CITY COUNCIL PLANNING RETREAT DAY #1
JANUARY 21, 2024

TRILITH GUESTHOUSE HOTEL
THE STUDIO AND LAKEVIEW TERRACE ROOMS
350 TRILITH PARKWAY
FAYETTEVILLE, GEORGIA 30214
12:30 PM

1. CALL TO ORDER

2. ROLL CALL

3. CITY COUNCIL DISCUSSION, VISIONING, AND PRIORITY SETTING

A. ***The following topics were identified and submitted by Mayor and City Council prior to the retreat. There is a significant likelihood that other priorities of the Mayor and Council will be discussed as they are identified during the retreat.***

TOPICS OF DISCUSSION MAY INCLUDE THE FOLLOWING ITEMS:

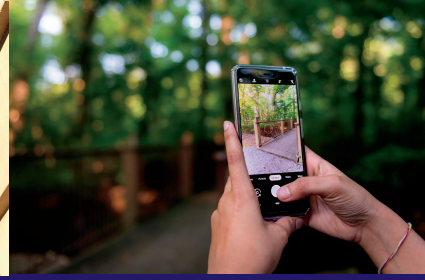
1. 2023 Performance Update

2. Mid Year Budget Discussion

3. Funding Our Future

4. Next Year's Priorities

4. PLANNING RETREAT DAY #1 ADJOURNMENT



FISCAL YEAR 2024 CITY COUNCIL PRIORITIES AND ANNUAL ACTION PLAN

TOP PRIORITY

STRATEGIC GROWTH AND REDEVELOPMENT

- As one of the city's main redevelopment areas, the North Point Parkway Area has tremendous opportunity. We will dedicate the time and attention to get it right.
- As projects and opportunities find our city, we strongly support strategic growth. We believe our city is special and development patterns reinforce that.
- We will dissolve the tax allocation district and create a new one for the North Point Parkway Area.

TOP PRIORITY

SAFE AND WELCOMING COMMUNITY

- We enjoy the benefits of a safe community, and we are driven to protect everything within our borders.
- As a community, we support and value our Public Safety Department, recognize their purpose, and will provide them the resources to keep our city safe.
- Our 911 dispatchers are lifelines to our community.
- We will evaluate our community paramedic program and quantify results, make changes, and look for ways to provide new services.

TOP PRIORITY

THE ALPHA LOOP AND GREENWAY

- Our city is mobile. Extending the Alpha Loop remains an important focus of our transportation network.
- We are driven to connect the Alpha Loop with the Greenway with the design and construction of the Alpha Link.

THE CITY OF ALPHARETTA GEORGIA

TOP PRIORITY

DOWNTOWN ALPHARETTA

- Safety is fundamental to a vibrant downtown. We are mindful of our image and will constantly be driven to provide a safe environment and an excellent experience.
- Parking management allows many to enjoy downtown. We will identify and implement parking management strategies that maximize our current parking resources.
- Support of our businesses. We will work with the downtown district to identify mid-term and long-term options to maintain the character, cleanliness, and desirability of downtown.
- Care for those less fortunate. We recognize the cure for homelessness is a home, and we will provide services that encourage rapid rehousing, wrap around services, and support.

TOP PRIORITY

COMMUNICATIONS THAT CONNECT

- Telling our story is important, and we will form an internal communications team as a first step.
- Through talented communicators, we will create a new communications strategy and create a crisis communications plan.
- We will explore staff augmentation services to further our communications strategy.

FISCAL YEAR 2024 CITY COUNCIL PRIORITIES AND ANNUAL ACTION PLAN

PRIORITY

RECREATION, PARKS, AND CULTURE

- Parks are valued assets in our city, and we will continue to deliver on park bond projects
- We will place a focus on building access to Farmhouse Heritage Park and will evaluate existing conditions of zoning/development agreements while also exploring alternative means of providing parking.
- At Webb Bridge Park, we will pursue a new sanitary sewer connection to reduce future maintenance at one of the park's most used public restrooms.
- At Wills Park, we will continue to work with the equestrian community to finish arena projects and facility remodeling.

PRIORITY

INFRASTRUCTURE AND FACILITIES MAINTENANCE

- Long term maintenance of our facilities will be a focus. Beginning with Fire Stations 82 and 84, we will conduct assessments of all City facilities, formulate recommendations, create construction plans, and begin the work of modernizing our facilities.
- Managing stormwater is important in our city, and we will continue investing in projects in areas with high impact opportunities.

PRIORITY

TRANSPORTATION AND TRAFFIC

- Our city is on the move, and we recognize the importance of managing traffic and the ability to move around with ease.
- We support multi-modal transportation options. We will seek out traditional and non-traditional transportation solutions on the surface, underground, and in the air.
- Public transit is a component of a community that moves, and we will continue to support bus rapid transit and mobility in the Georgia 400 Corridor.

THE CITY OF
ALPHARETTA
GEORGIA

PRIORITY

PEOPLE FOCUSED WORKFORCE

- Our city is comprised of a talented staff. It is important that we focus on recruiting, retaining, and rewarding our public servants.
- We will create a 'fix it and forget it' formula for calculating compensation that is competitive in the market and affirms our position as an employer of choice.

PRIORITY

ECONOMIC DEVELOPMENT

- We desire to attract new businesses and industries to the city. In the right circumstances, we support repurposing of areas less used today as working models have evolved.
- A presence in Atlanta and Washington DC is important, and we will seek lobbying services to assist in both places.
- Grants fund grants, and we will actively pursue funding opportunities for the city in this manner.

Mid-Year Budget

Mid-Year Budget Requests

GENERAL FUND	Revenue	Expense	Net Cost	Included in Base FY 2025 Budget
One-Time Initiatives (no FY 2025 Budget Impact)				
City Administration				
City Administrator Employment Contract (relocation expenses)	$ -	$ 17,147	$ 17,147	N/A (one-time)
City Election (unused appropriations)	-	(407,090)	(407,090)	N/A (one-time)
Finance				
Timekeeping terminals (NOVAtime migration to Kronos)	-	28,150	28,150	N/A (one-time)
Information Technology				
ESRI ArcGIS Pro Migration Training Class (onsite; two-days)	-	25,620	25,620	N/A (one-time)
Public Works Department				
Repair and Maintenance Operational Funding (City Hall HVAC; FS 84 Gas Line Replacement)	-	48,000	48,000	N/A (one-time)
On-Going Initiatives (FY 2025 Budget Impact)				
Human Resources				
GovInvest Live Compensation Software	-	42,000	42,000	NO; will add upon Approval
Public Works Department				
Household Hazardous Waste Collection (Spring 24)	-	35,000	35,000	YES
Animal Control IGA	-	31,800	31,800	YES
Recreation, Parks & Cultural Services				
Taste of Alpharetta Event (fully funding revenue/expense needs)	300,000	200,490	(99,510)	YES
Farmers Market Event (operational funding)	-	12,000	12,000	YES
Cultural Services Operational Funding	46,300	46,300	-	YES

Mid-Year Capital Requests

GENERAL FUND	Revenue	Expense	Net Cost	Included in Base FY 2025 Budget
On-Going Initiatives (FY 2025 Budget Impact)				
Recreation, Parks & Cultural Services				
Parks Services Operational Funding	-	43,200	43,200	YES
Community Center Operational Funding (Recreation Services)	40,000	40,000	-	YES
Athletics and Will Park Recreation Center Operational Funding (Recreation Services)	17,000	19,000	2,000	YES
General Government				
Accounting for the Dissolving of TAD #2	-	105,670	105,670	
Revenue Offsets (Insurance Premium Taxes; reduced by Recreation revenue adjustments as provided in Monthly Financial Mgmt Report)	154,520	-	(154,520)	
Balance to Contingency	-	270,533	270,533	
Total	**$ 557,820**	**$ 557,820**	**$ -**	

Contingency will increase by $271K (from $679K to $950K)

- Capital Funding Requests
  - ✓ $100,000; Waters Road Bridge (GDOT Replacement Project – Alpharetta ROW contribution)
  - ✓ $130,000; Mayfield Park Structure Demo (50/50 Funding; $65K Alpharetta; $65K Milton)
  - ✓ $24,660; Webb Bridge Park Shade Structure (reimbursement)
  - ✓ 500,000; Kimball Bridge Road Improvements (lighting and associated right-of-way)

Funding Our Future

Resource Comparisons

- Targeted Revenue Structure comparison:

City	Total Millage Rate	Homeowner Effective Millage Rate*	Business & Occupational Tax	Stormwater Fee	Special Services Tax**
Alpharetta	5.750	4.737	$ 1,063,180	$ -	$ -
Brookhaven	3.230	2.782	$ 2,146,744	$ 3,549,117	$ 7,400,000
Johns Creek	3.896	3.647	$ 1,914,255	$ 3,000,000	$ -
Milton	4.753	4.454	$ 985,143	$ -	$ -
Roswell	4.949	4.949	$ 2,592,112	$ 3,383,850	$ -
Sandy Springs	4.731	4.408	$ 10,288,905	$ -	$ -

*Effective Millage Rate (operations and debt) reflects the impact of Homestead Exemptions (not including the Floating Homestead Exemption) and is based on an average home value of $550,000.

** Includes the Special Tax District millage rate of 4.0 mills levied by the City of Brookhaven on all commercial properties. Does not include the subarea-specific Special Tax District millage levies (e.g. Vista Special Tax District, etc.).

Business & Occupational Tax

- Mailed annually on/or before December 1st
- Due by February 15th
- Formula

	Fees		
	Admin	Base	Per Employee
1-4 Employees	$ 50	$100	$ -
5-10 Employees	$ 50	$175	$ -
11-25 Employees	$ 50	$300	$ -
26-49 Employees	$ 50	$450	$ -
50 Employees and above	$ 50	$150	$ 7

	Fees		
	Admin	Base	Per Employee
Home-Based Business	$ 50	$ 40	$ -
Food Truck	$ -	$150	$ -
Insurance	$ -	$100	$ -
Pawn Shop	$ -	$150	$ -
Non-Profit	$ -	$ -	$ -

- MAX tax = $10,000
- Historical Revenue

2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget
$1,136,506	$1,120,188	$1,170,422	$1,153,937	$1,138,811	$1,063,180	$1,153,003	$1,150,000

- Statistics
  - 5,989 Businesses; 4 Businesses @ MAX; Removal of MAX = +$18K

Business & Occupational Tax

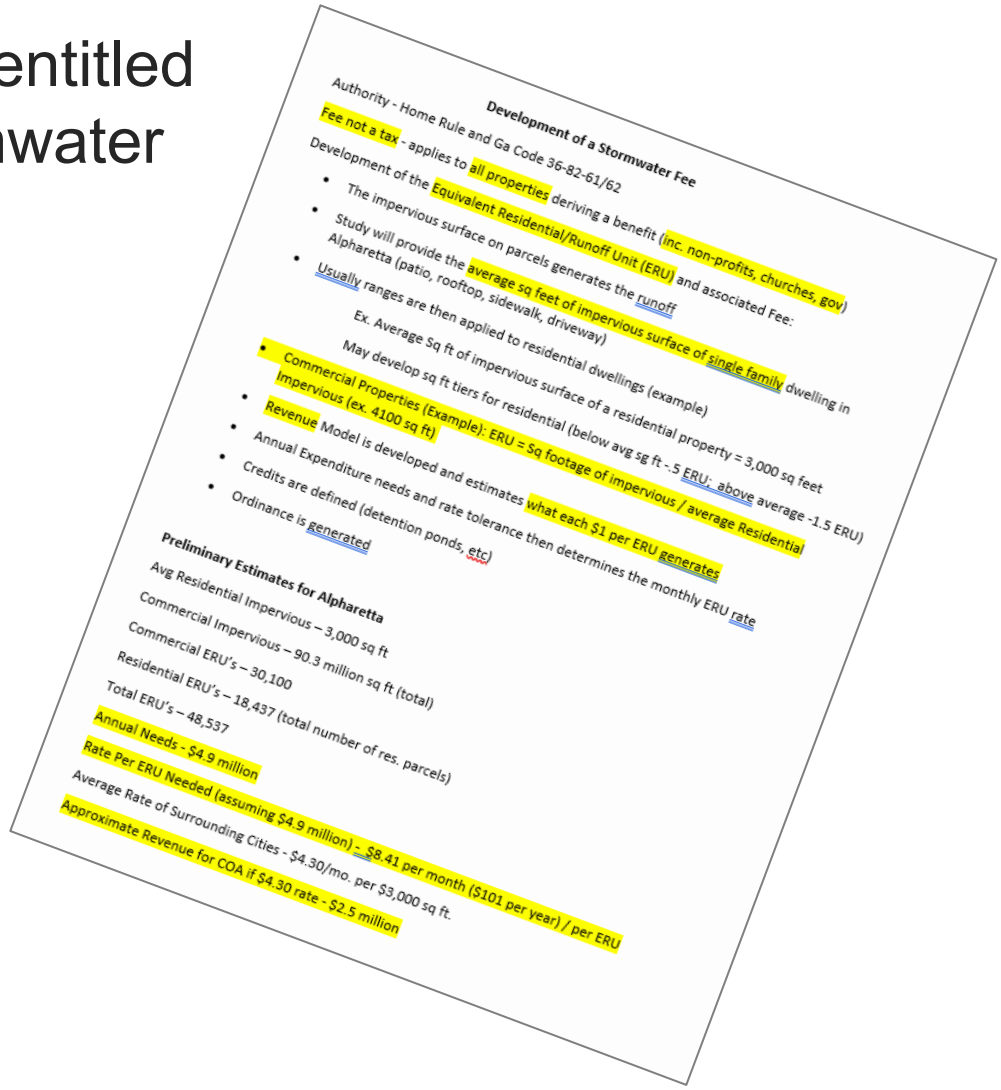
- Survey Highlights
  - Alpharetta's Occupational Tax revenue is the lowest as a % of operating budget = **1%**
  - Of the surveyed local governments:
    - Majority use the Gross Receipts Method
      - Alpharetta, Forsyth County, City of Cumming are the exceptions
    - 5 use Gross Receipts **AND** Employee Fee methods
      - Milton uses Gross Receipts **OR** Employee Fee method
  - Alpharetta's $7 per employee fee (50 and above) is lower than:
    - Johns Creek ($13 per employee)
    - Sandy Springs ($13 per employee)
    - Roswell ($12 per employee; 100 and above)
      - All 3 use Gross Receipts **AND** Employee Fee methods

Business & Occupational Tax

- Revenue Adj. Example
  - Remove Max = +$19K
    - 4 companies impacted; highest payment is $15k
  - Increase Admin Fee by $25 = +$130K
    - Includes only those businesses currently paying the Admin Fee
  - Increase Base Fee by $25 (excluding Insurance) = +$132K
    - Includes only those businesses currently paying the Admin Fee and excludes Insurance business category (see below)
  - Increase Insurance Base Fee by $50 = +$30k
    - Revised fee would match State law max of $150
  - Increase Per Employee Fee by $10 = +$426K
    - Includes only those businesses currently paying the Per Employee Fee
    - Assumes removal of the Max Fee cap

Stormwater Fee

- Please refer to Handout entitled “Development of a Stormwater Fee”.



Development of a Stormwater Fee

Authority - Home Rule and Ga Code 36-82-61/62

Fee not a tax - applies to all properties deriving a benefit (inc. non-profits, churches, gov)

Development of the Equivalent Residential/Runoff Unit (ERU) and associated Fee:

- The impervious surface on parcels generates the runoff
- Study will provide the average sq feet of impervious surface of single family dwelling in Alpharetta (patio, rooftop, sidewalk, driveway)
- Usually ranges are then applied to residential dwellings (example)

  Ex. Average Sq ft of impervious surface of a residential property = 3,000 sq feet

  May develop sq ft tiers for residential (below avg sq ft -.5 ERU; above average -1.5 ERU)
- Commercial Properties (Example): ERU = Sq footage of impervious / average Residential impervious (ex. 4100 sq ft)
- Revenue Model is developed and estimates what each $1 per ERU generates
- Annual Expenditure needs and rate tolerance then determines the monthly ERU rate
- Credits are defined (detention ponds, etc)
- Ordinance is generated

Preliminary Estimates for Alpharetta

Avg Residential Impervious – 3,000 sq ft

Commercial Impervious – 90.3 million sq ft (total)

Commercial ERU’s – 30,100

Residential ERU’s – 18,437 (total number of res. parcels)

Total ERU’s – 48,537

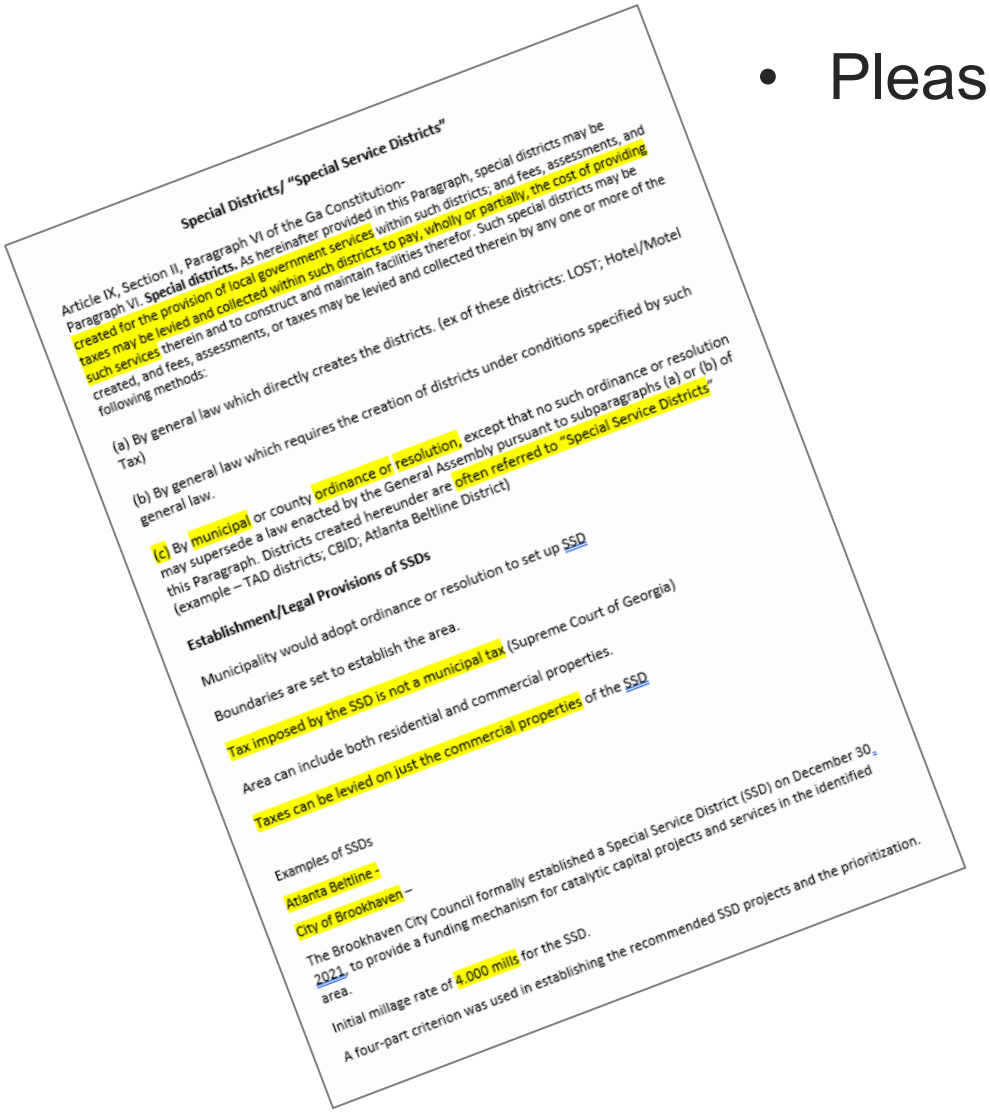
Annual Needs - $4.9 million

Rate Per ERU Needed (assuming $4.9 million) - $8.41 per month ($101 per year) / per ERU

Average Rate of Surrounding Cities - $4.30/mo. per $3,000 sq ft.

Approximate Revenue for COA if $4.30 rate - $2.5 million

Special Services Tax



Special Districts/ "Special Service Districts"

Article IX, Section II, Paragraph VI of the Ga Constitution-
Paragraph VI. **Special districts.** As hereinafter provided in this Paragraph, special districts may be created for the provision of local government services within such districts; and fees, assessments, and taxes may be levied and collected within such districts to pay, wholly or partially, the cost of providing such services therein and to construct and maintain facilities therefor. Such special districts may be created, and fees, assessments, or taxes may be levied and collected therein by any one or more of the following methods:

(a) By general law which directly creates the districts. (ex of these districts: LOST; Hotel/Motel Tax)

(b) By general law which requires the creation of districts under conditions specified by such general law.

(c) By municipal or county ordinance or resolution, except that no such ordinance or resolution may supersede a law enacted by the General Assembly pursuant to subparagraphs (a) or (b) of this Paragraph. Districts created hereunder are often referred to "Special Service Districts" (example – TAD districts; CBID; Atlanta Beltline District)

Establishment/Legal Provisions of SSDs

Municipality would adopt ordinance or resolution to set up SSD

Boundaries are set to establish the area.

Tax imposed by the SSD is not a municipal tax (Supreme Court of Georgia)

Area can include both residential and commercial properties.

Taxes can be levied on just the commercial properties of the SSD

Examples of SSDs

Atlanta Beltline -

City of Brookhaven –

The Brookhaven City Council formally established a Special Service District (SSD) on December 30, 2021, to provide a funding mechanism for catalytic capital projects and services in the identified area.

Initial millage rate of 4.000 mills for the SSD.

A four-part criterion was used in establishing the recommended SSD projects and the prioritization.

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Approximate Revenue for COA if $4.30 rate - $2.5 million

Full Study – 15 to 18 months - $375k Estimate

- Due Diligence Stage – High level Estimate average residential sq footage and ERU Rate per $1 million in needs – 60/90 days - $50k
- Data Development Stage- 100% of Commercial Properties impervious area gathered. 10-20% of Residential impervious area gathered to determine average. Revenue model. Credit Development. – 6 months - $175k
- Ordinance/Credit Manual/Training/Public Information Stage – 6 months - $50k
- Development of Master Account File (MAF) – file that has every account matched to a charge - $100k.

Other Communities

Community	Residential Rate ($ / Month)	Equivalent sq. ft.	Normalized Commercial Rate ($ / 1000 sq ft / month)
Barrow County	$4.00	3478 sq. ft.	$1.15
City of Athens/Clarke County	$3.51	2628 sq. ft.	$1.34
City of Brunswick	$4.50	2200 sq. ft.	$2.05
City of Covington	$3.00	2600 sq. ft.	$1.15
City of Dunwoody	$7.46	3000 sq. ft.	$2.49
City of East Point	$9.50	3200 sq. ft.	$2.97
City of Fairburn	$4.08	3700 sq. ft.	$1.10
City of Fayetteville	$4.37	3800 sq. ft.	$1.15
City of Garden City	$4.75	3000 sq. ft.	$1.58
City of Griffin	$6.11	2200 sq. ft.	$2.78
City of Holly Springs	$4.00	2700 sq. ft.	$1.48
City of Johns Creek	$5.80	4000 sq. ft.	$1.45
City of Loganville	$5.00	3000 sq. ft.	$1.67
City of Norcross	$2.17	10500 sq. ft.	$0.21
City of Peachtree City	$6.89	4600 sq. ft.	$1.50
City of Peachtree Corners	$2.46	100 sq. ft.	$24.60
City of Perry	$6.00	3300 sq. ft.	$1.82
City of Powder Springs	$4.00	2840 sq. ft.	$1.41
City of Roswell	$4.95	4100 sq. ft.	$1.21
City of Snellville	$0.40	3800 sq. ft.	$0.11
City of Sugar Hill	$4.50	1000 sq. ft.	$1.13
City of Valdosta	$3.50	3704 sq. ft.	$0.94
City of Woodstock	$4.20	2700 sq. ft.	$1.56
Clayton County Water Authority	$3.75	2950 sq. ft.	$1.27
Columbia County		100 sq. ft.	
Douglasville-Douglas County Water and Sewer Authority	$4.00	2543 sq. ft.	$1.57
Gwinnett County	$6.15	100 sq. ft.	$3.08
Rockdale County	$9.50	4200 sq. ft.	$2.26

Example Rates from Southeast Stormwater Association

*Normalized for 4,000 sq ft ERU

Notes Columbia County, GA – $0.1775 per 100 sq ft monthly

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Brookhaven Project List (examples): City Hall - $60M; Ashford Dunwoody Road Multiuse Path - $8.44M; Dresden Drive Sidewalk - $4M; Peachtree Road LCI - $10M; NDH Road Corridor Streetscape Improvement - $5M; other -$ 19.1; Total - $106.5M

Examples of Potential Revenue Generation based on Commercial Values in Alpharetta:

Property	Commercial Value	Millage	Total Tax
Downtown	144,621,340	1.00	144,621
NFCID	1,240,555,050	1.00	1,240,555
Citywide	3,024,710,110	1.00	3,024,710