ALPHARETTA CITY COUNCIL
2020 PLANNING RETREAT
MEETING MINUTES
SEPTEMBER 16, 2020

ALPHARETTA CONFERENCE CENTER
TEASLEY BALLROOM SALON 1
9000 AVALON BOULEVARD
ALPHARETTA, GA 30009

- *Mayor Gilvin called the meeting to order at 8:30 a.m.*

Attendance

- Council Members
  - Mayor Jim Gilvin
  - Mayor Pro Tem Donald F. Mitchell
  - Jason Binder
  - Ben Burnett
  - John Hipes
  - Dan Merkel
  - Karen Richard
- Staff
  - Bob Regus, City Administrator
  - Sam Thomas, City Attorney
  - James Drinkard, Asst. City Administrator
  - Erin Cobb, City Clerk
  - Peter Sewczwicz, Director of Public Works
  - Morgan Rodgers, Director of Recreation, Parks & Cultural Services
  - Tom Harris, Director of Finance
  - John Robison, Director of Public Safety
  - Kathi Cook, Director of Community Development
  - Cris Randall, Director of Human Resources
  - Brooke Lappin, Director of Court Services
  - Randy Bundy, Director of Information Technology

I. FINANCE & BUDGET

- Director of Finance, Tom Harris, provided a financial review of fiscal year 2020, the financial status of fiscal year 2021 and the outlook and capital forecast for fiscal year 2022. The financial presentation is attached.

II. TRANSPORTATION

A. TSPLOST Discussion & Transportation Funding

- Director of Public Works, Pete Sewczwicz, came forward to present this item.
- Director Sewczwicz presented the following project options that staff recommends for using the remaining $25M from TSPLOST I:
  - Greenway to Webb Bridge Park/State Route 120
    - $250k - Modify design of corridor to accommodate 6' planting area and 10' sidewalks.
    - $21.75M – Increase planting area to 6' and sidewalk to 10' from the Greenway to the roundabout.
    - $350k – Maximize the sidewalk width from the roundabout to Webb Bridge Park, while maintaining 2' planting strips and as much of the existing landscape as possible.
    - $650k - Construct 6' sidewalk and maximize planting strip from the roundabout to SR 120.
  - $750k - Design the corridor from Morris Road to the Greenway
    - Maintain existing curb and gutter and restripe to accommodate for the 10.5' travel lanes and 3' bike shoulder.
    - Widen the sidewalk to a maximum of 10' and a minimum of 8'. Large retaining walls are required on the south side between Morris Road and North Point Pkwy.
    - Street trees and lighting will vary in front of and behind the sidewalk where feasible.

- Design a bridge over Big Creek
  - Evaluate construction feasibility and cost to install a new bridge or a temporary bridge over Big Creek to the north or south which will enable Webb Bridge Road to remain open.
- Maintain existing curb/gutter, sidewalk and streetscape fronting the Eastgate subdivision.

- Staff is recommending phasing construction between the Greenway and Webb Bridge Park into three parts. This will enable construction to start sooner and enable the citizens to access the Greenway while right-of-way/easements are obtained for the remaining corridor.

  1. Greenway connection from Westwind Subdivision
     a) This will provide connectivity for the corridor to the Greenway, utilizing existing sidewalks and crossing at the signalized intersections.
  2. Roundabout at West Bridge Road and Webb Bridge Way including sidewalks to the Park.
  3. Phase three will consist of everything in between.

- The project cost for Webb Bridge Road from the Greenway to the Park is $23M. Design costs of Webb Bridge Road from Morris Road to the Greenway is $750k. A rough estimate for the cost of this section including the right-of-way and construction is approximately $10M.

- Director Sewczwicz presented a preliminary list of TSPLOST II projects:

  - $10M – Webb Bridge Road Improvements (Morris Road to the Greenway).

  - $1.5M – Kimball Bridge Road Widening (Verizon driveway to Georgia Power driveway).

  - $10.5M - Haynes Bridge Road Widening (Mansell Road to City limits).

  - The cost includes improvements to the intersection of Haynes Bridge Road and Haynes Bridge Middle School. The roundabout concept will need to be evaluated for performance.

- $2.8M - Academy Street Improvements

- $4M – Hembree Road Widening (Old Roswell to Morrison/Westside Parkway).

- $1.75M – Marjean Way Extension

- $785k – Lily Garden Extension

- $9.25M – Alpha Loop

- $2.5M – Four pedestrian bridges along Windward Pkwy over Big Creek to access the Greenway

- $10M – Tradewinds Ripple Affect Improvements (allocation only, the actual costs are unknown at this time).
  - Roundabout at Tradewinds and Westside/Morris – GDOT installing signals.
  - Roundabouts or medians or removal of traffic signals along North Point Pkwy.

- $1.5M – Hopewell Road at Vaughan roundabout

- $500k – Davis Drive Extension (partnership with the North Fulton CID)

- $3M – Dryden Road Extension

- $1.75M – Cumming Street at Henderson Pkwy roundabout

- $1.75M – Mayfield Road at Canton Road roundabout

- $2M – Mayfield Road at Providence Road roundabout

- $2M (allocation) – Southlake traffic calming
- $2M (allocation) – Waters Road traffic calming
- $10M (allocation) – Milling and Resurfacing
- $5M (allocation) – Sidewalk repairs
- $1M (allocation) – Mid-block crosswalks
  - Alpharetta Elementary School
  - Manning Oaks Elementary School
  - Cogburn Road Park
  - Mid-Broadwell at Charlotte
- Downtown Pedestrian Improvements:
  - $250k - Improve crossing from the parking deck to the north side of Milton Avenue
  - $2M – Roundabout at Milton Avenue and Canton/Roswell Street OR
  - $5M – Milton Avenue streetscapes
  - $1.5M – Roundabout at Roswell Street and Old Roswell Street
  - $350k – Raised intersection at Marietta Street and Roswell Street
  - $750k – Improve pedestrian crossings from the City Center to the downtown churches
- $25M (allocation) – North Point Pkwy Corridor

- Note: The amounts quoted are based off 2020 figures. Based on timing, 3-5 years from now, will determine how much of an increase is needed to the preliminary costs.

- *Council Member Burnett left the meeting at 11:30 a.m.*

III. NORTH POINT DISTRICT

A. Tax Allocation District Update

- Director of Finance, Tom Harris, came forward to present this item.
- In 2019 Council voted unanimously to approve the formation of a tax allocation district (TAD) in an effort to revitalize the area. This district will help achieve the following goals for the North Point area; transportation improvements (sidewalks/crosswalks), emphasis walkability by the construction of multi-use trail connections and provide green space and gateway parks that connect to the Greenway.
- Staff is recommending moving forward with negotiations and take another look at the TAD next year.

B. North Point LCI:

- Director of Community Development, Kathi Cook, came forward to present this item.
- The North Point Mall redevelopment of Sears has been impacted by COVID-19 and they have asked for a one-year extension on their permit deadline.
- Ecco Park located on North Point Drive has changed the approved condos to townhomes and are working on the new architecture. Staff has been meeting with the Providence Group to review these changes.
- Tech 360 received their office building permit in August for the first building containing 110,000 square feet and Chick Fil A has submitted for their permit to demolish and rebuild in North Point.
- The ARC announced approval of the City’s application for a streetscape grant and will award the City $1.6 million and there will be a $400,000 match to design the streetscape for North Point Parkway which will

include wide sidewalks and decorative crosswalks. Additional funding for construction may be forthcoming from the ARC, we are waiting for an October/November announcement.

- The City also applied for two other grants for North Point:

    1. The Georgia Economic Development Grant to design a North Point Grid Plan which will guide future development by creating short walkable blocks. Announcements will be made the end of September ($150,000 with 20% match).

    2. The City also applied to the National Endowment for the Arts – "Our Town Grant" request for Gateway Park design (land between the car wash and Ethan Allen) which was filed on August 18th ($120,000 with 50% match).

IV. COVID-19

A. CARES Act Update

- Mayor Gilvin came forward to present this item.

- For the past few weeks, the City Mayors in Fulton County have been working to make sure the County distributes CARES Act funding appropriately. We are anticipating that $30M of the $104M the County received to be distributed to each city based on population. This money must be spent by the end of this calendar year.

- The City has been submitting receipts associated with COVID-19 expenses, however we have not received any reimbursements.

B. Future Community Impacts

- Mayor Gilvin came forward to present this item and requested Staff and Council brainstorm ideas on how the City could use CARES Act funding to support our community and give back to those who need assistance.

- Mayor Gilvin opened discussion on how Council's strategic plans and visions have changed since the COVID-19 pandemic.

❖ With no further business to discuss or items to be heard, Mayor Gilvin adjourned the meeting at 5:04 p.m.

Respectfully submitted,

Erin Cobb

Erin Cobb, City Clerk

Finance Department component of the

City Council Retreat

September 16, 2020

Agenda

- FY 2020 Financial Review
- FY 2021 Financial Status
- FY 2022 Outlook
  - Operating
    - Tier 1 Adjustments
    - Tier 2 Potential Adjustments
    - Service Delivery Adjustments & Revenue Opportunities
  - Capital

FY 2020 Financial Review

September 16, 2020

FY 2020 Financial Review

General Fund

Est. Operations	Actual	Over/(Under) Budget
– Revenues	$71.8M	$ 1.8M
– Expenditures		
• Operations	(60.7M)	(4.5M)
Surplus from Operations	$11.1M	
• Capital Transfer	(12.3M)	
Net decrease in Fund Balance	($ 1.2M)	

- Fund Balance
  - Beginning Fund Balance $27.8M
  - Result from Operations (1.2M)
  - Ending Fund Balance $26.6M

Emergency Reserve:	$15.5M
FY 2021 Budget:	5.3M
FY 2022 Budget (est.):	5.8M
	$ 26.6M

FY 2021 Financial Status

September 16, 2020

2021 Status

- Property Taxes
  - Projected = Budget
- LOST
  - Budgeted @ 80% of pre COVID-19
  - Currently tracking @ 85% of pre COVID-19
  - Current projections = +$500K
- Hotel/Motel Taxes
  - Budgeted @ 75% of pre COVID-19
  - Currently tracking @ 40% of pre COVID-19
  - Current projections = -$500K
- General Fund
  - Non-Allocated Reserve of $1.9M projected to remain untouched (no overall revenue shortfall)

FY 2022 Outlook

September 16, 2020

2022 Operating Forecast

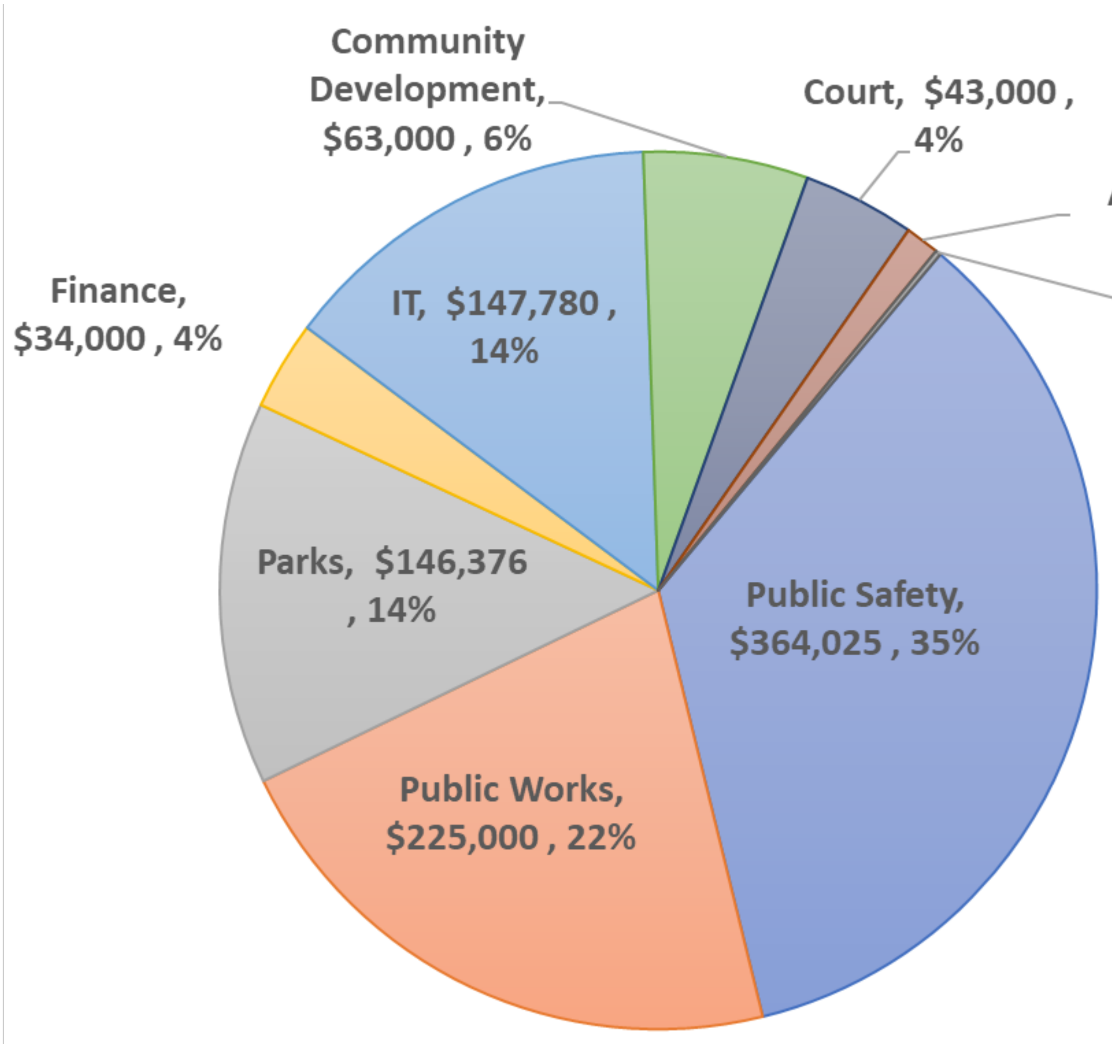
	2021 Budget	2022 Preliminary	$ Change	% Change
Revenue				
Property Taxes	$ 25,350,000	$ 24,082,500	$ (1,267,500)	-5.00%
LOST	13,479,457	14,300,000	820,543	6.09%
Other	28,143,913	27,768,416	(375,497)	-1.33%
	$ 66,973,370	**$ 66,150,916**	**$ (822,454)**	**-1.23%**
Expense				
Personnel	$ 47,064,941	$ 48,746,911	$ 1,681,970	3.57%
M&O	16,179,236	16,529,236	350,000	2.16%
Capital/Other	959,614	959,614	-	0.00%
Contingency	700,000	700,000	-	0.00%
Operational Reserve	1,880,579	-	(1,880,579)	-100.00%
Recurring Capital*	189,000	500,000	311,000	164.55%
	$ 66,973,370	**$ 67,435,761**	**$ 462,391**	**0.69%**

Deficit	**$ (1,284,845)**
New Initiatives	
DEA Positions (3 FTE)	(315,000)
Quint Operations (6 FTE; Ladder Lease)	(700,000)
Deficit	**$ (2,299,845)**
Options	
Tier 1 Adjustments	$ 1,038,181
Tier 2 Potential Adjustments	611,473
Deficit	**$ (650,191)**
Service Delivery Adj. & Revenue Opportunities	?

**pre COVID-19 funding level totals $4.5 million annually.*

Tier 1 Adjustments

- Targeted M&O reductions that do not reduce service delivery capacity
- Reductions to over 170 budgetary line-items across all departments.
- Totals $1M with the breakdown by department as follows:



- $71K reduction in Premier Events (staff to reassume duties)
- $137K reduction in training/travel citywide
- $83K reduction in facility, grounds, and equipment maintenance.

Tier 2 Potential Adjustments

- M&O reductions that impact service capabilities
- Totals $611K with the detailed breakdown as follows:

Department	Initiative	Current $	Adjusted $	Savings
HR	Employee Appreciation Days (2)	$ 20,000	$ -	$ 20,000
HR	Employee Recognition Program (flowers, etc.)	5,000	-	5,000
HR	Holiday Gift Check - December ($50)	40,000	-	40,000
HR	Tuition Reimbursement	55,000	-	55,000
citywide	Eliminate Employee Service Award Program	20,000	-	20,000
Parks	Eliminate Bike Share Program	21,840	-	21,840
Parks	Eliminate Community Arts Grant	30,000	-	30,000
Parks	Eliminate Special Needs Grant	50,000	-	50,000
Parks	Eliminate Downtown Planters Program	50,208	-	50,208
Parks	Reduce Holiday Decorations Downtown	90,000	45,500	44,500
Parks	Eliminate City Sponsorship (European Market)	1,100	-	1,100
Parks	Eliminate City Sponsorship (Farmers Market)	2,500	-	2,500
Parks	Eliminate City Sponsorship (Brew Moon Fest)	3,825	-	3,825
Parks	Eliminate City Sponsorship (Memorial Day)	1,500	-	1,500
City Admin	Lobbyist Services	36,000	-	36,000
Econ. Dev.	Tech Alpharetta	100,000	75,000	25,000
Econ. Dev.	Alpharetta Chamber Membership	10,000	5,000	5,000
Econ. Dev.	Technology Assoc. of GA Membership	28,000	5,000	23,000
Econ. Dev.	Greater NF Chamber Membership	5,000	2,500	2,500
Finance	Wellness Program	162,386	92,386	70,000
Finance	Bank Fees (share in cc fees with customer)	100,000	50,000	50,000
Comm. Dev.	Bank Fees (share in cc fees with customer)	45,000	22,500	22,500
Court	Bank Fees (share in cc fees with customer)	20,000	10,000	10,000
citywide	Wrike (license reduction to active users only)	32,000	10,000	22,000
				$ 611,473

Service Delivery Adj. & Revenue Opportunities

- Re-Organizing Department Services/Service Level
  - Freeze/Eliminate Services or Level-of-Service (direct approach)
    - Reallocate and/or eliminate positions
    - Outsource services
      - either option may include targeted severances
  - Freeze Vacancies as they arise (indirect approach)
    - 2021 Budget includes 7 frozen positions
    - Expect 7-10 more retirements/vacancies this fiscal year
      - conservative forecast based on historical employee turnover
  - Early Retirement Incentive Program (voluntary)
    - Difficult to determine acceptance rate
    - Identity of employees who accept are outside of our control
    - Usually involves outlay of $$$ (needed resources)
- Compensation and Benefit Adjustments
- Revenue Opportunities

2022 Capital Forecast

		2022 Preliminary
Sources (on-going)		
Fund Balance (FY 2020 est.)	$	5,780,000
Non-Allocated Capital (current)		1,332,365
Recurring Capital (line-item in the General Fund)*		500,000
	$	**7,612,365**
Uses (on-going)		
Historical Recurring Capital needs	$	9,000,000
	$	**9,000,000**
Deficit	**$**	**(1,387,635)**
Sources (one-time)		
Avalon Hotel Sale (recapture)	$	3,800,000
Surplus above historical Recurring Capital needs	**$**	**2,412,365**

**pre COVID-19 funding level totals $4.5 million annually.*