ALPHARETTA CITY COUNCIL
2021 PLANNING RETREAT
MEETING MINUTES
JANUARY 27, 2021

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

- *Mayor Gilvin called the meeting to order at 8:33 a.m.*

Attendance

- Council Members
  - Mayor Jim Gilvin
  - Mayor Pro Tem Donald F. Mitchell
  - Jason Binder
  - Ben Burnett
  - John Hipes
  - Dan Merkel
  - Karen Richard (attended virtually via Zoom Meetings)
- 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

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I. WELCOME & INTRODUCTION

II. GOALS

- Mayor Gilvin:
  - Wider distribution of the COVID-19 vaccine and to encourage the vaccination among staff.
  - Improve efficiencies within the Municipal Court, Economic Development, and the IT Department.
  - Restore Alpharetta by increasing the daytime population and help facilitate vaccinations for employers.
  - Create a marketing campaign to increase hotel occupancy. Similar to how the City branded the Technology City of the South in order to bring tech industries here.
  - Continue progress on redevelopment projects
  - Support Public Safety training

- Mayor Pro Tem Mitchell:
  - Introduce a bond for transportation and/or parks projects
  - Fund and complete the Marjean Way Extension project
  - Haynes Bridge Road Improvements
  - Alpha Loop funding
  - Continue the Alpharetta Stories Project

- Council Member Binder:
  - Increase business office occupancy
  - Complete the Tradewinds Pkwy Project
  - Every Alpharetta resident should have a park at least 10 minutes away
  - Milling and resurfacing
  - Sustainable funding for current and future administration

- Council Member Burnett:
  - Parks and trail connectivity
  - Employee vaccinations incentives

- Council Member Hipes:
  - Build infrastructure the way we have in the past
  - Revitalize the stormwater program
  - Generate a reliable revenue source sufficient to grow the City (investing in the City)

- Council Member Merkel:
  - Completion of the Alpha Loop
  - Take a proactive approach to finding a reliable revenue source
  - Revitalize the stormwater program

- Council Member Richard:
  - Continue to run a fiscally sound city with a strong emphasis on quality of life
  - Continue to focus on our infrastructure needs (address recurring capital needs such as stormwater/drainage & sidewalk repairs)
  - Develop a stormwater strategic plan
  - Pass TSPLOST II
  - Develop a plan for the Tradewinds Pkwy project impact
  - Economic Development – need to develop a different structure with strategic branding
  - Continue the North Point Redevelopment project
  - Create a downtown business owners' group
  - Planning for replacement of the City Administrator whose term ends in 2022

III. UPDATE ON PROJECT MANAGEMENT

- Asst. City Administrator, James Drinkard, came forward to present this item.

- The City will be utilizing Wrike for project management. Wrike is an internet-based software that will help us manage and track projects, deadlines, schedules, and other workflow processes and communicate information within project teams and to other audiences.

- The platform integrates with existing Microsoft 365 tools like Teams, Word, SharePoint, and Outlook. It has a robust mobile platform and can be accessed from anywhere.

- Major projects will now begin with the completion of a scoping document with Wrike.

- The scoping document will define:
  - The problem the project seeks to solve
  - The key goal of the project
  - Anticipated completion dates & timelines
  - Project deliverables and features
  - Measurable success criteria
  - Project costs for development and maintenance
  - Project manager and project owner
  - Composition of the project team

- On or before June 30 all active major capital projects will be in Wrike and being actively managed using the tool.

- Beginning July 1 all new capital projects, other than basic maintenance or replacement, that require Council approval will be launched using our Hybrid Agile approach and will require an approved Project Scoping Document before being presented to City Council.

- In the third quarter we will begin expanding the use to large operational initiatives.

IV. FORMALIZING LEGAL SERVICES PROCESSES

- City Administrator, Bob Regus, came forward to provide an update on the status of the City's legal team's workload.

- Mayor Gilvin recommended that we Develop a process that must be followed to request work product from the City Attorney and criteria by which work will be prioritized.

- Council Member Merkel requested that we determine if current legal advertising practices meet or exceed the minimum legal requirements and adjust so as to meet only minimum requirements so as to reduce advertising costs.

- City Attorney, Sam Thomas, came forward to address concerns from Mayor and Council regarding his team's current workload.

V. MID-YEAR FINANCIAL REVIEW

- Director of Finance, Tom Harris, provided a financial review of fiscal year 2020, the financial status of fiscal year 2021 and the mid-year operating requests. The financial presentation is attached.

- FY 2020 Financial Review:
  - Actual Revenues = $71.9M (over budget $1.9M)
  - Expenditure = $60.8M (under budget $4.4M)
  - 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

- FY 2021 Financial Status:
  - General Fund (Revenue estimates over/under budget)
    - LOST $1,020,543
    - Property Taxes (current) $350,000
    - Motor Vehicle Title Fees $100,000
    - Insurance Premium Taxes $258,513
    - Fines & Forfeitures $300,000
    - Recreation Fees ($130,000)
    - Hotel Taxes – City portion ($1,031,250)
    - Misc. ($41,049)
    - Estimated Revenue Gain $826,757

- Expenditures will remain within budget (including over $3M in Non-Allocated/Contingency accounts that will not be spent)

- The net surplus position (after mid-year adjustments) will be available to fund capital investment in 2023.

- Mid-Year Operating Requests:
  - Admin:
    - Economic Development Director position ($170K annual impact; $43K impact for 3 months of FY2021)
  - HR:
    - eforms (NeoGov module) to facilitate paperless processing of HR related forms; $16K total ($4K one-time; $12K annually)
  - Parks:
    - Additional funds for maintenance of new parks (Windward Community Park; Thompson St. Park; Encore Park; Alpha Loop connection; Alpharetta Elementary School Neighborhood Park); ($42K annual impact, $25K impact for FY 2021).
  - Public Safety:
    - FususOne camera software that integrates the existing Flock Safety LPR systems as well as the community cameras to expedite intelligence gathering and response efficiency; $25K annually)
    - DEA Personnel funding shortfall (annualized costs = $338K; current year impact = $100K).

- Recurring Capital Program – Annual Replacement ("Recurring") Needs: >$10M
  - Milling & Resurfacing $3M
  - Transportation $800K
  - Sidewalks $600K
  - Stormwater $4.9M
  - Facilities $600K
  - Fleet $1M
  - Technology $300K
  - Other (equip; parks; etc.) $700K

- $11.6M capital funding forecasted for 2022

- Preliminary 2022 Budget forecast includes $11.6M for Capital Investment; Includes $1.5M for Recurring Capital contribution (up from $189K in 2021; Goal = $5M)

- Capital Funding forecast highlights growth of Recurring Capital contribution from $1.5M (2022) to $5.6M by 2026; assumes net growth in resources is prioritized towards recurring capital funding.

- Mid-Year Capital Requests:
  - Public Works:
    - Mid-block crosswalk on Union Hill Road (greenway/Union Hill Park); $200K one time
    - Replacement mini excavator used by the infrastructure team (current until is experiencing mechanical issues and now needs an additional $20K for repairs); $42K one time
  - Community Development:
    - Laptops (2)/iPad Pros (17) to facilitate teleworking as well as utilizing digital systems in the field (e.g. ePlan); $21K one time
  - Parks:
    - Demo and replacement of the failed retaining wall at the Farm ($30K one-time)

- Council Member Binder requested that the Finance Department identify three to four cities in Georgia that have similar daytime populations to Alpharetta and develop a chart comparing millage rates and effective millage rates similar to the one used to compare Alpharetta to North Fulton cities. The chart should be provided to City Council and included in annual budget reports.

- Staff will place consideration of rejoining GMA on an upcoming City Council Agenda or include as a line item when the mid-year budget is presented for consideration.

VI. INFORMATION TECHNOLOGY DEPARTMENT

- City Administrator, Bob Regus, came forward to present this item.

- Mayor Gilvin requested that Administration place consideration of the Phase 3 Assessment Proposal on a February City Council Agenda for consideration as a new business item.

VII. COURT SERVICES

- Director of Court Services, Brooke Lappin, came forward to present this item.

- Strategic focus areas:
  - Technology to improve case management
  - Safe and accessible Court facilities
  - Engaged workforce
  - Internal and external relations

- Implement Ecourt software (2nd quarter 2021)
  - The Court must have access to the prior 10 years case files. In order to move away from the current software (CourtTrac) all closed case files must be scanned and have stored in a searchable format. This process began December 2020. Five boxes were scanned, and a QC check is currently in process on the returned data.

    - The AOC (Administrative Office of the Court) and the Alpharetta Court Clerk are finalizing the eCourt platform and have a soft go-live date goal of February 1, 2021 in order to start entry of current case files into the system. With a financial go-live goal of March 1, 2021.

- Full transition to Government Windows (2nd quarter 2021)
    - In-person and phone payments moved to Government Windows on December 1, 2020. Online payments continue through Paypal; however, the full go-live to Government Windows is scheduled for March 1, 2021.

- Explore secure portal to transfer cases to Fulton County (3rd quarter 2021)
    - If a Jury Trial is requested, the case file is currently sent via certified mail in batches to Fulton County. With the transition to eCourt case files are electronic and could be sent to Fulton County with all police records and videos related to the case. This would reduce the quantity of County Solicitor's requests to the Police Records Department.
    - If a defendant must be taken into custody, but the case could be prosecuted in the City, this portal could also be used to return the case file to the City of Alpharetta Municipal Court. Currently all cases booked into the Fulton County Rice Street facility will be prosecuted by the Fulton County Solicitor's Office.

- Expand Virtual Court options
    - Alpharetta Court began mailing letters to defendants that were eligible for negotiated pleas per the Solicitor at the beginning of the Covid-19 pandemic. This process has had a successful return rate; however, the court has just begun tracking the number of letters mailed and the email/calls received in response.
    - The first virtual hearing date has been scheduled for February 20. This was offered to defendants that were not mailed the negotiated plea due to the age of the defendant or the severity of the charge. Currently the court has not received many responses for the virtual docket so the viability of this option will need to be reviewed.

- If or when the jail reopens, bond hearings will be required within the mandated timeframe. The Judge currently must appear in person at the jail. An evaluation of technology will need to be completed to determine what is required for virtual hearings.

- Convert to laptop workstations (1st quarter 2021)
  - The IT department is currently in process replacing desktops with laptops for all Court staff. This will allow court services to function in the event of a closure for any reason.

- Safe and accessible Court facilities
  - Evaluate security at Broadwell facility (1st quarter 2021)
  - The Alpharetta Department of Public Safety will be asked to create a security policy and procedures manual for the Court to utilize in a variety of events.

- Evaluate long term use of the Broadwell facility (2nd quarter 2021)
  - If Court Services is not relocated, there are several items that will need to be improved for the safety and comfort of the staff and visitors. The Alpharetta Department of Public Works will be requested to improve functionality of the Broadwell facility.
  - A space needs assessment for all court functions will be required.
  - The development of a court accessibility survey for court visitors will need to be completed to gather data on future court requirements.

- Engaged workforce
  - Review Court staffing (2nd quarter 2021)- Staffing needs and structure requires assessment. Data from surrounding jurisdictions on their Court organization as well as structure has been requested. This information along with an employee survey will be utilized to evaluate the current structure and staffing requirements.
  - Create Staff development plan (2nd quarter 2021)- A review of available training options for court staff through the Georgia Municipal Court Clerks Council and the Georgia Council for Court Administrators is vital for career growth within the department.
  - Create Court Policy and Procedure Manual (3rd quarter 2021)- Working with the Alpharetta Court Staff a complete court

function review and court policy manual development needs to be finalized. This will include obtaining input from surrounding agencies' current policies and structure.
  - Create Continuity of Operations Plan (1st quarter 2021)- Along with the IT department, telecommuting options for the court staff continues to be explored. 1-2 employees will be allowed to work from home each week in order to prevent all staff from quarantining in event of an exposure to Covid-19.

- Internal and External relations
  - Expand on our Community Service program (2022)- A list of local non-profit organizations needs to be developed within the City of Alpharetta that could benefit from court ordered Community Service.
  - Community Service hours approved by the court can be tracked via eCourt to allow the city to review plea bargain hours versus financial impact hours.

- Research options for housing defendants
  - Due to the Covid-19 pandemic the Alpharetta jail has been closed. With the state Statute requirement of 48 hours served in jail for all DUIs the Court Solicitor is unable to give a defendant credit for time served. Options for this state mandate need to be investigated.

- Collaborate with local High school criminal justice programs (2022)
  - Examine different ways to assist local High Schools who have Mock trial teams.

VIII. PUBLIC SAFETY

- Director of Public Safety, John Robison, came forward to present this item.

- Alpharetta Jail Status:
  - Director Robison met with the Fulton County Sheriff. Fulton County is currently down 200 deputies so he could provide an eta on the re-opening of the jail. Short-term we are looking at housing inmates in the Forsyth County Jail, however due to COVID-19 their staff numbers are also down, so they are unable to accommodate at this time.

- Council Member Hipes recommended Public Safety research the addition of fees to Court Fines to absorb costs associated with the outsourcing of the jail and present the information to City Council for consideration if the jail is outsourced to another city or county.

- Public Safety Staff will continue to watch protest trends and monitor laws being introduced that can hinder law enforcement.

- Mayor Gilvin recommended that staff work with legal to draft and bring forward by City Council by end of February an ordinance addressing street racing similar to that adopted by Roswell.

- Public Safety is looking at implementing an 80/20 training process. So that 20% of their schedule is reserved for training in order to prevent use of force situations.

- Director Robison discussed the option of implementing, Fūsus, a new camera system. Fūsus extracts and unifies live video and data feeds from virtually any source, creating a central hub that enhances the situational awareness and investigative capabilities of law enforcement and public safety agencies.

- Fūsus can improve investigations, build a real-time crime center, and drive community involvement. The system supports our mission in the following ways:
    - Build a Community Camera Registry to allow community members a way to share their contact information and camera locations with investigators, helping with community engagement
    - Ability to offer Investigators a digital means for video/photo evidence sharing by witnesses, saving the Department time and money
    - Integration to the City's 911 Dispatch Software to speed response and operational efficiency (completed during the pilot phase)
    - Provide video integration with Designated City-managed locations (Completed with Kings Ridge School)
    - Integration to the Department's License Plate Recognition Cameras to improve response times to hotlist plate alerts
    - Ability to leverage Artificial Intelligence to expedite the review of video i.e., search for a red pickup truck
    - Ability to offer the Community a digital media tips line: i.e. "See Something, Say Something"
    - Provide ease of video integration to all Designated Business/Community locations that wish to participate
    - Implement an iOS & Android App for mobile access to video/alerts, and emergency chat channels
    - Optional use of a panic alert app for video sharing and emergency response to schools, places of worship, businesses, etc.
    - Support for community outreach and education through promotional materials (video, digital marketing, social media posts, blogs, email template, etc.)
    - Ongoing training and system support required for a successful program is included in the service

IX. INFRASTRUCTURE

- Director of Public Works, Pete Sewczwicz, came forward to present this item.

- Mayor Gilvin recommended that Public Works verify pricing estimates and land survey data for the Cumming Street Widening Project (Main Street to Westside Parkway)

- Director Sewczwicz presented an overview and progress summary of the following projects:
    - Academy Street Improvements
    - Alpha Loop Phase A Section 1
    - Alpha Loop Phases A and B
    - Alpha Loop Phase C
    - Bethany Road at Mayfield Road Intersection Improvements
    - Bethany Road at Mid Broadwell Road Intersection
    - Cuming Street Pedestrian and Bike Safety Improvements
    - Webb Bridge Road Improvements – East of North Point Pkwy to Greenway
    - Big Creek Greenway Extension
    - Hopewell Road at Vaughan Drive Intersection Improvements
    - Kimball Bridge Road
    - Morrison Pkwy Sidewalk
    - Old Milton Pkwy Capacity Improvements
    - Pipe Lining FY2021
    - Rucker Road Corridor Improvements
    - Tradewinds Pkwy Extension Traffic Impact Study
    - Webb Bridge Road Improvements – Greenway to Webb Bridge Road
    - Windward Pkwy Westbound and Eastbound Widening

- Total estimated cost of the unbuilt segments of the Alpha Loop is $64M (design/ROW/construction).

- Mayor Gilvin asked that Director Sewczwicz bring forward as a workshop item during the February 22 Council Meeting a list and cost information on potential projects to be considered for a November bond issue.

- Mayor Gilvin asked that Director Sewczwicz develop a plan for relieving stormwater issues occurring in older neighborhoods such as Milton Estates to include recommended prioritization of actions based on type of flooding that is occurring, ease/speed of implementation, impact on issue, and cost. This is to be an expedited initiative.

X. COMMUNITY DEVELOPMENT / ECONOMIC DEVELOPMENT

- Director of Community Development, Kathi Cook, came forward to present this item.

- Northpoint Update:
  - New York Life is now the new owner of North Point Mall
  - Townhomes behind Chipotle have applied for the building permits
  - Priority is starting the NP streetscape project

- Office & Retail Vacancy:
  - North Metro Submarket (Sandy Springs, Dunwoody, Roswell, Alpharetta, Milton, Johns Creek, Forsyth County)
  - Office: 74.7M SF – Vacancy Rate: 16%
  - Retail: 47.2M SF – Vacancy Rate: 6.4%

- Mayor Gilvin asked that Community Development complete the current Comprehensive Plan process by August 2021.

- Mayor Gilvin recommended that staff appropriate necessary funds during the mid-year budget process and hire a Director of Economic Development.

- Mayor Gilvin recommended that Community Development partner with Finance and Public Works to research and create plan for implementing a Stormwater Impact Fee on new development activity.

XI. RECREATION, PARKS & CULTURAL SERVICES

- Director of Recreation, Parks & Cultural Services, Morgan Rodgers, came forward to present this item.

- Director Rodgers reviewed the following possible bond referendum items:
  - Wills Park Equestrian Renovation build out $5,000,000
  - Will Park Master Plan projects $5,000,000
  - Park Restroom Initiative $1,500,000
  - Athletic Lighting Initiative $3,500,000
  - Mid Broadwell Park build out $ 500,000
  - Milton Avenue design & build out $2,000,000
  - Old Rucker Park design & build out $2,000,000
  - Union Hill Park re-development/trailhead $2,000,000
  - Boardwalk replacement $1,500,000
  - Farmhouse Park design & build out $3,000,000
  - Turf Webb Bridge large Soccer field $1,000,000
  - Park Land Acquisition:
    - Along Alpha-Loop $3,000,000
    - Additional parkland $5,000,000

- Director Rodgers discussed how the City may acquire a reliable revenue source by using the following City facilities for possible wedding/event locations:
  - Mansell House is already available as an event space, however with approximately $11,500 in improvements we may receive more interest.
  - Union Hill Park – approximately $68,000 in improvements to operate as an event space.
  - Formal Courtyard at City Hall – approximately $7,500 in improvements to operate as an event space
  - Arts Center Lawn/Patio Area – approximately $25,000 in improvements to operate as an event space.
  - Rock Mill Park - approximately $27,500 in improvements to operate as an event space.

- Director Rodgers stated that he will bring forward as a workshop item during the February 15 City Council meeting recommendations for handling special events moving forward.

- Mayor Gilvin asked that Director Rodgers bring forward as a workshop item during the February 15 City Council meeting turf options and recommendations for the Town Green.

XII. Do We Move Forward with a Bond Issue?

- Mayor Gilvin asked the City Clerk to provide to Mayor and Council an itemized timeline for placing a bond issue on the November 2021 ballot, which will be discussed during a workshop at the February 15th City Council Meeting.

- Additionally, Mayor Gilvin asked that Public Works bring forward as a workshop item during the February 22nd Council Meeting a list and cost information on potential projects to be considered for a November bond issue.

❖ With no further business to discuss or items to be heard, Mayor Gilvin adjourned the meeting at 5:26 p.m.

Respectfully submitted,

Erin Cobb

Erin Cobb, City Clerk

THE CITY OF ALPHARETTA GEORGIA

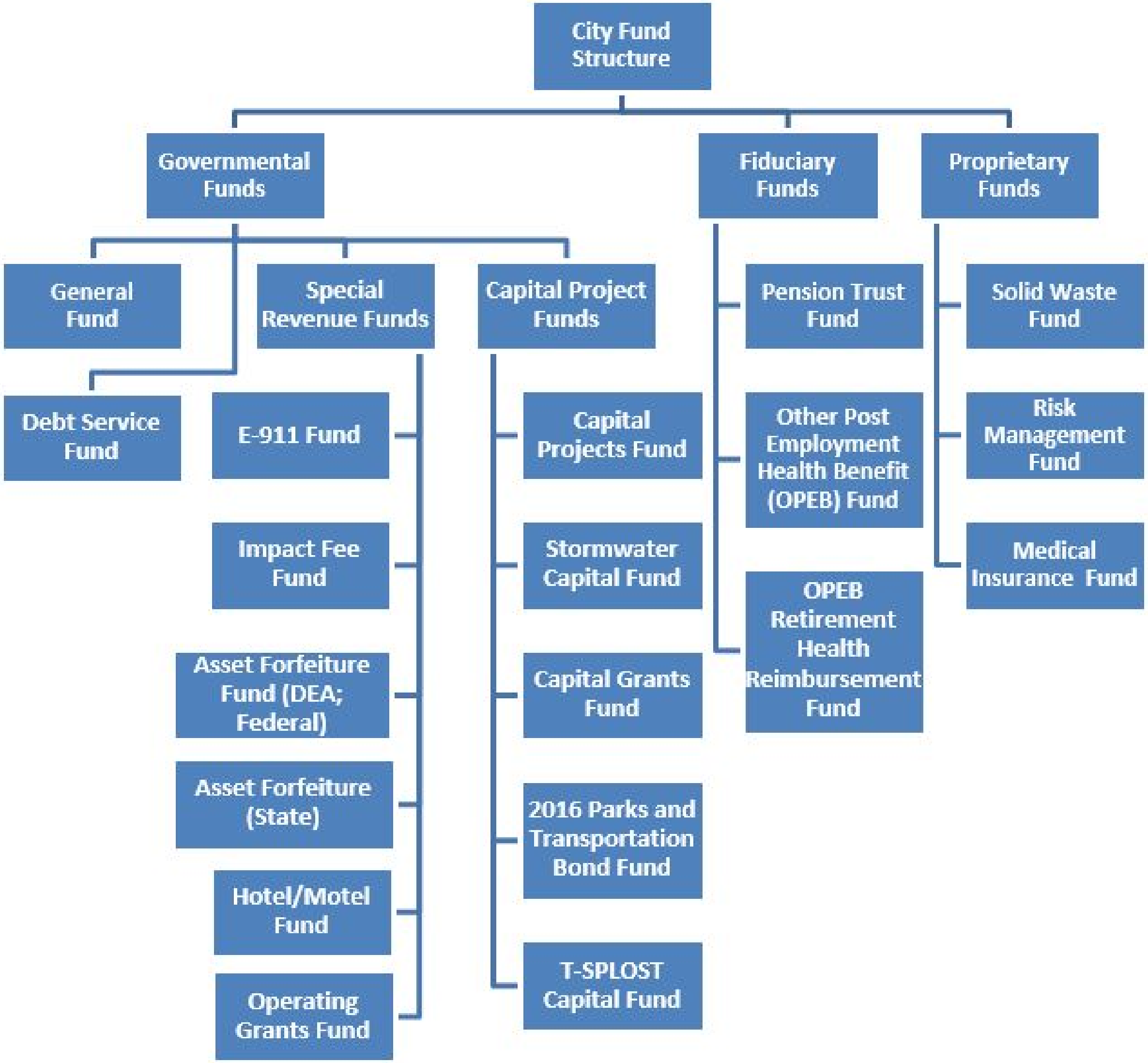
January 27, 2021

Finance Department component of the **City Council Retreat**

Agenda

- Fund Structure
- Fiscal year 2020 Financial Review
- Fiscal Year 2021 Financial Status
- Capital Investment
- Fiscal Year 2022
- Tax Digest and Millage Rate
- Other Items

Fund Structure



Fiscal Year 2020 Financial Review

FY 2020 Financial Review

General Fund

	Actual	Over/(Under) Budget
• Operations		
– Revenues	$71.9M	$ 1.9M
– Expenditures		
• Operations	(60.8M)	(4.4M)
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:	5.8M
	$26.6M

* Together with the other monies funded a $10.7M Capital Program in 2021.

Fiscal Year 2021 Financial Status

FY 2021 Financial Status

General Fund

- Revenue estimates (over/under budget)

– LOST	$ 1,020,543
– Property Taxes (current)	350,000
– Motor Vehicle Title Fees	100,000
– Insurance Premium Taxes	258,513
– Fines & Forfeitures	300,000
– Recreation Fees	(130,000)
– Hotel Taxes (City portion)	(1,031,250)
– Miscellaneous	(41,049)
Estimated Revenue Gain	$ 826,757

- Expenditures will remain within budget
  - Including over $3M in Non-Allocated/Contingency accounts that will not be spent)
- The net surplus position (after any mid-year adjustments) will be available to fund capital investment in 2023.

Mid-Year Operating Requests

- Operations (+$587K annually; +$209K in 2021)
  - Admin
    - Economic Development Director position ($170K annual impact; $43K impact for 3 months of FY 2021).
  - HR
    - eforms (NeoGov module) to facilitate paperless processing of HR related forms; $16K total ($4K one-time; $12K annually).
  - Parks
    - Additional funds for maintenance of new parks (Windward Community Park; Thompson St Park; Encore Park; Alpha Loop connection; Alpharetta Elementary School Neighborhood Park); ($42K annual impact; $25K impact for FY 2021).

Mid-Year Operating Requests

- Operations *continued*
  - PS
    - FususONE camera software that integrates the existing Flock Safety LPR systems as well as community cameras to expedite intelligence gathering and response efficiency; $25K annually).
    - DEA Personnel funding shortfall (annualized costs = $338K; current year impact = $100K)

Capital Investment

Sample Funding History

- City has focused on major Recurring Needs

	2021 Current Budget*	2020 Actual	2019 Actual	2018 Actual	2017 Actual
Milling & Resurfacing	$ 4,268,226	$ 4,550,376	$ 3,303,358	$ 2,400,184	$ 2,282,480
Stormwater	$ 2,900,835	$ 1,963,551	$ 1,550,643	$ 1,377,473	$ 937,513
Sidewalks	$ 174,272	$ 389,238	$ 36,491	$ -	$ -

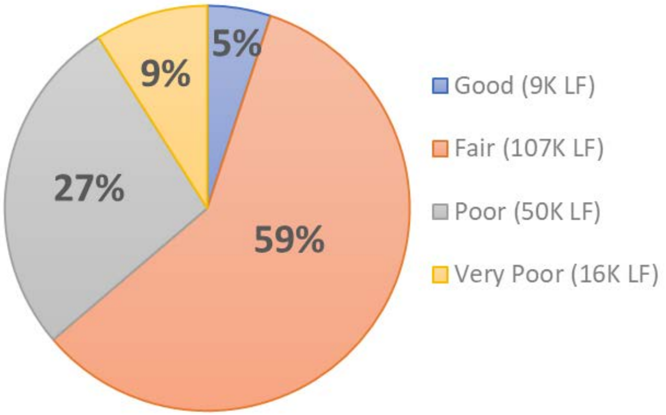
** Adopted budgets totaled $2.3M for Milling & Resurfacing and $1.7M for Stormwater. LMIG grant funds coupled with unspent funds from FY 2020 augmented the 2021 appropriations.*

Recurring Capital Program

- Annual Replacement ("Recurring") Needs: >$10M
  - Milling & Resurfacing $3M
  - Transportation $800K
  - Sidewalks $600K (detail slide attached)
  - Stormwater $4.9M (detail slide attached)
  - Facilities $600K
  - Fleet $1M
  - Technology $300K
  - Other (equip; parks; etc.) $700K
- Figures above do not include new capital investment

Sidewalk Infrastructure

- Infrastructure Overview
  - 1.2M linear feet (LF)
    - Avg. replacement cost = $85 LF
    - Condition Assessment
      - 183K LF of Problem Panels identified
        - » 66K LF rated as Poor/Very Poor
          - Very Poor (trip hazard of >2 inches; +75% deterioration)
          - Poor (trip hazard of 1-2 inches; 50-75% deterioration)
          - $5.6M replacement cost ($1.4M Very Poor; $4.2M Poor)
          - Should be noted that sidewalks are long-lived assets and deteriorate slowly
    - Funding Options
      - One-time funding of $1.4M for replacement of Very Poor rated sidewalks
      - Recurring of $600K annually to focus on Poor rated sidewalks
        - » Replaces 7K LF of sidewalk annually



Please Note: These figures do not include repair/replacement of our brick paver sidewalks.

Stormwater Infrastructure

- Infrastructure Overview
  - Pipes (closed conduits, culverts, etc.)
    - System Size = 700K Linear Feet (LF)
    - Annual Recurring Goal – Repair 14K LF (2%) = $3.4 million
      - assumes 50-year average asset life
    - Backlog – Repair 32K LF (5%) = $10.7 million
  - Structures (catch basins, manholes, headwalls, etc.)
    - System Size= 10K structures
    - Annual Recurring Goal – 480 structures (5%) = $1.1 million
    - Backlog – 500 structures (5%) = $1.1 million
  - Inspections/Mgmt. Facilities (ponds, swales, bioretention, etc.)
    - System Size = 70 Facilities
    - Annual Recurring Goal – $420k (contract inspections, studies)
  - Total Recurring: $4.9M (not incl. enhancement projects)
  - Total Backlog: $11.8M

2022 Capital Funding Forecast

- $11.6M Capital Funding forecasted for 2022
- Breakdown:

		2022 Capital Funding Goal/Forecast	Funding Excess/ (Shortfall)	
Annual Contribution to Recurring Capital (GF line-item)				
	Goal (50% of Need)	$5M		
(1)	Projection	$1.5M		
			($3.5M)	
Fund Balance (dependent on good years)				
	Goal (50% of Need)	$5M		
	Projection	$5.8M		
			$0.8M	
Other One-Time Sources				
(2)	Non-Allocated Capital	$2.9M		
(3)	Hotel Recapture ($1.4M to $3.8M)	$1.4M		
			$4.3M	
Funding Excess over $10M Goal			**$1.6M**	(4)

(1) Pre-COVID funding approximated $4.8M annually.

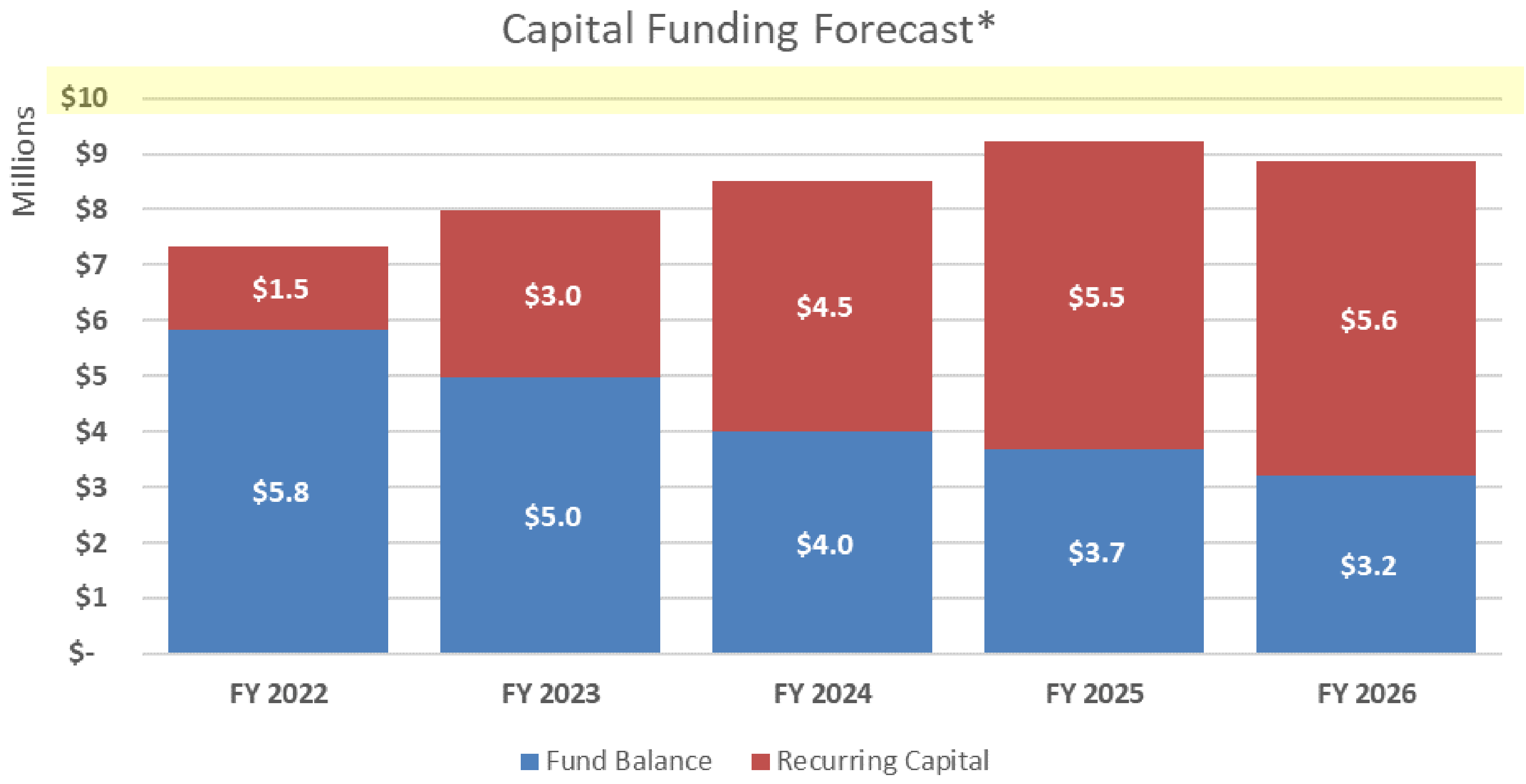
(2) Less any approved 2021 Mid-Year Capital Requests.

(3) IRS determination requested; available funds over the next 12 months could range from $1.4M to $3.8M.

(4) Represents projected Non-Allocated balance assuming fully appropriating $10M for Recurring Capital. Non-Allocated balance will grow if Recurring Capital balance is lower.

Capital Funding Forecast

- What is a reasonable expectation of our capital funding generation over the next 5-years?



* Assumes prioritization of revenue growth to the capital funding program.

Recap

- Recap
  - Preliminary 2022 Budget forecast includes $11.6M for Capital Investment
    - Includes $1.5M for Recurring Capital contribution (up from $189K in 2021; Goal = $5M)
  - Capital Funding forecast highlights growth of Recurring Capital contribution from $1.5M (2022) to $5.6M by 2026
    - Assumes net growth in resources is prioritized towards recurring capital funding
- Moving Forward
  - Reassess current hold on 2021 Capital
  - Evaluation of Mid-Year Capital Requests

Current Year Capital On-Hold

- Reassess Hold on 2021 Capital Projects ($2.36M)
  – Public Works
    - Renovations (fire stations, PW HQ, recreation facilities, etc.), replacements (HVAC, generators, etc.) = $470K
  – Public Safety
    - Replacements (fleet, facility roofs, security systems, etc.) = $900K
  – Recreation, Parks & Cultural Services
    - Replacements (playground equipment, maintenance equipment, etc.), WP tennis courts resurfacing, etc. = $360K
  – IT
    - Replacements (PCs, servers, etc.) = $630K

Mid-Year Capital Requests

- $2.9M Non-Allocated Balance
  - $293K Requests
    - PW
      - Mid-block crosswalk on Union Hill Rd (greenway/Union Hill Park); $200K one-time.
      - Replacement mini-excavator used by the infrastructure team (current unit is experiencing mechanical issues and now needs an add’l $20K for repair); $42K one-time.
    - CD
      - Laptops (2)/iPad Pros (17) to facilitate teleworking as well as utilizing digital systems in the field (e.g. ePlan); $21K one-time.
    - Parks
      - Demo and replacement of the failed retaining wall at the Farm ($30K one-time).

Fiscal Year 2022 Operations Outlook

FY 2022 Budget Dashboard

- All Funds balanced
  - Finance Forecast (departments will update budget detail after the Retreat)
  - Assumes General Fund absorbs funding of the 3 DEA positions during FY 2021
    - DEA Fund in FY 2022 and beyond will be available for PS eligible initiatives

	Revenues	Expenditures	Balanced Budget
General Fund	**$ 74,089,568**	**$ 74,089,568**	√
Special Revenue Funds:			
E-911 Fund	$ 4,529,264	$ 4,529,264	√
Drug Enforcement Agency (DEA) Fund	75,000	75,000	√
Impact Fee Fund	2,280,000	2,280,000	√
Hotel/Motel Fund	5,814,713	5,814,713	√
	$ 12,698,977	**$ 12,698,977**	√
Debt Service Fund	**$ 4,958,881**	**$ 4,958,881**	√
Capital Project Funds:			
Capital Projects Fund	$ 6,486,799	$ 6,486,799	√
Stormwater Capital Fund	1,020,000	1,020,000	√
T-SPLOST Capital Fund	8,065,000	8,065,000	√
	$ 15,571,799	**$ 15,571,799**	√
Enterprise Fund:			
Solid Waste Fund	**$ 4,595,646**	**$ 4,595,646**	√
Internal Service Funds:			
Risk Management Fund	$ 1,609,850	$ 1,609,850	√
Medical Insurance Fund	8,910,000	8,910,000	√
	$ 10,519,850	**$ 10,519,850**	√
Fiduciary Funds:			
OPEB Health Benefit Fund	$ 22,500	$ 22,500	√
OPEB Reimbursement Benefit Fund	608,352	608,352	√
	$ 630,852	**$ 630,852**	√
Total	**$ 123,065,573**	**$ 123,065,573**	√

FY 2022 GF Budget Synopsis

- **General Fund Budget (Finance Forecast)**
  - Balanced at $74M
  - Taxes
    - Maintains 5.75 Millage Rate
      - Commercial valuation trend is currently the primary risk driver for the 2022-2024 budgets. Debt service millage is proposed to remain flat to mitigate this risk.
  - Operations
    - 0.6% Base Budget Growth
    - Personnel (1.9% growth)
      - Continues Performance-Based Merit Program (3% avg. on July 1, 2021)
      - Freezes 11.5 vacant positions thru FY 2022 (increase of +5 positions from FY 2021)

FY	2021	2022	change
Operating	4.935	4.935	-
Debt	0.815	0.815	-

FY 2022 GF Budget Synopsis

- General Fund Budget *continued*
  - Operations *continued*
    - Maintenance & Operations (-3% reduction overall)
      - Growth drivers include:
        - Election ($150K); Innovation Field Academy maintenance (County IGA; $60K); Alpharetta Elementary School maintenance ($7K); Taser program approved during 2021 (+$30K); Risk Insurance premiums (+$60K).
      - -6% net M&O reduction after accounting for growth drivers
        - due primarily to over $900K of Tier 1 reductions approved during the Sept. 2020 Retreat
          - *targeted M&O reductions that do not reduce service delivery capacity*
          - *reductions to over 170 budgetary line-items across all departments*

FY 2022 GF Budget Synopsis

- General Fund Budget *continued*
  - Capital Funding
    - General Fund ($7.3M; Goal = $10M)
      - Fund Balance of $5.8M
      - Recurring Capital contribution of $1.5M (Goal = $5M)
        - » FY 2020 included $4.8M
        - » FY 2021 included $189K
  - Operating Initiative Reserve ($1.1M)
    - $613K for Quint Initiative
      - 6 FTE (3 Fire Apparatus Engineers; 3 Fire Lieutenants)
    - $338K for DEA personnel (3 FTE)
    - $19K for HRIS software advancement (employee performance review module)
    - $170K non-allocated reserve
      - Reduced by any 2021 Mid-Year Operating Initiative approvals

FY 2022 GF Revenue Overview

	FY 2021 AMENDED BUDGET	FY 2022 FORECASTED BUDGET	$ Variance	% Variance
Revenues:				
Property Taxes:				
Current Year	$ 25,350,000	$ 24,000,000	$ (1,350,000)	-5.3%
Motor Vehicle	75,000	60,000	(15,000)	-20.0%
Motor Vehicle Title Tax Fee	1,600,000	1,725,000	125,000	7.8%
Prior Year/Delinquent	217,000	237,000	20,000	9.2%
Local Option Sales Tax	13,479,457	15,230,000	1,750,543	13.0%
Other Taxes:				
Franchise Fees	6,675,000	6,850,000	175,000	2.6%
Insurance Premium Tax	4,350,000	4,550,000	200,000	4.6%
Alcohol Beverage Excise Tax	2,100,000	2,100,000	-	0.0%
Other Taxes	2,192,750	2,372,750	180,000	8.2%
Licenses & Permits	2,609,750	2,759,100	149,350	5.7%
Intergovernmental	113,000	117,678	4,678	4.1%
Charges for Services	3,364,300	3,581,450	217,150	6.5%
Fines & Forfeitures	1,806,000	2,081,000	275,000	15.2%
Interest	310,000	255,000	(55,000)	-17.7%
Other Revenues	246,296	271,291	24,995	10.1%
Other Financing Sources:				
Interfund Transfer (Hotel/Motel Fund)	2,531,250	2,062,500	(468,750)	-18.5%
Total Operating Revenues	**$ 67,019,803**	**$ 68,252,769**	**$ 1,232,966**	**1.8%**
Fund Balance Carryforward	5,289,252	5,836,799		
Total Revenues	**$ 72,309,055**	**$ 74,089,568**		

FY 2022 GF Expenditure Overview

	FY 2021 AMENDED BUDGET	FY 2022 FORECASTED BUDGET	$ Variance	% Variance
Expenditures (by Category):				
Personnel Services:	$ 47,311,658	$ 48,212,639	$ 900,981	1.9%
Maintenance and Operations:				
Base M&O Accounts	$ 15,493,199	$ 14,630,725	$ (862,474)	-5.6%
Risk Insurance Premiums	720,250	779,750	59,500	8.3%
Elections (Professional Services/Advertising)	-	150,000	150,000	-
Innovation Academy Field Maintenance (County IGA)	-	60,000	60,000	-
Alpharetta Elementary School Playground Maintenance	-	7,000	7,000	-
Taser Program/Cartridges	70,800	100,800	30,000	42.4%
subtotal	$ 16,284,249	$ 15,728,275	$ (555,974)	-3.4%
Capital/Lease:				
Fire Truck/Cardiac Monitor	$ 528,466	$ 539,595	$ 11,129	2.1%
Quint Lease (prior year was for Pumper Lease)	54,508	115,000	60,492	111.0%
Miscellaneous	30,853	27,950	(2,903)	-9.4%
subtotal	$ 613,827	$ 682,545	$ 68,718	11.2%
Other Uses:				
Contingency	$ 700,000	$ 700,000	$ -	0.0%
Gwinnett Tech Contribution (Debt Svc)	290,490	289,640	(850)	-0.3%
subtotal	$ 990,490	$ 989,640	$ (850)	-0.1%
Total Operating Expenditures	**$ 65,200,224**	**$ 65,613,099**	**$ 412,875**	**0.6%**
Non-Allocated/Reserve	1,880,579	-		
Non-Allocated/Reserve (One-Time Usage)	686,390	-		
Non-Allocated/Reserve (Oper. Initiative)	-	1,139,670		
Interfund Transfer (Capital/Grant Funds):				
Fund Balance	4,352,862	5,836,799		
Recurring Capital Program	189,000	1,500,000		
Total Expenditures	**$ 72,309,055**	**$ 74,089,568**		

Personnel	**2021**	**2022**	**change**
General Fund	415.0	415.0	-
911 Fund	33.0	33.0	-
DEA Fund	3.0	3.0	-
Solid Waste Fund	1.0	1.0	-
	452.0	**452.0**	**-**
Frozen Positions (incl. in above count)			
Treasury Svcs Mgr	1.0	1.0	
Deputy Court Clerk	1.0	1.0	
Parking Enf Officer	0.5	0.5	
Civil Engineer	1.0	1.0	
PW Crew Leader	2.0	2.0	
PW Tech I	1.0	1.0	
IT Tech. Admin	-	1.0	
Admin Asst I	-	1.0	
Admin Asst II	-	1.0	
Police Officer	-	1.0	
Police Officer	-	1.0	
	6.5	**11.5**	
Frozen Savings	*$460K*	*$1M*	

$ 612,583	Quint Initiative (6 FTE)
338,087	DEA Positions (3 FTE)
19,000	HRIS Software
170,000	Non-Allocated
$ 1,139,670	

Tier 2 Adjustments

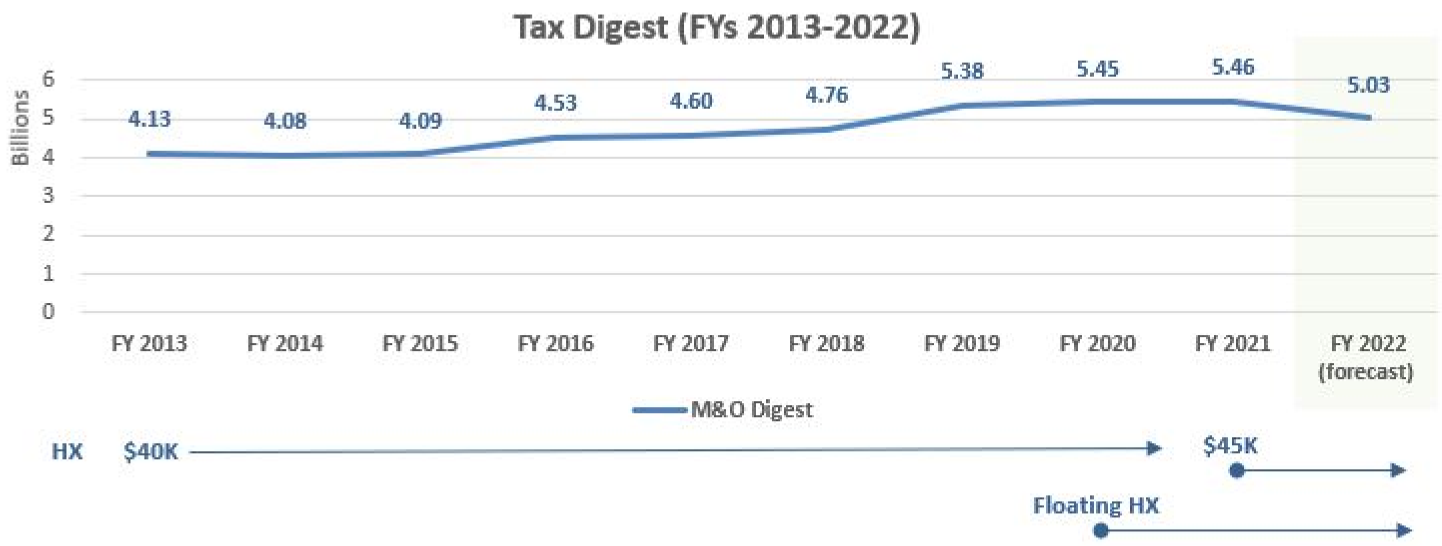
- Not Included in 2022 Budget
  - M&O reductions that impact service capabilities
  - Total in excess of $600K

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

Tax Digest and Millage Rate

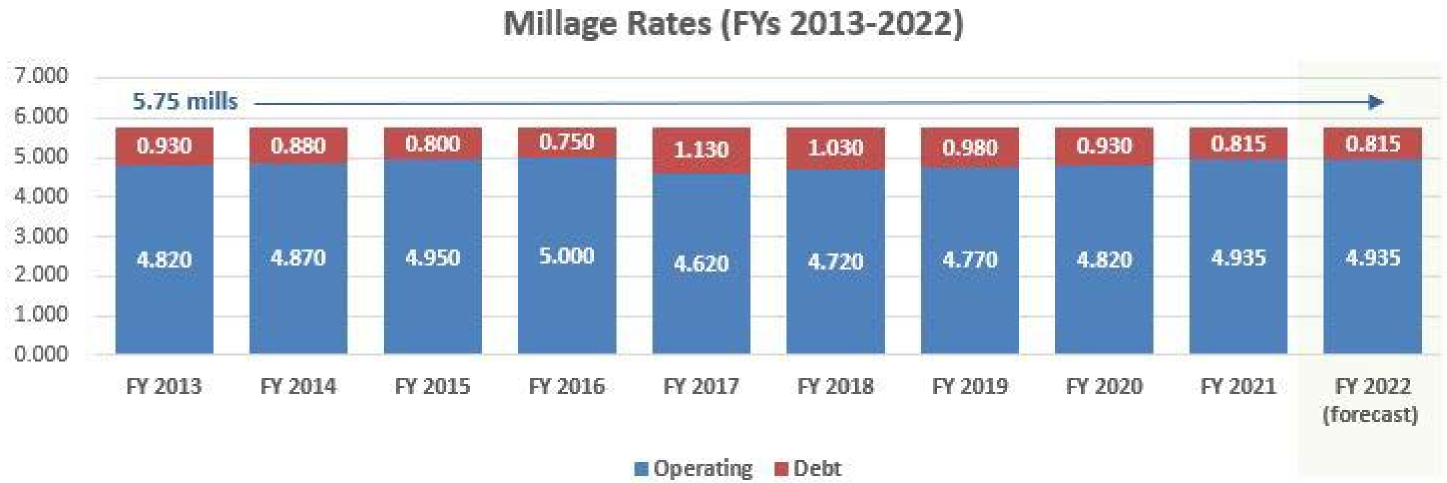
Tax Digest and Millage Rates

Tax Digest



- 2022 forecast
  - Commercial (-20%)
  - Residential (2%)
  - New Construction ($67M)

Millage Rate



- Maintains 5.75 Rate and split between Operations/ Debt

Millage Rate Comparison

- Includes (draft) FY 2022 millage rate for Alpharetta
- Includes FY 2021 millage rates for all other entities

	Millage Rates (est.)			Effective Millage Rate for Average Homeowner		Homestead Exemptions	
	Operations	Debt Service	Total	Operations	Total		
Alpharetta*	4.820	0.930	5.750	3.615	4.545	45,000	floating
Johns Creek	3.986	0.411	4.397	3.654	4.065	15,000	floating
Milton	4.731	0.538	5.269	4.337	4.875	15,000	floating
SandySprings	4.731	0.000	4.731	4.337	4.337	15,000	floating
Roswell	4.705	0.250	4.955	4.705	4.955	-	floating

Homestead Exemption tax-reduction calculations are based on an average home value of $450,000.
* Alpharetta’s Homestead Exemptions saves our homeowners over $5.2 million annually.

Other Items

2022 Budget Calendar

January 27 City Council Retreat

February 1-4 Budget kickoff meetings
Budget target data distributed to departments
- Phase II (maintenance and operations)
- Phase III (capital requests and budget initiatives)
- Performance Measurement ("PM") template
  - FY 2020 actual vs. target (results)
  - FY 2021 year-to-date actual
  - FY 2022 target
  - FY 2023 target
- Departmental organizational charts
- Departmental goals and objectives

Service summary by Division/Function funded within Budget Target

February 19 Due to Finance:
- Phase II and III Budget data
- Updated PM data
- Updated organizational charts
- Updated goals and objectives
- Service summary by Divison/Function

February-March Finance Department 2022 Budget finalization

March-April Mayor, City Administrator, Departments and Finance Department Budget reprogramming

April 26 Distribute Mayor's Recommended FY 2022 Operating and Capital Budget

May City Council Meetings
Finance Department presentation
- FY 2022 Budget work sessions (operating and capital)

June 7 Public Hearing
City Council Meeting
1st reading of Budget Ordinance
1st reading of Millage Rate Ordinance

June 14 Public Hearing
City Council Meeting
2nd reading of Budget Ordinance
2nd reading of Millage Rate Ordinance

2020 Transportation/Infrastructure Project Listing

		Project Timelines					Project Rankings							
		Maintenance / Recurring	0-3 Years	4-5 Years	6+ Years	Total	Jim	Donald	Jason	Ben	John	Dan	Karen	Average
Tier 1	Milling and Resurfacing (cost is an allocation)	$10,000,000	$ -	$ -	$ -	$ 10,000,000	1	1	1	1	1	1	1	1.0
	Sidewalk Repairs	5,000,000	-	-	-	5,000,000	1	1	1	1	1	1	1	1.0
	Mid-Block Crosswalk (Alpharetta Elementary School)	-	50,000	-	-	50,000	1	1	1	1	2	1	1	1.1
	Mid-Block Crosswalk (Manning Oaks Elementary School)	-	-	-	125,000	125,000	3	1	1	1	2	1	1	1.4
	Improved Crossing from Parking Deck to north side of Milton Ave	-	250,000	-	-	250,000	1	2	1	3	1	1	1	1.4
	Lily Garden Place Extension	-	-	85,000	700,000	785,000	3	1	2	1	1	1	2	1.6
	Raised intersection at Marietta St and Roswell St	-	350,000	-	-	350,000	1	1	2	3	1	1	2	1.6
	Improved Pedestrian Crossings from City Center to Churches	-	750,000	-	-	750,000	1	3	1	3	1	1	1	1.6
	Marjean Way Extension	-	1,750,000	-	-	1,750,000	3	1	2	1	2	1	2	1.7
	Alpha Loop (Old Milton Pkwy to Northwinds Pkwy)	-	9,250,000	-	-	9,250,000	2	3	1	3	1	1	1	1.7
	4 Pedestrian Bridges (Windward Pkwy over Big Creek; Greenway access)	-	2,500,000	-	-	2,500,000	2	3	1	3	1	1	1	1.7
	North Point Pkwy Corridor (cost is an allocation)	-	5,000,000	5,000,000	15,000,000	25,000,000	1	2	1	3	2	2	1	1.7
	Mid-Block Crosswalk (Cogburn Road Park)	-	50,000	-	-	50,000	2	3	1	3	2	1	1	1.9
	Mid-Block Crosswalk (Mid Broadwell Rd at Charlotte Dr)	-	75,000	-	-	75,000	1	3	1	3	3	1	1	1.9
	Scramble Intersection at Canton St and Milton Ave	-	100,000	-	-	100,000	3	1	1	1	3	3	1	1.9
		$15,000,000	$20,125,000	$ 5,085,000	$15,825,000	$ 56,035,000								
TIER 2	Webb Bridge Rd Improvements (Morris Rd to Greenway)	$ -	$ -	$ -	$10,000,000	$ 10,000,000	2	1	1	1	3	2	3	1.9
	Tradewinds Ripple Effect Improvements (cost is an allocation)	-	5,000,000	5,000,000	-	10,000,000	2	2	1	3	1	2	2	1.9
	Cumming St Streetscape	-	750,000	1,250,000	8,000,000	10,000,000	2	1	3	3	1	2	1	1.9
	Hembree Rd Widening (Old Roswell Rd to Morrison/Westside Pkwy)	-	750,000	3,250,000	-	4,000,000	2	2	2	1	3	1	3	2.0
	Kimball Bridge Rd Widening (Verizon to Georgia Power driveways)	-	-	1,500,000	-	1,500,000	1	3	1	3	2	2	3	2.1
	Academy St Improvements	-	2,800,000	-	-	2,800,000	2	2	2	3	3	2	1	2.1
	Roundabout (Cumming St at Henderson Pkwy)	-	-	-	1,750,000	1,750,000	1	2	2	3	3	2	3	2.3
	Milton Ave Streetscape	-	500,000	4,500,000	-	5,000,000	3	3	1	3	1	3	2	2.3
		$ -	$ 9,800,000	$15,500,000	$19,750,000	$ 45,050,000								
TIER 3	Roundabout (Hopewell Rd at Vaughan Dr)	$ -	$ 1,500,000	$ -	$ -	$ 1,500,000	2	3	3	1	3	2	3	2.4
	Roundabout (Mayfield Rd at Canton St)	-	-	1,750,000	-	1,750,000	3	2	3	1	3	2	3	2.4
	Roundabout (Mayfield Rd at Providence Rd)	-	-	2,000,000	-	2,000,000	2	3	3	1	3	2	3	2.4
	Southlake Dr Traffic Calming (cost is an allocation)	-	-	2,000,000	-	2,000,000	3	3	2	3	2	2	2	2.4
	Roundabout (Milton Ave and Canton St/Roswell St)	-	-	2,000,000	-	2,000,000	3	3	3	3	3	1	2	2.6
	Waters Rd Traffic Calming (cost is an allocation)	-	-	2,000,000	-	2,000,000	3	2	3	3	2	3	3	2.7
	Dryden Rd Extension	-	-	3,000,000	-	3,000,000	3	2	3	3	3	3	3	2.9
	Haynes Bridge Rd Widening (Mansell Rd to City Limits)	-	3,000,000	7,500,000	-	10,500,000	3	3	3	3	3	3	3	3.0
	Roundabout (Roswell St/Old Roswell St)	-	-	1,500,000	-	1,500,000	3	3	3	3	3	3	3	3.0
		$ -	$ 4,500,000	$21,750,000	$ -	$ 26,250,000								
		$15,000,000	**$34,425,000**	**$42,335,000**	**$35,575,000**	**$ 127,335,000**								

Rank 1	*=*	*High Priority*
Rank 2	*=*	*Moderate Priority*
Rank 3	*=*	*Low Priority*