefit include a one-time transfer of available funding within the Medical Insurance Fund (\$1.5 million) and the inclusion of annual funding within departments approximating 2% of payroll (\$550,000 citywide). This benefit will require a minimum 15-year vesting (maximum benefit achieved at 25-years ¹⁸) which will further assist in not only recruitment, but also retention of our most valuable assets, our employees.
- Targeted growth (6% or \$835,977) in departmental maintenance and operations budgets (General Fund) that is primarily attributable to approved Operating Initiatives¹⁹ (expanded service levels) and include the following:

¹⁷ This represents the financial impact in FY 2017 (i.e. April-June 2017).

¹⁸ Credited years-of-service for current employees will count towards vesting (subject to a maximum of 15-years).

¹⁹ Please refer to the Operating Initiative section of the Transmittal Letter for more information.

GENERAL FUND SUMMARY

- Increase in professional services of \$111,326 due primarily to the elimination of municipal election related funding (FY 2018 was an election year) which is fully offset through arts program instructor fees anticipated for the new Cultural Arts Center (offset through fee collections from customers) and support for Community Arts Organizations within the newly formed Cultural Arts Division of the Recreation, Parks, and Cultural Services Department.
- Increase in maintenance contract costs of \$190,313 due primarily to the following:
 - Public Works - increase in maintenance contract costs due primarily to cost growth under the ROW landscape maintenance contract, Fulton County Animal Control contract, HVAC and pest control contracts for the Recreation, Parks & Cultural Services Department, janitorial contract costs for City Center, etc.
 - Public Safety - increase in maintenance contract costs due primarily to additional janitorial costs for the expanded Public Safety Headquarters coupled with software licensing fees associated with the TimeKeeping software procured during FY 2018.
 - Municipal Court - increase in maintenance contract costs due primarily to the Court Management Software initiative approved in FY 2018. Specifically: year 1 (FY 2018) included funds for fingerprint scanner equipment which does not continue into FY 2019; and year 2 (FY 2019) includes software licensing fees for the eCourts court management software (year 1 costs were covered by the Judicial Council's Administrative Office). Additional increases are associated with Janitorial Services which are now needed as a result of the Recreation, Parks, and Cultural Services Department reorganization that resulted in them vacating the Crabapple Government Center and reallocating their staff that used to provide onsite janitorial services. The City will use its private janitorial service provider moving forward to clean the Courts facility.
 - Recreation, Parks & Cultural Services - increase in maintenance contract costs due primarily to an increase in copier consumables (toner, etc.), expansion of the Zagster Bike Share program (City Center and Thompson Street locations) approved in FY 2018, and increases in janitorial maintenance costs. The Recreation, Parks & Cultural Services departmental reorganization resulted in the reallocation of active cleaning/maintenance personnel from the Crabapple Government

GENERAL FUND SUMMARY

Center. The City will use its private janitorial service provider moving forward to clean the remaining portions of the Crabapple facility used for parks activities (North Fulton Senior Services area and the Recreation Classroom area).

- Increase in repair and maintenance costs of \$125,642 due primarily to the following :
 - Public Works - Increase in facility repair and maintenance costs due to anticipated facility maintenance needs in FY 2019 including HVAC, flooring, painting, etc.).
 - Recreation, Parks & Cultural Services - Increase in grounds repair and maintenance costs based on park beautification efforts including increased focus on landscape maintenance (clearing out underbrush, tree pruning, tree removal, etc.).
- Increase in general supplies costs of \$120,350 due primarily to the following:
 - City Administration - Increase in general supplies costs based on historical and year-to-date expenditure trends including increased funding for meetings (materials, refreshments, etc.), promotional materials, and new funding to cover Alcohol Applicant signage (to be repaid through the Alcohol Beverage Permit Fee), etc.
 - Public Safety - Increase in general supplies costs based primarily on an increase in estimated spending on ammunition.
 - Recreation, Parks & Cultural Services - Increase in general supplies costs due primarily to the new Cultural Arts Center and expanded Wills Park Pool operations as well as multiple other factors including an increase in program activity and associated supplies (e.g. uniforms), increased activity at the Equestrian Center and a corresponding increase in shavings needs, and general growth in supply needs.
 - Increase in utilities funding of \$230,704 due primarily to operating initiative funding for street lighting along public roads²⁰.
- The departmental operating capital/lease budget primarily represents funding for the city's capital lease obligations (fire trucks, public works and community development software, etc.) coupled with minor maintenance capital needs and the transfer of the Taser Lease obligation from the DEA Fund

²⁰ Please refer to the Operating Initiative section of the Transmittal Letter for more information.

GENERAL FUND SUMMARY

in FY 2019 . The capital lease for the Finance Department (Tyler ERP) accounting software was fully paid during FY 2018.

- The Other Uses category includes the following: contingency (approximately 1% of the operating budget); Risk Management claims funding (this allocation represents funding for insurance premiums; funding for claims and administration/brokerage fees has been allocated to departments through the personnel services category); funding of debt service on the Gwinnett Technical College contribution (Alpharetta campus); and continuation of funding for the Friends of the Library (\$10,000).

The departmental budgets are detailed within the *Departmental Information* section of this document.



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SPECIAL REVENUE FUND SUMMARIES

Special Revenue Fund Summaries

Overview

The *Special Revenue Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2019 budgets for the city's Special Revenue Funds.

Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes. 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 as well as charts segmenting revenues by source (e.g. Charges for Services, Licenses & Permits, etc.) and expenditures by use (e.g. Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2018 and 2019. Revenues are presented by source and expenditures are presented by use.

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

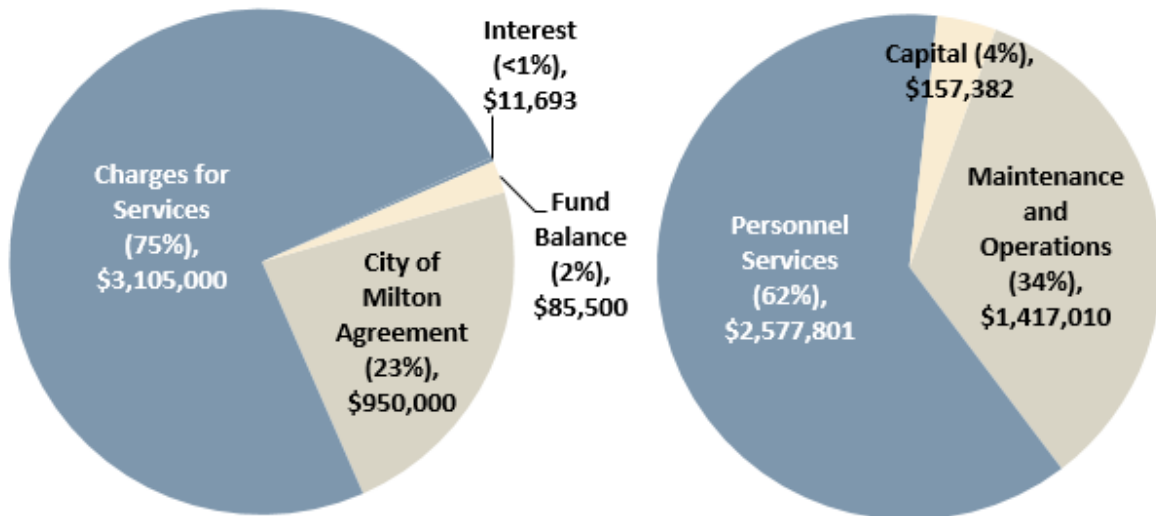
This statement provides a historical comparison of revenues and expenditures for fiscal years 2015-2019 as well as a forecast for fiscal years 2020-2021. Also included are changes in fund balance.

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

SPECIAL REVENUE FUND SUMMARIES

Emergency 911 Fund Summary

FY 2019 Budget: \$4,152,193



Revenues by Source

Expenditures by Use

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 directly from 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 2019 Budget for the E-911 Fund totals \$4,152,193 and represents a decrease of -24%, or -\$1,295,613, compared to FY 2018. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) and capital initiatives (E911 Expansion, VOIP upgrade, etc.) budgeted in FY 2018 ²¹. After adjusting for the non-allocated reserve, the true operational budget growth is flat with FY 2018.

The Personnel Services category increased 3%, or \$76,754, due primarily to wage increases associated with the 3% performance based merit program scheduled for April 1, 2019

²¹ Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Non-Allocated Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. A portion of this Non-Allocated Reserve was used to fund the city's share of the North Fulton Radio Initiative. The carry-forward for FY 2019 will occur subsequent to adoption of the budget.

SPECIAL REVENUE FUND SUMMARIES

(contingent upon a mid-year review of revenue trends), increases in overtime expense, and implementation of a post-employment healthcare benefit (new for FY 2019).

Authorized personnel total 30.0 FTEs.

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Communications Officer	14.0	13.0	17.0	17.0	17.0	-
Communications Shift Supervisor	5.0	5.0	5.0	4.0	4.0	-
Communications Quality Assurance Officer*	-	-	-	-	1.0	1.0
Division Chief	1.0	1.0	1.0	1.0	1.0	-
Section Chief - Communications Training*	1.0	1.0	1.0	1.0	1.0	-
Sr. Communications Officer*	4.0	5.0	5.0	5.0	4.0	(1.0)
911 Operations Manager	-	-	-	1.0	1.0	-
IT Systems Administrator	1.0	-	-	-	-	-
Network Analyst II	-	1.0	1.0	1.0	1.0	-
	26.0	26.0	30.0	30.0	30.0	-

* Position reclassifications occurred during FY 2018.

The Maintenance and Operations category decreased -5%, or -\$76,160, due primarily to the following activity:

- Decrease in maintenance contract costs of -\$105,516 due primarily to non-recurring Radio System appropriations in FY 2018.
- Increase in communications of \$26,000 to cover costs for implementation of the NexGen 911 Emergency Services Network (2019 Operating Initiative) which was partially offset through reduced cost estimates for E-911 Cost Recovery charges.

The Capital and Other categories include \$83,882 to cover lease payments associated with the financing of replacement mobile radios and \$73,500 in capital initiatives²² (\$23,500 for a replacement 911 Audio Recorder System and the allocable costs for roof replacement at Public Safety Headquarters (\$50,000).



²² Please refer to the *Capital and Debt* section of this document for detailed information on the capital investment for FY 2019.

SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2018 Amended Budget	FY 2019 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
E-911 Service Fees (land lines)	\$ 1,425,000	\$ 1,545,000	\$ 120,000	8.4%
E-911 Service Fees (cell phones)	1,460,000	1,420,000	(40,000)	-2.7%
E-911 Service Fees (prepaid cell cards)	115,000	140,000	25,000	21.7%
Intergovernmental:				
City of Milton	940,000	950,000	10,000	1.1%
Interest	5,478	11,693	6,215	113.5%
Other Financing Sources: (2)				
Mobile Radio Lease Financing	504,025	-	(504,025)	-100.0%
Budgeted Fund Balance ("FB")	998,303	85,500	(912,803)	-91.4%
Total Revenues (All Sources): (1)	\$ 5,447,806	\$ 4,152,193	\$ (1,295,613)	-23.8%
Personnel Services:				
Salaries	\$ 1,630,236	\$ 1,678,963	\$ 48,727	3.0%
Benefits	870,811	898,838	28,027	3.2%
Maintenance and Operations:				
Communications	428,000	454,000	26,000	6.1%
Maintenance Contracts	606,561	501,045	(105,516)	-17.4%
Professional Services (IT)	248,939	240,902	(8,037)	-3.2%
Utilities	41,948	48,091	6,143	14.6%
Miscellaneous	167,722	172,972	5,250	3.1%
Capital:				
Capital (3)	1,275,560	73,500	(1,202,060)	-94.2%
Capital Lease Payments	76,777	83,882	7,105	
Other Uses: (2),(3)				
Non-Allocated/Reserve	101,252	-	(101,252)	-100.0%
Transfer to Capital Project Fund	-	-	-	0.0%
Total Expenditures (All Uses): (1)	\$ 5,447,806	\$ 4,152,193	\$ (1,295,613)	-23.8%

Personnel (full-time-equivalent)	30.0	30.0
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Notes:

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance and Non-Allocated/Reserves. The true operational budget variance after adjusting for non-operating items approximates 2%.

(2) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a 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 2019 will occur subsequent to adoption of the budget.

(3) FY 2018 includes funding for capital initiatives (E-911 allocable portion of the PS Headquarters Expansion project; costs related to the Alarm Interface Module; capital costs for the upgrade of mobile radios which were funded through a capital lease) and operating initiatives (annual support/maintenance costs related to the Alarm Interface Module). FY 2019 includes funding for the Emergency Services Network (NexGen911) upgrade (net cost of \$111,000), 911 CALEA Accreditation Program (\$16,000), replacement 911 Audio Recorder System (\$23,500), and the allocable costs for roof replacement at Public Safety Headquarters (\$50,000). Please refer to the Capital Initiative Requests and Operating Initiative Requests section of this document for detailed information.

SPECIAL REVENUE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
Beginning Fund Balance:	\$ 3,971,699	\$ 2,150,699	\$ 2,122,858	\$ 1,827,069	\$ 930,018	\$ 844,518	\$ 808,663
Revenues:							
Charges for Services	\$ 3,235,946	\$ 3,020,347	\$ 2,649,733	\$ 3,000,000	\$ 3,105,000	\$ 3,136,050	\$ 3,167,411
Interest	3,803	5,777	5,508	5,478	11,693	11,810	11,928
City of Milton Agreement	898,734	921,918	936,865	940,000	950,000	959,500	969,095
Other	6,912	-	-	504,025	-	-	-
	<u>\$ 4,145,396</u>	<u>\$ 3,948,042</u>	<u>\$ 3,592,106</u>	<u>\$ 4,449,503</u>	<u>\$ 4,066,693</u>	<u>\$ 4,107,360</u>	<u>\$ 4,148,434</u>
Expenditures:							
Public Safety	\$ 5,966,396	\$ 3,975,883	\$ 3,887,895	\$ 5,346,554	\$ 4,152,193	\$ 4,143,215	\$ 4,184,647
	<u>\$ 5,966,396</u>	<u>\$ 3,975,883</u>	<u>\$ 3,887,895</u>	<u>\$ 5,346,554</u>	<u>\$ 4,152,193</u>	<u>\$ 4,143,215</u>	<u>\$ 4,184,647</u>
Adjustments/Reconciliation:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	<u>\$2,150,699</u>	<u>\$2,122,858</u>	<u>\$1,827,069</u>	<u>\$ 930,018</u>	<u>\$ 844,518</u>	<u>\$ 808,663</u>	<u>\$ 772,450</u>
<i>Changes in Fund Balance (actual/est.) (2)(3)</i>	<i>\$ (1,821,000)</i>	<i>\$ (27,841)</i>	<i>\$ (295,789)</i>	<i>\$ (897,051)</i>	<i>\$ (85,500)</i>	<i>\$ (35,855)</i>	<i>\$ (36,214)</i>
<i>Personnel (full-time-equivalent)</i>	<i>26.0</i>	<i>26.0</i>	<i>30.0</i>	<i>30.0</i>	<i>30.0</i>		

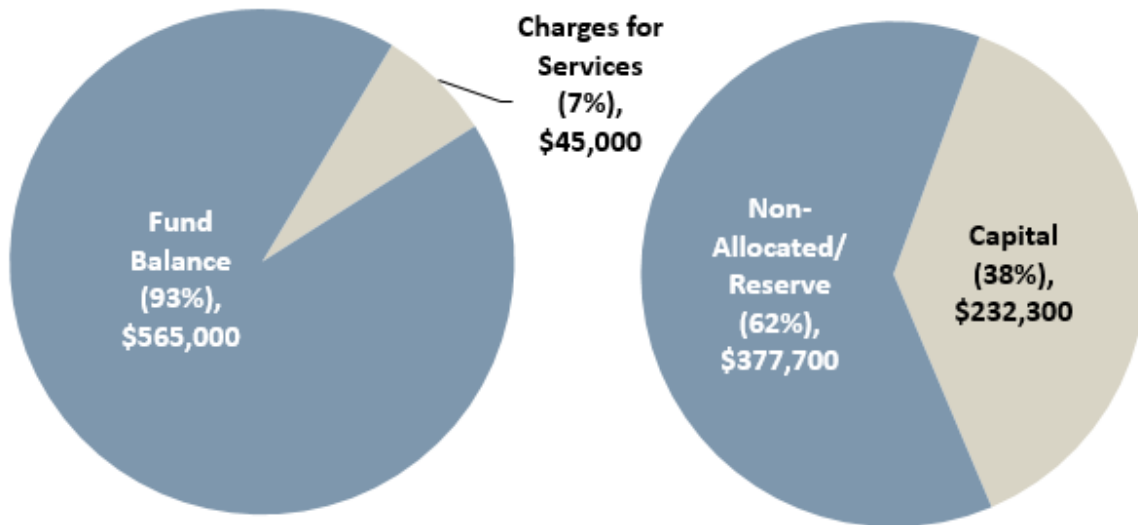
Notes:

- (1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.
- (2) FY 2015 fund balance usage was for the city's share of the North Fulton Radio System initiative. This initiative is 100% funded by the City of Alpharetta and is being tracked in a separate project (PEM01) to ensure transparency. FYs 2016-2017 fund balance usage is for multiple one-time capital initiatives including mobile radio replacements, 911 Facility Expansion, replacement of the 911 Phone System with a state-of-the-art VOIP system, emergency communications equipment, and continued funding for the North Fulton Regional Radio System Authority.
- (3) FY 2018 includes funding from fund balance for capital initiatives (E-911 allocable portion of the PS Headquarters Expansion project; costs related to the Alarm Interface Module; capital costs for the upgrade of mobile radios which were funded through a capital lease) and operating initiatives (annual support/maintenance costs related to the Alarm Interface Module). FY 2019 includes funding for the Emergency Services Network (NexGen911) upgrade (net cost of \$111,000), 911 CALEA Accreditation Program (\$16,000), replacement 911 Audio Recorder System (\$23,500), and the allocable costs for roof replacement at Public Safety Headquarters (\$50,000). Please refer to the Capital Initiative Requests and Operating Initiative Requests section of this document for detailed information.

SPECIAL REVENUE FUND SUMMARIES

Impact Fee Fund Summary

FY 2019 Budget: \$610,000



Revenues by Source

Expenditures by Use

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 2019 Budget totals \$610,000. This fund accounts for fees assessed upon development activity. These fees are collected to pay for system improvements (recreation/parks, streets, and public safety) as detailed within the city's impact fee ordinance. Impact Fees (non-allocated reserve balances from prior year collections) are being allocated to specific system improvements as follows:

- System Improvements²³
 - Parks (Design and construction of new park spaces: \$120,000)
 - Roads (Park Plaza Signalization: \$72,300; Non-Allocated: \$377,700)
 - Public Safety (Headquarters Expansion Furniture: \$40,000)

²³ Please refer to the *Capital and Debt* section of this document for detailed information on the capital investment for FY 2019.

SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2018 Amended Budget	FY 2019 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
Impact Fees (streets/highways)	\$ -	\$ -	\$ -	-
Impact Fees (recreation/parks)	550,000	45,000	(505,000)	-91.8%
Impact Fees (public safety)	-	-	-	-
Interest	-	-	-	-
Other Financing Sources:				
Budgeted Fund Balance	4,095,456	565,000	(3,530,456)	-86.2%
Total Revenues (All Sources):	\$ 4,645,456	\$ 610,000	\$ (4,035,456)	-86.9%
Non-Departmental/Other Uses:				
Impact Fee Administration	-	-	-	-
Capital	4,430,179	232,300	-	-94.8%
(1) Non-Allocated/Reserve	215,277	377,700	162,423	75.4%
Total Expenditures (All Uses):	\$ 4,645,456	\$ 610,000	\$ 162,423	-86.9%

Notes:

(1) Impact Fee monies are being reserved for future system improvements.

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
Beginning Fund Balance:	\$ 1,119,410	\$ 1,582,560	\$ 2,927,264	\$ 4,095,456	\$ 605,451	\$ 418,151	\$ 1,418,151
Revenues:							
Charges for Services	\$ 529,004	\$ 1,425,667	\$ 1,449,478	\$ 925,642	\$ 45,000	\$ 1,000,000	\$ 1,000,000
Interest	2,204	10,779	17,834	14,532	-	-	-
	\$ 531,208	\$ 1,436,446	\$ 1,467,312	\$ 940,174	\$ 45,000	\$ 1,000,000	\$ 1,000,000
Expenditures:							
Non-Departmental	\$ 68,058	\$ 17,055	\$ -	\$ -	\$ -	\$ -	\$ -
Capital	-	74,688	299,120	4,430,179	232,300	-	-
	\$ 68,058	\$ 91,743	\$ 299,120	\$ 4,430,179	\$ 232,300	\$ -	\$ -
Other Financing Sources (Uses):							
Interfund Transfer:							
Debt Service Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance: (1)	\$ 1,582,560	\$ 2,927,264	\$ 4,095,456	\$ 605,451	\$ 418,151	\$ 1,418,151	\$ 2,418,151
Changes in Fund Balance (actual/est.)	\$ 463,150	\$ 1,344,704	\$ 1,168,192	\$ (3,490,005)	\$ (187,300)	\$ 1,000,000	\$ 1,000,000

Notes:

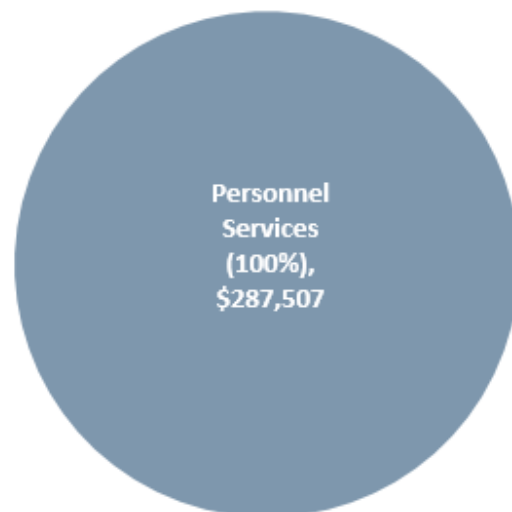
(1) In order to accurately measure anticipated fund balance usage, this schedule omits the Carryforward Fund Balance and Non-Allocated/Reserve accounts.

(2) Impact Fee monies for FY's 2015-2017 are being reserved for future system improvements. FY's 2018-2019 includes the appropriation of impact fee monies toward eligible projects.

SPECIAL REVENUE FUND SUMMARIES

Drug Enforcement Agency Fund Summary

FY 2019 Budget: \$287,507



Revenues by Source

Expenditures by Use

The DEA Fund accounts for revenues received from the enforcement of drug laws and the confiscation of property from drug offender's arrests that can be used by public safety to aid in drug enforcement activity. Funds cannot be used to supplant the Public Safety Department's operational budget. The Public Safety Department manages the DEA Program.

Trends

The FY 2019 Budget for the DEA Fund totals \$287,507 and represents a decrease of -83%, or -\$1,403,926, compared to FY 2018. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) budgeted in FY 2018²⁴.

The Personnel Services category increased 19%, or \$46,748, due primarily to wage increases associated with the 3% performance-based merit program schedules for April 1, 2019 (contingent upon a mid-year review of revenue trends), increases in group insurance premiums coupled with the effect of staff turnover (i.e. varying incumbent insurance coverage elections - e.g. family vs. single, etc.), and implementation of a post-employment healthcare benefit (new for FY 2019). Included in this Fund is funding for the three police

²⁴ Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a Non-Allocated Reserve account. The purpose is to provide elected officials, city staff, citizens, and stakeholders with a transparent view of the funding available for future initiatives. A portion of this Non-Allocated Reserve was used to fund the Public Safety Headquarters Expansion project. The carry-forward for FY 2019 will occur subsequent to adoption of the budget.

SPECIAL REVENUE FUND SUMMARIES

officer positions that were displaced with the creation of the Special Investigations Unit approved in FY 2014.

Authorized personnel total 3 FTEs.

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Officer	3.0	3.0	3.0	3.0	3.0	-
	3.0	3.0	3.0	3.0	3.0	-

Capital/Lease expenses decreased due to the reallocation of the Taser lease funding to the General Fund for FY 2019 (Operating Initiative²⁵).



²⁵ Please refer to the Operating Initiative section of the Transmittal Letter for more information.

SPECIAL REVENUE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2018 Amended Budget	FY 2019 Recommended Budget	\$ Variance	% Variance
Fines and Forfeitures	\$ -	\$ -	\$ -	0.00%
Interest	-	-	-	0.00%
SWAT Equipment (Milton/Roswell Contribution)	240,360	-	(240,360)	100.00%
Other Financing Sources:				
Budgeted Fund Balance	1,451,073	287,507	(1,163,566)	-80.19%
Total Revenues (All Sources):	\$ 1,691,433	\$ 287,507	\$ (1,403,926)	-83.00%
Personnel Services	\$ 240,759	\$ 287,507	\$ 46,748	19.42%
Maintenance and Operations	-	-	-	0.00%
Capital (2)	1,159,556	-	(1,159,556)	-100.00%
Other Uses:				
Non-Allocated/Reserve (1)	291,118	-	(291,118)	-100.00%
Total Expenditures (All Uses):	\$ 1,691,433	\$ 287,507	\$ (1,403,926)	-83.00%

Notes:

(1) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a 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 2019 will occur subsequent to adoption of the budget.

(2) FY 2018 capital initiative funding includes multiple initiatives such as the Body Camera Program, additional funding for the PS Headquarters Expansion, SWAT Equipment, etc. FY 2019 funding is solely for the Taser lease payment.

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
Beginning Fund Balance:	\$ 2,096,210	\$ 1,974,755	\$ 1,742,860	\$ 1,450,948	\$ 391,980	\$ 104,473	\$ 104,473
Revenues:							
Fines and Forfeitures	\$ 769,983	\$ 244,352	\$ 220,016	\$ 100,987	\$ -	\$ 100,000	\$ 100,000
Interest	1,276	1,435	1,216	-	-	-	-
Miscellaneous	-	-	-	240,360	-	-	-
	\$ 771,259	\$ 245,786	\$ 221,232	\$ 341,347	\$ -	\$ 100,000	\$ 100,000
Expenditures:							
Public Safety	\$ 892,714	\$ 477,682	\$ 513,144	\$ 1,400,315	\$ 287,507	\$ 100,000	\$ 100,000
	\$ 892,714	\$ 477,682	\$ 513,144	\$ 1,400,315	\$ 287,507	\$ 100,000	\$ 100,000
Ending Fund Balance: (1),(2)	\$ 1,974,755	\$ 1,742,860	\$ 1,450,948	\$ 391,980	\$ 104,473	\$ 104,473	\$ 104,473
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ (121,455)</i>	<i>\$ (231,895)</i>	<i>\$ (291,912)</i>	<i>\$ (1,058,968)</i>	<i>\$ (287,507)</i>	<i>\$ -</i>	<i>\$ -</i>

Notes:

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

(2) FY 2019 fund balance is being used to fund personnel and the capital lease for Tasers.

SPECIAL REVENUE FUND SUMMARIES

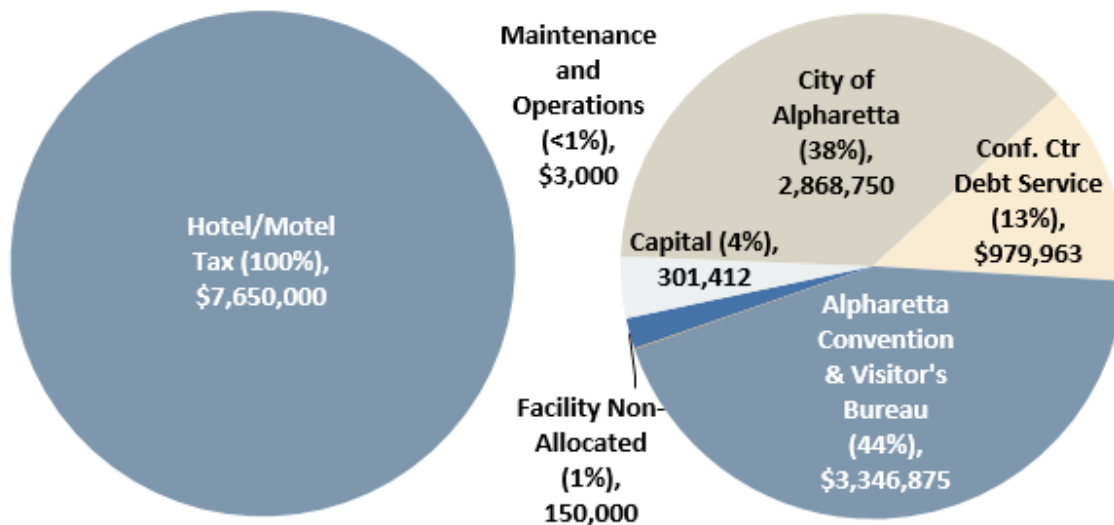


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SPECIAL REVENUE FUND SUMMARIES

Hotel/Motel Fund Summary

FY 2019 Budget: \$7,650,000



Revenues by Source

Expenditures by Use

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 2019 Budget totals \$7,650,000.

The Tourism Product Development portion of the revenue is dedicated to funding debt service on the Conference Center bonds with residual monies placed in a non-allocated reserve account²⁶ and/or allocated to allowable facility related investment (\$250,000 for the Equestrian Center Foundation Match; \$51,412 for Park System Wayfinding Signage; \$150,000 in non-allocated and available for future investment).

The Alpharetta Conference Center (state-of-the-art 44,000 square foot conference center) was constructed through a public-private partnership with North American Properties (developer of Avalon). Along with the Alpharetta Conference Center, North American

²⁶ This funding is in addition to the \$1.5 million of surplus hotel/motel taxes earmarked for a debt service reserve on the Conference Center bonds. This reserve is fully funded through the Conference Center portion of the tax.

SPECIAL REVENUE FUND SUMMARIES

Properties constructed a 325-room Marriott Autograph hotel abutting the Center. North American Properties is operating the Center that includes the largest meeting room in the north Fulton market. Economic impact studies have indicated that a conference center could bring in almost \$23.5 million in visitor spending, generating 545 jobs with more than \$15.7 million in earnings and over \$51.3 million in total economic output annually. The FY 2019 budget includes funding within the Hotel/Motel Fund to cover debt service on the bonds issued to fund construction of the Center. The debt service is fully funded through the hotel/motel tax.

Hotel/Motel Tax collections are forecasted to grow to \$7.7 million (FY 2018 collections are estimated at \$7.4 million) due primarily to an increase in business spending on travel and training.

Statement of Budgetary Comparisons

	FY 2018 Amended Budget	FY 2019 Recommended Budget	\$ Variance	% Variance
Other Taxes:				
Hotel/Motel Taxes	\$ 7,250,000	\$ 7,650,000	\$ 400,000	5.5%
Interest:	-	-	-	0.0%
Other:				
Budgeted Fund Balance	1,505,262	-	(1,505,262)	0.0%
Total Revenues (All Sources):	\$ 8,755,262	\$ 7,650,000	\$ (1,105,262)	-12.6%
Other Uses:				
Alpharetta Convention & Visitor's Bureau	\$ 3,171,875	\$ 3,346,875	\$ 175,000	5.5%
City of Alpharetta	2,718,750	2,868,750	150,000	5.5%
Facility Portion of the Hotel/Motel Tax:				
Professional Svcs (Bond Admin Fee)	-	3,000	3,000	0.0%
Series 2016 Bonds (Principal/Interest)	779,963	979,963	200,000	0.0%
Alpharetta Arts Center	550,000	-	(550,000)	0.0%
(1) Equestrian Center Foundation Match	-	250,000	250,000	200.0%
(1) Park System Wayfinding Signage	-	51,412	51,412	300.0%
Non-Allocated (Reserve)	34,674	150,000	115,326	0.0%
Debt Service Reserve	1,500,000	-	(1,500,000)	-100.0%
Total Expenditures (All Uses):	\$ 8,755,262	\$ 7,650,000	\$ (1,105,262)	-12.6%

Notes:

The City of Alpharetta levies a Hotel/Motel occupancy tax of 8% on total rental charges. The resulting revenue is distributed as follows: Alpharetta Convention & Visitor's Bureau (43.75%); City of Alpharetta (37.50%); and Tourism Product Development (18.75%; e.g. Conference Center). The tax was changed from 6% to 8% effective October 1, 2015 to fund construction of a Conference Center.

(1) Please refer to the Capital Initiatives section of this document for detailed descriptions.

SPECIAL REVENUE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
Beginning Fund Balance:	\$ -	\$ -	\$ 950,566	\$ 1,505,262	\$ 2,109,799	\$ 2,259,799	\$ 2,757,242
Revenues:							
Other Taxes	\$ 4,645,169	\$ 6,391,842	\$ 7,097,865	\$ 7,400,000	\$ 7,650,000	\$ 7,879,500	\$ 8,115,885
Interest	-	-	-	-	-	-	-
	<u>\$ 4,645,169</u>	<u>\$ 6,391,842</u>	<u>\$ 7,097,865</u>	<u>\$ 7,400,000</u>	<u>\$ 7,650,000</u>	<u>\$ 7,879,500</u>	<u>\$ 8,115,885</u>
Expenditures:							
Alpharetta Business Community	\$ 774,350	\$ 220,403	\$ 0	\$ -	\$ -	\$ -	\$ -
Alpharetta Convention & Visitor's Bureau	2,012,752	2,790,878	3,105,316	3,237,500	3,346,875	3,447,281	3,550,700
City of Alpharetta	1,858,068	2,429,994	2,661,700	2,775,000	2,868,750	2,954,813	3,043,457
Facility Portion of the Hotel/Motel Tax:							
Professional Svcs (Bond Admin)	-	-	525	3,000	3,000		
Facility Debt Service	-	-	775,629	779,963	979,963	979,963	975,963
Equestrian Center Foundation Match	-	-	-	-	250,000	979,963	975,963
Park System Wayfinding Signage	-	-	-	-	51,412	979,963	975,963
	<u>\$ 4,645,169</u>	<u>\$ 5,441,275</u>	<u>\$ 6,543,171</u>	<u>\$ 6,795,463</u>	<u>\$ 7,500,000</u>	<u>\$ 7,382,057</u>	<u>\$ 7,570,120</u>
Ending Fund Balance:	<u>\$ -</u>	<u>\$ 950,566</u>	<u>\$ 1,505,262</u>	<u>\$ 2,109,799</u>	<u>\$ 2,259,799</u>	<u>\$ 2,757,242</u>	<u>\$ 3,303,007</u>
<i>Changes in Fund Balance (actual/est.)</i>	<u>\$ -</u>	<u>\$ 950,566</u>	<u>\$ 554,695</u>	<u>\$ 604,537</u>	<u>\$ 150,000</u>	<u>\$ 497,443</u>	<u>\$ 545,765</u>

Notes:

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

Fund Balance totaling \$1.5 million will be retained as a Debt Service Reserve.

Please refer to the *Capital and Debt* section of this document for detailed descriptions on the recommended projects.

ENTERPRISE FUND SUMMARY

Enterprise Fund Summary

Overview

The *Enterprise Fund Summary* section is intended to provide readers with an overall understanding of the fiscal year 2019 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 provide readers with revenue and expenditure summaries/narratives from several different perspectives including:

- **Fund Summary**

This section provides a brief description of the Solid Waste Fund as well as charts segmenting revenues by source (e.g. Charges for Services, Interest, etc.) and expenditures by use (e.g. Personnel Services, Maintenance & Operations, Capital, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2018 and 2019. Revenues are presented by source and expenditures are presented by use.

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

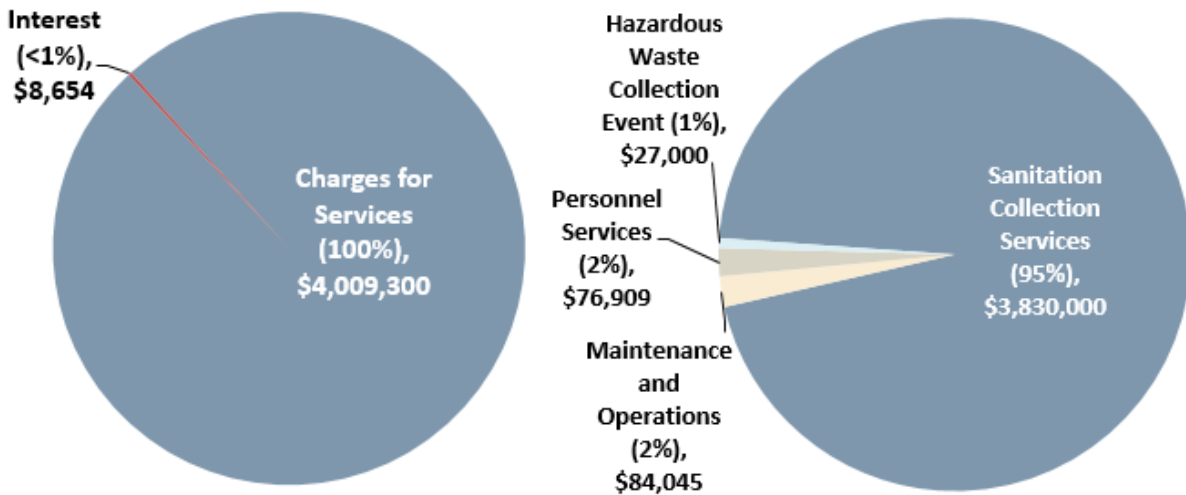
This statement provides a historical comparison of revenues and expenditures for fiscal years 2015-2019 as well as a forecast for fiscal years 2020-2021. Also included are changes in fund balance.

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

ENTERPRISE FUND SUMMARY

Solid Waste Fund Summary

FY 2019 Budget: \$4,017,954



Revenues by Source

Expenditures by Use

The Solid Waste Fund accounts for fees received from users of the city's residential solid waste program (i.e. garbage, yard waste, and recycling collection including glass). Services are provided on a user charge basis and managed through a contract with a private operator. The Finance Department manages the Solid Waste Program including billing, collection, and customer service functions.

Commercial solid waste customers are authorized to contract for commercial solid waste collection and disposal services from any contractor that has obtained a solid waste collection permit from the city.

Trends

The FY 2019 Budget for the Solid Waste Fund totals \$4,017,954 and represents a decrease of -1%, or -\$32,298, compared to FY 2018. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) budgeted in FY 2018²⁷. After adjusting for the non-allocated reserve, the operational budget is close to 9% representing the annualized impact of the glass recycling route approved in FY 2018 in addition to inflationary increases in the private waste hauler contract.

²⁷ 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 2019 will occur subsequent to adoption of the budget.

ENTERPRISE FUND SUMMARY

The Personnel Services category increased 3%, or \$2,170, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends) and implementation of a post-employment healthcare benefit (new for FY 2019).

Authorized personnel total 1.0 FTE and represent the following:

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
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 10%, or \$350,778, due primarily to the annualized impact of the glass recycling route approved in FY 2018 in addition to inflationary increases in the private waste hauler contract.



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ENTERPRISE FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2018 Amended Budget	FY 2019 Recommended Budget	\$ Variance	% Variance
Licenses and Permits:				
Solid Waste Permits (Penalties/Interest)	\$ -	\$ -	\$ -	0.00%
Charges for Services:				
Solid Waste Collection Fees	3,553,000	3,953,000	400,000	11.26%
Solid Waste Tag Fees	1,000	1,000	-	0.00%
Solid Waste Commercial Hauler Fees	25,000	25,000	-	0.00%
Solid Waste Fees (Penalties/Interest)	30,000	30,000	-	0.00%
Bad Check Fees	300	300	-	0.00%
Interest	7,706	8,654	948	12.30%
Other:				
Miscellaneous Revenue	-	-	-	0.00%
Other Financing Sources:				
Budgeted Fund Balance	433,246	-	(433,246)	-100.00%
Total Revenues (All Sources): (1)	\$ 4,050,252	\$ 4,017,954	\$ (32,298)	-0.80%
Personnel Services:				
Salaries	\$ 38,542	\$ 39,552	\$ 1,010	2.62%
Benefits	36,197	37,357	1,160	3.20%
Maintenance & Operations:				
Professional Fees	3,536,360	3,885,400	349,040	9.87%
Miscellaneous	53,907	55,645	1,738	3.22%
Capital/Other Uses:				
Non-Allocated/Reserve (2)	385,246	-	(385,246)	-100.00%
Total Expenditures (All Uses): (1)	\$ 4,050,252	\$ 4,017,954	\$ (32,298)	-0.80%
<i>Personnel (full-time-equivalent)</i>	<i>1.0</i>	<i>1.0</i>		

Notes:

(1) Includes non-operating revenue and expenditures such as Carryforward Fund Balance and Non-Allocated/Reserves. Operational budget growth is 22% after adjusting for non-operating items and is primarily driven by the new glass recycling service approved subsequent to the FY 2018 budget adoption.

(2) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a 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 2019 will occur subsequent to adoption of the budget.

ENTERPRISE FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
Beginning Fund Balance:	\$ 1,013,492	\$ 967,765	\$ 1,123,990	\$ 1,133,211	\$ 1,085,211	\$ 1,085,211	\$ 1,125,391
Revenues:							
Licenses and Permits	\$ 763	\$ 743	\$ 71	-	\$ -	\$ -	\$ -
Charges for Services	3,214,475	3,224,290	3,275,064	3,609,300	4,009,300	4,089,486	4,171,276
Interest	3,131	8,598	8,994	7,706	8,654	8,827	9,004
Miscellaneous Revenue	-	-	-	-	-	-	-
	<u>\$ 3,218,369</u>	<u>\$ 3,233,631</u>	<u>\$ 3,284,129</u>	<u>\$ 3,617,006</u>	<u>\$ 4,017,954</u>	<u>\$ 4,098,313</u>	<u>\$ 4,180,279</u>
Expenditures:							
Solid Waste Operations	\$ 3,264,095	\$ 3,077,407	\$ 3,274,907	\$ 3,665,006	\$ 4,017,954	\$ 4,058,134	\$ 4,098,715
	<u>\$ 3,264,095</u>	<u>\$ 3,077,407</u>	<u>\$ 3,274,907</u>	<u>\$ 3,665,006</u>	<u>\$ 4,017,954</u>	<u>\$ 4,058,134</u>	<u>\$ 4,098,715</u>
Other Financing Sources (Uses):							
Interfund Transfer:							
General Fund (subsidy/other)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Ending Fund Balance: (1)	<u>\$ 967,765</u>	<u>\$ 1,123,990</u>	<u>\$ 1,133,211</u>	<u>\$ 1,085,211</u>	<u>\$ 1,085,211</u>	<u>\$ 1,125,391</u>	<u>\$ 1,206,955</u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ (45,727)	\$ 156,224	\$ 9,222	\$ (48,000)	\$ -	\$ 40,180	\$ 81,564
<i>Personnel (full-time-equivalent)</i>	1.0	1.0	1.0	1.0	1.0		

Notes:

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

The minor reduction in fund balance in FY 2015 is based on the acquisition and implementation of new billing software for sanitation (e.g. Munis billing software) and general operations.

INTERNAL SERVICE FUND SUMMARIES

Internal Service Fund Summaries

Overview

The *Internal Service Fund Summaries* section is intended to provide readers with an overall understanding of the respective fiscal year 2019 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 as well as charts segmenting revenues by source (e.g. Charges for Services, Interest, etc.) and expenditures by use (e.g. Maintenance & Operations, Other, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2018 and 2019. Revenues are presented by source and expenditures are presented by use.

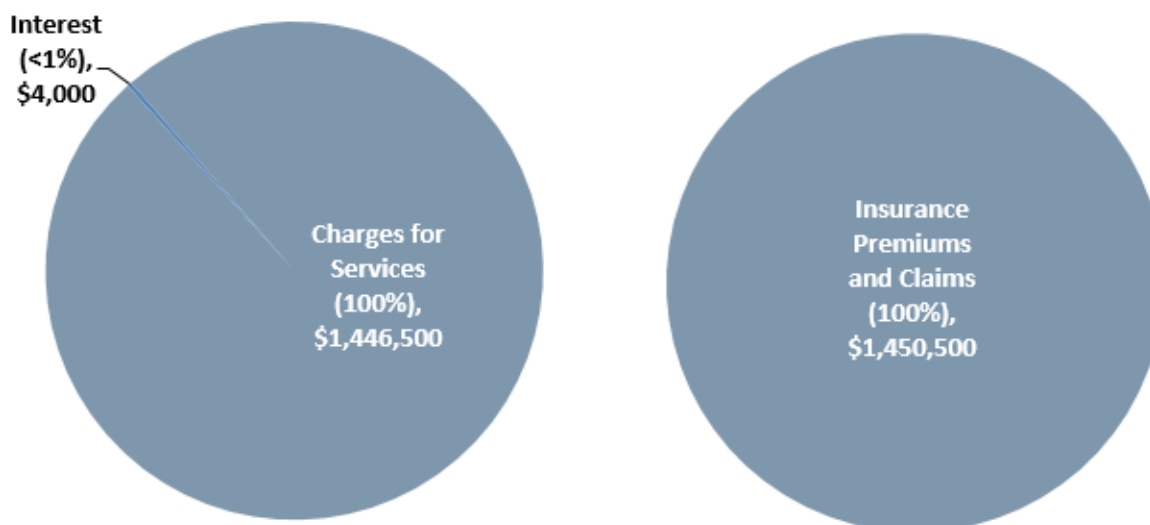
- **Statement of Revenues, Expenditures, and changes in Fund Balances**

This statement provides a historical comparison of revenues and expenditures for fiscal years 2015-2019 as well as a forecast for fiscal years 2020-2021. Also included are changes in fund balance.

INTERNAL SERVICE FUND SUMMARIES

Risk Management Fund Summary

FY 2019 Budget: \$1,450,500



Revenues by Source

Expenditures by Use

The Risk Management Fund accounts for expenses related to providing and administering the general liability, automotive liability, workers' compensation and property insurance coverage for the city. Funding is provided through an (approximate) 2% charge per employee (based on salary) for workers compensation coupled with funding from the General Fund for insurance premiums. The Finance Department manages the Risk Management Program including all workers compensation, general liability, and other insurance claims.

Trends

The FY 2019 Budget for the Risk Management Fund totals \$1,450,500 and represents a decrease of -10%, or -\$166,835, compared to FY 2018. The main driver of this variance is the non-allocated reserve (i.e. available fund balance) budgeted in FY 2018²⁸. After adjusting for the non-allocated reserve, the true operational budget growth totals 8%. This growth is driven through insurance premium increases/coverage changes (e.g. vehicle insurance, workers compensation excess liability insurance, etc.) and growth in estimated claims expenses (based on actuarial analysis).

²⁸ 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 2018 will occur subsequent to adoption of the budget.

INTERNAL SERVICE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2018 Amended Budget	FY 2019 Recommended Budget	\$ Variance	% Variance
Charges for Services				
Risk Fund	\$ 1,335,000	\$ 1,446,500	\$ 111,500	8.4%
Interest Earnings	3,000	4,000	1,000	100.0%
Other:				
Budgeted Fund Balance	279,335	-	(279,335)	-100.0%
Total Revenues (All Sources):	\$ 1,617,335	\$ 1,450,500	\$ (166,835)	-10.3%
Maintenance & Operations: (1)				
Professional Services	\$ 125,000	\$ 132,000	\$ 7,000	5.6%
Vehicle Insurance	150,000	170,000	20,000	13.3%
Property and Equipment Insurance	90,000	100,000	10,000	11.1%
General Liability Insurance	60,000	60,000	-	0.0%
Law Enforcement Liability Insurance	100,000	94,000	(6,000)	-6.0%
Public Entity Liability Insurance	60,000	60,000	-	0.0%
Workers Comp. Excess Liability Insurance	105,000	107,000	2,000	1.9%
Criminal Liability Insurance	5,000	4,500	(500)	-10.0%
Cyber Liability Insurance	8,000	7,000	(1,000)	100.0%
Umbrella Liability Insurance	60,000	56,000	(4,000)	-6.7%
Medical Services (PS Custody)	30,000	35,000	5,000	16.7%
Claims and Judgments	550,000	625,000	75,000	13.6%
Other Uses: (2),(3)				
Reserve	274,335	-	(274,335)	-100.0%
Total Expenditures (All Uses):	\$ 1,617,335	\$ 1,450,500	\$ (166,835)	-10.3%

Notes:

(1) Variances are based on current year-to-date premium expenditures and actuarial loss projections for risk claims (workers compensation, general liability, auto liability, etc.).

(2) Includes non-operating revenue and expenditures such as Budgeted Fund Balance and Reserve. The true operational budget variance after adjusting for non-operating accounts approximates 8%.

(3) Annually after the year-end accrual period (i.e. September), the city carries-forward available fund balance and places in a 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 2019 will occur subsequent to adoption of the budget.

INTERNAL SERVICE FUND SUMMARIES

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
Beginning Fund Balance:	\$ 334,109	\$ 367,911	\$ 589,042	\$ 279,336	\$ 274,336	\$ 274,336	\$ 299,226
Revenues:							
Charges for Services	\$ 1,115,000	\$ 1,262,000	\$ 1,310,000	\$ 1,335,000	\$ 1,446,500	\$ 1,489,895	\$ 1,534,592
Interest Earnings	1,724	3,984	4,754	3,000	4,000	-	-
Other:							
Insurance Proceeds	89,298	25,537	98,274	-	-	-	-
	<u>\$ 1,206,021</u>	<u>\$ 1,291,522</u>	<u>\$ 1,413,028</u>	<u>\$ 1,338,000</u>	<u>\$ 1,450,500</u>	<u>\$ 1,489,895</u>	<u>\$ 1,534,592</u>
Expenditures:							
Maintenance & Operations:							
Professional Services	\$ 122,141	\$ 93,457	\$ 121,077	\$ 125,000	\$ 132,000	\$ 133,320	\$ 134,653
Vehicle Insurance	128,809	135,169	143,111	150,000	170,000	171,700	173,417
Property and Equipment Insurance	62,856	84,628	83,823	90,000	100,000	101,000	102,010
General Liability Insurance	52,315	54,387	56,244	60,000	60,000	60,600	61,206
Law Enforcement Liability Insurance	91,350	93,429	94,931	100,000	94,000	94,940	95,889
Public Entity Liability Insurance	48,825	49,295	57,900	60,000	60,000	60,600	61,206
Workers Comp. Excess Liability Insurance	79,485	87,050	100,239	105,000	107,000	108,070	109,151
Criminal Liability Insurance	4,075	4,075	4,275	5,000	4,500	4,545	4,590
Cyber Liability Insurance	-	6,584	6,806	8,000	7,000	7,070	7,141
Umbrella Liability Insurance	52,115	53,602	56,725	60,000	56,000	56,560	57,126
Medical Services (PS Custody)	19,210	6,608	12,408	30,000	35,000	35,350	35,704
Claims and Judgments	511,038	402,107	985,195	550,000	625,000	631,250	637,563
	<u>\$ 1,172,219</u>	<u>\$ 1,070,391</u>	<u>\$ 1,722,734</u>	<u>\$ 1,343,000</u>	<u>\$ 1,450,500</u>	<u>\$ 1,465,005</u>	<u>\$ 1,479,655</u>
Ending Fund Balance: (1)	<u>\$ 367,911</u>	<u>\$ 589,042</u>	<u>\$ 279,336</u>	<u>\$ 274,336</u>	<u>\$ 274,336</u>	<u>\$ 299,226</u>	<u>\$ 354,162</u>
Changes in Fund Balance (actual/est.) (2)	\$ 33,802	\$ 221,131	\$ (309,706)	\$ (5,000)	\$ -	\$ 24,890	\$ 54,937

Notes:

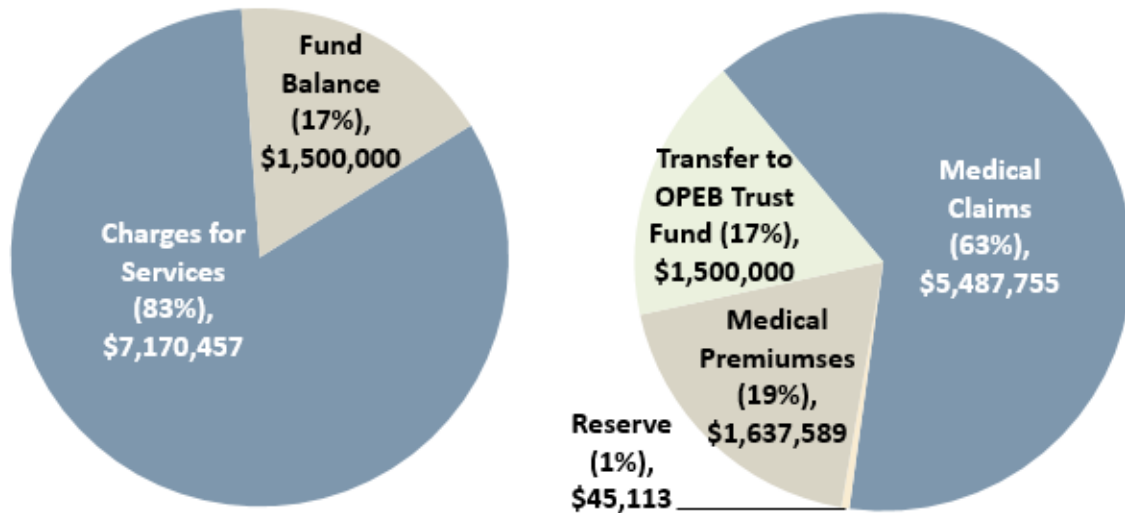
In order to accurately measure anticipated fund balance usage, this schedule omits the carryforward Fund Balance and Non-Allocated/Reserve accounts.

(2) Available Fund Balance was used in FY 2017 to supplement the reserve for claims and judgments.

INTERNAL SERVICE FUND SUMMARIES

Medical Insurance Fund Summary

FY 2019 Budget: \$8,670,457



Revenues by Source

Expenditures by Use

The Medical Insurance Fund accounts for activity under the City's Minimum Premium Plan (MPP) in accordance with Generally Accepted Accounting Principles.

Accounting rules dictate the creation of an Internal Service Fund to track activity under an MPP. As such, this fund does not represent new costs. Rather, it represents a flow of funds from the Operating Funds (e.g. employer/employee premiums) that does have the effect of grossing-up the totals as the appropriations are reflected in multiple Funds.

Under the MPP, the City and the medical insurer (CIGNA) agree that the City will be responsible for paying all claims up to an agreed-upon aggregate level, with the insurer responsible for the excess. The insurer will continue to process claims and administrative services. Through the MPP arrangement, the City is able to reduce premium taxes while maintaining coverage benefits. The MPP is still a fully insured medical plan.

Trends

The FY 2019 Budget totals \$8.7 million and represents premiums (employer and employee) and the associated expenditures (administration, claims, and reserves) in addition to a transfer of available fund balance to the OPEB Trust Fund for implementation of a post-employment healthcare benefit (new for FY 2019). The operating funds (e.g. General Fund, E911 Fund, DEA Fund, and Sanitation Fund) all include group insurance expenses that represent the city's costs.

INTERNAL SERVICE FUND SUMMARIES

Statement of Budgetary Comparisons

	FY 2018 Amended Budget	FY 2019 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
Medical Insurance Premiums				
Employer Contribution	\$ 6,289,453	\$ 6,455,648	\$ 166,195	2.6%
Employee Contribution	702,209	714,809	12,600	1.8%
Interest	-	-	-	0.0%
Other Financing Sources:				
Budgeted Fund Balance	1,022,567	1,500,000	477,433	100.0%
Total Revenues (All Sources):	\$ 8,014,229	\$ 8,670,457	\$ 656,228	8.2%
Maintenance and Operations				
Medical Premiums	\$ 1,501,694	\$ 1,637,589	\$ 135,895	9.0%
Other				
Medical Claims	5,408,414	5,487,755	79,341	1.5%
Reserve	1,104,121	45,113	(1,059,008)	-95.9%
Transfers-Out:				
OPEB Trust Fund	-	1,500,000	1,500,000	100.0%
Total Expenditures (All Uses):	\$ 8,014,229	\$ 8,670,457	\$ 656,228	8.2%

Notes:

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 is able to reduce premium taxes while maintaining coverage benefits. The MPP is still a fully insured medical plan.

The FY 2019 Budget totals \$8.7 million and represents premiums (employer and employee) and the associated expenditures (administration, claims, and reserves) in addition to a transfer of available fund balance to the OPEB Trust Fund for implementation of a post-employment healthcare benefit (new for FY 2019). 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 Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated Actual	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
Beginning Fund Balance:	\$ -	\$ -	\$ (76,062)	\$ 964,180	\$ 1,569,644	\$ 114,757	\$ 162,126
Revenues:							
Charges for Services	\$ -	\$ 6,558,912	\$ 6,742,079	\$ 6,991,662	\$ 7,170,457	\$ 7,528,980	\$ 7,905,429
Interest	-	116	126	-	-	-	-
	\$ -	\$ 6,559,028	\$ 6,742,205	\$ 6,991,662	\$ 7,170,457	\$ 7,528,980	\$ 7,905,429
Expenditures:							
Medical Premiums	\$ -	\$ 1,341,840	\$ 1,347,126	\$ 1,508,781	\$ 1,637,589	\$ 1,719,468	\$ 1,805,442
Medical Claims	-	5,293,250	4,354,837	4,877,417	5,487,755	5,762,143	6,050,250
	\$ -	\$ 6,635,089	\$ 5,701,963	\$ 6,386,199	\$ 7,125,344	\$ 7,481,611	\$ 7,855,692
Other Financing Sources (Uses):							
Interfund Transfer:							
OPEB Trust Fund	\$ -	\$ -	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -
Ending Fund Balance:	\$ -	\$ (76,062)	\$ 964,180	\$ 1,569,644	\$ 114,757	\$ 162,126	\$ 211,863
<i>Changes in Fund Balance (actual/est.)</i>	\$ -	\$ (76,062)	\$ 1,040,242	\$ 605,463	\$ (1,454,887)	\$ 47,369	\$ 49,737

Notes:

Available fund balance is being used in FY 2019 to fund implementation of a post-employment healthcare benefit (new for FY 2019).

FIDUCIARY FUND SUMMARY

Fiduciary Fund Summary

Overview

The *Fiduciary Fund Summary* section is intended to provide readers with an overall understanding of the respective fiscal year 2019 budget for the Other Post Employment Benefit (OPEB) Trust Fund.

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 as well as charts segmenting revenues by source (e.g. Charges for Services, Interest, etc.) and expenditures by use (e.g. Maintenance & Operations, Other, etc.).

- **Statement of Budgetary Comparisons**

This statement provides a detailed comparison of revenues and expenditures for fiscal years 2018 and 2019. Revenues are presented by source and expenditures are presented by use.

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

This statement provides a historical comparison of revenues and expenditures for fiscal years 2015-2019 as well as a forecast for fiscal years 2020-2021. Also included are changes in fund balance.

Fiduciary Funds

These funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds utilize the accrual basis of accounting and are not normally appropriated in the annual budget but are reflected in the city's monthly financial management reports and can be accessed at www.alpharetta.ga.us.

- **Pension Trust Fund:** This fund accounts for assets of the city's defined benefit pension plan. The assets in this fund cannot be used to support government programs or activities. This Fund is not appropriated in the annual budget but is reflected in the city's monthly financial management reports and can be accessed at www.alpharetta.ga.us.

FIDUCIARY FUND SUMMARY

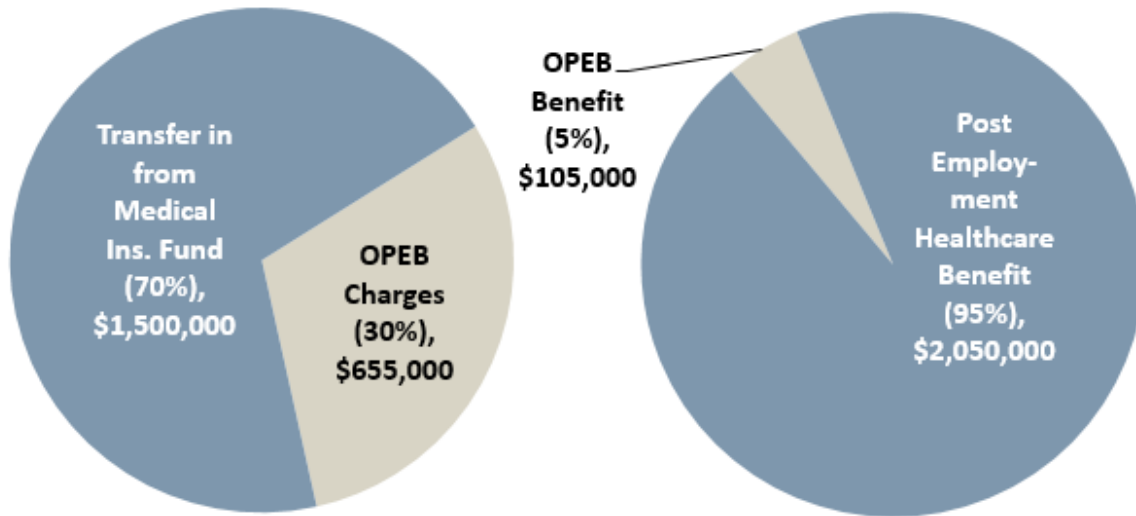
- **Other Post Employment Benefit (OPEB) Trust Fund:** The OPEB Trust Fund, until FY 2019, solely represented activity associated the other post-employment benefit plan (OPEB). Eligible retirees are offered the same health and prescription drug coverage as active employees. Each fiscal year, the city 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 2019 totals \$105,000 and is essentially flat with prior-year activity.

Starting with Fiscal Year 2019, this Fund is also reflecting implementation of a post-employment healthcare benefit (new for FY 2019). Funding for this benefit includes a one-time transfer of available funds from the Medical Insurance Fund (\$1.5 million) and ongoing funding from City operations (roughly 2% of payroll or \$550,000).

FIDUCIARY FUND SUMMARY

Other Post Employment Benefit (OPEB) Trust Fund Summary

FY 2019 Budget: \$2,155,000



Revenues by Source

Expenditures by Use

The OPEB Trust Fund, until FY 2019, solely represented 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 2019 totals \$105,000 and is essentially flat with prior-year activity.

Starting with Fiscal Year 2019, this Fund is also reflecting implementation of a post-employment healthcare benefit (new for FY 2019) to assist our employees in funding one of their primary cost drivers during retirement, healthcare.

Forecasted costs for this benefit include a one-time transfer of available funding within the Medical Insurance Fund (\$1.5 million) and the inclusion of annual funding within departments approximating 2% of payroll (\$550,000 citywide). This benefit will require a minimum 15-year vesting (maximum benefit achieved at 25-years²⁹) which will further assist in not only recruitment, but also retention of our most valuable assets, our employee.

²⁹ Credited years-of-service for current employees will count towards vesting (subject to a maximum of 15-years).

FIDUCIARY FUND SUMMARY

Funding for this benefit includes a one-time transfer of available funds from the Medical Insurance Fund (\$1.5 million) and ongoing funding from City operations (roughly 2% of payroll or \$550,000).

Statement of Budgetary Comparisons

	FY 2018 Amended Budget	FY 2019 Recommended Budget	\$ Variance	% Variance
Charges for Services:				
OPEB Trust Funding				
Employer Contribution	\$ -	\$ 85,000	\$ 85,000	-
Employee Contribution	-	20,000	20,000	-
Post Employment Healthcare Benefit				
Employer Contribution	-	550,000	550,000	-
Interest	-	-	-	-
Transfer-In				
Medical Insurance Fund	-	1,500,000	1,500,000	-
Total Revenues (All Sources):	\$ -	\$ 2,155,000	\$ 2,155,000	-
Maintenance and Operations				
OPEB Benefits	\$ -	\$ 105,000	\$ 105,000	-
Post Employment Healthcare Benefit	-	2,050,000	2,050,000	-
Reserve	-	-	-	0.0%
Total Expenditures (All Uses):	\$ -	\$ 2,155,000	\$ 2,155,000	-

Notes:

This Fund did not have an Annual Budget appropriation until FY 2019 with implementation of a post-employment healthcare benefit (new for FY 2019).

FIDUCIARY FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
Beginning Fund Balance:	\$ 944,314	\$ 995,158	\$ 1,057,004	\$ 1,130,253	\$ 1,130,253	\$ 1,130,253	\$ (1,022,247)
Revenues:							
OPEB Trust Funding	\$ 112,642	\$ 105,416	\$ 114,283	\$ -	\$ 105,000	\$ 110,250	\$ 115,763
Post Employment Healthcare Benefit	-	-	-	-	550,000		
Interest	1,507	2,846	6,460	-	-	-	-
	\$ 114,149	\$ 108,261	\$ 120,743	\$ -	\$ 655,000	\$ 110,250	\$ 115,763
Expenditures:							
OPEB Benefits	\$ 63,306	\$ 46,415	\$ 47,494	\$ -	\$ 105,000	\$ 110,250	\$ 115,763
Post Employment Healthcare Benefits	-	-	-	-	2,050,000	2,152,500	2,260,125
	\$ 63,306	\$ 46,415	\$ 47,494	\$ -	\$ 2,155,000	\$ 2,262,750	\$ 2,375,888
Other Financing Sources (Uses):							
Interfund Transfer:							
Medical Insurance Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -
Ending Fund Balance:	\$ 995,158	\$ 1,057,004	\$ 1,130,253	\$ 1,130,253	\$ 1,130,253	\$ (1,022,247)	\$ (3,282,372)
<i>Changes in Fund Balance (actual/est.)</i>	<i>\$ 50,844</i>	<i>\$ 61,846</i>	<i>\$ 73,249</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ (2,152,500)</i>	<i>\$ (2,260,125)</i>

Notes:

Fiscal Year's 2015-2018 represent activity associated the OPEB plan. 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.

This Fund did not have an Annual Budget appropriation until FY 2019 with implementation of a post-employment healthcare benefit (new for FY 2019). Funding for this benefit includes a one-time transfer of available funds from the Medical Insurance Fund and ongoing funding from City operations (roughly 2% of payroll).

FIDUCIARY FUND SUMMARY



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CAPITAL PROJECT FUND SUMMARIES

Capital Project Fund Summaries

Overview

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

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



Big Creek Greenway



Wills Park

A capital project generally is defined as an expenditure that has an expected useful life of more than three years with an estimated total cost of \$25,000 or more, or an improvement/ addition to an existing capital asset. Examples include building/ infrastructure construction, park improvements, streetscapes, land acquisitions, vehicles, etc. Capital projects are budgeted primarily in the city's capital project funds with the main exception

being those capital renewal & replacement projects that are funded annually in the General Fund (discussed below). Please refer to the *Financial Management Policies* section of this document for more information on the city's Capital Improvement Plan.

The city has six (6) capital project funds: Capital Projects Fund (general capital projects); Stormwater Capital Fund (drainage projects); Capital Grants Fund (account for capital grant proceeds); Conference Center Bond Fund (account for bond proceeds), 2016 Parks and

CAPITAL PROJECT FUND SUMMARIES

Transportation Bond Fund (account for bond proceeds), and the T-SPLOST Fund (account for collections from the Transportation Special Local Option Sales Tax). For the purposes of this budget document, only the Capital Projects Fund, Stormwater Capital Fund, and T-SPLOST Capital Fund are presented as new appropriation activity was approved for FY 2019. All capital project funds follow the life-to-date budgeting process whereby budget is carried forward annually to cover Council approved projects and remains in full-effect until project completion or re-allocation by City Council. As such, these appropriations are not reflected in this budget document but are reflected in the city's monthly financial management reports and can be accessed at www.alpharetta.ga.us. The capital project funds utilize the modified accrual basis of budgeting and accounting.

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

- **Capital Projects Fund**: This fund accounts for the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities, with a value in excess of \$25,000. Funding for these capital improvements typically come primarily from a transfer of available fund balance within the General Fund. Appropriations are perpetual with only new appropriations recognized in the annual budget.
- **Stormwater Capital Fund**: This fund accounts for the acquisition and construction of stormwater/drainage projects with a value in excess of \$25,000. Funding for these capital projects typically come primarily from a transfer of available fund balance within the General Fund. Appropriations are perpetual with only new appropriations recognized in the annual budget.
- **Capital Grants Fund**: This fund accounts for resources received from federal, state, and local grants awarded to the city. Matching funds, which represents the city's financial investment, are also recorded within this fund. This fund accounts for capital grants only. Operating grant proceeds are recorded within the Operating Grants Fund.
- **Conference Center Bond Fund**: This fund accounts for the proceeds and associated expenditures resulting from the issuance of Development Authority of Alpharetta revenue bonds, series 2016. This bond issue funded construction of a new state-of-the-art 44,000 square foot Conference Center through a public-private partnership with North American Properties (developer of Avalon). Along with the Conference Center, North American Properties constructed a 330-room Marriott Autograph hotel abutting the Center. North American Properties is operating the Conference Center. Economic impact studies have indicated that a conference center could bring in almost \$23.5 million in visitor spending, generating 545 jobs with more than \$15.7 million in earnings and over \$51.3 million in total economic output annually. Fund appropriations are perpetual with only new appropriations recognized in the annual budget. The Conference Center and companion hotel opened in January 2018.

CAPITAL PROJECT FUND SUMMARIES

- **2016 Parks and Transportation Bond Fund**: This fund accounts for the proceeds and associated expenditures resulting from the issuance of voter approved general obligation bonds, series 2016. This bond issue provides \$52 million in improvements aimed at alleviating traffic congestion, expanding sidewalk connectivity, improving park amenities, extending the Big Creek Greenway north to connect with Forsyth County's Greenway, and securing parkland for future passive and active park systems. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.
- **T-SPLOST Capital Fund**: This fund accounts for the collection of T-SPLOST (Transportation Special Purpose Local Option Sales Taxes) revenue and the expenditure on eligible transportation improvements and congestion mitigation initiatives. Fund appropriations are perpetual with only new appropriations recognized in the annual budget.

Funding Methodology

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

- **Proper Use of Fund Balance**

General Fund: Based on audited financial statements for the year ended June 30, 2017, the city's fund balance totaled \$28.5 million. Of this amount, approximately \$8.9 million was appropriated in the FY 2018 Budget for capital/one-time initiatives and \$13.5 million has been designated as an emergency account based on a conservative policy of 21% of total appropriations (i.e. roughly 2½ months of operating expenditures). It has been the city's policy to utilize the remaining fund balance above the emergency requirement for one-time capital expenditures. Available capital/one-time initiative funding resulting from FY 2017 operations totals \$6.1 million.

- **Funding Recurring Capital from Operating Budget**

FY 2019 includes appropriations totaling \$4.5 million within the General Fund for recurring capital initiatives (e.g. milling and resurfacing of city streets; traffic equipment replacement; drainage maintenance; etc.).

By programming the recurring capital program into the operating budget, the city is announcing to its citizens and stakeholders that capital investment in our roads and infrastructure is a priority that should be funded with certainty as opposed to relying on fund balance which may or may not be accumulated.

CAPITAL PROJECT FUND SUMMARIES

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



Alpharetta Arts Center (construction phase – Parks/Transportation Bonds, Series 2016)



Alpharetta Conference Center (Conference Center Bonds, Series 2016)

CAPITAL PROJECT FUND SUMMARIES

FY 2019 Capital Funding

The FY 2019 Capital Plan includes funding of \$23 million for capital initiatives. As part of the capital planning process, departments submitted capital/one-time initiative funding requests totaling \$23 million. Recommended capital projects total \$15 million, with an additional \$8.2 million set aside for future capital initiatives.

	General Fund	Impact Fee Fund	E-911 Fund	Hotel/Motel Fund	T-SPLST Fund	Subtotal (3)	Other Sources (4)	Total
Sources:								
Available Fund Balance	\$ 6,100,065	\$ 565,000	\$ 73,500	\$ -	\$ -	\$ 6,738,565	\$ -	\$ 6,738,565
(1) Recurring Capital Program	2,625,000	-	-	-	-	2,625,000	-	2,625,000
(1) Recurring Stormwater Capital Program	1,875,000	-	-	-	-	1,875,000	-	1,875,000
Pay-as-you-go Capital Investment	-	45,000	-	451,412	8,160,000	8,656,412	-	8,656,412
(5) Available Fund Balance (Capital Fund)	2,750,000	-	-	-	-	2,750,000	-	2,750,000
(2) Other Sources	-	-	-	-	-	-	575,000	575,000
	\$13,350,065	\$ 610,000	\$ 73,500	\$451,412	\$ 8,160,000	\$22,644,977	\$ 575,000	\$23,219,977
Uses:								
(2) Capital/Grant-Matching	\$ 10,220,315	\$ 232,300	\$ 73,500	\$ 301,412	\$ 3,616,996	\$ 14,444,523	\$ 575,000	\$ 15,019,523
	\$10,220,315	\$ 232,300	\$ 73,500	\$301,412	\$ 3,616,996	\$14,444,523	\$ 575,000	\$15,019,523
Non-Allocated:								
Future Capital/Grant Initiatives	\$ 3,129,750	\$ 377,700	\$ -	\$150,000	\$ 4,543,004	\$ 8,200,454	\$ -	\$ 8,200,454

- (1) Represents funding programmed within the General fund budget to cover recurring capital needs (e.g. milling & resurfacing of city roadways, fleet replacement, etc.).
- (2) All Capital Initiative funding will be transferred and accounted for within the Capital Projects Fund, Stormwater Capital Fund, Impact Fee Fund, E-911 Fund, T-SPLST Capital Fund, Hotel/Motel Fund, and Operating Grant Fund.
- (3) Represents capital appropriations included in the base FY 2019 Budget.
- (4) Represents capital appropriations that will be appropriated upon (1) receipt of the funds or (2) receipt of executed grant agreements or comparable documentation in accordance with the FY 2019 Budget Ordinance. Source includes LMIG Grant.
- (5) Represents the FY 2018 Non-Allocated balance within the Capital Project Fund.

Capital Improvement Plan

A consolidated version of the city's ten-year capital project improvement plan ("CIP") is included below. The CIP forecasts the city's new capital investment over the next ten-year period and consolidates the projects by Department. These figures do not include the city's existing capital initiatives (i.e. initiatives funded prior to FY 2019).

Investment by Department/Entity	Fiscal Years					
	2019 Budget ⁽¹⁾	2019 Other ⁽²⁾	2020-2022	2023-2025	2026-2028	Total
General Government	\$ 273,336	\$ -	\$ 503,940	\$ 513,770	\$ 845,260	\$ 2,136,306
Information Technology	660,000	-	2,251,400	1,943,700	1,454,600	6,309,700
Public Safety	1,671,200	-	5,337,800	4,626,700	9,193,800	20,829,500
Public Works	9,532,575	575,000	56,204,604	21,390,952	21,592,159	109,295,290
Recreation and Parks	2,137,412	-	5,479,200	4,585,300	2,972,100	15,174,012
Community Development	170,000	-	299,700	265,000	281,200	1,015,900
	\$ 14,444,523	\$ 575,000	\$ 70,076,644	\$ 33,325,422	\$ 36,339,119	\$154,760,708
Reserve for Future Capital	8,200,454	-	1,435,265	13,894,911	21,879,568	45,410,198
Capital Plan Total	\$ 22,644,977	\$ 575,000	\$ 71,511,909	\$ 47,220,333	\$ 58,218,687	\$200,170,906
Net Impact to Operations Budget	\$ 16,000	\$ -	\$ 143,780	\$ 214,190	\$ 264,410	

- (1) Includes funding thru the Capital Project Fund, Impact Fee Fund, E-911 Fund, Hotel/Motel Fund, and T-SPLST Fund.
- (2) Represents project initiatives that are funded through external sources and will be appropriated once earned/received (land sales, grants, etc.).

CAPITAL PROJECT FUND SUMMARIES

FY 2019 Capital Project Listing

The following section provides both a (1) summary list of FY 2019 capital investment and (2) a detailed narrative of each capital project.

	General/ Capital Project Fund (1)	Impact Fee Fund	E-911 Fund	Hotel/ Motel Fund	T-SPLOST Fund	Total	Other Sources	Total
City Administration								
Economic Development Toolbox	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ 125,000
Alpharetta Technology Commission Operational Funding	118,336	-	-	-	-	118,336	-	118,336
Subtotal	\$ 243,336	\$ -	\$ -	\$ -	\$ -	\$ 243,336	\$ -	\$ 243,336
Community Development								
Recurring Fleet Replacement (F-150s; qty: 2)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
Milton Avenue Concept Design	40,000	-	-	-	-	40,000	-	40,000
Design Services	80,000	-	-	-	-	80,000	-	80,000
Subtotal	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ -	\$ 170,000
Public Works								
McGinnis Ferry Road Capacity Improvements	\$ -	\$ -	\$ -	\$ -	\$ 2,400,000	\$ 2,400,000	\$ -	\$ 2,400,000
Morris Road Operational Improvements	-	-	-	-	500,000	500,000	-	500,000
Bethany Rd at Mid-Broadwell Rd Intersection Imp.	-	-	-	-	716,996	716,996	-	716,996
Recurring Traffic Signal System Maintenance	100,000	-	-	-	-	100,000	-	100,000
Recurring Milling & Resurfacing	1,925,000	-	-	-	-	1,925,000	575,000	2,500,000
Recurring Park Facilities Pavement Preservation	250,000	-	-	-	-	250,000	-	250,000
Recurring Traffic Control Equipment Replacement	100,000	-	-	-	-	100,000	-	100,000
Recurring Traffic Responsive System Maintenance	50,000	-	-	-	-	50,000	-	50,000
Recurring Traffic Striping and Signage Replacement	180,000	-	-	-	-	180,000	-	180,000
Recurring Traffic Calming/Intersection Safety Imp.	35,000	-	-	-	-	35,000	-	35,000
Recurring Bridge Maintenance	175,000	-	-	-	-	175,000	-	175,000
Recurring Traffic Signal Pole Painting/Maintenance	25,000	-	-	-	-	25,000	-	25,000
Recurring Tree Planting and Landscaping Improvements	100,000	-	-	-	-	100,000	-	100,000
Recurring Sidewalk Maintenance and Repair	200,000	-	-	-	-	200,000	-	200,000
Recurring Fleet Replacement (F-150; qty: 1)	36,000	-	-	-	-	36,000	-	36,000
Recurring Fleet Replacement (Admin. vehicle; qty: 1)	32,500	-	-	-	-	32,500	-	32,500
Recurring Fleet Replacement (F-250 Crew Cab; qty: 1)	61,000	-	-	-	-	61,000	-	61,000
Recurring Fleet Replacement (Box Dump Truck; qty: 1)	115,000	-	-	-	-	115,000	-	115,000
Recurring Facility Renovations (Fire Stations)	125,000	-	-	-	-	125,000	-	125,000
Recurring Facility Renovations (PS - CID Office)	70,000	-	-	-	-	70,000	-	70,000
Recurring Facility Renovations (PW Headquarters)	40,000	-	-	-	-	40,000	-	40,000
Recurring Facility Renovations (Parks - Gyms)	35,000	-	-	-	-	35,000	-	35,000
Recurring Facility Renovations (City Hall)	50,000	-	-	-	-	50,000	-	50,000
Recurring Stormwater Pipes/Structure Repair/Maint.	1,225,000	-	-	-	-	1,225,000	-	1,225,000
Recurring Stormwater Drainage Maintenance	150,000	-	-	-	-	150,000	-	150,000
Recurring Stormwater Inspections	100,000	-	-	-	-	100,000	-	100,000
Recurring Stormwater Design/Studies	100,000	-	-	-	-	100,000	-	100,000
Pedestrian Safety Study	125,000	-	-	-	-	125,000	-	125,000
Park Plaza Signalization Upgrade	227,700	72,300	-	-	-	300,000	-	300,000
Streetlighting Conversion/New Installations	50,000	-	-	-	-	50,000	-	50,000
City Center Development (Phase 2; Utilities)	26,079	-	-	-	-	26,079	-	26,079
PS Headquarters Parking Lot Expansion (design)	20,000	-	-	-	-	20,000	-	20,000
Design Services	115,000	-	-	-	-	115,000	-	115,000
Subtotal	\$ 5,843,279	\$ 72,300	\$ -	\$ -	\$ 3,616,996	\$ 9,532,575	\$ 575,000	\$ 10,107,575

CAPITAL PROJECT FUND SUMMARIES

	General/ Capital Project Fund (1)	Impact Fee Fund	E-911 Fund	Hotel/ Motel Fund	T-SPLOST Fund	Total	Other Sources	Total
Information Technology								
Recurring Technology Replacement	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000
Recurring Data Center Server Replacement	210,000	-	-	-	-	210,000	-	210,000
Application/Desktop Virtualization (phase 2)	150,000	-	-	-	-	150,000	-	150,000
Subtotal	\$ 660,000	\$ -	\$ -	\$ -	\$ -	\$ 660,000	\$ -	\$ 660,000
Public Safety								
Recurring Fleet Replacement (qty: 25)	\$ 1,008,000	\$ -	\$ -	\$ -	\$ -	\$ 1,008,000	\$ -	\$ 1,008,000
Replacement Traffic Preemption System	150,000	-	-	-	-	150,000	-	150,000
Recurring Public Safety Equipment Replacement	144,700	-	-	-	-	144,700	-	144,700
Recurring Roof Restoration/Replacement	90,000	-	50,000	-	-	140,000	-	140,000
Replacement PS Headquarters Furniture	65,000	40,000	-	-	-	105,000	-	105,000
Replacement 911 Audio Recorder System	-	-	23,500	-	-	23,500	-	23,500
Jail Camera System (replacement/expansion)	75,000	-	-	-	-	75,000	-	75,000
Turn-out Gear Washers (qty: 4)	25,000	-	-	-	-	25,000	-	25,000
Subtotal	\$ 1,557,700	\$ 40,000	\$ 73,500	\$ -	\$ -	\$ 1,671,200	\$ -	\$ 1,671,200
Recreation, Parks & Cultural Services								
Recurring Scoreboard Replacements (qty: 4)	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
Recurring Park Equipment Replacement	36,000	-	-	-	-	36,000	-	36,000
Recurring Synthetic Turf Field Replacement	450,000	-	-	-	-	450,000	-	450,000
Recurring Park Repairs/Improvements	100,000	-	-	-	-	100,000	-	100,000
Recurring Fleet Replacement (F-150; qty: 1)	28,000	-	-	-	-	28,000	-	28,000
Recurring Playground Equipment Replacement	100,000	-	-	-	-	100,000	-	100,000
Recurring Roof/Wall Restoration/Replacement	137,000	-	-	-	-	137,000	-	137,000
Recurring Tennis Courts Resurfacing	60,000	-	-	-	-	60,000	-	60,000
Wills Park Stream Restoration	300,000	-	-	-	-	300,000	-	300,000
Design Services	20,000	-	-	-	-	20,000	-	20,000
Design and Construction of New Park Spaces	280,000	120,000	-	-	-	400,000	-	400,000
Equestrian Center Foundation Match (design/buildout)	-	-	-	250,000	-	250,000	-	250,000
Park System Wayfinding Signage	75,000	-	-	51,412	-	126,412	-	126,412
Alpharetta Public Arts Initiative	85,000	-	-	-	-	85,000	-	85,000
The Stories Project	25,000	-	-	-	-	25,000	-	25,000
Subtotal	\$ 1,716,000	\$ 120,000	\$ -	\$ 301,412	\$ -	\$ 2,137,412	\$ -	\$ 2,137,412
General Government								
Matching Funds for City Grants	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
Subtotal	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
TOTAL	\$ 10,220,315	\$ 232,300	\$ 73,500	\$ 301,412	\$ 3,616,996	\$ 14,444,523	\$ 575,000	\$ 15,019,523
NON-ALLOCATED (future capital/one-time initiatives):	\$ 3,129,750	\$ 377,700	\$ -	\$ 150,000	\$ 4,543,004	\$ 8,200,454		\$ 8,200,454
Budgeted as part of FY 2019 Budget						Budgeted once received		

(1) Capital Initiative funding will be transferred and accounted for within the Capital Projects Fund, Stormwater Capital Fund, and/or Grant Funds.

CAPITAL PROJECT FUND SUMMARIES

The capital projects include direct linkages with the city's vision/strategic priorities. As previously discussed, when capital project initiatives are brought before the City Council for consideration, discussion is centered on how the initiatives link with the city's vision for the future.

Project: Economic Development Toolbox
Department: City Administration
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: The City of Alpharetta provides local incentives through its economic development toolbox and facilitated by our team of experienced economic development professionals. New or growing businesses that demonstrate a serious economic impact through job creation and capital investment qualify for these programs. The programs funded in this request include the Alpharetta360 Video Marketing Fund which has been influential in marketing the city as a business destination and has been directly responsible for the location of new businesses to the city. A new tool-kit item will be created with this funding called the Start-Up Relocation Grant which is aimed at attracting out-of-state technology start-ups to relocate and grow in the city. We will target 5 mid-stage FinTech and MedTech/HealthIT based tech start-up companies for the pilot program of this tool-kit item. Relocated start-up companies will be placed in the Alpharetta Innovation Center to help fuel our innovative community and attract more venture capital investment.

\$ Impact on Operations: Positive increase in economic activity (e.g. business investment, property values, etc.).

Financial Status

Funding Source:	Local:	\$	125,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	125,000

CAPITAL PROJECT FUND SUMMARIES

Project: ATC Operational Funding (Development Authority)
Department: City Administration
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This request is to provide operational funding for the Alpharetta Technology Commission (ATC) including funding for the ATC Director pursuant to terms set forth in the MOU between the ATC and the Development Authority of Alpharetta. The Director performs the day-to-day tasks and responsibilities necessary for the delivery of operational management services. The MOU terminates in February 2019 which represents 8-months of activity in FY 2019 totaling \$83,336 (\$10,417 monthly). Additional funding totaling \$35,000 is allocated herein to cover estimated costs beyond February.
\$ Impact on Operations:	Positive increase in economic activity (e.g. business investment, etc.).
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 118,336
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 118,336

Project: Recurring Fleet Replacement (F-150s; Qty: 2)
Department: Community Development
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This request is for the replacement of one 2004 Ford F-150 and one 2007 Ford F-150 (Unit CD2111 has 53,787 miles, and Unit CD4299 has 86,330 miles) for the Building Safety and Code Enforcement divisions. These vehicles warrant replacement based on age and maintenance/repair costs.
\$ Impact on Operations:	Routine replacement capital - operating costs to decrease due to decline in repairs.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 50,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 50,000

CAPITAL PROJECT FUND SUMMARIES

Project: Milton Avenue Concept Design
Department: Community Development
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is to provide funding for various design services along Milton Avenue, including new landscaping requirements, seating locations, crosswalk concept and sign location.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	40,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	40,000

Project: Design Services
Department: Community Development
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: 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.

\$ Impact on Operations: N/A


Financial Status

Funding Source:	Local:	\$	80,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	80,000

CAPITAL PROJECT FUND SUMMARIES

Project:
Department:
Strategic Priority:

McGinnis Ferry Road Capacity Improvements (COA Share)
Public Works
Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	<p>This regional capacity enhancement project includes widening McGinnis Ferry Road from 2-lanes to 4-lanes from Union Hill Road to Sargent Road. McGinnis Ferry Road is a major east/west corridor connecting I-85 and GA 400. The Project is jointly funded by GDOT, Forsyth County, City of Johns Creek and the City of Alpharetta. Funding request included herein represents Alpharetta’s estimated share of total project costs.</p> <p>Funding sources to include local (TSPLOST), state and/or Federal Funds. Total project costs are estimated at \$36 million; Alpharetta’s allocable costs are currently estimated at \$4 million. Existing funding includes: Series 2016 Parks and Transportation Bond (\$1.5 million); and \$100,000 within the Capital Project Fund. The remaining \$2.4 million is being requested herein through TSPLOST funds.</p>
\$ Impact on Operations:	Roadway maintenance costs will be substantially similar. Landscaping/ROW maintenance costs will increase (figure will be available upon completion of design phase).
<i>Financial Status</i>	
Funding Source:	
T-SPLOST Fund:	\$ 2,400,000
Bond:	
Grant:	\$ -
Total Appropriations:	\$ 2,400,000

CAPITAL PROJECT FUND SUMMARIES

Project: Morris Road Operational Improvements (Construction)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description:

This operational project along Morris Road will provide the appropriate auxiliary lanes/roundabout to accommodate the heavy traffic flow from both Old Milton Parkway and Webb Bridge Road. Project will also provide pedestrian and bicycle accommodations.

Original project estimates totaled \$2.7 million and were funded as part of the 2017 mid-year budget (design) and 2018 capital budget (construction). However, revised cost estimates total \$3.2 million requiring an additional \$500,000 in appropriations to maintain the scope. The additional funding is to cover cost overruns in the design and right-of-way acquisition phases. Both phases had been estimated at \$100,000 each. Design costs (including project management) have totaled \$276,714 and right-of-way is now estimated at \$489,000 based on the preparation of a data book. The construction estimate for the project is currently at \$2,400,000, below the original estimate of \$2,500,000.

\$ Impact on Operations:

Roadway maintenance costs will be substantially similar. Landscaping/ROW maintenance costs will increase (est. cost growth to be less than \$500 annually).

Financial Status

Funding Source:	T-SPLOST Fund:	\$	500,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	500,000

CAPITAL PROJECT FUND SUMMARIES

Project: Bethany Rd at Mayfield Rd Intersection Improvements
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: Intersection operational improvements potentially incorporating roundabouts at the intersection of Bethany Road and Mid Broadwell Road. The City has received numerous complaints regarding left turns onto Mid Broadwell Road from motorists traveling south on Bethany Road and from residents of the Pindell Glen Subdivision trying to leave their subdivision. Residents have complained about the speed of vehicles on Mid Broadwell road and have requested a reduction of the speed limit or the installation of a traffic signal or four-way stop. As these options do not meet warrants, a roundabout is proposed to reduce speeds in the area and assist in left-turn movements. Given the proximity of this intersection with the intersection of Bethany Road and Mayfield Road, both projects will be pursued together to ensure proper functionality.

Design was funded as part of the FY 2017 capital budget (TSPLOST). Right-of-way was fully funded and construction partially funded as part of the FY 2018 capital budget (TSPLOST). The requested funds represent the remainder of the construction cost.

\$ Impact on Operations: Roadway maintenance costs will be substantially similar. Landscaping/ROW maintenance costs will increase (est. cost growth to be less than \$500 annually).

Financial Status

Funding Source:	T-SPLOST Fund:	\$	716,996
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	716,996

Project: Recurring Traffic Signal System Maintenance
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the continual maintenance and repair of vehicle detectors (sensors that tell the traffic signal a car is waiting) and traffic signal communications throughout the city. Vehicle detectors are required to be repaired and/or replaced in order to maintain traffic signal responsiveness. Traffic signal communications enable the intersections to work together and smooth traffic flow. The annual funding request also allows for the replacement of loops removed during the milling and resurfacing projects.

\$ Impact on Operations: Routine capital - maintenance is negligible and included in base operating budget.

Financial Status

Funding Source:	Local:	\$	100,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	100,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Milling and Resurfacing
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the on-going maintenance of milling and resurfacing 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 \$575,000 that will be appropriated upon grant submission/approval). The city maintains a road rating database similar to that of the Georgia Department of Transportation. In using this approach, each road receives a rating from 1 to 100, with lower scores representing a greater need for maintenance. Funding to be provided through the following sources: Recurring Capital (\$1,925,000); LMIG Grant (\$575,000).

\$ Impact on Operations: This program decreases roadway maintenance costs as the surface is less susceptible to potholes and road surface deterioration.

Financial Status

Funding Source:	Local:	\$	1,925,000
	Bond:	\$	-
	Grant:	\$	575,000
Total Appropriations:		\$	2,500,000

Project: Recurring Park Facilities Pavement Preservation
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: 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.

For FY 2019, preservation of the back parking lot and associated drives for the Wills Park Equestrian Center. The work will involve the application of a high density mineral bond and the milling and resurfacing of select problem areas. This funding will be reserved pending completion of the Master Plan for Wills Park and the Equestrian Center.

\$ Impact on Operations: This program decreases maintenance costs as the surface is less susceptible to damage and surface deterioration.

Financial Status

Funding Source:	Local:	\$	250,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	250,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Traffic Responsive System Maintenance
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request provides funds to maintain upgraded signal equipment and fiber communication hardware purchased and installed by the Georgia Department of Transportation (GDOT; see below for explanation).

Stage 1: GDOT upgraded 123 out of 126 traffic signals with a new software (called MaxTime), at no cost to the City, which was completed in January 2018. Equipment cost borne by GDOT was approximately \$145,000. Only 3 fire station signals are left which will be upgraded in the current year.

Stage 2: New timing plans will be developed and implemented at 114 signals on major corridors at approximately \$550,000 cost to GDOT and no cost to the City. In order to perform this part, each intersection will be visited by contractors (Kimley-Horn and/or Arcadis) to collect updated counts, evaluate existing infrastructure, develop and test new timing plans, and also provide recommendations for safety improvements.

Stage 3: Developing thresholds, installation, and testing of Traffic Responsive (TR) timing plans at 114 signals on major corridors with an estimated cost of \$100,000 to GDOT and at no cost to the City.

\$ Impact on Operations: Routine capital - maintenance is negligible and included in base operating budget.

Financial Status

Funding Source:	Local:	\$	50,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	50,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Traffic Control Equipment
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This request is for equipment necessary for maintaining 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 smooth traffic flow. Traffic signal monitoring includes equipment necessary to maintain the Traffic Control Center. Temporary traffic control equipment includes devices used to detour or delineate traffic flow, examples include: cones, delineators and barricades.
\$ Impact on Operations:	Routine capital - maintenance is negligible and included in base operating budget.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 100,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 100,000

Project: Recurring Traffic Striping and Signage
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	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 the refresh of 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 the city's signage (performed in-house).
\$ Impact on Operations:	Routine capital - maintenance is negligible and included in base operating budget.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 180,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 180,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Traffic Calming & Intersection Safety Improvements
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the identification, design, and implementation of safety improvements in neighborhoods and at high crash rate intersections. Additionally, funds will enable staff to implement necessary traffic calming measures within the city. Projects will consist of roadway striping, signage, channelization, and minor widening to mitigate existing safety deficiencies. Program will enhance public health and safety for users of the city's transportation system.

\$ Impact on Operations: Routine capital - maintenance is negligible and included in base operating budget.

Financial Status

Funding Source:	Local:	\$	35,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	35,000

Project: Recurring Bridge Maintenance
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: 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.

FY 2019: Work items to be based on 2017 GDOT Inspections once report is received.

\$ Impact on Operations: This program decreases bridge maintenance costs as it is less susceptible to surface and structure deterioration.

Financial Status

Funding Source:	Local:	\$	175,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	175,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Traffic Signal Pole Painting and Maintenance
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request funds the continued paint maintenance of the city's traffic signal mast arms and pedestrian signals. Painting will coincide with the expected 7-10 year lifespan of the current signal pole painting plus miscellaneous general maintenance and touchups.

\$ Impact on Operations: Routine capital - maintenance is negligible and included in base operating budget.

Financial Status

Funding Source:	Local:	\$	25,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	25,000

Project: Recurring Tree Planting and Landscape Improvements
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for tree pruning, tree removal, tree planting, and landscape improvements within city right-of-ways. 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 street lights, signal head clearance, and intersection sightline clearance. The FY 2019 request also includes funding for tree planting and other landscape improvements. Proposed areas of improvement include sections of Westside Parkway and Mansell Road. The projects will include the planting of trees, shrubs and groundcovers. Planting of trees along Rucker Road will come from the City's Tree Bank Fund.

\$ Impact on Operations: \$2,000 annually for routine maintenance including landscape maintenance (e.g. fertilizing, pruning, etc.) and irrigation - added to operating budget.

Financial Status

Funding Source:	Local:	\$	100,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	100,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Sidewalk Maintenance and Repair
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: 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 \$5,000,000 on sidewalk projects. During that same period of time, the city's sidewalk inventory has also been increased through larger roadway and streetscape projects, through private development, and through annexation. The Public Works Department has prepared a prioritized list of sidewalks needing repair. Currently this list identifies over 3,500 panels of sidewalk totaling in excess of 17,000 linear feet in need of repair. For FY 2019, work will include the repair of the sidewalk along heavily traveled areas around the City which are too large for in-house Public Works Crews to accomplish. One such area is along Old Milton Parkway between Wills Road and Roswell Street.

\$ Impact on Operations: This program decreases sidewalk maintenance costs as it is less susceptible to surface and structure deterioration.

Financial Status

Funding Source:	Local:	\$	200,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	200,000

Project: Recurring Fleet Replacement (F-150 Truck)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the recurring replacement of trucks within the Public Works fleet. These replacements are based on age and/or maintenance/repair costs. These vehicles are expected to last in excess of 10 years and/or 130,000 miles. This request is for the replacement of one 1998 F-150 4x4 (Unit #77 with 88,403 miles) within the Public Works fleet. This vehicle warrants replacement based on age.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	36,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	36,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Fleet Replacement (Admin Vehicle)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the recurring replacement of administrative vehicles within the Public Works fleet. These replacements are based on age and/or maintenance/repair costs. These vehicles are expected to last in excess of 10 years and/or 130,000 miles. This request is for the replacement of a 2002 Crown Victoria (Unit #296 with 67,762 miles) within the Public Works fleet. This vehicle warrants replacement based on age.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	32,500
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	32,500

Project: Recurring Fleet Replacement (F-250 Crew Cab Service Truck)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the recurring replacement of F-250 trucks within the Public Works fleet. The F-250 replacements are based on age and/or maintenance/repair costs. These vehicles are expected to last in excess of 130,000 miles. This request is for the replacement of a 2006 F250 Crew Cab 4x4 with Service Bed (unit #501 with 118,231 miles) within the Public Works fleet. This vehicle warrants replacement based on age and repair history. The vehicle has been out of service recently due to multiple issues including fuel system, turbo, etc.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	61,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	61,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Fleet Replacement (F-750 Box Dump Truck)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This request is for the replacement of one 1994 F-800 Crew Cab Sand/Salt Spreader (Unit #104). This truck has 20,874 miles and is in need of replacement due to rust and corrosion on the chassis and suspension. The salt used with this vehicle has caused severe damage to the undercarriage which cannot be repaired. Staff recommends replacing this vehicle with a box dump truck that has a removable spreader insert. Currently the 1994 F-800 has a permanently mounted spreader unit.
\$ Impact on Operations:	Routine replacement capital - operating costs to decrease due to decline in repairs.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 115,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 115,000

Project: Recurring Facility Renovations (Fire Stations)
Department: Public Works
Strategic Priority: Fostering strong sense of community including safety and security



<i>Scope</i>	
Description:	This Request is for the renovation of bathrooms, kitchens, and bunk rooms. In addition, the facilities are in need of replacing flooring, lighting, appliances, adding large ceiling fans, improving the bay doors, etc., at each of the six Fire Stations within the city. Several Fire Stations are greater than 20 years old with minimal improvements throughout the years. These facilities are in use 24-hours a day and 365 days a year; they receive more use than an average home and need to be on a fixed cycle of replacing appliances to minimize disruption to the individuals utilizing the facilities. FY 2019 funding is targeted at renovating the kitchen and bathroom at Fire Station 84.
\$ Impact on Operations:	Facility maintenance costs to decrease due to decline in repairs.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 125,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 125,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Facility Renovations (CID Offices)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for renovations to the CID area which is located on the second floor of the detention facility. Work will include upgraded lighting, new carpet/vct flooring, and painting of the interior of the area. This area is showing wear and tear as the interior buildout is over 20 years old.

\$ Impact on Operations: Facility maintenance costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	70,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	70,000

Project: Recurring Facility Renovations (PW Headquarters)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for renovations at the Public Works Facility. This work will include bathroom renovations, painting in various locations, new carpet/vct as needed, exterior metal repairs, and wall repairs in the bay area. The restrooms are used heavily and are in need of remodeling. The carpet/vct shows wear and tear and walls need repainting. Funding for these improvements will be requested over a period of several years. FY 2019 funding will go toward renovating the bathrooms in the building, replacing flooring in the facility, and replacing insulation and lighting in the bay.

\$ Impact on Operations: Facility maintenance costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	40,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	40,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Gym Restoration
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope			
Description:	This request is for repair and maintenance of interior ceilings, walls, beams, and duct work in various gym facilities. This work will include painting of duct work, metal beams, and walls in the gym areas. It will also include repairs to ceiling insulations and painting of the ceilings as well. FY 2019 funding is for repair and maintenance of gym(s) at the Community Center.		
\$ Impact on Operations:	Facility maintenance costs to decrease due to decline in repairs.		
Financial Status			
Funding Source:	Local:	\$	35,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	35,000

Project: Recurring City Center Maintenance
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope			
Description:	This request is for on-going interior maintenance like painting walls and trim. In addition, repairs to the custom stained moldings throughout the main floor require hiring professionals. Funds in this account shall also go towards replacing cabinetry and countertops throughout the building (phased approach) that are not holding up to the day to day use at City Hall. FY 2019 funding will be to start a program painting all of the walls and trim work. The trim will be more frequent than the walls. In addition, due to the wear and tear of the cabinets and countertops, we will allocate dollars every year to phase in replacement of the cabinets and upgrade the countertops to a solid surface material.		
\$ Impact on Operations:	Facility maintenance costs to decrease due to decline in repairs.		
Financial Status			
Funding Source:	Local:	\$	50,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	50,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Stormwater Pipes and Structure Repair and Maintenance
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: 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. The following project locations have been identified for pipe repair or replacement in FY 2019: Lantern Ridge; and Meadow Drive.

\$ Impact on Operations: This program decreases maintenance costs as flooding and erosion will be reduced.

Financial Status

Funding Source:	Local:	\$	1,225,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	1,225,000

Project: Recurring Stormwater Drainage Maintenance
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: 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).

\$ Impact on Operations: This program decreases maintenance costs as flooding and erosion will be reduced.

Financial Status

Funding Source:	Local:	\$	150,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	150,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Stormwater Inspections
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	The National Pollutant Discharge Elimination System (NPDES) Stormwater Permit requires Alpharetta to complete a number of inspections to protect our stormwater system. These inspections include site visits to private industrial facilities, private carwash and auto body repair shops, city ponds and stormwater management facilities, private ponds and stormwater management facilities, and city maintained storm structures and pipes. These inspections help us identify maintenance repair work, help us prioritize our crews and CIP lists, and help us recognize private violations of the stormwater ordinance. This project includes hiring a private consultant to complete the inspections so that city staff can focus their efforts toward planning, maintenance, and enforcement activities.
\$ Impact on Operations:	This program decreases maintenance costs as flooding and erosion will be reduced.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 100,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 100,000

Project: Recurring Stormwater Design/Studies
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	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. FY 2019 funding will be used to complete the design of a stream restoration project that will help to protect the integrity of our greenway trail. The specific project selected will be chosen from those identified as the highest priority in the ongoing FY 2018 Big Creek Erosion Study. Such work may consist of removing debris from specific locations, reestablishing a vegetated bank via landscape or gabion walls, and/or removing sediment at specific locations.
\$ Impact on Operations:	N/A
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 100,000
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 100,000

CAPITAL PROJECT FUND SUMMARIES

Project: Pedestrian Safety Study
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the identification, design, and collaboration of safety improvements along collector/arterial streets and the downtown area where high speeds are occurring and there is an increase of pedestrian traffic. The funds associated with this project are to assist the Department in hiring consultants to examine our downtown, as well as several intersections outside the downtown area, and develop options for improving pedestrian safety.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	125,000
	Bond:		
	Grant:	\$	-
Total Appropriations:		\$	125,000

Project: Park Plaza Signalization Upgrade
Department: Public Works
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for upgrading the traffic signal at the intersection of Park Plaza and Academy Street. The existing signal was constructed as part of the old Haynes Bridge Road Extension. With the realignment of Haynes Bridge Road and the development of City Center, the existing poles and signal heads are no longer appropriately oriented to serve this intersection. This project will replace the existing poles, mast arms, signal heads, and provide a new pedestrian crossing of Academy Street. Funding is provided through Impact Fees (\$72,300 based on allowable impact fee funding allocations) and Fund Balance (\$227,700).

\$ Impact on Operations: Upgrade of existing equipment/infrastructure - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	227,700
	Impact Fee Fund:	\$	72,300
	Grant:	\$	-
Total Appropriations:		\$	300,000

CAPITAL PROJECT FUND SUMMARIES

Project: Streetlighting Conversion/New Installations
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This request is annual funding for (1) the conversion of Georgia Power's High Pressure Sodium Lights to LED and (2) adding additional lighting along public roads that do not have sufficient lighting (or no lighting at all). This initiative will be funded over many years and is a companion to the Operating Initiative pertaining to transferring all street lights located on public streets to be paid for by the City of Alpharetta. This initiative will increase the safety of citizens, businesses, and visitors who use our streets and sidewalks on a daily basis.
\$ Impact on Operations:	Increased energy efficiency through equipment conversion. Additional costs for streetlighting expansion is unknown until sites are determined.

<i>Financial Status</i>	
Funding Source:	
Local:	\$ 50,000
Bond:	
Grant:	\$ -
Total Appropriations:	\$ 50,000

Project: City Center Development (Phase 2) Utilities
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



<i>Scope</i>	
Description:	This request is to allocate remaining funds for Alpharetta's obligations under the terms of agreement with MMS Alpharetta LLC for Phase 2 of City Center (private development position). Unfunded obligation includes assisting in funding costs associated with moving AT&T utilities in right-of-way. City costs total \$224,716 which is to be funded over 4 annual payments that started in FY 2018. The FY 2019 payment of \$56,179 is being reduced by available funds in the City Center Utility account of \$30,100 leaving an unfunded balance of \$26,079 (FY 2019 Request). The final two payments will be requested as part of the FY 2020 and 2021 capital budgets.
\$ Impact on Operations:	Funding was added to the operating budget in FY 2018 to cover energy and relamping.

<i>Financial Status</i>	
Funding Source:	
Local:	\$ 26,079
Bond:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 26,079

CAPITAL PROJECT FUND SUMMARIES

Project: Public Safety HQ Parking Lot Expansion (Design)
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: Due to the increased number of individuals accessing the Public Safety Headquarters, additional parking needs are desired. Requested funds will go towards obtaining topographic and utility surveys to design the expanded parking lot. Public Works will design the parking lot expansion utilizing in-house staff. Construction cost will be determined once the design is complete.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	20,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	20,000

Project: Design Services
Department: Public Works
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: 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.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	115,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	115,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Technology Replacement (all City departments)
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: 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 455 computers in operation (265 desktops; 190 laptops). The main component of the FY 2019 request includes funding for the replacement of approximately 125 PCs, 57 cellular phones, 83 iPhones, 42 iPads, and wireless access points throughout city facilities (although actual replacement will be driven by equipment condition).

The current city standards for technology replacement (based on funding availability) are as follows: servers (5-6 years); SANS – Storage (5-6 years); desktop PCs (4 years); laptop PCs (3 years); iPad tablets (2 years); iPhones (2 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).

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	300,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	300,000

Project: Recurring Data Center Server Replacement
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for server replacement equipment for the Data Center located at Public Works Headquarters. The equipment to be replaced provides server support for all City systems for the Data Center located at PW. This will provide greater reliability, reduced annual costs, and greater efficiency and capability for the use of system applications for the city. The existing servers have reached end-of-life.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	210,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	210,000

CAPITAL PROJECT FUND SUMMARIES

Project: Application and Desktop Virtualization (Phase 2)
Department: Information Technology
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description:

This request is for the deployment of desktop services and associated technology for the City for local, remote, and mobile platforms. This will provide greater reliability, and greater efficiency and capability for the use of system applications for the City and provide core functionality. This equipment is scheduled to be replaced every 5-6 years (normal maintenance life) in order to provide for both reliable and efficient service. The Application and Desktop Virtualization initiative will provide greater reliability, possible reduced annual costs, and enhanced system applications security. Through the virtualization of the desktop, each user's profile and desktop are stored centrally in the data center to be available for use from any pc or remote system given the appropriate security measures. This technology is rapidly becoming the standard deployment for organizations as they move more applications and capability to the "Cloud" and seek to provide more reliable and efficient service. The initial test system has been deployed a several City Departments with key personnel for evaluation.

This request will also lead to the deployment of virtual application technology. The ability to manage city software applications from a central platform rather than deploying the system to every desktop will save significant amounts of time needed to "touch" each desktop and/or deploy the systems individually over the network. This way, each user accesses the software they need using the latest updates and tested systems. This will provide greater reliability, reduced annual costs for desktop support, and greater security with respect to the city's software applications. This initiative should lead to decreased costs in annual desktop system replacements (reduces need for certain computer components such as a hard drives and a fully configured PC). Phase II (FY 2019) will finalize the Public Safety rollout that began in FY 2017.

Phase III (FYs 2020-2021) will expand the virtual deployment across various Departments (based on need and ability to reduce hardware costs) to include desktops as well as the Mirage and Horizon benefits listed above. Desktops will emulate the experience end users have with traditional Windows OS and applications on their existing systems. Overtime, this will defray costs for refreshing PC systems with less expensive form factors (e.g. thin clients, terminals, mobile devices, etc.). This will also have an effect of reducing the need for multiple devices per user (tablets, desktops, laptops, and smartphones).

\$ Impact on Operations: Annualized equipment and support costs are estimated at \$6,000 in FY 2019 and growing to \$30,000 upon full deployment. However, these expenses are estimated to be offset through reduced equipment replacement costs.

Financial Status

Funding Source:	Local:	\$	150,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	150,000

CAPITAL PROJECT FUND SUMMARIES

Project: Fleet Replacement (Qty: 25)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description:

This request is for the forecasted annual replacement of police and fire sedans, light trucks and motorcycles. The replacement need is driven by the mileage and mechanical condition of the vehicles. Emergency response vehicles are expected to last in excess of 110,000 miles; administrative vehicles are generally run somewhat longer.

This forecasted need is based on mileage, age, and condition of vehicles. Replacement goal is to smooth the fleet replacement to 20-25 vehicles annually based on a 110,000 mileage threshold.

Replacement vehicles to be purchased in FY 2019 include: 15 SUVs for Patrol; 2 SUVs for the K9 unit; 2 F150s for the Community Services unit; 1 motorcycle; and 5 SUVs for the Admin team.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	1,008,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	1,008,000

CAPITAL PROJECT FUND SUMMARIES

Project: Traffic Preemption System (replacement)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description:

The request is to fund the replacement of the Opticom System which is the equipment that links emergency vehicles (in Alpharetta's case, fire trucks) with traffic signal control boxes. This system allows approaching Fire apparatus to change the traffic signals allowing them to move traffic that is in front of them, or approaching intersections, safely away from the direction the vehicle is traveling. The current system is line-of-sight based with a transmitter in fire trucks hitting a receiver on traffic signal mast arms which triggers a green light for the approaching fire truck. This system is beyond end-of-life and no longer effective. The proposed replacement is a GPS-based system with several advantages: (a) The GPS link can be programmed for distances well beyond line of sight, allowing a green light to drain traffic well ahead of the approaching emergency vehicle. This speeds response times and improves traffic safety for all motorists. (b) The Signal changes are guided by turn signals on the fire truck so that fewer traffic lights are affected unnecessarily. (c) Again, because the new system is not line-of-sight the receiving antennae can be moved from mast arms to control boxes, reducing damage and lowering maintenance costs. (d) The system is programmable for distances and features, allowing better customization for Alpharetta. This system is for outfitting twelve (12) Fire apparatus and fifty (50) intersections which have been identified for this project. FY 2019 funding request totals \$150,000 and includes the following: (a) \$60,000 to install equipment on apparatus (12 trucks * \$5,000 per truck); and (b) \$90,000 to purchase and install the Applied Information Traffic Preemption equipment at 29 intersections. Includes 5-year warranty, training, installation, connectivity, software, and service agreement. The 21 remaining intersections will be requested as part of the FY 2020 capital budget (est. cost of \$70,000).

\$ Impact on Operations: Maintenance and software licensing costs are estimated at \$8,000 annually.

Financial Status

Funding Source:	Local:	\$	150,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	150,000

CAPITAL PROJECT FUND SUMMARIES

Project: Public Safety Equipment (replacement)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



<i>Scope</i>	
Description:	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. The FY 2019 request includes: furniture and bedding at fire stations (\$9,000); Ice Maker at 2 fire stations (\$4,000); Fire tools and equipment (\$6,000); new firefighter turn-out gear that meets NFPA 10 year service life (\$100,000); replacement of 3 ballistic SWAT shields (\$7,500); door jamb spreader for entry by the SWAT team (\$2,000); replace worn interior items and exterior of the Fire Safety Education house (\$9,500); Update the exterior of the Crisis Negotiations bus (\$6,700).
\$ Impact on Operations:	Routine replacement capital - operating costs to decrease due to decline in repairs.
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 144,700
DEA Fund:	\$ -
Grant:	\$ -
Total Appropriations:	\$ 144,700

Project: Public Safety Facility Roof Repair/Replacement
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



<i>Scope</i>	
Description:	<p>Roof replacement of PS Headquarters (Final Phase; \$100,000) and roof restoration of the Evidence Building (\$40,000).</p> <ul style="list-style-type: none"> Public Safety HQ-Phase 3 (6,200 sq. ft. Roof Restoration 30YR Garland Warranty): This is the last phase of roof restoration following Phase 1 & 2 and is the same scope. This option gives the City a 30-year leak free warranty. Funding is split between E-911 (\$50,000) and general Fund Balance (\$50,000). Public Safety-Evidence Building Roof Restoration (5,800 sq. ft. Roof Restoration 10YR Garland Warranty): The evidence building is the only roof at this location with a non-ballasted, smooth EPDM (rubber) surface at the Public Safety facilities. Coupled with the fact that it is not leaking, it is a great candidate for roof restoration, which will provide a 10-year warranty at a much lower cost than a roof replacement, and may have a service life up to 15 years. <p>Funding is allocated between general Fund Balance (\$90,000) and E-911 Fund (\$50,000).</p>
\$ Impact on Operations:	This program decreases facility maintenance and utilities costs (increased energy efficiency).
<i>Financial Status</i>	
Funding Source:	
Local:	\$ 90,000
E-911 Fund:	\$ 50,000
Grant:	\$ -
Total Appropriations:	\$ 140,000

CAPITAL PROJECT FUND SUMMARIES

Project: Replacement PS Headquarters Furniture
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for funding to (1) replace old and worn-out furniture in existing offices and (2) purchase new furniture for the Public Safety Headquarters expansion (office spaces and lobby). This includes: desks, tables, chairs, shelving, etc. for the conference room \$15,000 (\$10,000 for table and chairs, \$5,000 for wall cabinets and credenza); \$18,000 for Traffic Unit (10 workstations for the officers, 2 desks for Lieutenants, and new chairs); \$4,500 for Police Captains (two new workstations); \$18,000 for Police Lieutenants (10 desks and file cabinets); \$25,000 for desks, chairs and workstations for records and new lobby area; \$21,000 for the Public Affairs Office (desks, chairs, conference table, whiteboard, televisions); and \$3,500 for Professional Standards/IA workstation, chairs, file cabinet and shelving. Funding is provided through Impact Fees (\$40,000 based on allowable impact fee funding allocations) and Fund Balance (\$65,000).

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	65,000
	Impact Fee Fund:	\$	40,000
	Grant:	\$	-
Total Appropriations:		\$	105,000

Project: 911 Audio Recorder System (replacement)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is to remove and replace the current 911 telephone recorder system with new hardware. Currently, the 911 recorder is in excess of 5-years old and is nearing end of life. The current configuration has failed on multiple occasions resulting in the inability to reproduce 911 emergency calls and meet Open Records requests. FY 2019 impact includes extended warranty service for years 2 - 5. Year one is provided in the base price. Also included is remote motoring for critical failure and system integrity. Operational cost include routine maintenance, software upgrades, virus protection, and remote monitoring.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	-
	E-911 Fund:	\$	23,500
	Grant:	\$	-
Total Appropriations:		\$	23,500

CAPITAL PROJECT FUND SUMMARIES

Project: PS Jail Camera System (replacement/expansion)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request for replacement/expansion of the Jail's camera system. Specifically, this project replaces the existing sixteen (16) coax cameras with IP cameras while also expanding the system to include an additional nine (9) IP cameras (25 total cameras). The current camera system in-use was purchased off the shelf and uses low resolution cameras and an outdated recording system and is past its useful life cycle. This system improvement will increase and improve jail employee and inmate safety through enhanced camera resolution, by adding additional camera coverage, and reducing instances of camera system downtime. This system will tie in with the current Avigilon system in use by the city and will reduce the time needed to comply with open records requests and/or investigations with its improved data copying capability. Funding includes miscellaneous hardware and licensing to support the cameras.

\$ Impact on Operations: Annual costs for programming, maintenance and support are estimated at \$1,000 annually and will begin in FY 2020.

Financial Status

Funding Source:	Local:	\$	75,000
	Bond:		
	Grant:	\$	-
Total Appropriations:		\$	75,000

Project: PS Turn-out Gear Washers (Qty: 4)
Department: Public Safety
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for one "turn-out gear" washer for fire stations 82, 84, 85 and 86. Currently the fire department has only two washers – stations 81 and 83. These are heavy duty washing machines designed to handle the load of washing firefighter "turn-out gear". The load capacity is only one set of turn out gear per load. This is currently very time consuming when 10-12 firefighters must wash their gear. With the increased exposure of cancer causing agents and off-gassing carcinogens it has created the need to better protect personnel of the fire department that wear their turn out gear during firefighting. The additional washers will be able to launder more turnout gear and at a faster rate. Funding includes costs for installation.

\$ Impact on Operations: Costs include energy usage for the new machines and will be fully offset through operational declines inherent in no longer needing to transport gear between stations.

Financial Status

Funding Source:	Local:	\$	25,000
	Bond:		
	Grant:	\$	-
Total Appropriations:		\$	25,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Athletic Scoreboards (maintenance/replacement)
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: The city owns and maintains thirty-one athletic and equestrian scoreboards. Staff has developed a plan for systematic replacement of scoreboards. The replacement cost is estimated at \$20,000 for a wireless scoreboard (includes shipping, installation, and stamped engineering drawings). Maintenance/refurbishment of scoreboards is estimated at an additional \$1,000 to \$2,000 annually. FY 2019 request is for the replacement of the (4) Baseball Scoreboards at Webb Bridge Park. Scoreboard replacement may vary from what's included herein if it is in the Director's opinion that a higher priority replacement is needed (e.g. due to mechanical malfunction) or if additional funds are available.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	20,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	20,000

Project: Recurring Park Equipment Replacement
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the replacement of three John Deer Gators (model years: 1999, 2005, and 2006) and one 2007 Bobcat Utility Vehicle. The 1999 John Deere Gator and the Bobcat Utility Vehicle assists staff with the maintenance of the Greenway. The 2005 and 2006 John Deer Gators are for the maintenance of North Park.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	36,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	36,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Synthetic Turf Field Replacement (North Park)
Department: Recreation and Parks
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the replacement of North Park synthetic turf field 1 which was installed in 2005. Synthetic turf fields have an average life of 10-years. This field does not incur the same usage rate as the Webb Bridge soccer field which is why it has had a longer life expectancy.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	450,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	450,000

Project: Recurring Park Repairs/Improvements
Department: Recreation and Parks
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request would cover types of ground maintenance repairs such as asphalt trail repairs, concrete repair and parking lot striping, etc. at parks and along the greenway. FY 2019 funding would be utilized for repairs to the walking trail at Wills Park, boardwalk replacement for the Greenway (approximately 25 sections), concrete repair along numerous walkways, etc.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	100,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	100,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Fleet Replacement (F-150 Truck)
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: 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 130,000 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. This request is for the replacement of a 2003 Ford F-250 (Unit RP-3288 with 82,770 miles) with a Ford F-150 4x4 vehicle. Replacement is warranted based on age.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	28,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	28,000

Project: Recurring Playground Equipment (repair/replacement)
Department: Recreation and Parks
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This request is for the replacement of playground equipment at the Wacky World Playground (built in 1997). Wacky World is a 20 year old pressure treated wood structure. Although the 6-inch round posts are structurally sound, most of the wood platforms, bridges, hand rails, as well as some of the play equipment are showing signs of wear and weather degradation. Staff is constantly making repairs. Playgrounds-by-Leathers conducted an inspection last fall and provided their findings and recommendations on the repairs and forms the basis for this cost estimate. Leathers was the playground company that supplied the playground and equipment and was onsite when the playground was built.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	100,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	100,000

CAPITAL PROJECT FUND SUMMARIES

Project: Parks Facilities (multiple) Roof Repair/Replacement
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the roof repair/rehab/replacement at multiple Parks and Recreation facilities.

Wall restoration at Wills Park Recreation Center gym (\$46,000), roof repairs/maintenance/painting at the Equestrian Center (\$73,000), and replacement of the shingled roof at the Baseball Concession/Restroom building at Webb Bridge Park (\$18,000).

* Wills Park Recreation Center Gym Wall Restoration (12,500 sq.ft.; 10-yr warranty) The interior wall of the recreation center gym is covered with efflorescence. This is from previous water instruction which has stained the walls and is unsightly. Scope includes: applying primer on north wall; removing and replacing joint sealants; repairing all wall cracks; and applying two (2) coats of an elastomeric acrylic product (Tuff Coat).

* Wills Park Equestrian Center Covered Arena Roof Repair (68,000 sq.ft.) This roof is made from trapezoid standing seam metal panels. The field of the roof is in good shape, but like all thru fastened metal roofs, the overlap seams, fasteners, and ridge need attention. The skylights have broken down and although there are no holes, the fiberglass that was used to make the skylights has broken down and is turning black. Scope includes: pressure washing entire roof area; removing all old fasteners (thousands); installing new fasteners and sealant; treating and repairing all rust areas and applying primer and top coats; cleaning and sealing the skylights to stop further degradation. This funding will be reserved pending completion of the Master Plan for Wills Park and the Equestrian Center.

* Webb Bridge Park Baseball Restroom/Concessions Roof Replacement (2,000 sq.ft.; 30-yr warranty) This shingled roof has reached its end of life and needs replacement. Scope includes full tear-off of existing shingles; replacement of wood as necessary; and installation of architectural-grade shingles.

\$ Impact on Operations: This program decreases facility maintenance and utilities costs (increased energy efficiency).

Financial Status

Funding Source:	Local:	\$	137,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	137,000

CAPITAL PROJECT FUND SUMMARIES

Project: Recurring Tennis Court Resurfacing
Department: Recreation and Parks
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the repair/resurface/recoat of tennis courts with a fabric crack repair system. FY 2019 funding is for resurfacing 7 tennis courts at North Park (last resurfaced in FY 2012). Due to cracking on the courts, this repair will be more in-depth than a general resurfacing as the courts will need to be milled to allow for repair of the cracks before finishing with a resurfacing.

\$ Impact on Operations: Routine replacement capital - operating costs to decrease due to decline in repairs.

Financial Status

Funding Source:	Local:	\$	60,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	60,000

Project: Wills Park Stream Restoration # 1
Department: Recreation, Parks & Cultural Services
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: There are three reaches of stream in Wills Park that would benefit from stream restoration and/or buffer enhancement; reaches A, B, and C. In stream restoration it is generally best practice to work from upstream to downstream. This project was identified in the Foe Killer Creek Watershed Improvement Plan as project #13a and is named Reach A. Reach A is highly incised due to storm runoff. The channel should be raised and reconnected with the floodplain to reduce erosion. Approximately 800 linear feet of stream restoration is planned.

\$ Impact on Operations: This program decreases maintenance costs as flooding and erosion will be reduced.

Financial Status

Funding Source:	Local:	\$	300,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	300,000

CAPITAL PROJECT FUND SUMMARIES

Project: Design Services
Department: Recreation, Parks & Cultural Services
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: 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.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	20,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	20,000

Project: Design and Construction of new Park Spaces
Department: Recreation, Parks & Cultural Services
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This request is for the development of master plans and studies as recommended in the Recreation and Parks Master Plan 2025. Specific Master Plans to be conducted with this funding include newly acquired properties from the 2016 Bond Issue such as property on Mid-Broadwell, Milton Avenue, Kimball Bridge Road/Waters Road, and Old Rucker Road.

\$ Impact on Operations: Operational cost impacts will not be determinable until conclusion of the design phases.

Financial Status

Funding Source:	Local:	\$	280,000
	Impact Fee Fund:	\$	120,000
	Grant:	\$	-
Total Appropriations:		\$	400,000

CAPITAL PROJECT FUND SUMMARIES

Project: Equestrian Center Foundation Match
Department: Recreation, Parks & Cultural Services
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This funding will serve as a match towards Equestrian Center Foundation fundraising, up to the \$250,000 appropriation requested herein, to be used for the design and renovation/buildout of the Equestrian Center. The FY 2018 budget includes funding for a Master Plan update to Wills Park and the Equestrian Center which will guide the design phase of this request. Residual match funding after design will be used towards the buildout of the Equestrian Center in accordance with the Master Plan and corresponding design elements. Funding is provided through Hotel/Motel Taxes (facility portion).

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	-
	Hotel/Motel Fund (Facility portion):	\$	250,000
	Grant:	\$	-
Total Appropriations:		\$	250,000

Project: Park System Wayfinding Signage
Department: Recreation, Parks & Cultural Services
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description: This project is the beginning of the implementation of the park system wayfinding and signage plan that is being 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 will define a specific sign style that will become our "brand" and help park patrons easily identify Alpharetta parks. The plan will also recommend 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. Funding is provided through Fund Balance (\$75,000) and Hotel/Motel Taxes (facility portion; \$51,412).

\$ Impact on Operations: Positive increase in economic activity (e.g. business investment, property values, etc.).

Financial Status

Funding Source:	Local:	\$	75,000
	Hotel/Motel Fund (Facility portion):	\$	51,412
	Grant:	\$	-
Total Appropriations:		\$	126,412

CAPITAL PROJECT FUND SUMMARIES

Project: Alpharetta Public Arts Initiative
Department: Recreation, Parks & Cultural Services
Strategic Priority: Offering the highest quality of environment for our residents and businesses



Scope

Description:

Arts Alpharetta is a nonprofit organization dedicated to bringing quality arts to Alpharetta. At the request of staff, Arts Alpharetta formed a steering committee to look at introducing outdoor public art to the exciting new Thompson Street Greenway trail. Arts Alpharetta feels that by lining the trail with unique, high quality temporary installations, residents and visitors like will be enticed to use and explore the trail. The working title for this project is Phase Two – Outdoor Art Gallery loan project. Phase One is the Instruments of Inspiration permanent installations currently approved by the City Council in December 2016.

Briefly, the works would be on loan from the artists for a 9-month period tentatively March through November 2019. This would become an annual event where new and returning artists would be selected each year. The artists would receive a loan-fee, half paid at installation and half at the end of the loan period. Several communities around Alpharetta have a similar program but what is unique about this initiative is that the Thompson Street Greenway allows us to select and prep the sites while the trail is being built. Further the steering committee feels that we do not merely want to replicate what others communities have done but rather we strive to elevate the project to the highest possible quality art and experience.

This initiative provides funding for the loan of an estimated 12 art installations including installation, marketing, events, juror stipends, with funding (if available) for the purchase of art pieces for permanent display in Alpharetta.

\$ Impact on Operations: Positive increase in economic activity (e.g. business investment, property values, etc.).

Financial Status

Funding Source:	Local:	\$	85,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	85,000

CAPITAL PROJECT FUND SUMMARIES

Project: Senior Citizen History Project
Department: Recreation, Parks & Cultural Services
Strategic Priority: Fostering strong sense of community including safety and security



Scope

Description: This project entails video recording the stories and oral history of our citizens and their memories of the Alpharetta Experience. This project will continue into the future and involve the recordings of a number of citizens each year as seniors are willing to express their emotions, memories and recollections of the Alpharetta they have known. As time progresses, the videos will be compiled so they can be used as an online story of our past and its respected citizens who have helped to shape our city. This documentation will also be used within the History Center as an oral history of Alpharetta's development over time. We are hoping to record 50 citizens within the next year.

\$ Impact on Operations: Minor bandwidth costs associated with streaming content from the website and is funded within current operating budget appropriations.

Financial Status

Funding Source:	Local:	\$	25,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	25,000

Project: Grant Matches
Department: General Government
Strategic Priority: Providing a business climate that attracts the top echelon companies



Scope

Description: This request is to provide available funding to serve as matching funds for grant opportunities as they arise throughout the year. Operating grants, such as the Bulletproof Vest Partnership Program, typically require matching funds in order to carry out the required grant activities. This funding will allow the City of Alpharetta to pursue a multitude of grant opportunities.

\$ Impact on Operations: N/A

Financial Status

Funding Source:	Local:	\$	30,000
	Bond:	\$	-
	Grant:	\$	-
Total Appropriations:		\$	30,000

CAPITAL PROJECT FUND SUMMARIES



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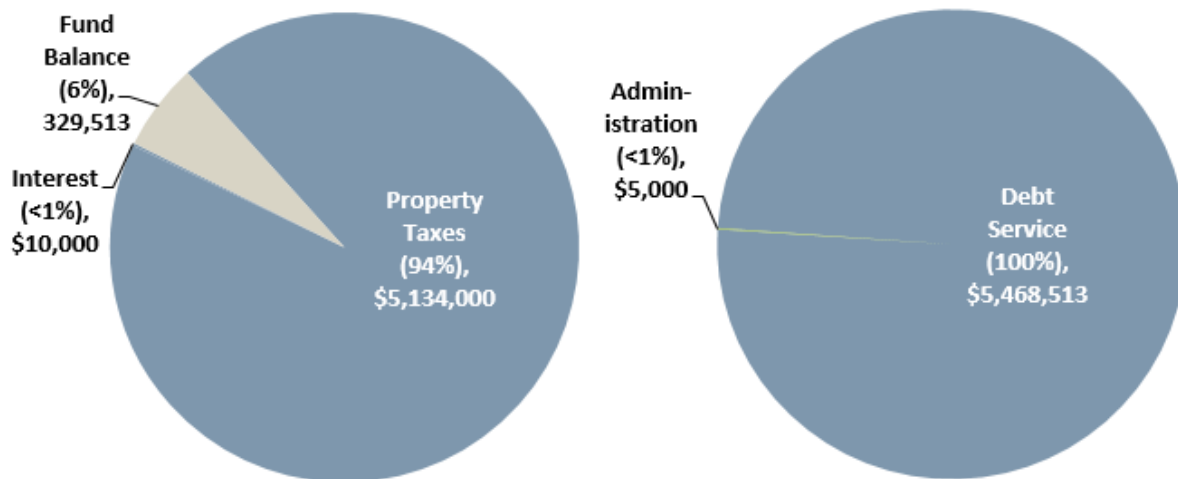
DEBT SERVICE FUND SUMMARY

Debt Service Fund Summary

Overview

Pursuant to the Governmental Accounting Standards Board's Codification, Section 1300.107, debt service funds are used to account for the accumulation of resources for the payment of principal and interest on general long-term debt.

FY 2019 Budget: \$5,473,513



Revenues by Source

Expenditures by Use

The city has one debt service fund that accounts for debt service on the following obligations (except where noted) along with the principal amounts outstanding as of June 30, 2018.

GENERAL OBLIGATION (GO) BONDS		\$
GO Bonds, Series 2012		\$ 25,210,000
GO Refunding Bonds, Series 2014		13,830,000
GO Bonds, Series 2016		50,055,000
Total GO Debt		\$ 89,095,000
DEVELOPMENT AUTHORITY		\$
Revenue Refunding Bonds, Series 2009 ³⁰		\$ 122,100
Revenue Bonds, Series 2013 ³¹		3,390,000
Revenue Bonds, Series 2016 ³¹		24,720,000
Total Development Authority Debt		\$ 28,232,100

³⁰ The City is obligated via an Intergovernmental Agreement to fund 16.5% of the principal and interest associated with this obligation. The amount shown represents the City's portion.

³¹ This obligation is funded out of the General Fund (Series 2013) and Hotel/Motel Fund (Series 2016) and shown herein for the purposes of providing a comprehensive overview of all bond debt obligations.

DEBT SERVICE FUND SUMMARY

Debt Issuance Methodology

The city's preferred method for funding the acquisition and construction of major items, such as buildings, infrastructure, parks, streets, and other major capital facilities shall be through current revenue when available (i.e. pay-as-you-go) or from outside funding sources such as grant funding and related aid.

General obligation bonds have been issued to fund numerous large scale projects including public safety facilities, parks and recreation facilities, and transportation improvements that continue to define Alpharetta as a desirable community to work and live.

The city issues general obligation bonds to provide capital improvement funding when the project(s) are of sufficiently large scale and it is appropriate to achieve a fair allocation of costs between current and future beneficiaries.

Debt Issuance Activity

GO Bonds, Series 2016: In May 2016, the voters of the City of Alpharetta approved the issuance of General Obligation Bonds (the "2016 Alpharetta Parks and Transportation Bonds") to fund \$52 million in improvements aimed at alleviating traffic congestion, expanding sidewalk connectivity, improving park amenities, extending the Big Creek Greenway north to connect with Forsyth County's Greenway, and securing parkland for future passive and active park systems.

The 2016 Alpharetta Parks and Transportation Bonds were issued in July 2016 in a par amount of \$52 million (including premium) with a 25-year term and a true-interest cost of 2.83%.

Development Authority Revenue Bonds, Series 2016: The purpose of this bond issue was to fund a new state-of-the-art 44,000 square foot Conference Center through a public-private partnership with North American Properties (developer of Avalon). Along with the Conference Center, North American Properties constructed a 330-room Marriott Autograph hotel abutting the Center. North American Properties is operating the Conference Center that includes the largest meeting room in the north Fulton market. Economic impact studies have indicated that a conference center could bring in almost \$23.5 million in visitor spending, generating 545 jobs with more than \$15.7 million in earnings and over \$51.3 million in total economic output annually. The FY 2019 budget includes funding within the Hotel/Motel Fund to cover debt service associated with bonds issued to fund construction of the Center. The debt service is fully funded through the hotel/motel tax.

The Series 2016 Development Authority Revenue Bonds were issued in May 2016 in a par amount of \$25.9 million (including premium) with a 25-year term and a true-interest cost of 2.88%.

DEBT SERVICE FUND SUMMARY

GO Bonds, Series 2012: In November 2011, the voters of the City of Alpharetta approved the issuance of \$29 million in General Obligation Bonds to fund the redevelopment of 22-acres in the heart of Downtown Alpharetta (the “City Center” project). The city’s vision is of a vibrant environment of parks and civic spaces that serve as a gathering place for citizens and attract business and investment to this important area of our community.

The first phase of the development is complete and includes:

- New Fulton County Library (funded separately through Fulton County);
- 5-acre Public Park;
- Town Square;
- New Alpharetta City Hall; and
- 450+/- space Public Parking Garage.

These components create a place and an atmosphere where people naturally want to be; drawing residents and visitors to the heart of our community to read a good book, enjoy a family picnic, attend a community event, and enjoy the company of friends and neighbors. While there many will also patronize the unique shops and restaurants that call Downtown Alpharetta home.

The environment created through these civic elements is attracting private investment that will drive the second phase of the development. Contained within the City’s vision are four future development sites that will be sold or ground leased to private-sector developers.

The City Center bonds were issued in March 2012 (“General Obligation Bonds, Series 2012”) in a par amount of \$29 million with a 20-year term and a true-interest cost of 2.98%.



City Hall Ribbon Cutting



Bond Ratings

The city’s AAA bond rating was reaffirmed by Moody’s and Standard & Poor’s (“S&P”) during July 2016 in conjunction with the sale of \$51 million (par) of City of Alpharetta General Obligation Bonds, Series 2016, for improvements aimed at alleviating traffic congestion, expanding sidewalk connectivity, improving park amenities, extending

DEBT SERVICE FUND SUMMARY

the Big Creek Greenway north to connect with Forsyth County's Greenway, and securing parkland for future active and passive park systems.

The AAA rating represents the highest rating available to municipalities and translates to significant savings to our citizens and stakeholders through reduced borrowing costs. This rating demonstrates the strongest creditworthiness relative to other US municipal or tax-exempt issuers and reflects the city's current sound financial position as well as strong financial management practices guiding our ongoing decision making. These practices are supported by formal policies to guide budget and procurement practices, capital investment, and debt management. Other positive factors include a relatively strong economic base, moderate debt burden, and manageable capital needs. The FY 2019 Budget is mindful of these factors and the importance of maintaining the highest rating, not only for our citizens but also our bondholders. Alpharetta is one of only 221 (Moody's)/336 (S&P) cities in the United States to earn an AAA bond rating.

S&P raised the city's Financial Management Assessment score from "good" to "strong" based on the city's formalized long-term financial projections (operations and capital) during 2016. Moody's reaffirmed the city's AAA bond rating in March 2018 and noted: *"Alpharetta's credit position is superior, and its Aaa rating far surpasses the median rating of Aa3 for cities nationwide. Notable credit factors include a very strong wealth and income profile, an extensive tax base, a robust financial position and affordable debt and pension liabilities"*.

Bond Smoothing

The city's primary method of funding large scale capital projects is through the issuance of bonds (e.g. general obligation bonds, Development Authority bonds, etc.). General obligation bonds have been issued to fund numerous large scale projects including public safety facilities, parks and recreation facilities, and transportation improvements that

Fiscal Year	Operating Millage Levy	Debt Service Millage Levy	Total Millage Levy	% Increase (Decrease)
2019	4.770	0.980	5.750	0.0%
2018	4.720	1.030	5.750	0.0%
2017	4.620	1.130	5.750	0.0%
2016	5.000	0.750	5.750	0.0%
2015	4.950	0.800	5.750	0.0%
2014	4.870	0.880	5.750	0.0%
2013	4.820	0.930	5.750	0.0%
2012	4.215	1.535	5.750	0.0%
2011	4.215	1.535	5.750	0.0%
2010	4.215	1.535	5.750	0.0%

continue to define Alpharetta as a desirable community to work and live. Principal and interest payments for fiscal year 2019 are budgeted at \$6.7 million with the following forecast: 2020 - 2041: \$7.2 million (annual average). These figures include debt service associated with both the 2016 Conference Center bonds and the 2016 Parks/Transportation bonds.

The table above provides a historical snapshot of millage rate levies.

DEBT SERVICE FUND SUMMARY

General Obligation Bond Debt

General Obligation ("GO") bonds are direct obligations and pledge the full faith and credit of the city. Original issue GO bonds are generally issued as 20/25-year serial bonds. Refunding GO bonds are issued in a maturity not exceeding the maturity of the refunded bonds. The following schedule provides a detailed listing of total debt service requirements of the city's GO bonds through maturity.

General Obligation Bonds (All Series)

	Principal	Interest	Total Debt Service
FY 2019	2,710,000.00	2,633,359.50	\$ 5,343,359.50
FY 2020	2,785,000.00	2,561,085.50	\$ 5,346,085.50
FY 2021	2,855,000.00	2,476,992.50	\$ 5,331,992.50
FY 2022	2,930,000.00	2,405,080.50	\$ 5,335,080.50
FY 2023	3,015,000.00	2,331,266.50	\$ 5,346,266.50
FY 2024	3,100,000.00	2,253,283.50	\$ 5,353,283.50
FY 2025	3,190,000.00	2,173,006.50	\$ 5,363,006.50
FY 2026	3,280,000.00	2,090,327.50	\$ 5,370,327.50
FY 2027	3,455,000.00	1,998,637.50	\$ 5,453,637.50
FY 2028	3,575,000.00	1,900,687.50	\$ 5,475,687.50
FY 2029	3,725,000.00	1,799,287.50	\$ 5,524,287.50
FY 2030	3,875,000.00	1,693,737.50	\$ 5,568,737.50
FY 2031	4,020,000.00	1,558,987.50	\$ 5,578,987.50
FY 2032	4,185,000.00	1,418,287.50	\$ 5,603,287.50
FY 2033	4,340,000.00	1,271,850.00	\$ 5,611,850.00
FY 2034	4,470,000.00	1,141,650.00	\$ 5,611,650.00
FY 2035	4,600,000.00	1,007,550.00	\$ 5,607,550.00
FY 2036	4,740,000.00	869,550.00	\$ 5,609,550.00
FY 2037	4,870,000.00	727,350.00	\$ 5,597,350.00
FY 2038	5,020,000.00	581,250.00	\$ 5,601,250.00
FY 2039	4,675,000.00	430,650.00	\$ 5,105,650.00
FY 2040	4,770,000.00	290,400.00	\$ 5,060,400.00
FY 2041	4,910,000.00	147,300.00	\$ 5,057,300.00
	\$ 89,095,000.00	\$ 35,761,577.00	\$ 124,856,577.00

DEBT SERVICE FUND SUMMARY

Development Authority Revenue Bond Debt

Development Authority Revenue Bonds, Series 2009: During fiscal year 1999, the Development Authority of Alpharetta entered into an agreement with Georgia State University Foundation to construct an educational facility. As a result, 20-year revenue bonds were issued by the Authority in the original amount of \$10,600,000 and refunded during 2009 through the issuance of Development Authority Revenue Refunding Bonds, Series 2009. The city has a contract with the Development Authority in which it is obligated to pay 16.5% of the total principal and interest payments on the bonds. In conjunction with this agreement, the Foundation entered into a direct financing lease in which the Foundation's lease payments cover the remaining 83.5% of the total principal and interest payments on the bonds. The bonds are payable on May 1st and November 1st, serially to fiscal year 2019.

Development Authority Revenue Bonds, Series 2013: The purpose of this bond issue was to fund a portion of the development, equipping, and construction of Gwinnett Technical College's Alpharetta campus. The Series 2013 Development Authority Revenue Bonds were issued in June 2013 in a par amount of \$4.1 million with a 20-year term and a true-interest cost of 3.13%. The City is obligated to pay 100% of the total principal and interest payments on the bonds. This obligation is funded from the General Fund.

Development Authority Revenue Bonds, Series 2016: The purpose of this bond issue was to fund a new state-of-the-art 44,000 square foot Conference Center through a public-private partnership with North American Properties (developer of Avalon). Along with the Conference Center, North American Properties will construct a 330-room Marriott Autograph hotel abutting the Center. North American Properties is operating the Conference Center that will include the largest meeting room in the north Fulton market. Economic impact studies have indicated that a conference center could bring in almost \$23.5 million in visitor spending, generating 545 jobs with more than \$15.7 million in earnings and over \$51.3 million in total economic output annually. The Series 2016 Development Authority Revenue Bonds were issued in May 2016 in a par amount of \$25.9 million (including premium) with a 25-year term and a true-interest cost of 2.88%. The debt service is fully funded through the hotel/motel tax

DEBT SERVICE FUND SUMMARY

Development Authority Revenue Bonds (City Portion)

	Principal	Interest	Total Debt Service
FY 2019	502,100.00	889,605.00	\$ 1,391,705.00
FY 2020	390,000.00	877,152.50	\$ 1,267,152.50
FY 2021	735,000.00	867,452.50	\$ 1,602,452.50
FY 2022	795,000.00	834,602.50	\$ 1,629,602.50
FY 2023	855,000.00	798,852.50	\$ 1,653,852.50
FY 2024	920,000.00	760,202.50	\$ 1,680,202.50
FY 2025	985,000.00	719,190.00	\$ 1,704,190.00
FY 2026	1,065,000.00	674,777.50	\$ 1,739,777.50
FY 2027	1,140,000.00	626,027.50	\$ 1,766,027.50
FY 2028	1,195,000.00	600,640.00	\$ 1,795,640.00
FY 2029	1,255,000.00	573,802.50	\$ 1,828,802.50
FY 2030	1,310,000.00	544,377.50	\$ 1,854,377.50
FY 2031	1,375,000.00	510,765.00	\$ 1,885,765.00
FY 2032	1,445,000.00	474,050.00	\$ 1,919,050.00
FY 2033	1,525,000.00	429,350.00	\$ 1,954,350.00
FY 2034	1,315,000.00	382,200.00	\$ 1,697,200.00
FY 2035	1,390,000.00	342,750.00	\$ 1,732,750.00
FY 2036	1,465,000.00	301,050.00	\$ 1,766,050.00
FY 2037	1,545,000.00	257,100.00	\$ 1,802,100.00
FY 2038	1,625,000.00	210,750.00	\$ 1,835,750.00
FY 2039	1,710,000.00	162,000.00	\$ 1,872,000.00
FY 2040	1,800,000.00	110,700.00	\$ 1,910,700.00
FY 2041	1,890,000.00	56,700.00	\$ 1,946,700.00
	\$ 28,232,100.00	\$ 12,004,097.50	\$ 40,236,197.50

DEBT SERVICE FUND SUMMARY

Legal Debt Margin

The legal debt limit for the city is equal to 10% of the assessed value of the tax digest. For fiscal year 2017, the debt limit is estimated at \$524 million with currently outstanding general obligation debt representing 17% of capacity.

City Of Alpharetta Legal Debt Margin (last five fiscal years)

	2018*	2017	2016	2015	2014
Debt limit	\$ 539,563,661	\$ 523,782,560	\$ 505,512,049	\$ 462,485,482	\$ 460,476,790
Total net debt applicable to limit	88,148,255	92,558,764	43,270,142	45,562,966	47,655,000
Legal Debt Margin	\$ 451,415,406	\$ 431,223,796	\$ 462,241,907	\$ 416,922,516	\$ 412,821,790

Total net debt applicable to the limit as a percentage of debt limit

16% 18% 9% 10% 10%

Legal Debt Margin Calculation for Fiscal Year 2018

Taxable Assessed Value	\$ 4,755,345,441
Add back: Exemptions	640,291,164
<i>Total assessed value</i>	<i>5,395,636,605</i>
Debt limit (10% of total assessed value)	\$ 539,563,661
Debt applicable to limit:	
General obligation bonds	89,095,000
Less: Amount set aside for repayment of general obligation debt	(946,745)
<i>Total net debt applicable to limit</i>	<i>\$ 88,148,255</i>
Legal Debt Margin	\$ 451,415,406

Variance due to the issuance of General Obligation Bonds, Series 2016.

Source: City of Alph Source: City of Alpharetta Finance Department

* FY 2018 data represents estimates.

DEBT SERVICE FUND SUMMARY

Statement of Budgetary Comparisons

	FY 2018 Amended Budget	FY 2019 Recommended Budget	\$ Variance	% Variance
Property Taxes:				
Property Taxes	\$ 5,106,000	\$ 5,090,000	\$ (16,000)	-0.3%
Delinquent	20,000	20,000	-	0.0%
Motor Vehicle Taxes	38,000	24,000	(14,000)	-36.8%
Interest	12,000	10,000	(2,000)	-16.7%
Other Financing Sources:				
Transfer-In from Impact Fee Fund	-	-	-	0.0%
Budgeted Fund Balance (1)	1,250,406	329,513	(920,893)	-73.6%
Total Revenues (All Sources)	\$ 6,426,406	\$ 5,473,513	\$ (952,893)	-14.8%
Maintenance & Operations:				
Professional Services	\$ 5,000	\$ 5,000	\$ -	0.0%
Debt Service (Principal and Interest):				
City of Alpharetta				
GO Bonds, Series 2012	1,483,900	1,478,950	(4,950)	-0.3%
GO Bonds, Series 2014 (refunding)	1,935,477	1,933,622	(1,855)	-0.1%
GO Bonds, Series 2016	1,930,788	1,930,788	-	0.0%
Development Authority of Alpharetta				
Revenue Refunding Bonds, Series 2009	124,493	125,153	660	0.5%
Other Uses:				
Debt Service Reserve (2)	946,748	-	(946,748)	-100.0%
Total Expenditures (All Uses)	\$ 6,426,406	\$ 5,473,513	\$ (952,893)	-14.8%

Notes:

(1) FYs 2018-2019 utilize available fund balance to offset a portion of the debt service requirements.

(2) Annually after the year-end accrual period (i.e. September), the city carries-forw ard available fund balance and places in a 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-forw ard for FY 2019 will occur subsequent to adoption of the budget.

DEBT SERVICE FUND SUMMARY

Statement of Revenues, Expenditures, and changes in Fund Balance

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget
Beginning Fund Balance:	\$ 913,165	\$ 845,508	\$ 814,050	\$ 1,250,403	\$ 946,745
Revenues:					
Property Taxes (incl. Motor Vehicle)	\$ 3,508,728	\$ 3,519,961	\$ 5,565,545	\$ 5,164,000	\$ 5,134,000
Interest	4,513	8,578	10,979	12,000	10,000
Other	-	-	-	-	-
Refunding Bond Proceeds	-	-	-	-	-
	<u>\$ 3,513,241</u>	<u>\$ 3,528,539</u>	<u>\$ 5,576,524</u>	<u>\$ 5,176,000</u>	<u>\$ 5,144,000</u>
Expenditures:					
Professional Services	\$ -	\$ -	\$ 2,350	\$ 5,000	\$ 5,000
Non-Departmental:					
Debt Service	3,580,898	3,559,998	5,137,821	5,474,658	5,468,513
Debt Service Reserve	-	-	-	-	-
Refunding Bonds (Pmt to Escrow)	-	-	-	-	-
Refunding Bonds (Issue Costs)	-	-	-	-	-
	<u>\$ 3,580,898</u>	<u>\$ 3,559,998</u>	<u>\$ 5,140,171</u>	<u>\$ 5,479,658</u>	<u>\$ 5,473,513</u>
Other Financing Sources (Uses):					
Interfund Transfer:					
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
(1) Capital Project Fund	-	-	-	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Ending Fund Balance: (1)	<u><u>\$ 845,508</u></u>	<u><u>\$ 814,050</u></u>	<u><u>\$ 1,250,403</u></u>	<u><u>\$ 946,745</u></u>	<u><u>\$ 617,232</u></u>
<i>Changes in Fund Balance (actual/est.)</i>	\$ (67,657)	\$ (31,459)	\$ 436,353	\$ (303,658)	\$ (329,513)

Notes:

(1) FYs 2015-2019 utilize available fund balance to offset a portion of the debt service requirements.

DEBT SERVICE FUND SUMMARY



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DEPARTMENT SUMMARIES

Department Summaries

Overview

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

This section segments departmental budgets into the following components:

- *Mission Statement* – the statement must identify the particular purpose for the department and how it relates to the city’s overall mission.
- *Goals & Objectives* – a listing of the fundamental goals and objectives which aid the department in achieving its mission. Goals stretch and challenge the department, but they must also be SMART (Specific, Measurable, Achievable, Relevant, and Timed).

Direct linkages are identified between the city’s vision/strategic priorities and departmental goals & objectives.
- *Revenue/Expenditure Summary* – the budget for the department summarized by expenditure category:
 - Personal Services: salaries, overtime, and other compensation related expenditures.
 - Maintenance & Operations: professional fees, repair & maintenance, general supplies, communications, and other operational related expenditures.
 - Capital: departmental machinery & equipment expenses.
- *New Initiatives* – new services and/or capital investment.
- *Statement of Service and Performance Measures* – multi-year summary of departmental performance measurements.

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

DEPARTMENT 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

DEPARTMENT 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.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Mayor and City Council General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Group Insurance	130,296	135,257	141,640	158,193	158,725	166,661	174,994
FICA	6,977	6,824	6,772	9,455	9,455	9,455	9,455
Pension (Defined Benefit)	1,735	1,845	-	-	-	-	-
Pension (401A Contribution/Matcl	13,516	14,125	15,274	15,600	16,200	16,200	16,200
Workers Compensation	2,772	3,112	3,107	3,027	3,307	3,373	3,441
OPEB Contribution	407	397	388	377	2,718	2,718	2,718
Miscellaneous	3,763	3,600	3,845	3,600	3,600	3,600	3,600
<i>subtotal</i>	\$ 279,466	\$ 285,160	\$ 291,026	\$ 310,252	\$ 314,005	\$ 322,007	\$ 330,408
Maintenance & Operations:							
* Mayor	\$ 9,593	\$ 8,793	\$ 8,476	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
* City Council Post 1	2,835	4,460	4,835	5,000	5,000	5,000	5,000
* City Council Post 2	2,086	1,607	1,019	5,000	5,000	5,000	5,000
* City Council Post 3	4,992	5,000	1,809	5,000	5,000	5,000	5,000
* City Council Post 4	3,894	4,993	4,546	5,000	5,000	5,000	5,000
* City Council Post 5	2,205	1,925	659	5,000	5,000	5,000	5,000
* City Council Post 6	475	2,856	3,697	5,000	5,000	5,000	5,000
Miscellaneous	2,692	6,301	3,213	15,236	11,384	11,498	11,613
<i>subtotal</i>	\$ 28,770	\$ 35,936	\$ 28,254	\$ 54,236	\$ 50,384	\$ 50,498	\$ 50,613
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 308,237	\$ 321,095	\$ 319,279	\$ 364,488	\$ 364,389	\$ 372,505	\$ 381,021
PERSONNEL							
Mayor	1.0	1.0	1.0	1.0	1.0		
City Council	6.0	6.0	6.0	6.0	6.0		
TOTAL	7.0	7.0	7.0	7.0	7.0		

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

DEPARTMENT SUMMARIES

Budget Narrative

The Fiscal Year 2019 Budget for Mayor and City Council totals \$364,389 and is flat with the FY 2018 budget. The Personnel Services category increased 1%, or \$3,753, due primarily to costs associated with the implementation of a post-employment healthcare benefit (new for FY 2019).

The Maintenance and Operations category decreased -7%, or -\$3,852, due primarily to a reduction in anticipated needs for general professional/consulting services (e.g. minor studies, etc.). The annual discretionary expense appropriation will remain at \$5,000 for Council Members and \$9,000 for the Mayor.

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

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
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.

DEPARTMENT SUMMARIES

City Administration

BOB REGUS
CITY ADMINISTRATOR

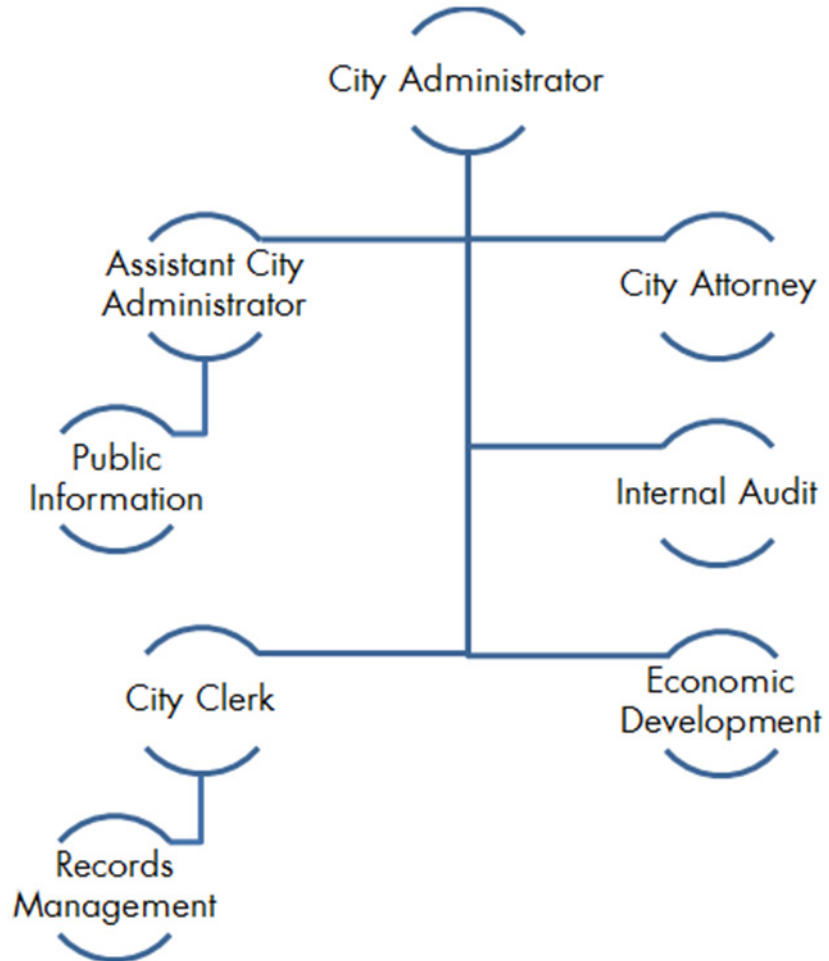


BRegus@alpharetta.ga.us

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.

DEPARTMENT SUMMARIES

City Administration

Administration, Internal Audit, 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



✓ 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;



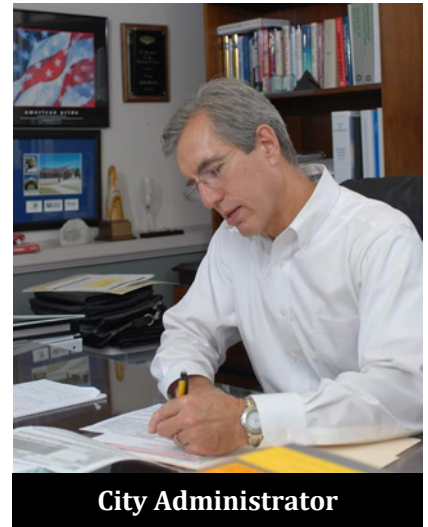
✓ To use technology to improve processes for citizen input into facets of governance;



✓ To increase the public/government interaction through the City's website; and



✓ Oversee the Economic Development efforts for the City.



City Administrator

DEPARTMENT 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.



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

City Administration General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
Licenses and Permits:							
Alcohol Beverage Permits	\$ 8,450	\$ 11,900	\$ 10,150	\$ -	\$ 6,000	\$ 6,180	\$ 6,365
Charges for Services:							
Taste of Alpharetta	159,961	-	-	-	-	-	-
Other (Events)	93,826	1,685	698	600	700	700	700
Other Revenue:							
Property Leases	-	-	3,410	-	-	-	-
Other	12,595	87	7,696	4,158	-	-	-
TOTAL	\$ 274,832	\$ 13,672	\$ 21,953	\$ 4,758	\$ 6,700	\$ 6,880	\$ 7,065
EXPENDITURES							
(1) Personnel Services:							
Salaries	\$ 1,177,880	\$ 977,997	\$ 976,858	\$ 1,022,233	\$ 1,040,352	\$ 1,066,361	\$ 1,093,020
Overtime	91,692	237	-	-	-	-	-
Group Insurance	213,683	161,437	162,975	192,045	190,657	200,190	210,199
FICA	87,136	66,554	67,303	78,752	79,948	81,947	83,995
Pension (Defined Benefit)	95,207	90,396	87,485	100,437	99,253	99,253	99,253
Pension (401A Contribution/Matcl)	80,635	70,593	69,274	71,776	80,092	82,094	84,147
Workers Compensation	25,577	26,104	24,582	24,362	27,015	27,555	28,106
OPEB Contribution	3,841	3,390	3,160	3,115	22,789	23,245	23,710
Miscellaneous	7,363	7,445	7,689	7,445	7,771	7,771	7,771
<i>subtotal</i>	<i>\$ 1,783,015</i>	<i>\$ 1,404,153</i>	<i>\$ 1,399,325</i>	<i>\$ 1,500,165</i>	<i>\$ 1,547,877</i>	<i>\$ 1,588,416</i>	<i>\$ 1,630,201</i>
Maintenance & Operations:							
Professional Services	\$ 376,566	\$ 93,263	\$ 154,563	\$ 290,655	\$ 165,400	\$ 167,054	\$ 168,725
Rental Equipment	107,774	-	-	-	-	-	-
Advertising	71,473	91,170	161,923	170,065	176,000	177,760	179,538
Printing	28,680	2,535	2,940	2,250	2,800	2,828	2,856
Employee Training	32,647	22,701	33,828	28,250	24,800	25,048	25,298
Employee Travel	30,243	30,160	37,441	34,600	25,600	25,856	26,115
General Supplies	152,386	124,791	84,830	60,765	79,915	80,714	81,521
Maintenance Contracts/IT Services	111,028	120,329	86,755	149,393	148,392	149,876	151,375
Utilities	19,816	896	328	-	-	-	-
Miscellaneous	8,900	3,794	18,869	29,873	3,300	3,333	3,366
<i>subtotal</i>	<i>\$ 939,513</i>	<i>\$ 489,639</i>	<i>\$ 581,478</i>	<i>\$ 765,851</i>	<i>\$ 626,207</i>	<i>\$ 632,469</i>	<i>\$ 638,794</i>
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 2,722,528	\$ 1,893,792	\$ 1,980,803	\$ 2,266,016	\$ 2,174,084	\$ 2,220,885	\$ 2,268,995
Authorized Personnel (1)	14.0	11.0	10.0	10.0	10.0		

(1) Starting in FY 2016, the Special Events Division (3 FTE personnel) was reallocated to the Recreation, Parks and Cultural Services Department.

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2019 Budget for City Administration totals \$2,174,084 and represents a decrease of -4%, or -\$91,932, compared to FY 2018.

The Personnel Services category increased 3%, or \$47,712, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends) and implementation of a post-employment healthcare benefit (new for FY 2019).

Base level personnel total 10 FTEs and represent the following:

	Full-Time Equivalent Positions					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	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	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	-
Grants Administrator	1.0	1.0	-	-	-	-
Internal Auditor	1.0	1.0	1.0	1.0	1.0	-
Records Manager	1.0	1.0	1.0	1.0	1.0	-
Special Events Coordinator (1FT;2PT)*	2.0	-	-	-	-	-
Special Events Manager*	1.0	-	-	-	-	-
Web Administrator	1.0	1.0	1.0	1.0	1.0	-
	14.0	11.0	10.0	10.0	10.0	-

* The Special Events Division was transferred to the Recreation, Parks and Cultural Services Department in FY 2016.

The Maintenance and Operations category decreased -18%, or -\$139,644, due primarily to the following activity:

- Increase in general supplies costs of \$19,150 based on historical and year-to-date expenditure trends including increased funding for meetings (materials, refreshments, etc.), promotional materials, and new funding to cover Alcohol Applicant signage (to be repaid through the Alcohol Beverage Permit Fee), etc.
- Decrease in professional services costs of -\$125,255 due primarily to the elimination of municipal election related funding (FY 2018 was an election year). The election set for November 2018 is a countywide general election and will not result in additional costs for Alpharetta.
- Decrease in facility improvement costs of -\$17,973 due to one-time funding in FY 2018 for equipment within the History Room (City Hall).

DEPARTMENT SUMMARIES

- Decrease in travel/training of -\$12,450 due to a reduced expectation of travel/training needs for the next fiscal year.

Statement of Revenues, Expenditures, and changes in Personnel

Legal Services

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Maintenance & Operations:							
Professional Fees	\$ 608,630	\$ 726,165	\$ 650,104	\$ 665,000	\$ 690,000	\$ 703,800	\$ 717,876
TOTAL	\$ 608,630	\$ 726,165	\$ 650,104	\$ 665,000	\$ 690,000	\$ 703,800	\$ 717,876
PERSONNEL*	-	-	-	-	-		

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

Performance Measurement

The following section provides detailed information on City Administration programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

DEPARTMENT SUMMARIES

- **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 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
City Administration Department annual turnover percentage	0.0%	11.0%	12.0%	0.0%	0.0%	12.0%
Number of website hits	616,693	622,799	485,734	311,949	430,000	430,000
Website Unique Visitors	407,045	452,000	315,621	232,780	454,000	454,000
Website Page Views	1,680,784	1,200,000	1,144,182	553,948	1,210,000	1,210,000
% of Website New Visits	64%	N/A	N/A	N/A	N/A	N/A
Facebook Followers	N/A	N/A	6,244	7,645	5,500	8,200
Twitter Followers	N/A	N/A	7,505	7,899	6,600	8,500
Personnel Assigned:	9.0 FTE	9.0 FTE	8.0 FTE	8.0 FTE	8.0 FTE	8.0 FTE
City Administrator	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	Asst City Admin
Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.	Executive Office Coord.
Grants Administrator	Grants Administrator	N/A	N/A	N/A	N/A	N/A
Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator	Web Administrator
City Clerk	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	Assistant City Clerk
Records Manager	Records Manager	Records Manager	Records Manager	Records Manager	Records Manager	Records Manager
Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor	Internal Auditor

Economic Development

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

City Administration - Economic Development						
Performance Measurements	Actual FY 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Existing business contacts	400	425	516	425	475	550
# of New projects	5	9	12	9	7	7
# of Major business prospects recruited	2	1		1	2	1
Personnel Assigned:	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE
Economic Dev Director	Economic Dev Director	Economic Dev Director	Economic Dev Director	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	Economic Dev Manager

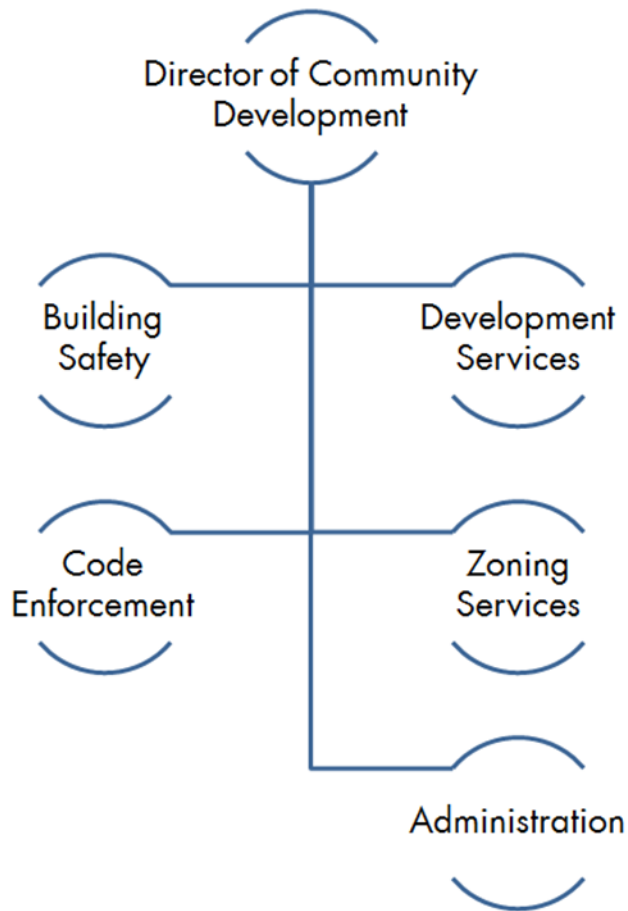
DEPARTMENT SUMMARIES

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.

DEPARTMENT SUMMARIES

Community Development

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

Mission Statement

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

Goals and Objectives



- ✓ Enforce the standard building code and zoning code;



- ✓ Provide building inspections within 48 hours of request;



- ✓ Provide efficient plans processing and permitting;



- ✓ Provide quality support to boards and commissions staffed by Community Development;



- ✓ Provide the highest quality of customer service;



- ✓ Maintain and update demographic, statistical and other data, maps and materials;



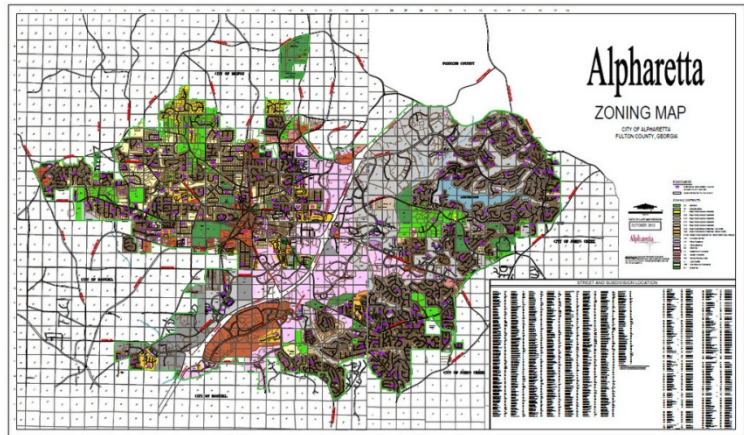
- ✓ Process all public hearings in the most efficient manner possible;



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



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



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Community Development General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
Business Taxes:							
Occupational License Fees	\$ 1,069,534	\$ 1,120,353	\$ 1,145,673	\$ 1,027,500	\$ 1,154,000	\$ 1,188,620	\$ 1,224,279
Licenses & Permits:							
Development Permits/Fees	162,387	327,420	418,790	275,000	150,000	154,500	159,135
Building Permit Fees	1,891,794	2,542,159	2,750,273	1,550,000	1,600,000	1,648,000	1,697,440
Occupancy Permit Fees	155,641	207,481	273,780	175,000	185,000	190,550	196,267
Tree Removal Permit	14,887	8,547	8,442	10,000	7,500	7,725	7,957
Soil Erosion Permit	21,148	52,345	74,001	20,000	30,000	30,900	31,827
Other	37,449	52,413	35,635	26,050	29,000	29,870	30,766
Charges for Services:							
Planning and Development Fees	160,036	171,205	135,072	145,000	120,000	123,600	127,308
Plan Review Fees	640,479	839,426	928,784	650,000	700,000	721,000	742,630
Other	16,025	45,520	46,325	250	26,000	26,780	27,583
Fines & Forfeitures	-	3,500	525	2,000	2,000	2,000	2,000
TOTAL	\$ 4,169,380	\$ 5,370,370	\$ 5,817,299	\$ 3,880,800	\$ 4,003,500	\$ 4,123,545	\$ 4,247,191
EXPENDITURES							
Personnel Services:							
Salaries	\$ 1,351,843	\$ 1,388,155	\$ 1,512,712	\$ 1,642,716	\$ 1,769,528	\$ 1,813,766	\$ 1,859,110
Overtime	-	1,335	363	-	-	-	-
Group Insurance	299,898	337,631	400,682	459,715	550,164	577,672	606,556
FICA	98,274	100,256	110,541	120,419	134,879	138,251	141,707
Pension (Defined Benefit)	99,322	104,315	114,773	122,992	123,294	123,294	123,294
Pension (401A Contribution/Matc	92,837	97,624	120,469	129,543	155,966	159,865	163,862
Workers Compensation	32,154	36,078	40,407	39,325	47,197	48,141	49,104
OPEB Contribution	4,628	4,508	4,946	4,806	36,591	37,323	38,069
Miscellaneous	326	408	815	408	1,144	1,144	1,144
<i>subtotal</i>	\$ 1,979,282	\$ 2,070,309	\$ 2,305,707	\$ 2,519,924	\$ 2,818,763	\$ 2,899,456	\$ 2,982,846
Maintenance & Operations:							
Professional Services	\$ 36,737	\$ 40,158	\$ 55,715	\$ 64,500	\$ 64,500	\$ 65,145	\$ 65,796
Board Member Fees	11,575	10,600	11,525	13,000	13,000	13,130	13,261
Fuel/Repair & Maintenance	16,241	11,071	18,363	20,500	20,500	20,705	20,912
Building Lease	65,935	-	-	-	-	-	-
Advertising	16,498	19,418	18,383	21,000	22,500	22,725	22,952
Employee Training	10,627	8,728	11,267	15,500	15,500	15,655	15,812
Employee Travel	7,696	10,685	13,846	15,500	17,500	17,675	17,852
Printing	2,579	2,717	2,028	3,000	4,500	4,545	4,590
Maintenance Contracts/IT Svcs.	135,524	130,358	127,983	141,442	142,147	143,568	145,004
General Supplies	35,200	31,582	29,576	34,000	33,700	34,037	34,377
Utilities	15,681	84	-	-	-	-	-
Miscellaneous	6,494	9,312	36,924	8,750	9,950	10,050	10,150
<i>subtotal</i>	\$ 360,786	\$ 274,712	\$ 325,610	\$ 337,192	\$ 343,797	\$ 347,235	\$ 350,707
Capital/Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 2,340,068	\$ 2,345,022	\$ 2,631,318	\$ 2,857,116	\$ 3,162,560	\$ 3,246,691	\$ 3,333,554
Authorized Personnel	22.0	23.0	26.0	26.0	28.0		

(1) Three positions were reorganized from the Public Works Department in FY 2017 to improve service and availability to our permit customers (three Inspectors).

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2019 Budget for Community Development totals \$3,162,560 and represents an increase of 11%, or \$305,444 compared to FY 2018.

The Personnel Services category increased 12%, or \$298,839, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends); increases in group insurance premiums; annualized impact of staff turnover (and varying insurance plan signups); implementation of a post-employment healthcare benefit (new for FY 2019); and the net cost of upgrading two part-time temporary seasonal positions to full-time permanent status (2019 Operating Initiatives-Permit Technician; Administrative Assistant II³²).

Base level personnel total 28.0 FTEs and represent the following:

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Administrative Assistant II*	1.0	1.0	1.0	1.0	1.0	-
Arborist	1.0	1.0	1.0	1.0	1.0	-
Boards Assistant	1.0	1.0	1.0	-	-	-
Building Inspector	4.0	5.0	5.0	4.0	4.0	-
Building Inspector Manager*	-	-	-	-	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	-
Code Enforcement Officer	4.0	3.0	3.0	3.0	3.0	-
Director of Community Development	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Community Development	1.0	-	-	-	-	-
Development Services Engineer (Stormwater)	1.0	1.0	1.0	1.0	1.0	-
GIS Specialist/Planner	1.0	1.0	1.0	1.0	1.0	-
Inspectors	-	-	3.0	3.0	3.0	-
Office Manager*	-	-	-	-	1.0	1.0
Planning and Zoning Coordinator	-	-	-	1.0	1.0	-
Permit Technician	1.0	1.0	1.0	1.0	2.0	1.0
Project Administrator	-	-	1.0	1.0	1.0	-
Senior Building Inspector*	-	-	-	1.0	-	(1.0)
Senior Engineer (Transportation)	1.0	1.0	1.0	1.0	1.0	-
Senior Planner	-	1.0	1.0	1.0	1.0	-
Specialized Assistant - Permits Plus	1.0	1.0	-	-	-	-
Zoning Administrator	1.0	1.0	1.0	1.0	1.0	-
Zoning Enforcement Officer	-	1.0	-	-	-	-
	22.0	23.0	26.0	26.0	28.0	2.0

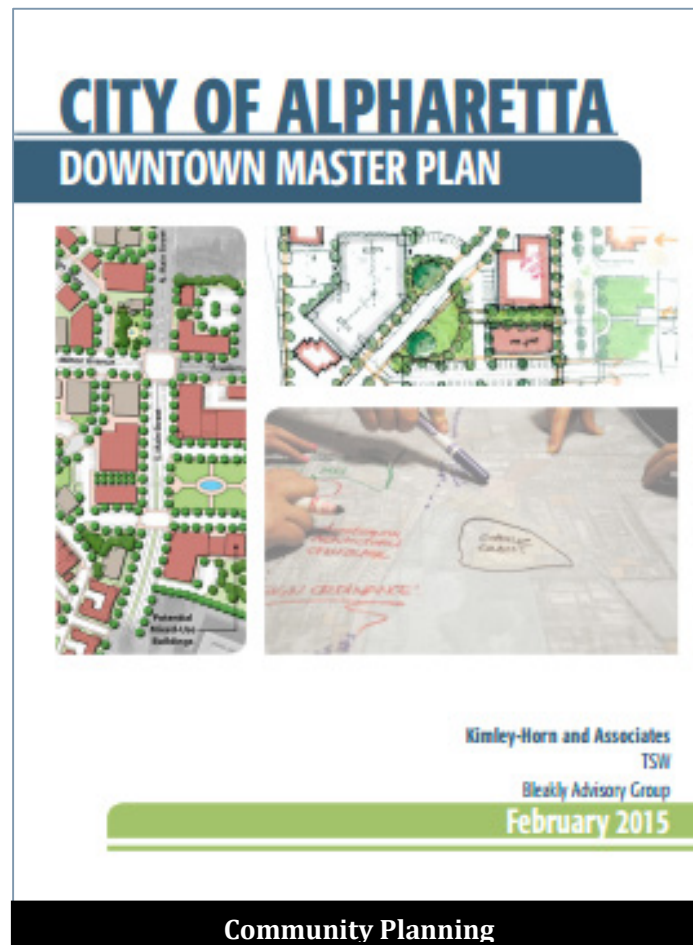
* Position reclassifications occurred during FY 2018.

³² Please refer to the Operating Initiative section of the Transmittal Letter for more information.

DEPARTMENT SUMMARIES

The Maintenance and Operations category increased 2%, or \$6,605, due primarily to the following activity:

- Increase in maintenance contract costs of \$5,000 due primarily to licensing fees associated with the Traffic Optimization software implemented in 2018.
- Increase in travel/training costs of \$2,000 due primarily to a continued focus on training and certification.
- Increase in printing and binding costs of \$1,500 due primarily to increased printing activity (e.g. Fire Prevention educational materials).
- Increase in advertising costs of \$1,500 resulting from growth in development activity and associated notice requirements.
- Decrease in professional services (IT) of -\$4,295 due primarily to a streamlining of software services and software/hardware maintenance services citywide as well as reduced costs for Microsoft licensing.



DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Community Development programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- 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 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Special projects managed	13	16	15	15	16	13
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	Admin Asst. II	Admin Asst. II		Admin Asst. II	
						Office Manager
	Deputy Director of Comm Development	Senior Planner	Senior Planner		Senior Planner	Senior Planner
	Specialized Assistant (Permits Plus)	Specialized Assistant (Permits Plus)				
			Project Administrator		Project Administrator	Project Administrator

DEPARTMENT 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 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of New public hearings filed	137	165	128	89	185	180
Total # of public hearings processed	130	177	123	72	187	180
# of parcels annexed	0	0	0	0	0	0
Personnel Assigned:	4.0 FTE	4.0 FTE	3.0 FTE	3.0 FTE	4.0 FTE	4.0 FTE
Zoning Administrator	Zoning Administrator	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	GIS Specialist/Planner	GIS Specialist/Planner
Boards Assistant	Boards Assistant	Boards Assistant	Boards Assistant			Administrative Assistant II
Code Enforcement Officer	Code Enforcement Officer	Code Enforcement Officer		Planning and Zoning Coordinator	Planning and Zoning Coordinator	Planning and Zoning Coordinator

Community Development - Development Services						
Performance Measurements	Actual FY 2015	**Actual FY 2016	*Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
Private development plans reviewed	121	163	162	85	140	140
Tree permits issued	974	644	978	448	800	800
Personnel Assigned:	3.0 FTE	3.0 FTE	6.0 FTE	6.0 FTE	6.0 FTE	6.0 FTE
Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation	Development Services Senior Engineer - Transportation
Services Engineer - Stormwater	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater	Development Services Engineer - Stormwater
Arborist	Arborist	Arborist	Inspectors (3)	Inspectors (3)	Inspectors (3)	Inspectors (3)

* Department completed a reorganization of three Inspector positions from the Public Works Department in FY 2017 to improve service and availability to our permit customers.

** Possible data loss, due to moving from a manual process to a computer based process (CityWorks).

DEPARTMENT SUMMARIES

Community Development - Building Safety						
Performance Measurements	Actual FY 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of New building permits issued	4,812	4,727	5,333	2,836	4,850	4,900
# of Building inspections completed	23,323	24,971	24,814	13,874	24,000	24,200
Personnel Assigned:	8.0 FTE	9.0 FTE	9.0 FTE		9.0 FTE	10.0 FTE
Building Official		Building Official	Building Official		Building Official	Building Official
Permit Technician		Permit Technician	Permit Technician		Permit Technician	Permit Technician (2)
Building Plans Examiner (2)		Building Plans Examiner (2)	Building Plans Examiner (2)		Building Plans Examiner (2)	Building Plans Examiner (2)
					Senior Building Inspector	Senior Building Inspector
Building Inspector (4)		Building Inspector (5)	Building Inspector (5)		Building Inspector (4)	Building Inspector (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 2015	**Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Code enforcement inspections completed	3,322	1,599	539	346	500	500
Personnel Assigned:	3.0 FTE	3.0 FTE	4.0 FTE		4.0 FTE	4.0 FTE
			Code Enforcement Manager		Code Enforcement Manager	Code Enforcement Manager
Code Enforcement Officer (3)		Code Enforcement Officer (3)	Code Enforcement Officer (3)		Code Enforcement Officer (3)	Code Enforcement Officer (3)

**Due to the new CityWorks software system, the Code Enforcement Officers are tracking violations that require action. These numbers do not reflect proactive daily patrols and interaction with citizens and businesses. The City of Alpharetta's Code Enforcement Officers are taking a more face to face, customer service approach with citizens and businesses, prior to taking any action that requires data entry. (CityWorks was implemented on October 5, 2015)

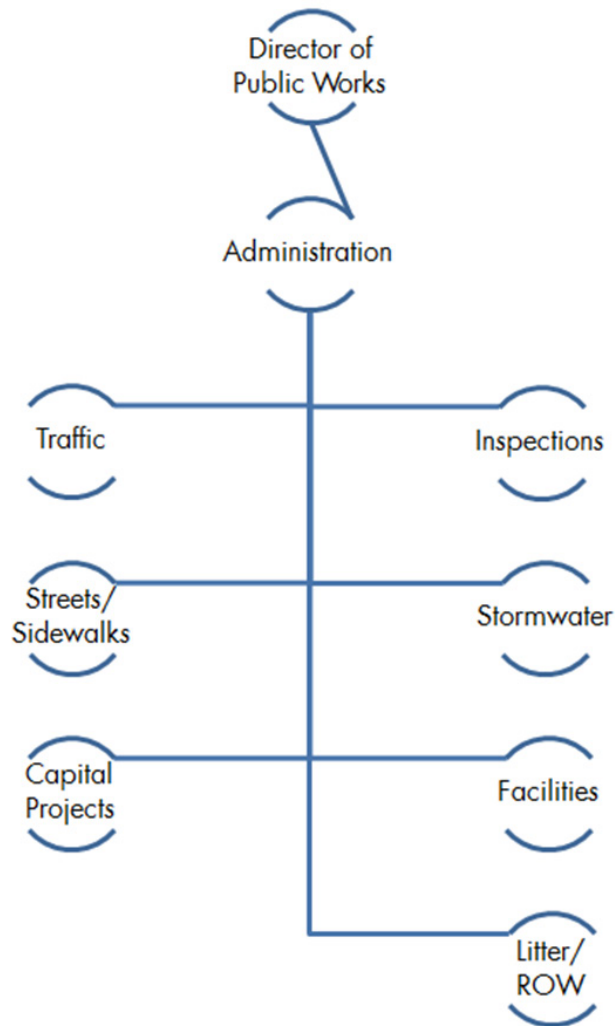
DEPARTMENT SUMMARIES

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.

DEPARTMENT SUMMARIES

Public Works

Administration, Engineering, Public Works, and Conservation

Mission Statement

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

Goals and Objectives



- ✓ Improve and maintain the City of Alpharetta infrastructure at the highest possible level and to enhance and promote the quality of life;



- ✓ Provide engineering professionalism to ensure growth and progress for the City of Alpharetta;



- ✓ Provide consistent Public Works functions and operations that afford future excellence in growth and expansion for the City of Alpharetta;



- ✓ Improve intergovernmental relations;



- ✓ Provide more efficient support and response for the citizens of Alpharetta;



- ✓ Develop strategic, long-range plans for the future; and



- ✓ Ensure timely completion of repairs on work projects so the disruption of service to the customer is minimal.

Engineering



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Public Works General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
Licenses and Permits:							
Soil Erosion Permit	\$ 30,226	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	2,500	-	-	-	-	-	-
Other Revenue:							
CID (GA400 Interchange Maint.)	57,200	54,000	78,362	80,000	82,500	69,800	48,600
Miscellaneous	-	55	1,521	-	-	-	-
TOTAL	\$ 89,926	\$ 54,055	\$ 79,883	\$ 80,000	\$ 82,500	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 2,628,270	\$ 2,806,349	\$ 2,761,823	\$ 2,974,265	\$ 3,062,372	\$ 3,138,931	\$ 3,217,405
Overtime	28,562	20,213	26,363	35,000	35,000	35,000	35,000
Group Insurance	680,084	722,566	775,577	927,083	903,062	948,215	995,626
FICA	192,235	203,090	200,900	229,302	236,054	241,955	248,004
Pension (Defined Benefit)	240,395	236,254	248,435	290,243	310,830	310,830	310,830
Pension (401A Cont./Match)	152,285	164,287	163,025	188,219	187,428	192,114	196,917
Workers Compensation	63,499	73,214	71,778	73,941	83,195	84,859	86,556
OPEB Contribution	9,252	9,286	8,909	9,151	67,848	69,205	70,589
Miscellaneous	1,793	1,386	2,527	2,213	2,203	2,203	2,203
<i>subtotal</i>	<i>\$ 3,996,374</i>	<i>\$ 4,236,645</i>	<i>\$ 4,259,336</i>	<i>\$ 4,729,417</i>	<i>\$ 4,887,992</i>	<i>\$ 5,023,312</i>	<i>\$ 5,163,129</i>
Maintenance & Operations:							
Professional Services	\$ 37,773	\$ 39,928	\$ 29,091	\$ 41,000	\$ 42,000	\$ 42,420	\$ 42,844
Fuel/Repair & Maint. (Vehicles)	121,874	130,083	101,040	145,000	135,000	136,350	137,714
Repair & Maint. (Facilities)	131,818	190,802	240,020	385,900	412,700	416,827	420,995
Maint. Contracts/IT Services	890,963	813,811	805,788	997,933	1,067,279	1,077,952	1,088,731
General Supplies	156,119	130,852	137,430	149,250	149,750	151,248	152,760
Utilities	1,564,727	1,677,748	1,586,060	1,758,400	1,953,100	1,972,631	1,992,357
Miscellaneous	109,040	68,153	94,298	93,500	96,500	97,465	98,440
<i>subtotal</i>	<i>\$ 3,012,314</i>	<i>\$ 3,051,378</i>	<i>\$ 2,993,728</i>	<i>\$ 3,570,983</i>	<i>\$ 3,856,329</i>	<i>\$ 3,894,892</i>	<i>\$ 3,933,841</i>
Capital/Lease/Other							
Enterprise Software Lease	\$ 75,691	\$ 75,996	\$ 82,885	\$ 76,622	\$ 76,943	\$ 76,943	\$ -
Miscellaneous	-	-	-	-	-	-	-
<i>subtotal</i>	<i>\$ 75,691</i>	<i>\$ 75,996</i>	<i>\$ 82,885</i>	<i>\$ 76,622</i>	<i>\$ 76,943</i>	<i>\$ 76,943</i>	<i>\$ -</i>
TOTAL	\$ 7,084,379	\$ 7,364,018	\$ 7,335,950	\$ 8,377,022	\$ 8,821,264	\$ 8,995,148	\$ 9,096,971
Authorized Personnel (1)	55.0	55.0	52.0	52.0	52.0		

(1) Three positions were reorganized into the Community Development Department in FY 2017 to improve service and availability to our permit customers (three Inspectors).

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2019 Budget for Public Works totals \$8,821,264 and represents an increase of 5%, or \$444,242, compared to FY 2018.

The Personnel Services category increased 3%, or \$158,575, due primarily to wage increases associated with the 3.0% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends) and implementation of a post-employment healthcare benefit (new for FY 2019).

Base level personnel total 52.0 FTEs and represent the following:

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Administrative Assistant II	2.0	2.0	1.0	1.0	1.0	-
Administrative Office Coordinator*	-	-	1.0	1.0	-	(1.0)
Assistant Construction Manager	-	-	-	1.0	1.0	-
Civil Engineer	1.0	2.0	2.0	2.0	2.0	-
Construction Manager	1.0	1.0	1.0	1.0	1.0	-
Deputy Director of Public Works	1.0	1.0	1.0	1.0	1.0	-
Director of Public Works	1.0	1.0	1.0	1.0	1.0	-
Engineering Technician	7.0	4.0	4.0	6.0	6.0	-
Environmental Program Coordinator	1.0	1.0	1.0	1.0	1.0	-
Fleet Coordinator	1.0	1.0	1.0	1.0	1.0	-
Inspector**	3.0	3.0	-	-	-	-
Project Administrator	1.0	1.0	1.0	1.0	1.0	-
Public Works Crew Leader	7.0	7.0	8.0	8.0	8.0	-
Public Works Supervisor	3.0	3.0	3.0	4.0	4.0	-
Public Works Technician I	11.0	11.0	11.0	6.0	6.0	-
Public Works Technician II	9.0	8.0	7.0	10.0	10.0	-
Senior Engineer	3.0	2.0	2.0	2.0	2.0	-
Senior Engineering Technician	1.0	1.0	1.0	-	-	-
Senior Inspector	1.0	1.0	1.0	1.0	1.0	-
Senior Water Resources Analyst	1.0	1.0	1.0	1.0	1.0	-
Support Services Manager*	-	-	-	-	1.0	1.0
Traffic Operations Manager	-	1.0	1.0	1.0	1.0	-
Traffic Signal Engineer	-	1.0	1.0	1.0	1.0	-
Urban Forestry Program Manager	-	1.0	1.0	1.0	1.0	-
Utility Locator	-	1.0	1.0	-	-	-
	55.0	55.0	52.0	52.0	52.0	-

* Position reclassifications occurred during FY 2018.

The Maintenance and Operations category increased 8%, or \$285,346, due primarily to the following activity:

- Increase in electric utilities funding of \$200,000 due to operating initiative funding for street lighting along public roads. Please refer to the Operating Initiative section of this document for detailed information.

DEPARTMENT SUMMARIES

- Increase in maintenance contract costs of \$76,174 due primarily to cost growth under the ROW landscape maintenance contract, Fulton County Animal Control contract, HVAC and pest control contracts for the Recreation and Parks Department, janitorial contract costs for City Center, etc.
- Increase in facility repair and maintenance costs of \$26,800 due to anticipated facility maintenance needs in FY 2019 including HVAC, flooring, painting, etc.).

The Capital/Lease category includes funding for the CityWorks work-order management software lease.

Performance Measurement

The following section provides detailed information on Engineering and Public Works programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **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 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Events coordinated	21	28	32	16	25	25
# of Students reached	292	1371	943	298	600	600
# of Volunteers	996	662	542	384	600	600
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.

DEPARTMENT 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 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Water quality samples analyzed	415	434	381	212	300	300
# of Land disturbance inspections	9,467	COMMUNITY DEVELOPMENT				
<i>* Capital contracts include traffic, stormwater, sidewalks, infrastructure, community development, and facilities projects.</i>						
Personnel Assigned:	24.0 FTE	24.0 FTE	21.0 FTE***	22.0 FTE		22.0 FTE
	Director of PW	Director of PW	Director of PW	Director of PW		Director of PW
	Deputy Director	Deputy Director	Deputy Director	Deputy Director		Deputy Director
	Project Administrator	Project Administrator	Project Administrator	Project Administrator		Project Administrator
			Administrative Office Coordinator	Administrative Office Coordinator		Administrative Office Coordinator
	Admin Asst. II (2)	Admin Asst. II (2)	Admin Asst. II	Admin Asst. II		Admin Asst. II
	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator	Fleet Coordinator		Fleet Coordinator
	Civil Engineer	Civil Engineer (2)	Civil Engineer (2)	Civil Engineer (2)		Civil Engineer (2)
	Sr. Engineer (3)	Sr. Engineer (2)	Sr. Engineer (2)	Sr. Engineer (2)		Sr. Engineer (2)
	Construction Mgr.	Construction Mgr.	Construction Mgr.	Construction Mgr.		Construction Mgr.
			Assistant Construction Mgr.	Assistant Construction Mgr.		Assistant Construction Mgr.
	Inspector (3)/ Senior Inspector	Inspector (3)/ Senior Inspector	Senior Inspector	Senior Inspector		Senior Inspector
	Sr. Engineering Technician	Sr. Engineering Technician	Public Works Supervisor	Public Works Supervisor		Public Works Supervisor
	Engineering Technician (7)	Engineering Technician (4)	Engineering Technician (4)	Engineering Technician (4)		Engineering Technician (4)
		Traffic Operations Manager	Traffic Operations Manager	Traffic Operations Manager		Traffic Operations Manager
		Traffic Signal Engineer	Traffic Signal Engineer	Traffic Signal Engineer		Traffic Signal Engineer
		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

***Three positions were reorganized into the Community Development Department in FY 2017 to improve service and availability to our permit customers (three Inspectors).

DEPARTMENT 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 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
Average # of days to complete sidewalk work order	4.8	3.7	3.9	3.3	3.0	3.0
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	2.7	2.5	2.3	2.0	3.0	3.0
Average # of days to complete ROW, mowing, limb work order	1.1	1.2	1.1	1.0	1.0	1.0
Average # of days to complete sink hole work order	2.6	33.3	1.0	4.8	3.0	3.0
Average # of days to complete sign replacement/upgrade work order	1.8	2.2	1.4	1.0	2.0	2.0
Average # of days to complete signal light maintenance work order	2.0	4.4	2.9	1.7	3.0	3.0
Average # of days to complete striping work order	2.3	1.4	15.2	1.1	3.0	3.0
Average # of days to complete catch basin work order	8.8	2.0	1.6	1.5	2.0	2.0
Average # of days to complete storm drain work order	9.2	5.7	2.7	1.4	3.0	3.0
Average # of days to complete facilities work order	1.3	1.2	2.1	2.5	2.0	2.0
Personnel Assigned:	30.0 FTE	30.0 FTE	30.0 FTE	29.0 FTE	29.0 FTE	29.0 FTE
PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)	PW Supervisor (3)
PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (7)	PW Crew Leader (8)	PW Crew Leader (8)	PW Crew Leader (8)	PW Crew Leader (8)
PW Tech II (9)	PW Tech II (8)	PW Tech II (7)	PW Tech II (7)	PW Tech II (10)	PW Tech II (10)	PW Tech II (10)
PW Tech I (11)	PW Tech I (11)	PW Tech I (11)	PW Tech I (11)	PW Tech I (6)	PW Tech I (6)	PW Tech I (6)
	Utility Locator	Utility Locator	Utility Locator	Engineering Tech (2)	Engineering Tech (2)	Engineering Tech (2)

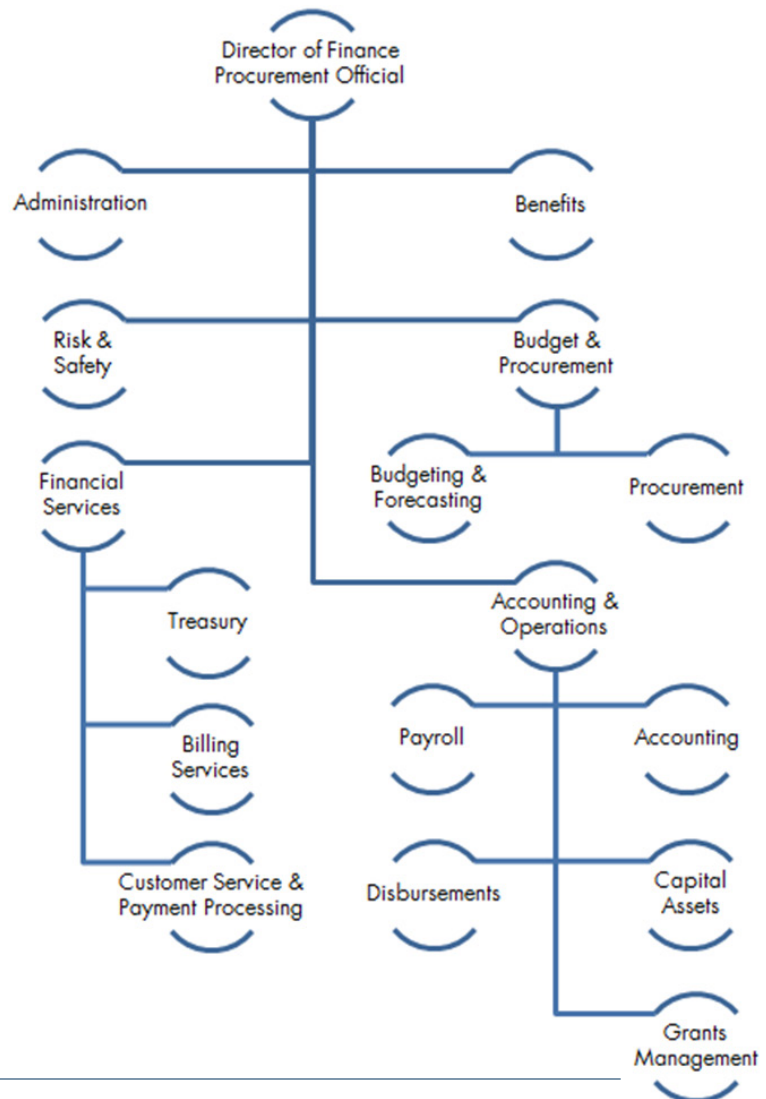
DEPARTMENT SUMMARIES

Finance

THOMAS G. HARRIS
DIRECTOR



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DEPARTMENT 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.



DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Finance General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 1,428,374	\$ 1,501,777	\$ 1,503,783	\$ 1,571,963	\$ 1,621,322	\$ 1,661,855	\$ 1,703,401
Overtime	47	225	-	-	-	-	-
Group Insurance	321,656	335,180	360,828	408,013	410,531	431,058	452,610
FICA	100,483	105,643	105,796	120,032	123,837	126,933	130,106
Pension (Defined Benefit)	158,893	168,915	165,952	189,117	203,743	203,743	203,743
Pension (401A Cont./Match)	73,098	83,139	86,314	92,275	95,069	97,446	99,882
Workers Compensation	33,394	38,862	39,019	39,136	44,107	44,989	45,889
OPEB Contribution	4,722	4,778	4,698	4,704	34,943	35,642	36,355
Miscellaneous	163	978	978	1,061	990	990	990
<i>subtotal</i>	\$ 2,120,829	\$ 2,239,496	\$ 2,267,369	\$ 2,426,301	\$ 2,534,542	\$ 2,602,655	\$ 2,672,977
Maintenance & Operations:							
Professional Services	\$ 233,728	\$ 271,838	\$ 275,190	\$ 278,205	\$ 288,530	\$ 291,415	\$ 294,329
Printing	23,367	22,544	24,825	25,700	27,300	27,573	27,849
Employee Travel	5,803	11,062	5,766	18,530	17,530	17,705	17,882
Employee Training	16,164	13,417	9,734	19,165	16,165	16,327	16,490
Maint. Contracts/IT Services	197,106	194,611	196,946	227,754	243,319	245,752	248,210
General Supplies	44,616	44,310	40,554	49,300	47,600	48,076	48,557
Wellness Programs	167,461	160,727	155,073	180,000	180,000	181,800	183,618
Miscellaneous	26,301	18,915	8,767	11,150	11,150	11,262	11,374
<i>subtotal</i>	\$ 714,546	\$ 737,424	\$ 716,856	\$ 809,804	\$ 831,594	\$ 839,910	\$ 848,309
Capital/Lease/Other:							
Capital	\$ 8,120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Software Lease	106,186	107,700	109,262	110,904	-	-	-
Interest on Property Tax Refunds	4,174	2,439	11,645	-	-	-	-
<i>subtotal</i>	\$ 118,480	\$ 110,139	\$ 120,907	\$ 110,904	\$ -	\$ -	\$ -
TOTAL	\$ 2,953,855	\$ 3,087,059	\$ 3,105,132	\$ 3,347,009	\$ 3,366,136	\$ 3,442,565	\$ 3,521,286
Authorized Personnel	21.5	21.5	21.5	21.5	21.5		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2019 Budget for Finance totals \$3,366,136 and represents an increase of 1%, or \$19,127, compared to FY 2018.

The Personnel Services category increased 5%, or \$108,241, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends) and implementation of a post-employment healthcare benefit (new for FY 2019). Base level personnel total 21.5 FTEs and represent the following:

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Accountant (3FT; 1PT)	3.5	3.5	3.5	3.5	3.5	-
Accounting & Operations Manager	1.0	1.0	1.0	1.0	1.0	-
Accounts Payable Technician	1.0	1.0	1.0	1.0	1.0	-
Billing/Collections Rep.	-	1.0	1.0	1.0	1.0	-
Benefits Manager	1.0	1.0	1.0	1.0	1.0	-
Benefits Coordinator	1.0	1.0	1.0	1.0	1.0	-
Billing Coordinator	1.0	1.0	1.0	1.0	1.0	-
Budget & Procurement Manager	1.0	1.0	1.0	1.0	1.0	-
Cash Management Officer	1.0	-	-	-	-	-
Cash Management Coordinator	-	1.0	1.0	1.0	1.0	-
Chief Accountant	1.0	1.0	1.0	1.0	1.0	-
Customer Account Coordinator	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	-
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	-

The Maintenance and Operations category increased 3%, or \$21,790, due primarily to the following activity:

- Increase in professional fees of \$10,325 due primarily to increases in actuarial, asset management, and external auditing fees.
- Increase in maintenance contracts of \$9,250 due to licensing fees associated with the Socrata CIP dashboard software solution implemented during FY 2017 and Whitebirch financial management solution implemented in FY 2018.
- Increase in professional services (IT) of \$6,315 due to multiple factors including growth in adobe product fees, Tyler Munis disaster recovery service fees, etc.

The Capital/Lease category does not include funding in FY 2019 as the capital lease for the Tyler ERP software was fully-paid in FY 2018.

DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Finance programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- 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 2015	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
# of New GAAP/GASB financial requirements implemented	2	4	2	3	4
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)	\$80,767	\$213,747	\$567,874	\$500,000	\$250,000
Personnel Assigned:	Finance Admin 2.0 FTE	Finance Admin 2.0 FTE	Finance Admin 2.0 FTE	Finance Admin 2.0 FTE	Finance Admin 2.0 FTE
	Director of Finance Office Manager	Director of Finance Office Manager	Director of Finance Office Manager	Director of Finance Office Manager	Director of Finance Office Manager
	Risk Mgmt. 1.0 FTE	Risk Mgmt. 1.0 FTE	Risk Mgmt. 1.0 FTE	Risk Mgmt. 1.0 FTE	Risk Mgmt. 1.0 FTE
	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator	Safety/Risk Administrator

DEPARTMENT SUMMARIES

- **Internal Services**

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

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

Accounting, Budget, Procurement Performance Measurements	Actual FY 2015	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
Audited CAFR to be published within 180 days of fiscal year end	12/15/2015	12/22/2016	11/1/2017	11/1/2017	11/1/2018
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%	100%	100%	100%
% of Budgeted employees participating in direct deposit	97%	98%	98%	98%	98%
Average # of vendor responses to Bids/Requests for Proposals	4	5	6	6	6
	Accounting Services 7.5 FTE	Accounting Services 7.5 FTE	Accounting Services 7.5 FTE	Accounting Services 7.5 FTE	Accounting Services 7.5 FTE
	Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.	Accounting & Op. Mgr.
	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant	Chief Accountant
	Accountant (3.5)	Accountant (3.5)	Accountant (3.5)	Accountant (3.5)	Accountant (3.5)
	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator	Payroll Coordinator
	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician	Accounts Payable Technician
	Budget/Procurement 4 FTE	Budget/Procurement 4 FTE	Budget/Procurement 4 FTE	Budget/Procurement 4 FTE	Budget/Procurement 4 FTE
	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.	Budget & Procurement Mgr.
	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)	Sr. Budget & Procurement Analyst (3)
Total Personnel Assigned Internal Services:	11.5 FTE	11.5 FTE	11.5 FTE	11.5 FTE	11.5 FTE

DEPARTMENT 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 2015	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
% of bills generated on time	99%	99%	99%	99%	99%
% of bills collected on time	95%	95%	95%	95%	95%
# of Real estate tax bills generated	19,292	19,407	19,673	19,673	19,700
# of Personal property tax bills	2,829	2,989	2,989	2,989	3,025
# of Liens processed	124	116	150	150	150
# of Sanitation customers	15,042	15,345	15,135	15,135	15,200
% of Delinquent sanitation Accts	<10%	<10%	<10%	<10%	<10%
Personnel Assigned:	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE
Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager	Treasury Services Manager
Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator	Billing Coordinator
Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator	Customer Account Coordinator
Cash Management Officer	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
Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative	Customer Account Representative

- Benefits and Compensation**

Statement of Service: The benefits and compensation function provides for a competitive pay and benefits package to help attract and retain the best employees.

Benefits & Compensation Performance Measurements	Actual FY 2015	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
% of Employees enrolled in group insurance	90%	90%	90%	91%	91%
% of Employees enrolled in deferred compensation	78%	80%	80%	81%	82%
Personnel Assigned:	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE	2.0 FTE
Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager	Benefits Manager
Benefits Coordinator	Benefits Coordinator	Benefits Coordinator	Benefits Coordinator	Benefits Coordinator	Benefits Coordinator

DEPARTMENT SUMMARIES

Human Resources

JAMES DRINKARD
ASSISTANT CITY
ADMINISTRATOR



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



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



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

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

DEPARTMENT SUMMARIES

Human Resources

Administration, Employee 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:

- ✓ 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;
- ✓ Act as a catalyst enabling all employees to 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 and equality while maintaining compliance with employment and labor laws, organizational directives, and the vision and values of the City of Alpharetta;
- ✓ Consult with senior management and supervisory personnel on human resources matters regarding staffing, organizational effectiveness, training and development, motivation and discipline, compliance, and related matters; and
- ✓ Work in support of the Benefits Team (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.

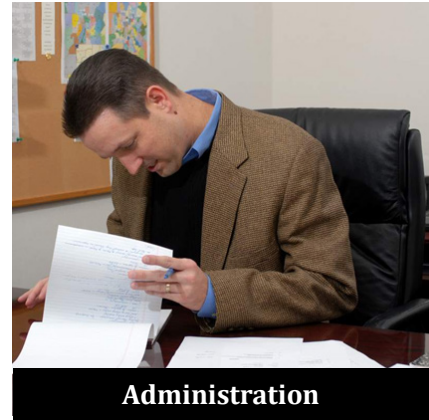
Goals and Objectives








- ✓ 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;



- ✓ 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;



DEPARTMENT SUMMARIES

- 

 ✓ Identify and develop internal talent;
- 
 ✓ 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;
- 
 ✓ Improve operational efficiency and reduce costs by elevating the overall health of our employees; and
- 
 ✓ Elevate and maintain morale by improving communications with employees and fostering an information rich environment.

Statement of Revenues, Expenditures, and changes in Personnel

Human Resources General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 129,346	\$ 133,819	\$ 136,357	\$ 142,317	\$ 146,646	\$ 150,312	\$ 154,070
Overtime	78	35	-	-	-	-	-
Group Insurance	9,725	10,500	11,371	15,414	15,548	16,325	17,142
FICA	13,012	13,354	13,732	10,780	11,124	11,402	11,687
Pension (Defined Benefit)	14,557	16,064	17,372	19,905	21,426	21,426	21,426
Pension (401A Cont./Match)	7,311	7,616	7,934	7,045	7,271	7,453	7,639
Workers Compensation	2,907	3,386	3,483	3,513	3,962	4,041	4,122
OPEB Contribution	419	424	427	430	3,197	3,261	3,326
Citywide Educational Programs	52,654	59,028	34,007	55,000	55,000	55,000	55,000
Miscellaneous	-	-	326	163	-	-	-
<i>subtotal</i>	\$ 230,010	\$ 244,226	\$ 225,008	\$ 254,567	\$ 264,174	\$ 269,221	\$ 274,412
Maintenance & Operations:							
Professional Services	\$ 54,035	\$ 56,368	\$ 59,420	\$ 56,350	\$ 62,350	\$ 62,974	\$ 63,603
Advertising	2,451	-	-	-	-	-	-
Employee Travel	841	1,326	521	2,300	2,000	2,020	2,040
Employee Training	3,914	2,946	4,194	4,250	4,250	4,293	4,335
Maintenance Contracts/IT Svcs.	6,155	6,651	6,599	8,140	7,597	7,673	7,750
General Supplies	5,155	8,151	6,613	8,525	8,825	8,913	9,002
Employee Recognition	68,593	72,307	64,933	79,650	79,650	80,447	81,251
Miscellaneous	5,426	1,628	1,433	2,000	2,000	2,020	2,040
<i>subtotal</i>	\$ 146,570	\$ 149,377	\$ 143,714	\$ 161,215	\$ 166,672	\$ 168,339	\$ 170,022
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 376,580	\$ 393,603	\$ 368,722	\$ 415,782	\$ 430,846	\$ 437,559	\$ 444,434
Authorized Personnel	2.0	2.0	2.0	2.0	2.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2019 Budget for Human Resources totals \$430,846 and represents an increase of 4%, or \$15,064, compared to FY 2018.

The Personnel Services category increased 4%, or \$9,607, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends) and implementation of a post-employment healthcare benefit (new for FY 2019).

Base level personnel total 2.0 FTEs and represent the following:

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
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	-
	2.0	2.0	2.0	2.0	2.0	-

Assistant City Administrator (acting HR Director) is funded within the City Administration budget.

The Maintenance and Operations category increased 3.4%, or \$5,457, due primarily to an increase in professional services costs of \$6,000 based on year-to-date and historical expenditure trends for pre-employment evaluations, psychological evaluations, employment physicals, etc.

Performance Measurement

The following section provides detailed information on Human Resources programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

DEPARTMENT SUMMARIES

- 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.

Administration Performance Measurements	Actual FY 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
Human Resources annual turnover percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
City-wide turnover percentage	6.22%	9.08%	10.13%	4.28%	9.50%	8.00%
Total # full-time equivalents (full-time, part-time, seasonal, and elected)	535	527	532	492	585	595
HR staff to total full-time equivalent employee ratio	267.5:1	263.5:1	266:01:00	246:01:00	292.5:1	297.5:1
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE		1.0 FTE	1.0 FTE
	Admin Assistant II Admin Assistant II Admin Assistant II				Admin Assistant II Admin Assistant II	
*The Human Resources Department is directed by the Assistant City Administrator.						

- Recruitment and Retention**

Statement of Service: The recruitment and retention function facilitates 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.

Employment & Retention Performance Measurements	Actual FY 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
Average cost per hire - Permanent	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Average cost per hire - Seasonal	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
# of Resumes reviewed & logged	781	689	1068	478	900	1100
# of Qualified applications processed	117	138	213	94	180	220
# of New hires - Permanent	19	34	42	25	46	50
# of New hires - Seasonal	51	52	48	0	68	70
# of Internal promotions	16	15	15	5	11	13
# of separations	86	95	106	28	100	125
% of Employees rated "Exceeds" on annual merit review	7.7%	11.3%	11.5%	0.0%	11.7%	12.0%
% of Employees rated "Meets" on annual merit review	92.3%	88.7%	88.5%	0.0%	88.3%	88.0%
% of Employees underperforming on annual performance review	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
% of Employees on "Performance Improvement Plan"	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total # of employees enrolled in Education Programs						
Doctorate Degree	0	0	1	2	0	2
Master's Degree	8	7	5	1	5	4
Bachelor's Degree	18	18	14	11	20	18
Associate's Degree	3	2	5	3	3	4
Certificate Programs	1	2	0	0	3	2
Total # of employees receiving tuition	30	29	25	17	31	30
Total dollar amount of reimbursement	\$54,458	\$53,867	\$36,407	\$16,422	\$52,000	\$54,000
* Employee review percentage not 100% due to the impact of new hires, vacancies, turnover, and leaves of absence.						
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE		1.0 FTE	1.0 FTE
	Human Resources Manager	Human Resources Manager	Human Resources Manager		Human Resources Manager	Human Resources Manager

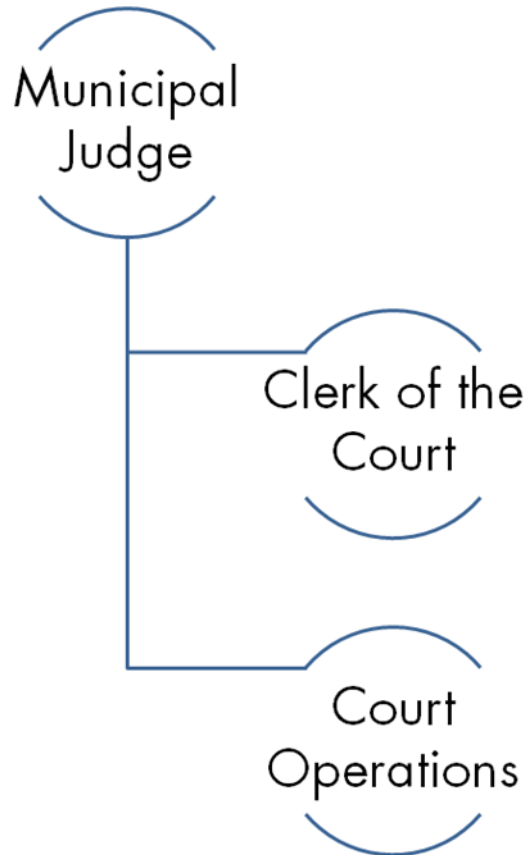
DEPARTMENT SUMMARIES

Municipal Court

ELIZABETH SAHLIN
DIRECTOR



ESahlin@alpharetta.ga.us



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DEPARTMENT 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;
-   ✓ Develop activity reports;
-   ✓ 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.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Municipal Court General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
Intergovernmental							
City of Milton (lease of Court space)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 424,987	\$ 391,112	\$ 396,960	\$ 471,441	\$ 437,852	\$ 448,798	\$ 460,018
Group Insurance	98,874	96,941	99,140	132,044	114,420	120,141	126,148
FICA	30,108	27,821	28,618	35,856	33,318	34,151	35,005
Pension (Defined Benefit)	38,692	35,925	38,824	43,842	46,617	46,617	46,617
Pension (401A Cont./Match)	26,945	26,124	27,749	34,905	30,879	31,651	32,442
Workers Compensation	10,166	11,550	11,595	11,697	11,854	12,091	12,333
OPEB Contribution	1,424	1,446	1,422	1,431	9,576	9,768	9,963
Miscellaneous	-	489	1,185	245	82	82	82
<i>subtotal</i>	\$ 631,195	\$ 591,408	\$ 605,493	\$ 731,461	\$ 684,598	\$ 703,299	\$ 722,608
Maintenance & Operations:							
Professional Services	\$ 222,182	\$ 234,204	\$ 243,316	\$ 248,000	\$ 253,000	\$ 255,530	\$ 258,085
Printing	21,375	8,423	18,169	18,500	19,000	19,190	19,382
Maintenance Contracts/IT Svcs.	40,232	48,296	46,373	57,710	89,193	90,085	90,986
General Supplies	13,257	12,007	11,891	13,750	13,100	13,231	13,363
Utilities	26,691	24,471	23,729	29,075	29,325	29,618	29,914
Miscellaneous	3,654	11,350	4,822	28,050	8,250	8,333	8,416
<i>subtotal</i>	\$ 327,391	\$ 338,751	\$ 348,298	\$ 395,085	\$ 411,868	\$ 415,987	\$ 420,147
Capital	\$ 10,830	\$ 25,681	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 969,417	\$ 955,841	\$ 953,791	\$ 1,126,546	\$ 1,096,466	\$ 1,119,286	\$ 1,142,755
Authorized Personnel	9.0	9.0	9.0	9.0	8.0		

- (1) Please note: departmental operations often impact numerous revenue sources that are accounted elsewhere within the City's budget. For example, the Municipal Court is instrumental in the collection of Municipal Court Fine revenues. These revenues are accounted for in the Public Safety Department but are reliant, in part, on the work of the Municipal Court.

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2019 Budget for Municipal Court totals \$1,096,466 and represents a decrease of -3%, or -\$30,080, compared to FY 2018.

The Personnel Services category decreased -6%, or -\$46,863, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends); implementation of a post-employment healthcare benefit (new for FY 2019); all of which is fully offset through the elimination of the vacant Deputy Clerk II position (-1.0 FTE).

Base level personnel total 8.0 FTEs and represent the following:

	Full-Time Equivalent Positions					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Variance
Court Clerk/Director of Court Services	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk I	1.0	1.0	1.0	1.0	1.0	-
Deputy Clerk II	5.0	5.0	5.0	5.0	4.0	(1.0)
Deputy Clerk III	1.0	1.0	1.0	1.0	1.0	-
Judge	1.0	1.0	1.0	1.0	1.0	-
	9.0	9.0	9.0	9.0	8.0	(1.0)

The Maintenance and Operations category increased 4%, or \$16,783, due primarily to the following activity:

- Increase in maintenance contract costs of \$16,900 and corresponding decrease in small equipment costs of -\$20,000 due primarily to the Court Management Software initiative approved in FY 2018. Specifically: year 1 (FY 2018) included funds for fingerprint scanner equipment which does not continue into FY 2019; and year 2 (FY 2019) includes software licensing fees for the eCourts court management software (year 1 costs were covered by the Judicial Council's Administrative Office). Additional increases totaling \$17,400 are associated with Janitorial Services which are now needed as a result of the Recreation, Parks, and Cultural Services Department reorganization that resulted in them vacating the Crabapple Government Center and reallocating their staff that used to provide onsite janitorial services. The City will use its private janitorial service provider moving forward to clean the Courts facility.
- Increase in professional services costs of \$5,000 based on historical and year-to-date expenditure trends for bank fees, court appointed attorney fees, translator fees, etc.

DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Municipal Court programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **Violations Bureau**

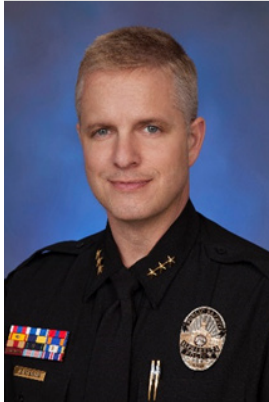
Statement of Service: The purpose of the Municipal Court is to process all alleged violations of city Ordinances and certain state laws in a fair, impartial, expeditious, accurate, and fiscally responsible manner. The Violations Bureau holds traffic and state court, monitors and handles all cash bonds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

Municipal Court Performance Measurements	Actual FY 2015	Actual FY 2016	Actual FY 2017	Target FY 2018	Target FY 2019
# of Citations received to process	14,028	15,113	13,559	10,675	11,000
Total # of cases disposed	15,444	15,045	14,353	11,320	11,500
# of Court sessions	232	230	232	240	240
Annual deposits (Court Fines)	\$2,418,607	\$2,198,202	\$2,225,129	\$1,825,000	\$1,975,000
Personnel Assigned:	9.0 FTE	9.0 FTE	9.0 FTE	9.0 FTE	8.0 FTE
Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge	Municipal Judge
Court Clerk /	Court Clerk /	Court Clerk /	Court Clerk /	Court Clerk /	Court Clerk /
Director of Court Services	Director of Court Services	Director of Court Services	Director of Court Services	Director of Court Services	Director of Court Services
Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III	Deputy Clerk III
Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (5)	Deputy Clerk II (4)
Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I	Deputy Clerk I

DEPARTMENT SUMMARIES

Public Safety

JOHN ROBISON
DIRECTOR



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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.

DEPARTMENT SUMMARIES

Public Safety

Administration, Police, Fire, and Emergency 911

Mission Statement

Public Safety: Expand joint efforts between Police and Fire, particularly in the area of training, emergency management, and community outreach.

Police Services: The Alpharetta Police Department is dedicated to working in partnership with our community to reduce crime, alleviate fear, and enhance the quality of life for all citizens.

Fire and Emergency Services: Our mission is to provide fire and emergency services that enhances the quality of life of the Alpharetta community by engaging in partnerships that emphasizes an environment of service.

Goals and Objectives

Police Services



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



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



- ✓ 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 concerns through engineering, education, and enforcement. Build the effectiveness of specialty teams including DUI enforcement, bicycle and commercial vehicle inspection.



Fire Services

DEPARTMENT SUMMARIES

Fire Services

-  ✓ Maintain a minimum on-duty staffing level of not less than 25 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 15 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.



Public Safety Department

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Public Safety General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
Licenses and Permits							
Alcohol Beverage	\$ 566,159	\$ 582,812	\$ 618,767	\$ 650,000	\$ 670,000	\$ 683,400	\$ 697,068
Other	21,792	29,743	32,595	16,000	26,750	27,285	27,831
Intergovernmental:							
City of Milton	60,000	60,000	60,000	60,000	60,000	61,200	62,424
Charges for Services:							
Reports	26,376	26,268	29,543	25,000	25,000	25,500	26,010
Services	217,865	213,580	211,103	210,000	210,000	214,200	218,484
False Alarms	43,601	44,346	48,098	35,000	40,000	40,800	41,616
Plan Review	78,776	170,450	147,619	140,000	140,000	142,800	145,656
Other	15,934	16,568	17,049	19,000	18,000	18,360	18,727
Fines & Forfeitures:							
Municipal Court Fines	2,418,607	2,198,202	2,225,129	2,200,000	1,975,000	2,014,500	2,054,790
Red Light Camera Fines	348,858	7,080	-	-	-	-	-
Other	3,604	1,037	19,045	7,250	10,500	10,710	10,924
Other Revenue	44,224	37,215	53,416	42,250	45,000	-	-
TOTAL	\$ 3,845,797	\$ 3,387,302	\$ 3,462,364	\$ 3,404,500	\$ 3,220,250	\$ 3,238,755	\$ 3,303,530
EXPENDITURES							
Personnel Services:							
Salaries	\$ 12,770,877	\$ 13,132,719	\$ 12,999,757	\$ 13,922,948	\$ 14,329,621	\$ 14,687,862	\$ 15,055,058
Overtime	990,635	1,045,007	1,046,602	989,001	1,124,999	1,124,999	1,124,999
Group Insurance	3,638,685	3,851,767	3,919,880	4,623,470	4,635,394	4,867,164	5,110,522
FICA	987,359	1,018,357	1,007,864	1,138,380	1,179,134	1,208,612	1,238,828
Pension (Defined Benefit)	1,241,498	1,310,225	1,393,999	1,429,761	1,511,217	1,511,217	1,511,217
Pension (401A Cont./Match)	731,415	808,395	855,204	881,215	938,349	961,808	985,853
Workers Compensation	285,442	329,206	337,076	333,896	378,465	386,034	393,755
OPEB Contribution	44,725	44,665	44,917	44,784	335,717	342,431	349,280
Miscellaneous	7,091	7,114	11,936	8,496	6,908	6,908	6,908
subtotal	\$ 20,697,727	\$ 21,547,454	\$ 21,617,234	\$ 23,371,951	\$ 24,439,804	\$ 25,097,035	\$ 25,776,419
Maintenance & Operations:							
Professional Services	\$ 267,775	\$ 251,627	\$ 219,430	\$ 279,032	\$ 258,832	\$ 261,420	\$ 264,035
Fuel/Repair & Maint. (Vehicles)	877,785	691,933	689,884	752,374	755,000	762,550	770,176
Employee Travel	84,212	116,285	103,299	110,750	130,500	131,805	133,123
Employee Training	89,271	103,419	121,710	124,100	114,600	115,746	116,903
Maint. Contracts/IT Services	1,072,511	782,362	845,169	1,090,806	1,087,947	1,098,826	1,109,815
General Supplies	272,499	252,921	247,884	294,976	315,400	318,554	321,740
Uniforms	206,083	188,875	193,291	241,200	226,500	228,765	231,053
Utilities	182,270	178,954	171,079	192,500	218,600	220,786	222,994
Miscellaneous	158,586	198,412	241,628	224,150	244,038	246,478	248,943
subtotal	\$ 3,210,992	\$ 2,764,789	\$ 2,833,373	\$ 3,309,888	\$ 3,351,417	\$ 3,384,931	\$ 3,418,780
Capital/Leases:							
Capital/Other	\$ 7,440	\$ 4,620	\$ 27,765	\$ -	\$ -	\$ -	\$ -
Software/Fire Truck Lease(s)	295,926	355,747	522,971	578,669	628,550	579,596	580,470
subtotal	\$ 303,366	\$ 360,367	\$ 550,736	\$ 578,669	\$ 628,550	\$ 579,596	\$ 616,885
TOTAL	\$ 24,212,086	\$ 24,672,611	\$ 25,001,343	\$ 27,260,508	\$ 28,419,771	\$ 29,061,562	\$ 29,812,085
Authorized Personnel	217.5	218.5	219.0	221.0	221.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2019 Budget for Public Safety totals \$28,419,771 and represents an increase of 4%, or \$1,159,263, compared to FY 2018.

The Personnel Services category increased 5%, or \$1,067,853, due primarily to wage increases associated with the 3% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends), increases in overtime expense, implementation of a post-employment healthcare benefit (new for FY 2019), as well as the annualized financial impact of the Public Safety Department personnel reorganization that initiated in FY 2018 (estimated cost of \$50,000).

Base level personnel total 221 FTEs and represent the following:

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Sworn Police Officers						
Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Captain*	6.0	7.0	7.0	6.0	4.0	(2.0)
Lieutenant	16.0	16.0	15.0	15.0	15.0	-
Division Chief*	1.0	-	-	-	1.0	1.0
Field Training Officer*	10.0	10.0	10.0	10.0	9.0	(1.0)
Officer*	69.0	69.0	70.0	71.0	67.0	(4.0)
Sergeants*	-	-	-	-	6.0	6.0
Police Operations Major	-	-	-	1.0	1.0	-
Police Support Operations Major*	-	-	-	-	1.0	1.0
Public Information Officer*	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	-
	105.0	105.0	105.0	106.0	106.0	-
Certified Firefighters						
Deputy Director of Public Safety	1.0	1.0	1.0	1.0	1.0	-
Battalion Chief*	3.0	3.0	3.0	2.0	3.0	1.0
Division Chief*	1.0	1.0	1.0	1.0	-	(1.0)
Captain*	24.0	23.0	23.0	23.0	22.0	(1.0)
Chief Public Affairs Officer*	-	-	-	-	1.0	1.0
Accreditation/Emer. Mgmt. Coord. (Captain)	1.0	1.0	1.0	1.0	1.0	-
Training/Emergency Medical Svcs Coord.	1.0	1.0	1.0	1.0	1.0	-
Fire Apparatus Engineer*	22.0	22.0	22.0	22.0	24.0	2.0
Firefighter/Paramedic	20.0	20.0	20.0	20.0	20.0	-
Firefighter II*	19.0	21.0	21.0	21.0	19.0	(2.0)
Fire 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	-
Deputy Fire Marshal	1.0	1.0	1.0	1.0	1.0	-
Assistant Fire Marshal (3FT; 1PT)	2.5	2.5	2.5	3.5	3.5	-
	97.5	98.5	98.5	99.5	99.5	-

DEPARTMENT SUMMARIES

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Civilian Positions						
Administrative Assistant II	2.0	2.0	2.0	2.0	2.0	-
Criminal Intelligence Analyst	1.0	1.0	1.0	1.0	1.0	-
Data Entry Clerk (1PT)	0.5	0.5	-	-	-	-
Evidence Technician	1.0	-	-	-	-	-
Evidence Custodian	-	1.0	1.0	1.0	1.0	-
Fingerprint Technician	0.5	0.5	1.0	1.0	1.0	-
Parking Enforcement Officer (2PT 2018; 1FT 2019)	-	1.0	1.0	1.0	1.0	-
Public Safety Volunteer Manager	1.0	-	-	-	-	-
Records Clerk	4.0	4.0	4.5	4.5	4.5	-
Records Supervisor	1.0	1.0	1.0	1.0	1.0	-
School Crossing Guard (8PT)	4.0	4.0	4.0	4.0	4.0	-
	15.0	15.0	15.5	15.5	15.5	-
	217.5	218.5	219.0	221.0	221.0	-

* Position reclassifications occurred during FY 2018.

Additional personnel changes will occur through attrition in accordance with the departmental reorganization approved during FY 2018.

The Maintenance and Operations category increased 1%, or \$41,529, due primarily to the following activity:

- Increase in utility costs of \$26,100 based primarily on additional utility costs for the expanded Public Safety Headquarters.
- Increase in maintenance contract costs of \$25,262 based primarily on additional janitorial costs for the expanded Public Safety Headquarters coupled with software licensing fees associated with the TimeKeeping software installed during FY 2018.
- Increase in general supplies costs of \$20,424 based primarily on an increase in estimated spending on ammunition.
- Decrease in professional services (IT) of -\$28,121 due primarily to a streamlining of software services and software/hardware maintenance services citywide as well as reduced costs for Microsoft licensing.
- Decrease in professional service costs of -\$20,200 based on historical and year-to-date expenditure trends for GBI fingerprint checks.
- Decrease in employee uniform costs of -\$14,700 based on staff forecast of uniform needs for FY 2019.

The Capital/Lease category includes funding for fire truck leases, heart monitors, Tasers, etc. The Taser lease was transferred from the DEA Fund to the General Fund in FY 2019.

DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Public Safety programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- **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.

Public Safety Department
Performance Measures
Police

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Department Target	Results
Uniform Crime Reports - Part 1							
Reported							
No.	1,316	1,339	1,229	1,369	1,286	N/A	N/A
No. reported per 1,000 population	22.31	22.28	19.50	21.92	19.68	< 39.29	-18.89
Arrests							
No. (total)	328.00	302.00	252.00	269.00	187	N/A	N/A
% arrested of Part 1 Crimes	24.92%	22.55%	20.50%	19.27%	14.54%	N/A	N/A
No. (juvenile only)	63	49	57	66	70	N/A	N/A
% juvenile arrests per total UCR Part 1 arrests	19.21%	16.23%	22.62%	24.54%	5.44%	< 20.02%	-14.58%
No. arrests per 1,000 population	5.56%	5.03%	4.00%	4.22%	4.10%	< 9.72	-5.72
No. arrests per sworn FTE	3.15	2.80	2.29	2.49	1.70	< 5.16	-2.87
Assigned							
No.	591	423	525	644	478	N/A	N/A
% assigned	44.91%	31.59%	43.72%	46.13%	37.17%	N/A	N/A
Cleared							
No.	278	158	200	202	144	N/A	N/A
% assigned	21.12%	37.35%	38.10%	14.47%	11.20%	N/A	N/A
No. cleared per sworn FTE	2.66	1.46	1.82	1.87	1.31	N/A	N/A
Uniform Crime Reports - Part 2							
No. drug arrests	214	254	244	226	210	N/A	N/A
No. drug arrests per 1,000 population	3.63	4.23	3.87	3.55	3.21	< 5.88	-2.01
No. juvenile drug arrests	18	17	22	23	9	N/A	N/A
% juvenile drug arrests	8.41%	6.69%	9.02%	10.18%	4.29%	< 13%	-8.70%
Arrests - General							
No. total arrests	1,206	1,368	1,050	1,086	1,029	N/A	N/A
No. total arrests per 1,000 population	20.44	22.76	16.66	17.05	15.75	< 68.52	-51.47
No. DUI arrests	277	347	244	274	332	N/A	N/A
No. DUI arrests per 1,000 population	4.70	5.77	3.87	4.30	5.08	> 6.96	-1.69
Traffic Accidents							
No. fatal traffic accidents	2	0	2	2	4	N/A	N/A
No. fatal traffic accidents per 1,000 population	0.03	0.00	0.03	0.03	0.06	N/A	N/A
911 Calls							
No. incoming calls	39,857	45,019	44,087	45,033	37,448	N/A	N/A
Avg. ring time in seconds	5.45	6.05	<5.0	13.94	12.29	<20.00	-7.71

LEGEND

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

DEPARTMENT SUMMARIES

- **Fire Services**

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

	2013	2014	2015	2016	2017
	Incidents	Incidents	Incidents	Incidents	Incidents
FIRES					
Structure Fires	55	62	62	61	60
Vehicle Fires	19	23	25	23	28
Other Fires	54	60	56	46	43
Total Fires	128	145	143	130	131
Overheat	5	4	6	4	5
RESCUE CALLS					
Emergency Medical Treatment	3,201	3,434	3,475	3354	3373
All Others	66	71	78	68	84
Total Rescue Calls	3,267	3,505	3,553	3422	3457
Hazardous Condition Calls	132	176	155	169	160
Service Calls	645	846	703	640	946
Good Intent Calls	978	1,150	1,272	1468	1753
Calls	8	12	2	1	15
Special Incident Calls	8	20	7	10	19
Unknown Incident Type	0	0	0	0	0
FALSE CALLS					
Malicious Calls	24	20	11	10	21
Other False Calls	607	621	648	661	771
Total False Calls	631	641	659	671	792
TOTAL CALLS	5,802	6,499	6,500	6515	7278

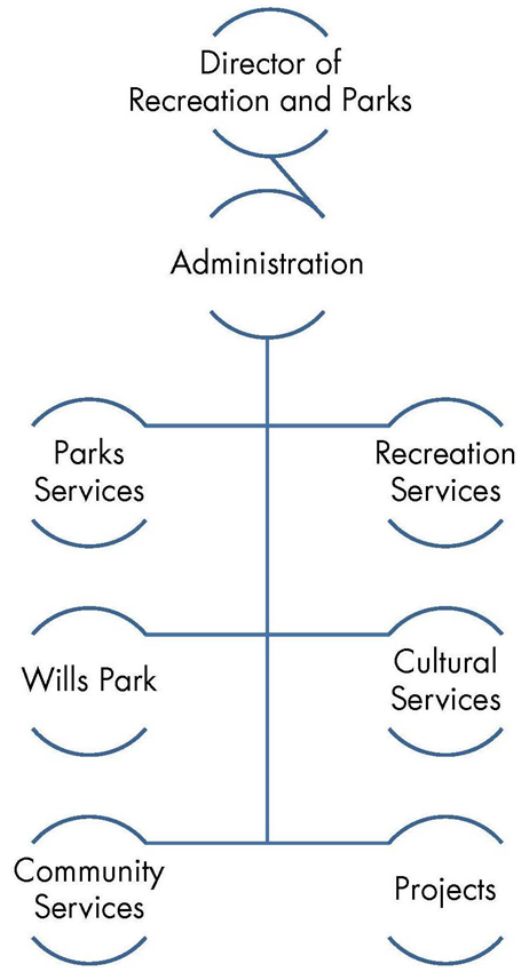
DEPARTMENT SUMMARIES

Recreation, Parks & Cultural Services

MORGAN RODGERS
DIRECTOR



MRodgers@alpharetta.ga.us



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



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



Fostering strong sense of community including safety and security; and



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.

DEPARTMENT 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



-   ✓ Implement elements of the Recreation and Parks Master Plan as funded and prioritized by City Officials;
-   ✓ Begin construction of the northern Big Creek Greenway connection;
-   ✓ Infuse arts into all facets of the Department and the Community;
-   ✓ Engage the Community through new programming, sponsorships, public/private partnerships and selective place making;
-   ✓ Develop a comprehensive detailed master plan for Wills Park, to include the Equestrian Center; and
-   ✓ Improve access and usability of all parks and facilities by improved signage, beautification and facility enhancement.

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Recreation, Parks and Cultural Services General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
Intergovernmental	\$ 326,458	\$ 435,916	\$ 362,607	\$ 375,000	\$ 400,000	\$ 412,000	\$ 424,360
Charges for Services:							
Aquatics Activity Fees	115,114	109,891	107,727	105,000	185,000	190,550	196,267
Athletics Activity Fees	407,231	445,021	488,526	457,500	421,700	434,351	447,382
Arts Services	50,511	59,998	33,892	50,000	160,000	164,800	169,744
Community Center Activity Fees	476,120	554,344	583,450	595,000	590,000	607,700	625,931
Senior Center Activity Fees	48,481	70,716	81,750	62,500	68,000	70,040	72,141
Equestrian Center Activity Fees	274,666	349,129	246,730	315,000	335,000	345,050	355,402
Wills Park Rec. Ctr Activity Fees	185,877	178,454	188,150	193,500	201,000	207,030	213,241
Non-Resident Fees	250,082	261,895	269,660	260,000	250,000	257,500	265,225
Taste of Alpharetta	-	136,006	88,834	140,000	140,000	144,200	148,526
Alpharetta Arts Streetfest	-	-	-	20,000	20,000	20,600	21,218
Other Special Events	-	73,305	52,860	59,900	53,750	55,363	57,023
Other	3,528	3,015	5,144	5,000	5,000	5,150	5,305
Other Revenue	32,738	25,472	22,953	14,052	-	-	-
TOTAL	\$ 2,170,806	\$ 2,703,163	\$ 2,532,283	\$ 2,652,452	\$ 2,829,450	\$ 2,914,334	\$ 3,001,764
EXPENDITURES							
Personnel Services:							
Salaries	\$ 2,048,688	\$ 2,267,623	\$ 2,307,171	\$ 2,461,534	\$ 2,525,209	\$ 2,588,339	\$ 2,653,048
Seasonal	364,534	401,979	388,193	497,017	646,627	646,627	646,627
Overtime	7,641	107,199	128,330	110,000	131,500	131,500	131,500
Group Insurance	613,565	705,830	714,544	855,284	827,811	869,202	912,662
FICA	174,647	200,384	206,631	234,139	246,359	252,518	258,831
Pension (Defined Benefit)	199,192	216,369	216,217	197,564	182,937	182,937	182,937
Pension (401A Cont./Match)	117,032	147,732	167,096	192,574	215,490	220,877	226,399
Workers Compensation	58,962	71,065	74,633	73,820	83,026	84,687	86,380
OPEB Contribution	7,054	7,611	7,665	7,708	57,401	58,549	59,720
Miscellaneous	1,223	1,060	2,690	2,449	735	735	735
<i>subtotal</i>	<i>\$ 3,592,537</i>	<i>\$ 4,126,850</i>	<i>\$ 4,213,170</i>	<i>\$ 4,632,089</i>	<i>\$ 4,917,095</i>	<i>\$ 5,035,971</i>	<i>\$ 5,158,839</i>
Maintenance & Operations:							
Professional Services	\$ 734,911	\$ 1,202,049	\$ 1,267,772	\$ 1,463,054	\$ 1,706,510	\$ 1,723,575	\$ 1,740,811
Fuel/Repair & Maint. (Vehicles)	53,435	55,086	57,965	62,500	62,000	62,620	63,246
Repair & Maintenance (Grounds)	379,409	367,022	450,005	398,058	498,000	502,980	508,010
Repair & Maintenance (Facilities)	166,443	148,063	153,355	35,000	26,000	26,260	26,523
Equipment Rental	51,972	164,166	180,140	222,445	235,000	237,350	239,724
Maintenance Contracts/IT Svcs.	606,747	839,726	841,855	899,227	948,626	958,112	967,693
General Supplies	291,509	328,682	344,833	384,144	468,770	473,458	478,192
Uniforms	13,022	21,178	15,092	23,975	25,975	26,235	26,497
Utilities	573,483	600,681	567,416	624,500	634,154	640,496	646,900
Miscellaneous	190,094	235,669	240,895	287,283	347,175	350,647	354,153
<i>subtotal</i>	<i>\$ 3,061,025</i>	<i>\$ 3,962,322</i>	<i>\$ 4,119,328</i>	<i>\$ 4,400,186</i>	<i>\$ 4,952,210</i>	<i>\$ 5,001,732</i>	<i>\$ 5,051,749</i>
Capital/Other	\$ 16,194	\$ 38,059	\$ 21,358	\$ 69,000	\$ 65,000	\$ 65,000	\$ 65,000
TOTAL	\$ 6,669,756	\$ 8,127,231	\$ 8,353,856	\$ 9,101,275	\$ 9,934,305	\$ 10,102,703	\$ 10,275,588
Authorized Personnel*	48.0	51.0	51.0	51.0	51.0		

* Starting in FY 2015, the Special Events Division (3 FTE personnel) was reallocated from City Administration to the Recreation and Parks Department.

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2019 Budget for Recreation and Parks totals \$9,934,305 and represents an increase of 9%, or \$833,030, compared to FY 2018.

The Personnel Services category increased 6%, or \$285,006, due primarily to: wage increases associated with the 3% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends); anticipated growth in seasonal salaries to remain competitive in the employment market; implementation of a post-employment healthcare benefit (new for FY 2019); and seasonal staff requirements of the new Cultural Arts Center and expanded Wills Park Pool (2019 Operating Initiative³³).

Authorized personnel total 51.0 FTEs and represent the following:

	Full-Time Equivalent Positions					
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Variance
Administrative Assistant I*	2.0	2.0	2.0	5.0	4.0	(1.0)
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	-
Arts Coordinator	1.0	1.0	1.0	-	-	-
Community Services Manager*	-	-	-	-	1.0	1.0
Cultural Arts Supervisor	-	-	-	1.0	1.0	-
Cultural Services Manager*	-	-	-	-	1.0	1.0
Customer Service Representative	3.0	3.0	3.0	-	-	-
Deputy Director of Recreation/Parks*	1.0	1.0	1.0	1.0	-	(1.0)
Director of Recreation/Parks	1.0	1.0	1.0	1.0	1.0	-
Equestrian Center Manager*	1.0	1.0	1.0	1.0	-	(1.0)
Facility Technician	4.0	4.0	4.0	4.0	4.0	-
Marketing/Accreditation Coordinator	1.0	1.0	1.0	1.0	1.0	-
Office Manager	1.0	1.0	1.0	1.0	1.0	-
Park Services Manager	1.0	1.0	1.0	1.0	1.0	-
Parks Maintenance Technician	8.0	-	-	-	-	-
Parks Maintenance Technician I*	5.0	13.0	13.0	13.0	12.0	(1.0)
Parks Maintenance Technician II	5.0	5.0	5.0	5.0	5.0	-
Parks Supervisor II*	4.0	4.0	4.0	4.0	3.0	(1.0)
Projects Manager*	-	-	-	-	1.0	1.0
Recreation Coordinator*	5.0	5.0	5.0	5.0	6.0	1.0
Recreation Services Manager*	-	-	-	-	1.0	1.0
Recreation Supervisor II*	4.0	4.0	4.0	4.0	3.0	(1.0)
Special Events Coordinator (2FT;2PT)*	-	2.0	2.0	2.0	3.0	1.0
Special Events Manager*	-	1.0	1.0	1.0	-	(1.0)
Wills Park Manager*	-	-	-	-	1.0	1.0
	48.0	51.0	51.0	51.0	51.0	-

* Position reclassifications occurred during FY 2018.

³³ Please refer to the Operating Initiative section of the Transmittal Letter for more information.

DEPARTMENT SUMMARIES

The Maintenance and Operations category increased 13%, or \$552,024, due primarily to the following activity:

- Increase in grounds repair and maintenance costs of \$99,942 based on park beautification efforts including increased focus on landscape maintenance (clearing out underbrush, tree pruning, tree removal, etc.).
- Increase in professional services costs of \$243,456 due primarily to instructor fees for the new Cultural Arts Center and support for cultural arts organizations in Alpharetta (2019 Operating Initiative funding)³⁴.
- Increase in general supplies costs of \$84,626 due to multiple factors including supply costs for the new Cultural Arts Center and expanded Wills Park Pool, an increase in other parks program activity and associated supplies (e.g. uniforms), increased activity at the Equestrian Center and a corresponding increase in shavings needs, and general growth in supply needs.
- Increase in maintenance contract costs of \$39,935 due primarily to an increase in copier consumables (toner, etc.), expansion of the Zagster Bike Share program (City Center and Thompson Street locations) approved in FY 2018, and increases in janitorial maintenance costs. The Recreation, Parks & Cultural Services departmental reorganization resulted in the reallocation of active cleaning/maintenance personnel from the Crabapple Government Center. The City will use its private janitorial service provider moving forward to clean the remaining portions of the Crabapple facility used for parks activities (North Fulton Senior Services area and the Recreation Classroom area).

The Capital/Other category includes funding for general repair/replacement capital and equipment needs at the Equestrian Center, Wills Park Recreation Center, Webb Bridge Park, North Park, Rock Mill Park, etc.



³⁴ Please refer to the Operating Initiative section of the Transmittal Letter for more information.

DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Recreation and Parks programs including performance measures and personnel. Please refer to the *Budget Process* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- 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 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
Recreation & Parks turnover percentage	4.00%	10%	10%	6%	8%	4%
Annual Activity Enrollments as in RecWare and ActiveNet	14,877	18,054	16,517	8,020	17,000	17,250
# of Part-time hours used	43,279.00	43,467	40,525	25,236	41,000	41,250
Personnel Assigned:	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE
Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks	Director - Rec/Parks
Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Deputy Director	Project Manager
Office Manager	Office Manager	Office Manager	Office Manager	Office Manager	Office Manager	Office Manager
Customer Service Rep	Customer Service Rep	Customer Service Rep	Customer Service Rep	Admin Assistant I		
Mkt/Accreditation Coordinator	Mkt/Accreditation Coordinator	Mkt/Accreditation Coordinator	Mkt/Accreditation Coordinator	Mkt/Accreditation Coordinator		

DEPARTMENT 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 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
Total # of Participants per year*	22,703	29,209	37,263	17,529	38,500	39,500
(Res / Non-Res)	6,462/16,241	12,096/17,113	26,048/11,215	12,395/5134	27,000/11,500	27,500/12,000
Total # of Building rentals	65	49	55	17	60	65
Total # of Day trips taken	107	98	96	54	100	110
Total # of Overnight trips taken using City buses	0	7	0	0	3	3
Personnel Assigned:	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II
Recreation Coord	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	Admin Asst. I
Facility Technician	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 2015	Actual FY 2016	Actual FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
% of Days pool facilities were open during pool season (93 days)	98%	99%	100%	100%	99%	99%
Average daily attendance at City pool	257	198	204	97	295	340
Hours of lifeguard training per person	20	20	15	7	50	50
# of Swim lessons held	122	111	108	54	125	125
# of Swim lessons participants	765	649	617	309	800	800
(resident / non-resident)	494/271	428/221	386/231	193/116	550/250	600/200
Swim teams participants	234	234	217	N/A	250	260
(resident / non-resident)	147/87	147/87	139/78	N/A	200/50	210/50
C.O.A.S.T. participants	55	55	38	38	55	60
(resident / non-resident)	30/25	30/24	28/10	28/10	30/25	40/20
# of Pool passes sold	90	357	121		250	275
(resident / non-resident)	67/23	76	67/54	67/54	175/75	200/75
* Pool season spans two fiscal years						
Personnel Assigned:						
Employees are hired seasonally. Aquatics is overseen by Rec.Services Mgr & Aquatics Coordinator						

* Pool closed for renovation July 1, 2017 - June 30, 2018

*YTD numbers reflect pool open for 30 days

DEPARTMENT 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 2015	Actual FY 2016	Target FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Participants - Adult Basketball						
2 Seasons-25 teams	189 (Spring 2015)	74	279 w/42 teams	164 w/41 teams	319 w/61 teams	340 w/62 teams
(resident / non-resident)	67/122	43/317	122/157	78/86	143/176	150/190
# of Participants - Adult Softball						
3 Seasons-170 teams	434 (Spring 2015)	804 w/126 teams	1528 w/126 teams	548 w/41 teams	986 w/120 teams	1225 w/149 teams
(resident / non-resident)	142/292	510/294	766/762	279/269	500/486	613/612
# of Participants - Teen Basketball						
2 Season-12 teams	231	200	273 w/28 teams	113 w/20 teams	226 w/25 teams	250 w/25 teams
(resident / non-resident)	128/103	n/a	199/74	101/12	202/24	200/50
# of Participants - Youth Basketball						
75 Teams	707	620	611 w/76 teams	584 /70 teams	584/70 teams	600/72 teams
(resident / non-resident)	428/279	382/238	352/259	330/254	330/254	350/250
# of Participants - Youth Soccer						
70 Teams	870	940	927 w/85 teams	466 w/48 teams	877 w/80 teams	900 w/82 teams
(resident / non-resident)	634/236	737/203	707/220	348/118	688/199	700/200
# of Participants - Youth Travel Soccer						
40 Teams (2 seasons)	853	894	1063 w/88 teams	596 w/44 teams	1038 w/88 teams	1050 w/90 teams
(resident / non-resident)	467/386	442/452	535/528	328/268	558/480	550/500
Personnel Assigned:	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	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)

DEPARTMENT 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 2015	Actual FY 2016	Target FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Participants in dance (resident / non-resident)	562 350/212	886 507/379	647 417/230	256 124/132	700 450/250	750 475/275
# of Participants in gymnastics (resident / non-resident)	2885 1,637/1,248	4561 2,244/2,317	3747 2031/1716	1699 912/787	4000 2500/1500	4200 2600/1600
# of Participants in instructional sports, including camps (resident / non-resident)	1,044 627/417	1,024 577/447	1,008 571/437	783 429/354	100 600/400	1,100 650/450
# of Participants in Outdoor Programs (resident / non-resident)	78 44/34	80 38/42	32 22/8	61 26/26	40 30/10	50 35/15
# of Participants in Specialty Recreation Programs (Babysitter, Bootcamp, Big Thinkers, LEGO)	192	301	199	61	200	225
(resident/non-resident)	115/77	140/616	99/100	34/27	150/50	175/50
# of Part-time hours used	3,720	3,850	3,287	3,208	5,000	5,000
Personnel Assigned:	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE	5.0 FTE
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Manager
Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)	Recreation Coord (2)
Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative	Admin Assistant I	Admin Assistant I	Admin Assistant I
Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician	Facility Technician

- 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 2015	Actual FY 2016	Target FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Participants in youth art classes (resident/Milton/non-resident)	174 104/70	93 49/44	416 186/148/82	184 88/20/76	437 199/63/175	502 228/73/201
# of Participants in adult art classes (resident/Milton/non-resident)	396 180/216	348 186/162	293 164/57/72	181 99/50/32	362 198/100/64	416 227/115/74
# of Participants in summer camp (resident/Milton/non-resident)	186 111/75	231 146/85	301 148/114/39	130 58/52/20	284 124/112/48	284 124/112/48
Personnel Assigned:	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE
Arts Coordinator	Arts Coordinator	Arts Coordinator	Arts Coordinator	Cultural Arts Supervisor	Cultural Arts Manager	Cultural Arts Manager
					Cultural Arts Supervisor	Cultural Arts Supervisor
					Arts Coordinator	Arts Coordinator
					Admin Assistant I	Admin Assistant I
					Maintenance Tech	Maintenance Tech

DEPARTMENT SUMMARIES

- **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 2015	Actual FY 2016	Target FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
Total # of Equestrian event dates	94	100	97	65	111	115
Total # dog show events	26	24	24	9	18	20
Total # other event dates hosted at equestrian center	19	44	58	16	51	45
Total attendance at events	115,000	125,000	130,000	65,000	135,000	140,000
# of Arenas/rings maintained	5	5	5	5	5	5
Personnel Assigned:	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE	4.0 FTE
Equestrian Mgr.	Equestrian Mgr.	Equestrian Mgr.	Equestrian Mgr.	Equestrian Mgr.	Equestrian Mgr.	Equestrian Mgr.
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 II
Parks Maintenance Tech I	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)
Parks Maintenance Tech						



DEPARTMENT SUMMARIES

- **Wills Park Recreation Center**

Statement of Service: Wills Park provides a convenient and safe environment for diverse recreational opportunities and services to meet the needs of all populations.

Recreation, Parks & Cultural Services - Wills Park						
Performance Measurements	Actual FY 2015	Actual FY 2016	Target FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Participants in aerobics	342	216	220	107	215	200
(resident / non-resident)	303/39	177/33	185/35	83/24	170/45	170/30
# of Participants in summer camp	1213	1187	1200	n/a	1200	1200
(resident / non-resident)	1106/107	1130/57	1140/60	n/a	1145/55	1145/55
# of Participants in tennis	377	396	395	113	400	700
(resident / non-resident)	334/43	382/14	375/20	106/7	380/20	675/25
# of Participants in karate	298	266	260	72	225	225
(resident / non-resident)	258/40	220/46	180/80	49/23	150/75	150/75
# of Wills Park special events	8	6	9	5	3	3
Personnel Assigned:	3.0 FTE	3.0 FTE	3.0 FTE		3.0 FTE	3.0 FTE
Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II	Recreation Supervisor II		Recreation Supervisor II	Recreation Supervisor II
Facility Technician	Facility Technician	Facility Technician	Facility Technician		Facility Technician	Facility Technician
Customer Service Representative	Customer Service Representative	Customer Service Representative	Customer Service Representative		Admin Assistant I	Admin Assistant I



DEPARTMENT SUMMARIES

- **City Special Events**

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 - City Special Events Performance Measurements						
	Actual FY 2015	Actual FY 2016	Target FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Total approved events:						
Exclusive City Events	48	50	50	36	50	45
City Partnered Events	37	38	38	23	75	80
Other Events	42	48	50	36	50	50
Approximate attendance for:						
Taste of Alpharetta	60,000	30,000 (rain)	30,000 (rain)	n/a	60,000	60,000
Mayor's Challenge	1,250	1,250	2,100	2,100	2,300	2,500
Old Soldier's Day Parade	8,000	7,000	7,500	7,500	7,500	8,000
Annual Tree Lighting	10,000	10,000	10,000	10,000	10,000	10,000
Alpharetta Arts Street Fest Spring	17,000	20,000	26,000	n/a	26,000	28,000
Scarecrow Harvest	6,000	6,000	6,500	6,500	6,500	6,500
Wire & Wood	2,000	1,700	1,200 (rain)	1,200	2,000	2,000
Alpharetta Food Truck Alley	26,000	27,000	27,000	14,100	27,000	29,000
Restless In Resthaven	400	450	400	400	450	450
Grilling & Gridiron	1,250	1,500	1,650	1,650	1,650	1,650
# of Special events applications processed	3,690	3,724	3,746	2,010	3,700	3,700
# of Volunteers recruited	1,250	1,300	1,450	830	1,400	1,400
# of Special event sponsors	120	124	132	63	145	155
# of Event vendors managed	1,015	1,010	1,070	460	1,100	1,150
Personnel Assigned:						
	3.0 FTE	3.0 FTE		3.0 FTE	3.0 FTE	
	Special Events Manager	Special Events Manager		Special Events Manager	Community Services Manager	
	Special Events Coord. (1 FT; 2 PT)	Special Events Coord. (1 FT; 2 PT)		Special Events Coord. (1 FT; 2 PT)	Marketing/Accred. Coordinator	
					Special Events Coordinator (2FT/1PT)	

Effective July 1, 2015, the City's Special Event Division is being transferred from the City Administration Department to the Recreation & Parks Department. The Special Events Division includes 3 full-time-equivalent positions (2 full time; 2 part-time). Division performance data is being shown herein for comparison purposes. Effective January 1, 2018 Special Events will now be called Community Services Division.

DEPARTMENT 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 2015	Actual FY 2016	Target FY 2017	YTD (Dec. 2017) FY 2018	Target FY 2018	Target FY 2019
# of Athletic fields maintained*	32	32	33	33	31	31
# of Park acres maintained	320	320	322	322	354	354
# of Greenway acres maintained	252	252	252	257	257	257
# of Playground inspections	96	96	96	48	96	96
# of Park/playground injuries	1	0	1	0	0	0
# of Athletic field preparations	8,925	6,087	6,375	3,200	6,400	6,400
# of Park mowings	40	40	40	20	40	40
# of Athletic field mowings	80	80	80	40	80	80
# of Buildings maintained	38	37	37	37	37	37
# of Restrooms maintained	54	54	54	54	52	52
# of Pavilions maintained	15	15	15	15	15	15
# of Hours utilized for trash	9,855	9,125	9,100	4,550	9,100	9,100
# of Part-time hours used	6,147	7,615	6,587	3,201	7,000	8,000
# of Vehicles maintained	15	15	15	15	15	15
# of Vehicle-related accidents	1	1	1	0	0	0
# of Work days missed due to accidents	0	0	0	1	1	0
Personnel Assigned:	21.0 FTE	21.0 FTE	21.0 FTE	21.0 FTE	21.0 FTE	21.0 FTE
Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager	Park Services Manager
Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (4)	Park Supervisor II (3)	Park Supervisor II (3)
Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)	Park Maintenance Tech II (4)
Park Maintenance Tech I (4)	Park Maintenance Tech I (11)	Park Maintenance Tech I (11)	Park Maintenance Tech I (11)	Park Maintenance Tech I (11)	Park Maintenance Tech I (10)	Park Maintenance Tech I (10)
Park Maintenance Tech (7)						
Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II	Admin Asst. II

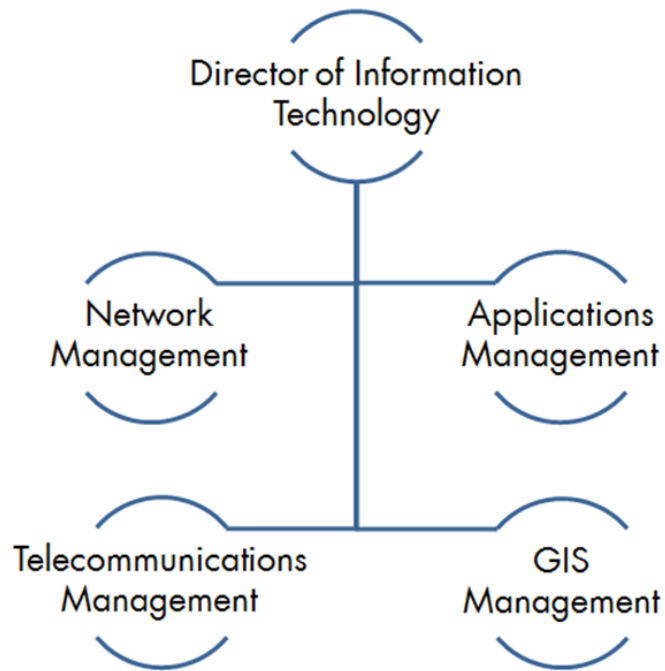
DEPARTMENT SUMMARIES

Information Technology

RANDY BUNDY
DIRECTOR



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



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



Fostering strong sense of community including safety and security; and



Providing a business climate that attracts the top echelon companies.

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

DEPARTMENT SUMMARIES

Information Technology

Administration, Network, and Systems

Mission Statement

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

Goals and Objectives

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



- ✓ Being recognized by City departments as having a high level of skill and knowledge;



- ✓ Providing excellent service to all City departments as measured by the City's performance standards;



- ✓ Acquiring and supporting proven, sustainable technology solutions that are continually maintained and updated; and



- ✓ Helping City departments to improve and extend the functionality of major systems by offering systems integration and software development services.



Network Administration

DEPARTMENT SUMMARIES

Statement of Revenues, Expenditures, and changes in Personnel

Information Technology General Fund

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Amended Budget	FY 2019 Recommended Budget	FY 2020 Forecast	FY 2021 Forecast
REVENUES							
N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES							
Personnel Services:							
Salaries	\$ 930,554	\$ 962,790	\$ 977,041	\$ 1,007,762	\$ 1,035,294	\$ 1,061,176	\$ 1,087,706
Group Insurance	152,317	171,704	188,671	230,903	233,142	244,799	257,039
FICA	68,453	70,332	74,225	78,012	79,098	81,075	83,102
Pension (Defined Benefit)	87,163	96,162	104,608	107,093	100,618	100,618	100,618
Pension (401A Cont./Match)	59,669	61,683	65,378	75,311	81,627	83,668	85,759
Workers Compensation	20,876	24,401	25,314	25,439	28,195	28,759	29,334
OPEB Contribution	3,009	3,052	3,104	3,114	22,734	23,189	23,652
Miscellaneous	815	-	408	245	571	571	571
<i>subtotal</i>	\$ 1,322,856	\$ 1,390,125	\$ 1,438,749	\$ 1,527,879	\$ 1,581,279	\$ 1,623,855	\$ 1,667,782
Maintenance & Operations:							
Professional Services	\$ 12,096	\$ 8,306	\$ 23,060	\$ 29,000	\$ 24,000	\$ 24,240	\$ 24,482
Employee Travel	17,010	18,693	12,456	20,000	20,000	20,200	20,402
Employee Training	25,187	29,117	16,698	30,000	30,000	30,300	30,603
Maintenance Contracts/IT Svcs.	43,190	54,022	40,664	51,128	66,344	67,007	67,678
General Supplies	18,130	13,016	12,361	16,100	14,100	14,241	14,383
Utilities	18,744	-	-	-	-	-	-
Small Equipment	4,727	5,526	-	5,300	4,300	4,343	4,386
Miscellaneous	5,183	1,823	2,572	2,450	2,200	2,222	2,244
<i>subtotal</i>	\$ 144,266	\$ 130,503	\$ 107,811	\$ 153,978	\$ 160,944	\$ 162,553	\$ 164,179
Capital/Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,467,121	\$ 1,520,628	\$ 1,546,560	\$ 1,681,857	\$ 1,742,223	\$ 1,786,409	\$ 1,831,961
Authorized Personnel	11.0	11.0	11.0	11.0	11.0		

DEPARTMENT SUMMARIES

Budget Narrative

The FY 2019 Budget for Information Technology totals \$1,742,223 and represents an increase of 4%, or \$60,366, compared to FY 2018.

The Personnel Services category increased 4%, or \$53,400, due primarily to wage increases associated with the 3.0% performance-based merit program scheduled for April 1, 2019 (contingent upon a mid-year review of revenue trends) and implementation of a post-employment healthcare benefit (new for FY 2019).

Authorized personnel total 11.0 FTEs and represent the following:

	Full-Time Equivalent Positions					Variance
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
Director	1.0	1.0	1.0	1.0	1.0	-
Database Administrator	1.0	1.0	-	-	-	-
GIS Manager	1.0	1.0	1.0	1.0	1.0	-
IT Manager	1.0	3.0	4.0	4.0	4.0	-
IT Systems Administrator	1.0	-	-	-	-	-
Network Administrator	-	2.0	2.0	2.0	2.0	-
Network Analyst I	1.0	1.0	1.0	-	-	-
Network Analyst II	1.0	-	-	1.0	1.0	-
Network Manager	1.0	-	-	-	-	-
Systems Analyst II	2.0	2.0	2.0	2.0	2.0	-
Systems Manager	1.0	-	-	-	-	-
	11.0	11.0	11.0	11.0	11.0	-

The Maintenance & Operations category increased 5%, or \$6,966, due primarily to the following activity:

- Increase in professional services (IT) costs of \$14,966 based primarily on the IT Department assuming management control of the audio/visual equipment in City Council Chambers and implementing hardware and software maintenance contracts to ensure the services (e.g. streaming) meets industry standards for uptime and functionality.
- Decrease in professional services costs of -\$5,000 based on historical expenditure trends and forecasted needs for contractual labor in FY 2019.

DEPARTMENT SUMMARIES

Performance Measurement

The following section provides detailed information on Information Technology programs including performance measures and personnel. Please refer to the *About Alpharetta* section of this document for information on the city's Performance Measurement System as well as an update on the city's move towards benchmarking and dashboard reporting.

- 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%

(Calendar Year Stats)	Actual CYear 2013	Actual CYear 2014	Actual CYear 2015	Actual CYear 2016	Actual CYear 2017	Department Target	Results
Telephone							
Repairs							
Number	70	79	74	68	54		54
Number resolved w/in 24 hours	59	64	58	60	47		47
% resolved w/in 24 hours	84.29%	81.01%	78.38%	88.24%	87.04%	60.00%	A
Service Requests							
Number	149	175	165	158	133		133
Number resolved on time	139	157	150	144	130		130
% resolved on time	93.29%	89.71%	90.91%	91.14%	97.74%	90.00%	A
Network							
Repairs							
Number	227	245	221	256	318		318
Number resolved w/in 24 hours	199	218	199	220	260		260
% resolved w/in 24 hours	87.67%	88.98%	90.05%	85.94%	81.76%	80.00%	A
Service Requests							
Number	298	276	242	281	299		299
Number resolved on time	275	259	222	253	279		279
% resolved on time	92.28%	93.84%	91.74%	90.04%	93.31%	90.00%	A
Outages							
Number (including maintenance)	30	25	35	37	21		21
Avg. duration in hours	1.65	1.13	0.98	1.16	0.92		0.92
Applications							
Repairs							
Number	603	576	713	751	872		872
Number resolved w/in 24 hours	463	431	475	535	706		706
% resolved w/in 24 hours	76.78%	74.83%	66.62%	71.24%	80.96%	70.00%	A
Desktop							
Repairs							
Number	1,643	1,262	1,184	1,099	946		946
Number resolved w/in 24 hours	989	799	758	750	728		728
% resolved w/in 24 hours	60.19%	63.31%	64.02%	68.24%	76.96%	60.00%	A
Service Requests							
Number	745	818	848	929	888		888
Number resolved on time	658	758	798	851	822		822
% resolved on time	88.32%	92.67%	94.10%	91.60%	92.57%	90.00%	A
Helpdesk							
Number total calls	4,745	3,584	4,245	4,089	4,318		4,318
Number resolved w/in 4 hours	1,753	1,215	1,444	1,406	1,698		1,698
Number resolved w/in 8 hours	297	387	481	501	777		777
% resolved w/in 8 hours	43.20%	44.70%	45.35%	46.64%	57.32%	40.00%	A
GIS							
Number total cases	365	299	313	354	322		322
Number resolved on time	303	265	271	295	280		280
% resolved on time	83.01%	88.63%	86.58%	83.33%	86.96%	80.00%	A
Emails							
Number	652,409	539,876	584,321	689,156	756,752		756,752
SPAM blocked	342,119	188,543	213,423	299,478	367,581		367,581
Viruses blocked	137,900	145,219	158,777	188,777	221,483		221,483
% SPAM	52.44%	34.92%	36.52%	43.46%	48.57%		48.57%
% viruses	21.14%	26.90%	27.17%	27.39%	29.27%		29.27%
Servers							
Avg. number	142	124	118	183	177		177
% availability (including maintenance)	99.89%	99.85%	99.80%	99.84%	99.88%	99.00%	A

FINANCIAL MANAGEMENT POLICIES

Financial Management Policies

The *Financial Management Policies* section is intended to provide readers with a sampling of the city's financial management policy program. Due to size constraints, several of the city's larger policies have been excluded. First and foremost is the city's procurement policy which guides the purchasing of goods/services of the highest quality at the most reasonable cost through ensuring fair and open competition. Details of the city's procurement policy as well as any of the policies contained within our financial management policy program can be obtained from the city's Finance Department³⁵.

Section I: General Budget Policies

The budget process provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided within estimated resources. Budget policy guides this process. Budget policy also directs the city's financial health and stability. Georgia law (e.g., O.C.G.A. 36-81-2 et seq.) provides the budget requirements for Georgia's local governments. The information below provides an outline of the city's application of those laws.

The city's goal is to adopt operating budgets where current revenues equal anticipated expenditures. All departments supported by the resources of this city must function within the limits of the financial resources identified or available specifically to them. A balance must be struck between revenues and expenditures, so the public can realize the benefits of a strong and stable government. It is important to understand that this policy is applied to budget entities over periods of time which extend beyond current appropriations. By law, budgets cannot exceed available resources, defined as revenues generated in the current period added to balances carried forward from prior years.

A. Scope

This policy applies to all budgeted funds, which are the responsibility, and under the management of the City of Alpharetta and its Department of Finance.

B. Financing Current Costs

Current costs shall be financed with current revenues, including the use of authorized fund balances. The city shall avoid balancing current expenditures through the obligation of future year's resources. The city shall strive to avoid short-term borrowing to meet cash flow requirements. However, the city may enter into short-term borrowing should a critical need arise.

³⁵ City of Alpharetta – Finance Department: 2 Park Plaza, Alpharetta, Georgia 30009. Phone (678) 297-6094. Fax (678) 297-6063.

FINANCIAL MANAGEMENT POLICIES

C. Budget Objective by Fund Type

The following budget objectives are established for the different funds the city uses:

- General Fund – The annual budget for the General Fund shall provide for general government operations of the city and maintain working capital necessary for the city’s financial health and stability;
- Special Revenue Fund(s) – The city adopts annual budgets for each special revenue fund that demonstrates that any legally restricted revenue sources are used consistent with the applicable laws and/or regulations (e.g. Emergency 911 Fund, Impact Fee Fund, etc.);
- Capital Project Fund(s) – The city adopts project budgets for each of its capital project funds. These adopted appropriations do not lapse at the end of a fiscal year; rather they remain in effect until project completion or re-appropriation by City Council;
- Debt Service Fund(s) – The city adopts annual budgets for its debt service funds. Any remaining fund balances from prior years plus current years projected revenues shall be sufficient to meet all annual debt service requirements; and
- Proprietary Fund(s) - Although generally accepted accounting principles (GAAP) or Georgia statutes do not require the city to adopt budgets for enterprise funds, the city does adopt budgets for its enterprise funds in order to monitor revenues and control expenses. The city uses a business approach when budgeting enterprise funds. Enterprise funds shall be self-supporting whenever possible and subsidized losses will be minimized when break-even is not possible. Also, the city adopts annual budgets for its Internal Service Funds.

Additionally, the city classifies funds as either operating funds or non-operating funds. Operating funds are those funds that include appropriations for the payment of salary/benefits and whose maintenance & operating appropriations are necessary to continue the daily operations of the city. The General Fund will always be an operating fund. Other examples of operating funds are the Emergency 911 Fund and the Solid Waste Fund. Non-operating funds are those funds that do not include appropriations for the payment of salary/benefits and whose maintenance & operating appropriations are not critical to the daily operations of the city. Examples of non-operating funds are the Hotel/Motel Fund, Impact Fee Fund, and the Drug Enforcement Agency Fund.

FINANCIAL MANAGEMENT POLICIES

Section II: Operating Budget Policies

The operating budget shall be prepared on an annual basis and include those funds detailed in Section I that are subject to annual appropriation (all funds excluding the Capital Project Funds and the Fiduciary Fund). Prior year budget appropriations and prior year actual expenditures will be provided as reference data, with the current year appropriation and two years projection of expenditures. At a minimum, the city shall adopt annual balanced budgets for the general fund, each special revenue fund, and each debt service fund in accordance with O.C.G.A. 36-81-3.

The annual proposed budget should be submitted to the governing authority while being held by the Department of Finance for public review/inspection in accordance with O.C.G.A. 36-81-3. Public meetings will be conducted after proper advertisement prior to the City Council adopting and approving the annual budget document. (O.C.G.A. 36-81-5 and 36-81-6).

A. Departmental Appropriations

The budget shall be developed based upon “line-item” expenditures within each department. This type of budget focuses on categories of expenditures such as personal services, contractual services, supplies, equipment, etc. within each department. At a minimum, each department’s appropriation in each fund shall be detailed within the budget document. (O.C.G.A. 36-81-3 and 36-81-5).

B. Performance Budget

In addition to requesting expenditures by line item, the budget document shall include “performance” budget information. A performance budget provides information of each of the departments’ goals and objectives to be accomplished in the upcoming budget year. Goals and objectives should be SMART – Specific, Measurable, Achievable, Relevant, and Timed. Ultimately, the goals and objectives should result in efficiency/effectiveness improvements.

A performance budget also utilizes “Service Efforts and Accomplishments” which measure services rendered and department efficiency/effectiveness on a historical basis and project targets of the indicators for the upcoming budget year. The city shall strive to minimize and reduce, if possible, staffing levels required to accomplish its service delivery.

C. Budget Preparation Categories

Each department shall submit budget requests separately for:

- Current services - A current services budget is defined as that level of funding which is necessary to provide the same level of service for the upcoming year

FINANCIAL MANAGEMENT POLICIES

that is currently being provided. The current services budget will include replacement capital equipment; and

- Expanded services - An expanded services budget includes funding requests associated with new services, additional personnel or new capital projects/equipment.

D. Balanced Budget

The budget shall be balanced for each budgeted fund. Total anticipated revenues plus that portion of fund balance in excess of authorized reserves (see operating budget policy H below) designated as a budget-funding source shall equal total estimated expenditures for each fund.

E. Basis of Budgeting

Neither GAAP nor Georgia statutes address a required budgetary basis of budgeting; the city adopts budgets in conformity with GAAP for all budgeted funds. All governmental funds use the modified accrual basis of accounting and proprietary fund budgets use the accrual basis of accounting.

F. Level of Budget Adoption and Control

All budgets shall be adopted at the legal level of budgetary control, which is the department level within each individual fund. See policy K below for amending the budget.

G. Budget Stabilization Resources

The city shall establish a fund balance reserve in all operating funds (defined in Section I of this policy) for working capital. The purpose of working capital is to cover the cost of expenditures caused by unforeseen emergencies, cover shortfalls caused by revenue declines, and to eliminate any short-term borrowing for cash flow purposes. This reserve shall accumulate and then be maintained at an amount, which represents no less than two (2) months of operating and debt expenditures³⁶.

H. Utilization of Prior Year's Fund Balance

If necessary, the city may use fund balance in excess of the reserve for working capital (see operating budget policy G above) as a funding source for that fund's budget. The amount of unreserved fund balance shall be estimated conservatively, taking into consideration future year needs. The minimum requirement for the reserve for

³⁶ This equates to approximately 16%. In keeping with the strong financial management practices that allowed Alpharetta to become one of the few cities in the country with a AAA credit rating (highest available), the city currently maintains a Fund Balance Designation of 21%.

FINANCIAL MANAGEMENT POLICIES

working capital, equal to two (2) months of operating and debt expenditures, must first be met before utilizing the excess fund balance as a funding source for the budget.

I. Appropriation Lapses at Year End

All operating budget appropriations (including encumbered appropriations) shall lapse at the end of a fiscal year. Purchases encumbered in the current year, but not received until the following year, must be charged against a department's subsequent year appropriation.

J. Budget Control Reports

The city shall maintain a system of budgetary control reports to assure adherence to the budget. The city will prepare and distribute to departments, timely monthly financial reports comparing actual revenues, and outstanding encumbrances and expenditures with budgeted amounts.

K. Authorization of Budget Adjustments and Amendments

The budget is a dynamic rather than static plan, which requires adjustments and formal budget amendments as circumstances change. The City Council must approve all increases in total departmental appropriations, increases in the personal services budgets (i.e., moving salary or employee benefit budget to other line items), and increases in the number of authorized positions (full and part-time).

Department heads must submit budget amendment requests transferring appropriations from one line item to another, other than those prohibited above, and obtain approval by the Director of Finance and the City Administrator. Adjustments from appropriations that have been obligated, committed, or reserved for a designated purpose shall not be transferred until a formal de-obligation occurs.

At the mid-point of each year, any necessary budgetary appropriations, including budgets for any projects authorized but not funded during the year, shall be appropriated through a supplementary budget ordinance. This mid-point adjustment is limited to requesting additional resources. Such supplemental appropriations shall be balanced with additional revenues for each fund. A justification for each requested change must be prepared (O.C.G.A. 38-81-3).

L. Contingency

The city shall establish an appropriated contingency of one percent of the total annual expenditure appropriation in all operating funds (defined in Section I of this policy) in order to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the city's operations which could not have been reasonably anticipated at the time the budget was prepared. Non-operating funds

FINANCIAL MANAGEMENT POLICIES

(defined in Section I of this policy) shall not require a contingency reserve appropriation.

This contingency reserve appropriation will be a separate line item within the budget. This amount shall be subject to annual appropriation. The approval of the Mayor and the City Administrator is required before this appropriation can be expended. If approved, the Finance Department will transfer the appropriation from the contingency line item to the applicable line item(s) with the applicable department's budget.

M. Maintenance and Replacement of Capital Equipment

The City Council will give budget priority to requests that provide for adequate maintenance of capital equipment and facilities and for their orderly replacement.

N. Contributions

Unless authorized by City Council, outside contributions to programs operated by city departments shall be subject to the city's accounting and budgetary policies. The city welcomes both unrestricted and restricted contributions compatible with the city's programs and objectives. The Finance Director is authorized via the annual budget ordinance to amend the budget to reflect donation and/or contribution revenues and expenditures upon documented approval by the director of the benefitting department and the actual receipt of the donation and/or contribution.

O. Administrative Service Fee/Cost Allocation

Whenever possible, the city may assess an administrative service fee from the General Fund to any other fund, based upon documentation and/or an outside independent study. This assessment will be based upon a percentage of the operating revenues, or services provided to the fund and shall be used to reimburse the General Fund for the administrative and support services provided to the assessed fund.

Section III: Cash-flow Budget Policies

For analysis and internal management purposes, the city shall prepare an annual cash flow budget in conjunction with the Operating Budget. The purpose of this document will be to provide the necessary guidelines to insure that cash will be available to pay budget costs on a timely basis.

A. Budget Allotments

Budget allocations (i.e., budget allotments) are used in the operating budget, when needed to manage cash flows. The annual appropriation may be divided into segments in order to insure that the projected revenue streams will be adequate to fund the appropriated expenditures. The cash flow budget will provide details as to

FINANCIAL MANAGEMENT POLICIES

the periods in which the revenues will be collected, and thereby providing for available resources to pay obligations.

Section IV: Capital Project Improvement Plan Policies

The city will prepare a ten-year capital project improvement plan (CIP) which they will update annually. This plan will assist in the planning, acquisition, and financing of capital projects. A major capital project generally is defined as an expenditure that has an expected useful life of more than three years with an estimated total cost of \$25,000 or more, or an improvement/addition to an existing capital asset. Examples include building/infrastructure construction, park improvements, streetscapes, land acquisitions, and vehicles.

Major capital projects will be budgeted in the Capital Improvement Fund along with all identified funding resources. With the involvement of the responsible departments, the Finance Department will prepare the capital budget in conjunction with the operating budget.

A. Project Length Budget

The CIP budget shall be developed based upon defined projects approved by the Mayor and City Council. Budget appropriation shall include the complete project costs with contingency amounts as appropriate and if available. (O.C.G.A. 36-81-3)

B. Budget Preparation

Each department, in conjunction with the Mayor and City Council, will identify potential capital projects throughout the year. All identified projects will be added to the CIP document, regardless of available funding. These needed projects will provide a method of tracking and planning for the future needs of the city. Every effort will be made to identify those projects committed by the City Council through legislative action.


The graphic above depicts the CIP form that is submitted annually to city departments during the budget process and serves as the foundation in updating the city's 10-Year CIP.

Capital Improvement Plan (2018-2027) City of Alpharetta, GA Fiscal Years 2018 - 2027 Capital Improvement Program Input Form										07/13/2017		
Project Name: <u>Wiring and Resurfacing (Intersecting)</u>		Project Category: <u>Resurfacing (Pavement Improvements)</u>										
Department: <u>PS</u>		Improvement Type: <u>Replacement</u>										
Contract: <u>Public (Department) and 67%</u>		Funding Source(s): <u>General Revenue, 100% Street</u>										
Department Priority: <u>0</u>		Useful Life: <u>20 to 25 Years</u>										
Strategic Priority: <u>Offering the Highest Quality of Environment for our Residents and Businesses</u>		Project Identifier: <u>2017-001</u>										
Project Costs:		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Capital Costs:												
Design/Study		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land/Right-of-Way		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 12,000,000
Subproject		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Costs:												
Maintenance & Operation		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 12,000,000
Total Project Costs:		\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 24,000,000
Funding Sources:												
General Fund:												
General Revenue (operational)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Resurfacing (capital)		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 12,000,000
Grant Revenue (operational)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant Revenue (capital)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,200,000
Capital Expenditure (Grant/Loan)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Funding Sources:		\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 13,200,000
Funding Variance:		\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 10,800,000
Description and Attribution												
Detail of Operational Costs												
This report is for the ongoing maintenance of existing and new 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 estimated that this project will be required through 2027 (2027-2029) to be in compliance with state and federal requirements.												
This program determines roadway maintenance costs as the surface is more susceptible to potholes and road surface deterioration.												
Page: 100												

FINANCIAL MANAGEMENT POLICIES

C. Budget Control Reports

The city shall maintain a system of budgetary control reports to assure adherence to the budget. The city will prepare and distribute to departments, timely monthly financial reports comparing actual revenues, and outstanding encumbrances and expenditures with budgeted amounts.

	CITY OF ALPHARETTA Financial Management Report Good Fund Unaudited <u>Revenue Summary and Collection Comparison</u> For the month ended Feb 30, 2016					
	Current Fiscal Year					
	2016	2016	%	2016	Prior Fiscal Year	
	Budget	YTD	Collected	Variance	2015	2015
					Actual	Collected
Top 10 Revenue						
Property Taxes						
City and State	\$ 21,965,000	\$ 41,155,962	183.5% @ 2.1%	\$ 19,190,962	\$ 10,272,232	159.9%
Exempt	225,000	340,763	144.5%	115,763	318,091	140.9%
Main Districts	19,740,000	11,807,997	59.8%	180,765	3,634,041	67.5%
Industrial Districts	2,930,000	856,005	1.1%	92,000	824,976	62.5%
Local Capital Districts	16,810,000	11,451,992	92.5%	12,076,000	4,939,065	97.5%
Transit Districts	9,900,000	6,500,000	65.7%	3,177,000	9,777,345	95.1%
Special Assessments	2,090,000	2,839,000	135.8%	3,613,760	2,326,812	100.0%
Other Taxes	1,340,000	2,935,000	92.4%	2,155,000	91,193	100.0%
Totals, New Tax	1,850,000	3,979,763	144.7%	2,235,763	2,794,976	110.8%
Totals and Special Assess	1,200,000	1,119,182	100.2%	1,170,182	1,125,500	100.0%
Totals, New Tax	2,050,000	1,760,581	85.9%	1,065,581	2,514,155	98.6%
Totals, New Tax and Special Assess	2,440,500	2,540,000	103.7%	2,240,500	2,514,744	103.0%
Totals, New Tax and Special Assess	2,440,500	2,540,000	103.7%	2,240,500	2,514,744	103.0%
Totals, New Tax and Special Assess	\$ 66,550,000	\$ 90,075,000	97.9%	\$ 33,550,000	\$ 37,055,477	95.5%
Other Revenue						
Totals	4,140,653	4,206,903	101.5%	4,443,125	229,500	30.5%
Total Revenue	\$ 68,222,181	\$ 93,071,000	97.9%	\$ 37,993,125	\$ 40,244,174	95.5%
Comparison of Feb 2016						
	8,512,269					

The graphic to the right depicts the city's monthly CIP financial management report. Project information is segmented by department and provides life-to-date financial information.

D. Authorization of Budget Adjustments and Amendments

Department heads must submit budget amendment requests, transferring appropriations from one line item to another within the same project. The Director of Finance and the City Administrator shall review and approve all requests for budget adjustments. Adjustments from appropriations that have been obligated, committed, or reserved for a designated purpose shall not be transferred until a formal de-obligation occurs. The de-obligation of budget dollars to a specific project will only occur after the completion of the project or when a project was identified and budget and funding is no longer necessary.

E. Appropriations at Year End

Capital project appropriations shall carry forward to the subsequent budget period an equal amount of any encumbrances/purchase orders issued as of the close of the fiscal year. Purchases encumbered in the current year, but not received until the following year, must be charged against each department's subsequent year carry-over appropriation. Any remaining appropriation available by project at year-end must be re-appropriated.

F. Contingency

The city shall include an appropriated contingency of three percent of the total annual expenditure appropriation in the Capital Project Fund in order to accommodate expenditures that may not have been expected during the duration of a capital project. Expenditure of contingency funds shall only be authorized in accordance with the

FINANCIAL MANAGEMENT POLICIES

city's Change Order Policy. Any contingency budgets shall be subject to annual appropriation.

Section V: Revenue Administration Policies

The city levies, collects, and records certain taxes, license and permit fees, intergovernmental revenues, charges for service, investment income, fines and forfeitures, and other miscellaneous revenues and financing sources. This policy provides direction in the application, acceptance, and administration of revenues the city receives.

A. Diversification and Stability

All revenues have particular characteristics in terms of stability, growth, sensitivity to inflation or business cycle effects, and impact on the tax and ratepayers. A diversity of revenue sources can improve a city's ability to handle fluctuations in revenues and potentially help to better distribute the cost of providing services.

The city shall strive to maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any primary revenue source. When possible, the revenue mix shall combine elastic and inelastic revenue sources to minimize the effect of economic downturns. The city will work towards diversifying its revenue base in order to reduce its dependence upon property taxes.

B. Conservative Revenue Estimates

As part of the annual budget process, an objective analytical process will estimate revenues realistically and prudently. The city will estimate revenues of a volatile nature conservatively.

C. User Based Fees and Charges (Exchange Revenue)

The level of user fee cost recovery should consider the *community-wide* versus *special service* nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or groups.

The city will strive to keep the revenue system simple that will result in a decrease of compliance costs for the taxpayer or service recipient and a corresponding decrease in avoidance to pay. The city will avoid nuisance taxes, fees, or charges as revenue sources.

The city's revenue system will strive to maintain equity in its structure. That is, the city will seek to minimize or eliminate all forms for subsidization between entities, funds, services, utilities, and customers. However, it is recognized that public policy decisions may lead to subsidies in certain circumstances (e.g., senior citizen partial tax abatement).

FINANCIAL MANAGEMENT POLICIES

Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the cost-of-living as well as changes in methods or levels of service delivery. The Finance Department shall forward any proposed changes to the City Council for approval.

For services associated with a user fee or charge, a fee shall offset the costs of that service, where possible. Costs of services include direct and indirect costs such as operating and maintenance costs, administrative costs, and charges for the use of capital (e.g., depreciation and/or debt service).

D. Alternative Revenue Sources

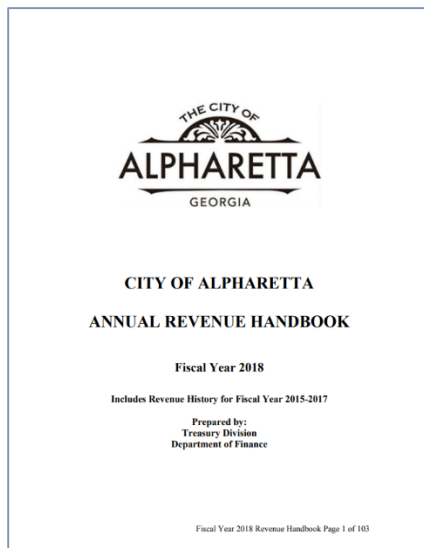
The city shall seek alternative funding sources whenever possible to reduce the required revenue from non-exchange transactions (e.g., property taxes). Such alternative sources include private and public grants, federal or state assistance, and public and private contributions.

E. Revenue Collection

The city will follow an aggressive policy of collecting revenues, consistent with state and federal laws. This policy includes charging of penalties and interest, revoking city licenses, and providing for the transferring and assignment of tax executions.

F. Rates and Charges

The City Council shall approve all revenue rates, charges, and processes in association with receipted funds that are deposited by the city, in accordance with the Code of Ordinances.



G. Revenue Handbook

The revenue handbook is updated annually as part of the budget process. This information contained therein is utilized to adjust fees and user charges. The handbook includes (at a minimum) the following information:

- Revenue Source
- Legal Authorization
- Method of Collection
- Department responsible for collection
- Rate or charge history
- Total revenue history

FINANCIAL MANAGEMENT POLICIES

Section VI: Capital Asset Policies

A. Introduction

The Capital Asset Policy is designed to provide a comprehensive description of the capital asset and property systems of the City of Alpharetta. The primary purpose of the policies are to provide for consistent and uniform accounting of capital asset transactions throughout the city; guidelines for physical control and accountability of capital assets; and guidelines for disposal and depreciation of capital assets.

B. Definitions

- Asset Acquisition: There are various methods by which the city acquires assets. These methods include, but are not limited to: purchase, donation, lease/purchase, trade-in, forfeiture, condemnation, internal/external construction, transfers from other governments, or any other method which transfers title of any property to the city.
 - *Leased Assets*: The city capitalizes assets, acquired under capital lease, provided they meet the capitalization threshold and a buy-out option is included in the lease agreement. The capital lease must meet accounting standards for capitalization purposes. For capital leases, where the title of the asset will ultimately be transferred to the city, the asset will be capitalized at the net present value of future minimum lease payments. The city does not capitalize assets they acquired under operating leases.
 - *Gifts/Donations*: The city capitalizes all equipment acquired through donations at fair market value on the date of the transaction, provided such gift or donation meets the capitalization threshold of this policy. If the equipment is new and the donor can furnish an invoice, the invoice would determine the fair market value. If the equipment is used or no information is available regarding the cost of new equipment on date of acquisition, an appraisal will be conducted to establish the capitalization amount.
- Property: Property is divided into several classes including:
 - *Real property*: Land and whatever is attached to the land that cannot be readily removed, such as buildings and permanent improvements to the land. Infrastructure is included within this classification.
 - *Personal property*: Property that is movable and further classified as tangible and intangible.

FINANCIAL MANAGEMENT POLICIES

- *Tangible personal property*: Property that is moveable such as furniture, machinery, automobiles, or works of art.
 - *Intangible personal property*: The right of ownership in property such as bonds, notes, contracts, computer software, programs, and proprietary assets that are created or purchased and owned by the city.
- Capital Asset: Any real or personal property acquired by the city which has an estimated useful life of three (3) or more years with an acquisition value of \$5,000 or more. This includes land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in the operations of the government.
- Asset Capitalization Amount: The city will capitalize purchased assets at acquisition cost plus costs incurred in preparing the asset for use. The city will recognize acquisition costs based on individual unit prices.
- Generally Accepted Accounting Principles (GAAP) Reporting: All assets capitalized under this policy shall be included in the financial statements issued by the city and in the annual external audit.
- Gifts/Donations: Gifts and donations are capitalized at fair market value on the date donated, if the value of the asset meets the threshold levels.

B. Classification Categories

- Land: The city will capitalize all costs incurred to acquire land (without regard to a dollar threshold) and to place it in use. The acquisition costs of land should include: (1) the purchase price; (2) ancillary charges; (3) the assumption of any liens or mortgages on the property; and (4) improvements made to the land that are permanent in nature. Examples of ancillary charges to be included in the capitalization costs are: legal and title fees, closing costs, appraisal and negotiation fees, surveying fees, site preparation fees, demolition costs, architect and accounting fees, insurance premiums during construction phase, and transportation charges.
- Land Improvements: The city classifies improvements to land with limited lives, such as fences, parking lots, and walkways as land improvements.
- Buildings: If the city purchases a building, the capitalized cost should include the purchase price and other incidental expenses incurred at the time of acquisition. If the building is constructed, the capitalized cost should include material, labor, supervision, and overhead, or the contract price, including

FINANCIAL MANAGEMENT POLICIES

costs such as: permits and licenses, architectural and engineering fees, insurance, title costs, and interest incurred on tax exempt debt (the latter is applicable to enterprise funds only).

- **Building Improvements:** The city capitalizes costs of improvements to a building if the following criteria are met: (1) the expenditures increase the service potential of the building and (2) the total improvement costs, including the contract price, engineering, architectural, and attorney's fees, etc., meet the capitalization threshold of this policy.

Items considered as improvements include: ramps, fire escapes, truck doors or other appurtenances; modifications to comply with fire, health, or safety codes; conversion of unusable to useable floor space, upgrade of the space.

Repairs to a building are not considered an improvement unless it extends the useful life of the structure or increases the value of the structure (i.e., a betterment). The city considers ordinary repairs as operating costs.

- **Construction in Progress:** Construction in progress includes accumulation of on-going project costs that increase the value or life of the asset. Upon project completion, the construction account in progress will be closed out and costs will be capitalized into the appropriate asset category (infrastructure, land improvement, building).
- **Moveable Equipment:** Expenditures for individual items or pieces of equipment meeting the capitalization threshold shall be capitalized, consistent with the designations of personal property, both tangible and intangible outlined above.
- **Infrastructure:** Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets shall be capitalized based on the capitalization threshold requirement of this policy. Examples of infrastructure include roads, bridges, drainage systems, sidewalks, etc.

C. Annual Inventory

Annually, an asset listing is sent to each department for their verification of the existence of their department's capital assets. The department should identify any assets they have which are not included on the asset listing. Also, the department should identify any missing assets. The Finance Department will investigate any missing items with the assistance of the department. Significant unaccounted losses of assets will be brought to the attention of the Finance Director and/or the City Administrator for further actions. The Finance Department, with the cooperation of

FINANCIAL MANAGEMENT POLICIES

the department, may make an annual physical inventory to verify the accuracy of inventory records.

D. Transfer or Disposal of Assets

All capital assets are the property of the city. They may not be donated, discarded or transferred to another owner without the Finance Department's direct authorization. Departments should send all surplus assets to the Finance Department for disposition. Transfer or disposal of vehicles must be coordinated with Fleet Services.

The disposition of capital assets the city purchased with Federal grant must follow Federal Guidelines. The guidelines of the specific grant, or Federal general guidelines, will dictate the duration of time that the asset must remain property of the city. The guidelines also will indicate the disposition of the proceeds of from the sale of the asset.

All sales by the city of real property or personal property with an assigned value of more than \$500 must be offered for purchase, either by sealed bids or by auction to the highest bidder. Notice of the sale must be published once in the official newspaper of the city or in a newspaper of general circulation in the city. The legal notice must appear not less than 15 days or more than 60 days prior to the date of the sale. The notice must contain a brief description of the property and the conditions of the sale. If the sale is by sealed bid, the bids shall be opened in public at the time and place stated in the legal notice. The bids shall be kept available for public inspection for 60 days. The city may reject any and all bids or cancel a proposed sale. Property with an estimated value of less than \$500 may be sold without regard to the above provisions. Such sales may be made in the open market without advertisement and without acceptance of bids. The city has the power to estimate the value of the property being sold.

E. Depreciation

The city records depreciation for its capital assets monthly. Depreciation is calculated using the straight-line method with no estimated salvage values. For purchased capital assets, the city uses the invoice date as the in service date.

F. Estimated Useful Life

For purposes of depreciation, each asset is assigned an estimated useful life. Useful lives are based upon the category of assets. The life of the asset begins when it is put into service, which is recognized as the invoice date. The estimated lives shall be based upon those recommended by the Governmental Accounting Standards Board, the Government Finance Officers Association, and the city's experience.

FINANCIAL MANAGEMENT POLICIES

G. Asset and Inventory Control Responsibility

It is the responsibility of the Finance Department to establish and maintain an accurate accounting of capital assets, and to design and implement operating procedures for activities required as a result of this policy. It shall be the responsibility of all city departments to cooperate in the capitalization process and to perform the annual inventory.

Section VII: Non-Capital Operating Inventory Policies

The primary purpose of the Non-Capital Inventory Policy is to provide:

- Consistent and uniform tracking of assets which are not capitalized under the Capital Asset policy;
- Guidelines for physical control and accountability of items which should be inventoried and tracked based upon purpose; and
- Guidelines for disposal and yearly reporting of inventoried, non-capital assets.

A. Acquisition

Operating Inventory Acquisition: There are various methods by which the city acquires operating inventories. The acquisition means may require different methods to identify inventories. The city acquires inventories in the following ways:

- New Purchases
- Donations
- Transfer from Other Departments
- City Surplus
- Lease Purchase
- Internal/External Construction

B. Inventory

Operating Inventory Criteria: The city will track inventories when one of the following criteria is met:

- Goods or supplies are purchased with use scheduled for a future date. Examples of this type of inventory include water meters purchased for future installation or bulk paper purchased with the intent to distribute to departments when previous stock has been depleted; or
- The operating inventory is such that for non-financial related reasons, the tracking of the item(s) is beneficial to the safekeeping of governmental

FINANCIAL MANAGEMENT POLICIES

property. Examples of this type of inventory include firearms or official uniforms. Further, specialized tools and equipment may be determined applicable to this policy.

C. Classification Categories

All inventories shall be classified and reported in compliance with Generally Accepted Accounting Principles (GAAP). Classifications and categories shall be compliant with the Georgia Department of Community Affairs chart of accounts.

D. Annual Inventory

Annually, an inventory listing shall be sent from all departments to the Department of Finance for verification of the existence of their department's non-capitalized assets. The department should identify any inventories that their department has that are not included on the capitalized asset listing. Also, the department should identify any missing items from inventory. The Department of Finance will investigate any missing items with the assistance of the department. Significant unaccounted losses of assets will be brought to the attention of the Finance Director and/or the City Administrator for further actions. The Department of Finance, with the cooperation of the department, may make an annual physical inventory to verify the accuracy of inventory records.

E. Transfer or Disposal of Assets

All inventory assets are the property of the city. They may not be donated, discarded, transferred, or consumed to/by another department without the Finance Department's notification. Departments should notify Finance for assistance in the disposal of all surplus inventories. Disposal of inventories to surplus is accomplished by completing the "*Inventory/Transfer*" form and indicating that the asset is being transferred to surplus.

All sales by the city of real property or personal property with an assigned value of more than \$500 must be offered for purchase, either by sealed bids or by auction, to the highest bidder. Notice of the sale must be published once in the official newspaper of the city or in a newspaper of general circulation in the city. The legal notice must appear not less than 15 days or more than 60 days prior to the date of the sale. The notice must contain a description of the property and the conditions of the sale. If the sale is by sealed bid, the bids shall be opened in public at the time and place stated in the legal notice. The bids shall be kept available for public inspection for 60 days. The city may reject any and all bids or cancel a proposed sale.

Property with an estimated value of less than \$500 may be sold without regard to the above provisions. Such sales may be made in the open market without advertisement

FINANCIAL MANAGEMENT POLICIES

and without acceptance of bids. The city has the power to estimate the value of the property being sold.

Section VIII: Accounting, Auditing and Financial Reporting Policies

Section I: Accounting

The city shall maintain a system of financial monitoring, control, and reporting for all operations and funds in order to provide an effective means of ensuring that financial integrity is not compromised. In addition, such practices shall provide city officials with the necessary resources in order to make sound financial decisions.

A. Scope

This policy applies to all accounting records that are the responsibility and under the management of the city's Department of Finance

B. Generally Accepted Accounting Principles (GAAP)

The city will establish and maintain a high standard of accounting practices. Accounting standards will conform to generally accepted accounting principles of the United States as promulgated by the Governmental Accounting Standards Board (GASB). The city will also follow the Financial Accounting Standards Board's pronouncements, as applicable.

C. Fund Structure

The city will maintain the minimum number of funds consistent with legal compliance and sound financial administration. The city will adhere to the mandatory fund structure included in the Georgia Department of Community Affairs' (DCA) chart of accounts (see below). Funds shall be classified in conformity with GAAP. Further, all funds shall be reported within the annual financial statements.

D. Chart of Accounts

The Georgia General Assembly passed the Local Government Uniform Chart of Accounts and Reporting act in 1997 (House Bill 491). This law requires the DCA to prepare and issue a standardized chart of accounts for Georgia governments. It shall be the policy of the city to implement and utilize the account classifications as the chart of accounts prescribes.

FINANCIAL MANAGEMENT POLICIES

Section II: Auditing

Georgia Law on Local Government Audits, O.C.G.A. Section 36-81-7, requires an independent annual audit for the city. The annual independent audit shall be conducted in accordance with generally accepted auditing standards (GAAS) and generally accepted governmental auditing standards (GAGAS). In addition, the city shall comply with the requirements of the General Accounting Office (GAO) and the Office of Management and Budget (OMB) when audits are conducted relating to federal funding consistent with the 1996 (and any future) amendments to the Single Audit Act.

A. Scope

This policy applies to all funds that are the responsibility and under the management of the City of Alpharetta and its Department of Finance.

B. Auditor Qualifications

A properly licensed Georgia independent public accounting firm shall conduct the audit.

C. Choosing the Audit Firm

Every three to five years, the city will issue a request for proposal to choose an audit firm for a period of three years with two one year options. The city will request two proposals from qualified public accounting firms. One proposal shall contain the firm's costs and a second will contain the firm's qualifications. The cost proposals shall only be opened after three qualified firms are determined. When awarding the contract for the independent audit, not less than 70% of the decision will be based upon technical qualifications rather than cost.

D. Auditing Agreement

The agreement between the independent auditor and the city shall be in the form of a written contract or an engagement letter. The contract or engagement letter shall include the request for proposal as an appendix to the written document and all issues addressed in the request for proposal shall be required as part of the contract or engagement letter.

E. Internal Audit

The city shall develop and maintain a strong internal audit function whereby applying financial practices and policies to transactions. The city shall develop accounting practices and procedures which will be documented for use in internal control evaluation.

FINANCIAL MANAGEMENT POLICIES

F. Malfeasance and Embezzlement

Any employee will be prosecuted to the extent of the law in any instance where the employee is proven to have committed an illegal act such as theft.

Section III: Financial Reporting Policies

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

A. Comprehensive Annual Financial Report (CAFR)³⁷

In conjunction with the annual independent audit, the city shall prepare and publish a Comprehensive Annual Financial Report (CAFR). The city shall prepare the CAFR in conformity with GAAP and the Government Finance Officers Association's (GFOA) program requirements. The city will submit its annual CAFR to the GFOA to determine its eligibility to receive the GFOA's *"Certificate of Achievement for Excellence in Financial Reporting."* The city shall make this report available to the elected officials, bond rating agencies, creditors, and citizens. All financial statements and schedules contained within the CAFR shall be audited with the purpose to effectively communicate the complete financial affairs of the city to all interested readers.

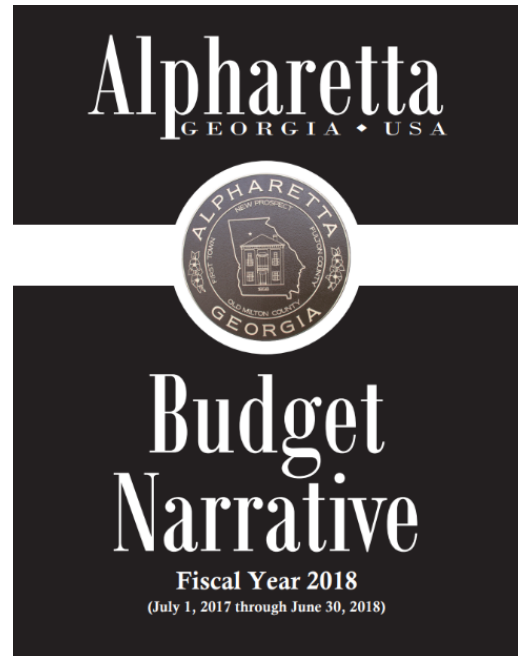
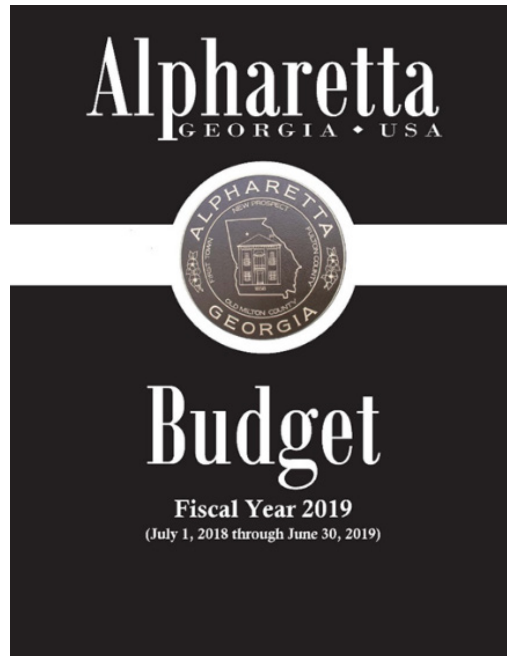


³⁷ Available for download from the City's website: www.alpharetta.ga.us.

FINANCIAL MANAGEMENT POLICIES

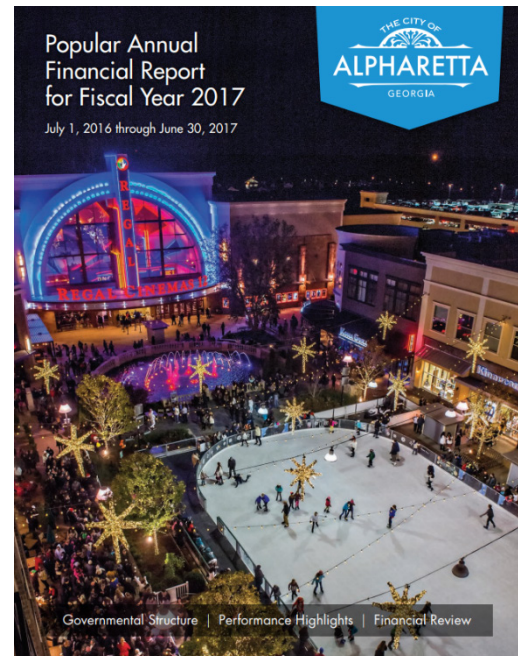
B. Annual Budget Documents³⁸

The city shall prepare and publish an annual budget document. This budget shall measure the annual funding and forecast the financial position of the city for the two subsequent fiscal years.



C. Annual Citizens Report¹⁰

In order to provide citizens with financial information that is easily disseminated, the Finance Department shall coordinate the publication of an annual report to the citizen's (e.g., a popular report). This report is in addition to the CAFR. This report shall be in conformance with GAAP and follow the recommendations of the GFOA's "Popular Annual Financial Report" (PAFR) program guidelines. The city shall submit the Annual Citizen's Report to the PAFR program to determine if it is eligible to receive the award.

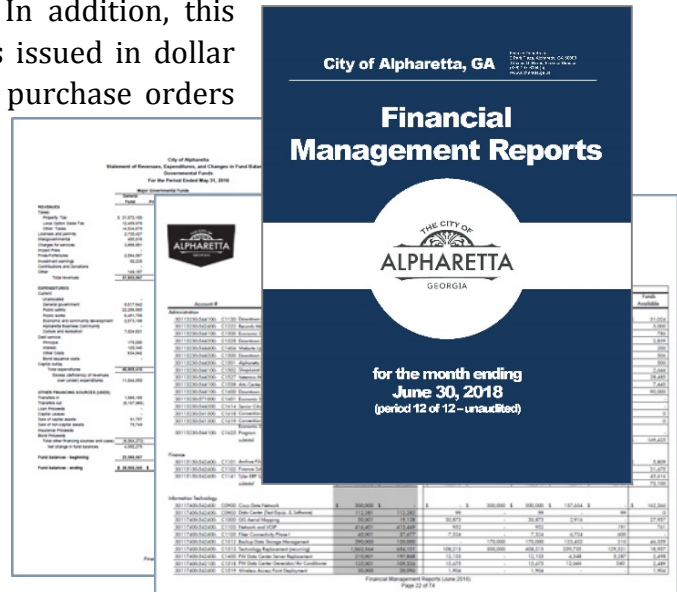


³⁸ Available for download from the City's website: www.alpharetta.ga.us.

FINANCIAL MANAGEMENT POLICIES

D. Financial Reporting to the City Council³⁹

On a monthly basis, the Finance Department shall prepare and present a summarized “*Statement of Revenues and Expenditures*” to the City Council for all of the city’s operating funds. This report shall detail prior year comparisons to provide data for analysis. In addition, this report shall include all checks issued in dollar amounts over \$5,000, and all purchase orders with an estimated cost of over \$5,000 but less than \$50,000. The city also shall prepare a “Capital Project” report outlining appropriations (if any), expenses, outstanding encumbrances, and available appropriable balances.



E. Financial Reporting to City Administration

In addition to the external reporting detailed above, the Finance Department shall coordinate the reporting needs of each department in order to design and implement those reports which the departments need to make sound business decisions. At a minimum, departments will receive reports detailing monthly department financial activity including expenses, any personnel costs in excess of the approved budget, and recommended budget line-item re-allocations.

F. External Financial Reporting

The city shall report in conformity with O.C.G.A Section 36-81-7. A copy of the city’s annual audit (i.e., the CAFR) shall be submitted to the Georgia Department of Audits and Accounts within 180 days of year-end as required.

³⁹ Available for download from the City’s website: www.alpharetta.ga.us.

FINANCIAL MANAGEMENT POLICIES

Section IX: Debt Management Reporting

The goal of the city's debt policy is to maintain a sound fiscal position; thereby only utilizing long-term debt to provide resources to finance needed capital improvements, while accumulating adequate resources to repay the debt. In addition, it is the city's goal to maintain and improve its credit rating through strong financial administration. The city acknowledges that failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that excess outstanding debt may have detrimental effects on the ability of the city to meet its continuing operational needs. Issuing debt commits the city's revenues several years into the future and may limit its flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to this debt policy helps ensure that the city issues and manages its debt prudently in order to maintain a sound financial position and protect its credit rating. Credit ratings are the rating agencies' assessment of the city's ability and willingness to repay debt on a timely basis. Credit ratings are an important indicator in the credit markets and can influence interest rates a borrower must pay. Implementing debt management practices will be viewed positively by the rating agencies and could influence the city's credit rating and ultimately lower borrowing costs.

A. Conditions for Issuing Long-term Debt

Debt financing for capital improvements and equipment will be generally used when at least one of the following conditions exist:

- When one-time, non-continuous projects (those not requiring annual appropriations) are desired;
- When the city determines that future users will receive a benefit from the capital improvement that the debt financed;
- When the project is necessary to provide basic services to the city residents;
- When total debt, including debt issued by overlapping governments (e.g., the county), does not constitute an unreasonable burden to the taxpayers; and
- Exhaustion of the use of all other possible revenue sources provides no alternative funding for capital projects.

B. Sound Financing of Debt

When the city utilizes debt financing, the following will occur to ensure that the debt is soundly financed:

- Analysis of the financial impact, both short-term and long-term, of issuing the debt;

FINANCIAL MANAGEMENT POLICIES

- Conservatively projecting the revenue sources that the city will use to repay the debt;
- Insuring that the term of any long-term debt the city incurs shall not exceed the expected useful life of the asset the debt financed;
- Maintaining a debt service coverage ratio (i.e., for revenue secured debt) that ensures that the revenues pledged for the repayment of the outstanding debt will be adequate to make the required debt service payments.

C. Debt Retirement

Generally, borrowings by the city should be of a duration that does not exceed the economic life of the capital improvement that it finances and, where feasible, should be shorter than the projected economic life. To the extent possible, the city should design the repayment of debt to recapture rapidly its credit capacity for future use.

D. Disclosure

The city shall follow a policy of full disclosure in financial reporting and in the preparation of a bond prospectus.

E. Legal Compliance

When issuing debt, the city shall comply with all legal and regulatory requirements, including the continuing disclosure requirements. This compliance includes adherence to local, state, and federal legislation as well as bond covenants. More specifically, the Director of Finance is responsible for maintaining a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This effort includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the city's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure compliance that all covenants. The city will comply with Amended SEC Rule 15c2-12 (the "Rule") by providing secondary market disclosure for all long-term debt obligations which are subject to the Rule. As required, the city will submit annual financial information to all nationally recognized municipal securities repositories.

F. Credit Ratings

The Director of Finance is responsible for maintaining relationships with the rating agencies that assign ratings to the city's various debt obligations. This effort includes providing periodic updates on the city's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

FINANCIAL MANAGEMENT POLICIES

G. Other Policies

All bond issue requests shall be coordinated by the Department of Finance. Requests for new bonds must be identified during the Capital Improvement Program (CIP) process. Opportunities for refunding outstanding bonds shall be communicated by the Department of Finance. Annual budget appropriations shall include debt payments (interest and principal) and reserve requirements for all debt outstanding. Long-term borrowing shall be incorporated into the city's capital improvement plan.

Section X: Grant Management Policies

This policy provides direction in the application, acceptance and administration of funds awarded through grants to the city from other local governments, the state or federal government, non-profit agencies, philanthropic organizations, and the private sector.

A. Grant Applications

The city's Grants Administrator is responsible for the submission of all grant applications on behalf of the City of Alpharetta. Departments who wish to submit grant applications must work in conjunction with the Grants Administrator. Once a grant opportunity has been identified, the Grants Administrator documents the application, the financial reporting requirements, and any required matching funds or other city resources needed to meet the grant requirements. Prior to the acceptance of the grant, the Finance Department, in cooperation with the submitting/receiving department shall complete an analysis of financial requirements to ensure the city can meet the grant program's financial requirements and the city can fulfill the applicable obligations required by the grant. All grant revenues and expenditures, including matching requirements, must be appropriated, either in the current budget or included for appropriation in the subsequent budget. The Mayor and City Council shall approve grant applications and submissions by adopting an official resolution, certified by the City Clerk that will allow both the submission of the grant application and the acceptance of the grant award.

B. Grant Administration

The Grants Administrator is responsible for fulfilling the financial reporting and accountability requirements of each grant the city accepts. The Grants Administrator and receiving departments are responsible for adhering to the grant program requirements and tracking all applicable expenditures for reporting purposes. The Department of Finance is responsible for accounting for grant transactions according to the Accounting, Auditing, and Financial Reporting Policy and in compliance with Generally Accepted Accounting Principles (GAAP).

FINANCIAL MANAGEMENT POLICIES

The Grants Administrator is responsible for maintaining the following records for each grant award.

- Copy of Grant Application;
- Resolutions authorizing application and acceptance;
- Notification of Grant Award;
- Financial reporting and accounting requirements
- Schedule of funding needs

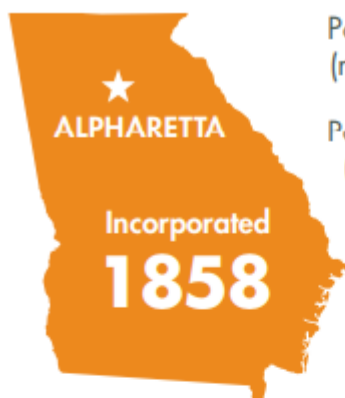
C. Auditing

The Finance Department shall comply with all local, state, and federal requirements with respect to the auditing of information as they pertain to the acceptance of grant funds. This includes the Single Audit Act with any future revisions or additional that may be applicable to city grant projects.

COMMUNITY PROFILE

Community Profile

OUR COMMUNITY



Population
(nighttime)

64,820



Population
(daytime)

100,000



Square
Miles

27

Bond
Rating

AAA

INFRASTRUCTURE

ADVANTAGES

Our story goes like this: During the late-90s dot-com boom, the City of Alpharetta started to grow from the ground up—literally. Hundreds of miles of fiber optic cables were buried throughout the city, and the state's largest electricity provider, Georgia Power, took it a step further by establishing a series of redundant electric networks throughout the city.



640+

Tech Companies



60%

D/L Speeds
Above U.S. Average



19.7M

Total Sq. Ft.
Office Space

ACCESSIBILITY

Because Alpharetta is just a quick drive from Atlanta, businesses are conveniently positioned right by the world's busiest airport. And if that's not enticing enough, there are plenty of other ways to get around whether you prefer to drive by car or ride public transit, Alpharetta makes sure businesses and their workers get to where they need to go.



22 Miles from Alpharetta
to Downtown Atlanta

4 Major
Highways



marta



4 MARTA Routes
to Atlanta

BUSINESS CLIMATE

LOCAL COMPANIES

There's a reason why more than 600 technology-based businesses have made their home in Alpharetta, and it's not just the nice houses and great weather. Our fiber-optic network is the most extensive and redundant in the Southeast, and we work closely with state and local economic development agencies to provide tax credits and incentives to complement any brand of business. Some of the biggest and most recognized names in the tech industry are thriving here in Alpharetta.

We could talk about Alpharetta's exceptional business climate all day long, but nothing speaks to our success quite like our track record. Here are just a few names we're proud to work with.



TOP 10 EMPLOYERS

Providing a strong economic foundation for our community, the City of Alpharetta is pleased to recognize the top 10 employers – based on the number of employees – according to Business Wise 2017.

<i>Employer</i>	<i>No. of Employees</i>
MCKESSON INFORMATION SOLUTIONS	2,450
AT&T, INC	2,200
ADP, LLC	2,100
FISERV	2,000
HEWLETT-PACKARD COMPANY	1,300
LEXIS NEXIS RISK SOLUTIONS	1,225
UPS SUPPLY CHAIN SOLUTIONS	1,200
COMCAST CABLE COMMUNICATIONS INC	1,000
EQUIFAX INFORMATION SERVICES	1,000
DELTA DENTAL INSURANCE CO.900

COMMUNITY PROFILE

WORKFORCE

COMPETITIVE EDGE

Every business on the planet, from Mom & Pop stores to Fortune 500 companies, is only as good as its employees. And in Alpharetta, we're proud to be home to some of the smartest minds in the world of tech.

64.1 percent of Alpharetta's residents own a bachelor's degree or higher, which is nearly double the national average for young adults. And there are plenty of them, too. With a **daytime population over 100,000**, Alpharetta boasts 3,500 workers per square mile; that's more than major metropolitan areas like Denver, Houston, Charlotte, Nashville, Austin, and even Atlanta.

EDUCATION

When it comes to college degrees, our workforce has credentials that are hard to compete with. No matter what heights our businesses desire to reach, our workers come equipped with the invaluable knowledge it takes to get there.

24.2%
Graduate or
Professional Degree



39.9%
Bachelor's
Degree



6.6%
Associate's
Degree

PROFESSIONS

Need more proof that Alpharetta is a rising hub in the business world? Consider that 77% of Alpharetta residents are employed in professional, managerial, technical, sales and administrative positions. Our citizens don't just have degrees—they've got the experience and working knowledge needed to take any business to the next level.

20%
Individuals Earn
\$100K or More



77%
Employed in Professional/
Technical Sector



65K
Total City
Population

PERSONNEL

Alpharetta's consistent population nearly doubles during the day. That means that employees are coming from throughout the region to work for Alpharetta's rising tech companies. With great accessibility and a superior quality of life, it's no wonder we're the 6th fastest-growing city in the nation, and it's getting better every day.

100K
Daytime
Population



650K
People With
30-Minute Drive Time



3,500
Workers Per
Square Mile

**Top City in the Nation
For Health IT**

Healthcare
Informatics
Healthcare IT Leadership Forum (HIT)

**Over 1/3 of Metro Atlanta's
10 Largest Technology Employers**

ATLANTA
BUSINESS
CHRONICLE

COMMUNITY PROFILE

QUALITY OF LIFE

ALPHARETTA LIVING

Alpharetta's more than just one of the friendliest cities in America. We've got excellent housing options featuring contemporary architecture, thriving school systems with high graduation rates and impressive ACT scores, and an entertainment scene that stretches to sprawling shopping concourses and large theaters to food trucks and craft breweries.

Most cities will claim they offer "something for everyone." But ever since Forbes named us the "#1 Place to Relocate in America," well, we like to think we're pretty convincing.

**Top 25 Best Places
To Move**

Forbes

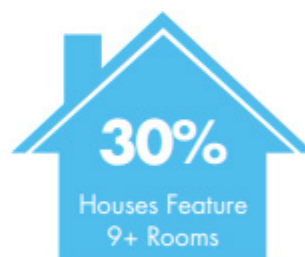
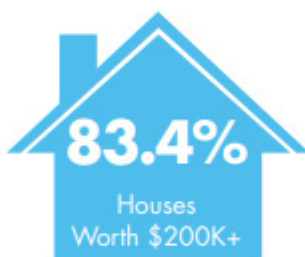
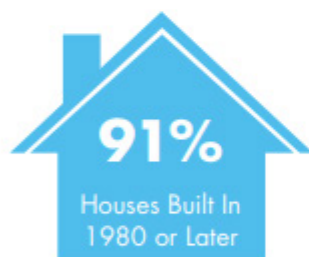
**Sixth Fastest
Growing City**

**United States[™]
Census
Bureau**

HOUSING

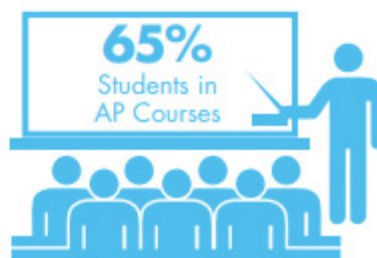
Our many workspaces and office buildings are state-of-the-art, but we admit that they'd make a lousy home. Thankfully, Alpharetta has plenty of great housing options to choose from.

More than 90 percent of our houses were built in 1980 or later, which explains why 83 percent of our houses are worth \$200,000 or more, with nearly a third of our homes offer 9 or more rooms.



SCHOOLS

Alpharetta's workforce is highly educated, but we wouldn't be doing our jobs if we didn't expect great things from our students as well. Our high schools boast a combined graduation rate of 95.5 percent, and with an average ACT score of 23.8 and 65 percent of students participating in AP courses, the future of our city is in great hands.










COMMUNITY PROFILE

RECOGNITION

 <p>Certificate of Achievement for Excellence in Financial Reporting for fiscal year 2016 from the Government Finance Officers Association (GFOA).</p>	 <p>Achievement of Excellence in Procurement Award for 2017 from the National Procurement Institute, Inc.</p>	 <p>Distinguished Budget Presentation Award for fiscal year 2017 from GFOA.</p>
 <p>Insurance Services Office (ISO) Class 1 Rating</p> <p>This certification, representing superior property fire protection capabilities, is based primarily on an evaluation of the city's water supply and distribution, fire department equipment, manpower, etc. Alpharetta is one of only 20 agencies in Georgia and 270 agencies nationwide, to receive an ISO Class 1 rating, the highest available.</p>	 <p>TREE CITY USA Tree City USA from the National Arbor Day Foundation for the 27th consecutive year.</p>	 <p>Special Needs Certified Community from the Special Needs Certified Organization</p> <p>Recognizing communities that are better able to understand, engage, and serve people with special needs.</p>

RANKINGS

<p>BEST CITY FOR WOMEN ENTREPRENEURS</p> 	<p>BEST SMALL CITY IN GEORGIA</p> 	<p>TOP 10 SURPRISING STARTUP HUBS AROUND THE WORLD</p> 
<p>TOP 10 BEST PLACES IN GEORGIA TO GET A JOB</p> 	<p>ONE OF THE BEST CITIES FOR TECH</p> 	<p>“ A small city of just 60,000 people, Alpharetta has been gaining recognition as the “Technology City of the South.” The area’s robust fiber-optic network and proximity to Atlanta lends it the edge it needs to attract both large and small data-heavy companies. ”</p> <p>– Inc. Magazine</p>
<p>TOP 100 INNOVATION HUBS</p> 	<p>AVALON NAMED URBAN PROJECT OF THE YEAR</p> 	

COMMUNITY PROFILE

WEB DIRECTORY



www.Alpharetta.ga.us

The City of Alpharetta's website is your source for information about city policies, services and events, available 24 hours per day, seven days a week. Log onto www.alpharetta.ga.us and find information about public meetings, press releases, employment opportunities, community events and much more. In addition to being a great source of valuable information about our city, residents can also take advantage of many online services through our website. Online services include:

- Business License Renewals
- Municipal Code Online
- Permit Manager Online
- Procurement [Bid] Opportunities
- Property Tax Accounts
- Public Hearing Notices
- Recreation Registration
- Report a Crime Tip Online
- TicketViewer – Red Light Cameras
- Traffic Ticket Payments
- Trash Service Payments
- Vendor Registration

GENERAL CONTACTS

City of Alpharetta
678-297-6000
www.alpharetta.ga.us

Alpharetta Athletic Programs
678-297-6172
www.arpdathletics.org

Alpharetta City Band
770-475-9684
www.alpharetta.ga.us/cityband

Alpharetta Convention & Visitors Bureau
678-297-2811
www.awesomealpharetta.com

Alpharetta Public Safety Foundation
678-297-6302
www.apsfoundation.org

Alpharetta Youth Baseball Association
www.alpharettayouthbaseball.org

North Atlanta Football League
www.nafl.club

Alpharetta Youth Softball Association
www.alpharetta softball.com

Fulton County Tax Assessor
404-612-6440
www.qpublic.net/ga/fulton

North Metro Miracle League
770-777-7044
<http://www.nmml.net>

SOCIAL MEDIA

Alpharetta on Twitter
<https://twitter.com/alpharettagov>



Alpharetta on YouTube
<http://www.youtube.com/user/Alpharettagov>



Like us on:

City of Alpharetta Main Facebook Page
<https://www.facebook.com/CityofAlpharetta>



Alpharetta Natural Resources Commissions Facebook Page
<https://www.facebook.com/AlpharettaNaturalResources>

Alpharetta Public Safety Facebook Page
<https://www.facebook.com/AlpharettaPublicSafety>

Alpharetta Recreation and Parks Facebook Page
<https://www.facebook.com/AlpharettaRecreation>

GLOSSARY OF TERMS

Glossary of Terms

The Glossary section is included to assist readers with understanding the many terms used in city government (general) as well as the city's budget process (specific). Please refer to the *Acronyms/Abbreviations* section for a complete listing of the acronyms used throughout this document.

Account Number:	A system of numbering used to categorize a "group" of accounting transactions into common areas, such as salaries, utilities, etc. Account numbers are the numerical equivalent of descriptive terms (e.g. 511.01 represents the account number for salaries and wages).
Accounting Period:	A period at the end of which financial statements, budgets, and other reports are prepared. Typically an annual period within governmental finance. The city's fiscal year reporting period begins on July 1 st and ends of June 30 th .
Accounting Procedures:	All processes that identify, record, classify and summarize financial information to produce financial reports.
Accrual Basis of Accounting:	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).
Acronyms:	Please see the section entitled <i>Acronyms/Abbreviations</i> for a complete listing of the acronyms used throughout this document.
Adopted Budget:	The funds appropriated by the City Council at the beginning of the year.
Ad Valorem Tax:	Property taxes computed as a percentage of the value of real or personal property expressed in mills (1/100 th of a dollar or \$1.00 per \$1,000 of taxable property value).

GLOSSARY OF TERMS

Amortization:	The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.
Appropriation:	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.
Assessed Valuation:	The Fulton County Board of Assessor's estimation of the fair market value of real and personal property.
Balanced Budget:	A budget in which planned revenues available equals planned expenditures.
Basis of Accounting:	A system used by an individual government to determine when revenues have been realized and when expenditures have been incurred.
Basis of Budgeting:	A system used by an individual government to determine when budgetary revenues have been realized and when budgetary expenditures have been incurred.
Bond:	A written promise to pay a designated sum of money (i.e. principal) at a specified date in the future, together with periodic interest payments at a specified rate. In the budget, these payments are identified as debt service. Bonds are typically used to obtain long-term financing for major capital improvements.
Bond Rating:	A rating provided by an independent professional credit rating agency indicating the credit worthiness of the entity.
Budget:	A statement of financial position of an entity for a definite period of time based on estimates of expenditures during the period and proposals for financing them. The financial plan for the operation of a department, program or project for the current year or for the duration of the project.

GLOSSARY OF TERMS

Budget Amendment:	The transfer of funds from one appropriation account to another (within a department within a fund), requiring approval of City Administrator, Finance Director, and Department Director. Amendments between departments and between funds require City Council approval.
Budget Calendar:	The schedule of key dates or milestones which the city follows in the preparation, adoption, and administration of the budget.
Budget Officer:	The local government officials charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.
Budget Ordinance:	“Ordinance” or “Resolution” means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.
Budget Period:	Budget period, means the period for which a budget is proposed or a budget ordinance or resolution is adopted.
Budget Transfer:	A procedure utilized by city departments to revise budget appropriations within the departmental operating budget accounts. They transfer monies from one account to another account and does not increase or decrease the overall budget appropriation for the department.
Budgetary Control:	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
CAFR:	The Comprehensive Annual Financial Report summarizes financial data for the previous fiscal year in a standardized format.

GLOSSARY OF TERMS

Capital Assets:	Assets of significant value and having a useful life of several years. Capital assets for the City of Alpharetta have a purchase cost of \$5,000 or more, and a useful life of three years or longer.
Capital Budget:	A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget which includes both operating and capital outlays. The capital budget is based in a capital improvement plan ("CIP").
Capital Outlay:	An expenditure for the acquisition of, or addition to, a capital asset. Items acquired for less than \$5,000 are not considered capital outlay.
Capital Projects:	Projects that result in the acquisition or construction of capital assets of a local government which are of a long-term and permanent nature. Such assets include land, buildings, and related improvements, streets and highways, bridges, sewers and parks.
Capital Projects Fund:	A fund used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by resources from enterprise fund activities.
Cash Basis of Accounting:	A basis of accounting under which transactions are recognized only when cash is received or disbursed.
Chart of Accounts:	A numbering system that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The City of Alpharetta utilizes the Uniform Chart of Accounts for Local Governments in Georgia as mandated by the Georgia Department of Community Affairs ("DCA").
Consumer Price Index ("CPI")	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. inflation).

GLOSSARY OF TERMS

Contingency:	A budgetary reserve set aside for emergency, revenue shortfalls, and unanticipated expenditures. The City Council must approve all contingency expenditures.
Debt:	An obligation resulting from the borrowing of money or from the purchase of goods and services over a period of time. Debts of government include bonds, time warrants, notes, and floating debts. Examples include: General Obligation Bonds and Revenue Bonds.
Debt Service:	The payment of principal and interest on borrowed funds such as bonds.
Debt Service Fund:	A fund that is used to account for the accumulation of resources for the payment of general long-term debt principal and interest.
Deficit:	The excess of an entity's liabilities over its assets or the excess of expenditure or expenses over revenues during a single accounting period.
Department:	A major administrative division of the city with indicated overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation:	(1) Expiration of the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a capital asset which is charged as an expense during a particular period. In accounting, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of said asset, and each period charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.
Effectiveness:	Depicts the degree to which performance objectives are being achieved or otherwise reflects the quality of local government performance.

GLOSSARY OF TERMS

Efficiency:	Reflects the relationship between work performed and the resources required performing it. Compares outputs to inputs.
Encumbrance:	A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.
Enterprise Fund:	A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.
Expenditures:	The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.
Fiduciary Fund:	A fund used to account for assets held by the city in a trustee capacity or as an agent for other governmental units and/or other funds.
Fiscal Year:	The time period designated by the city signifying the beginning and ending period for recording financial transactions. The city has specified July 1 st to June 30 th as its fiscal year.
Fund:	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
Fund Balance	Fund equity for governmental funds and trust funds which reflects the accumulated excess of revenues and other financing sources over expenditures and other uses for governmental functions.

GLOSSARY OF TERMS

GASB:	Governmental Accounting Standards Board - The body that sets accounting standards, specifically for governmental entities at the state and local levels.
General Fund:	The government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Revenue is derived primarily from property taxes, state & federal distributions, grants, and other intergovernmental revenue.
GAAP:	Generally Accepted Accounting Principles - Uniform minimum, standards used by state and local governments for financial accounting, recording and reporting, encompassing the conventions, rules and procedures that define accepted accounting principles; established by the Governmental Accounting Standards Board (GASB).
General Obligation ("GO") Bonds:	Upon voter approval at a general referendum, a project will be financed through a millage increase in ad valorem taxes for a specified period of time. This source of revenue is especially appropriate when the life of project or an improvement is expected to exceed 20 years, and is citywide in nature or benefit.
Georgia Municipal Association:	Organization representing municipal governments in Georgia.
GFOA:	Government Finance Officers Association - Professional association of state/ provincial and local finance officers in the United States and Canada, dedicated to the sound management of government financial resources.
Goals:	A measurable statement of desired conditions to be maintained or achieved.
Governing Authority:	Governing authority means that official or group of officials responsible for governance of the unit of local government.

GLOSSARY OF TERMS

Grants:	A financial gifts, donation, or award that is made from a funding source, usually a governmental entity, to the city for the acquisition of goods, services, or land. The grant award agreement defines the city's responsibilities and duties to be exchanged for the grant. Grants are often earmarked for a specific purpose of program.
Infrastructure:	The basic installation and facilities on which the continuance and growth of the city depends, such as roads, schools, and water and sewer systems.
Inter-fund Transfer:	Payments made from one operating fund to another as a contribution to defray a portion of the recipient fund's costs.
Investments:	Securities and real estate held for the production of revenue in the form of interest, dividend, rental or lease payments. The term does not include fixed assets used in governmental operations.
Legal Level of Control:	Legal level of control is the lowest level of budgetary detail at which a local government's management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required.
Levy:	(Verb) To impose taxes, special assessments or service charges for the support of government activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.
Liability:	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.
Liquidity (of investments):	The ability to convert an investment to cash promptly with a minimum of risk to principal and accrued interest.

GLOSSARY OF TERMS

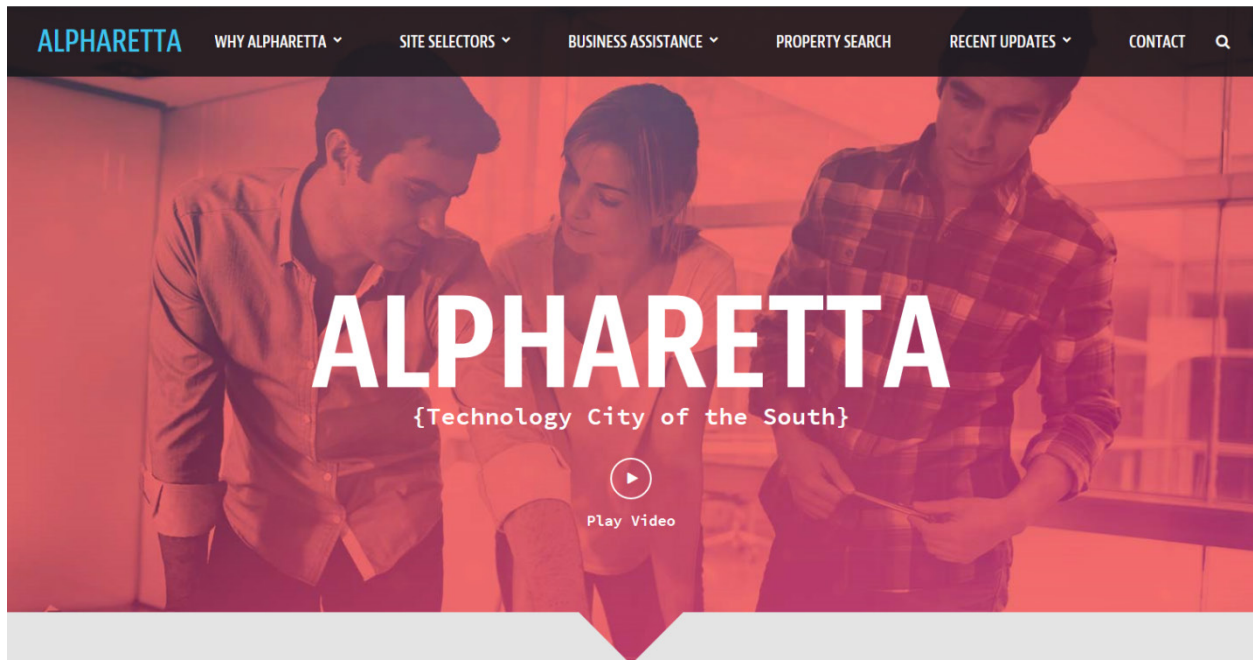
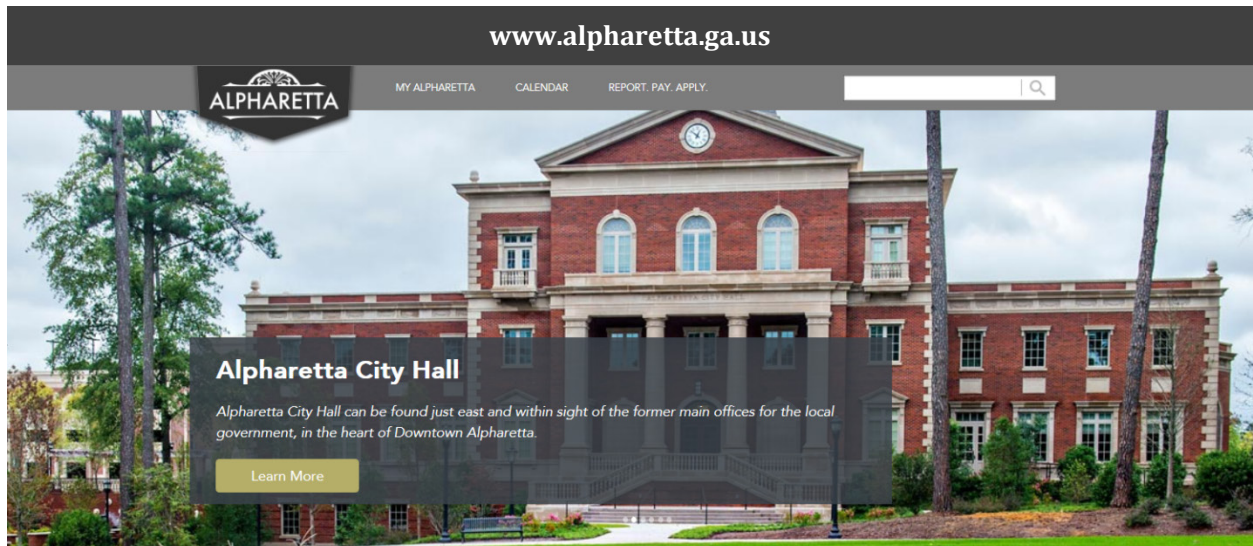
Millage Rate:	The amount of property tax stated in terms of a unit of the tax base; for example each mill generates \$1.00 of tax for every \$1000 of taxable assessed valuation on real or personal property. The millage rate is the total number of mills assessed against this value.
Mission:	The reason or purpose for the organizational unit's existence.
Modified Accrual Basis of Accounting:	The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash except for material and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.
Objectives:	Unambiguous statements of performance intentions expressed in measurable terms.
Operating Budget:	The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.
Proprietary Fund:	These funds are sometimes referred to as "income determination," "non-expendable" or "commercial type" funds and are used to account for a government's on-going organizations and activities which are similar to those often found in the private sector.
Retained Earnings:	A fund equity account that reflects accumulated net earnings (or losses) in a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

GLOSSARY OF TERMS

Reserve:	An account to indicate that a portion of funds have been legally restricted for a specific purpose, or not available for appropriation and subsequent spending. A reserve for working capital is a budgetary reserve set aside for cash flow needs, emergencies, or unforeseen expenditure/revenue shortfalls.
Revenue:	Additions to assets which (a) do not increase any liability; (b) do not represent the recovery of an expenditure; (c) do not represent the cancellation of certain liabilities or decrease in assets; and (d) do not represent contributions of fund capital in enterprise and internal service funds.
Rolled-Back Millage Rate:	The millage rate necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes for new growth.
Sinking Fund:	A reserve fund accumulated over a period of time for retirement of a debt.
Special Revenue Fund:	A fund in which the revenues are designated for use for specific purposes or activities.
Tax Digest:	Official list of all property owners, the assessed value, and the tax due on their property.
Taxes:	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Alpharetta are approved by the City Council and are within limits determined by the State.
User Fee:	Charges for specific services rendered only to those people paying such charges as, for example, sewer service charges.

GLOSSARY OF TERMS

To learn more about our great City, please
visit us on the Web





www.alpharetta.ga.us