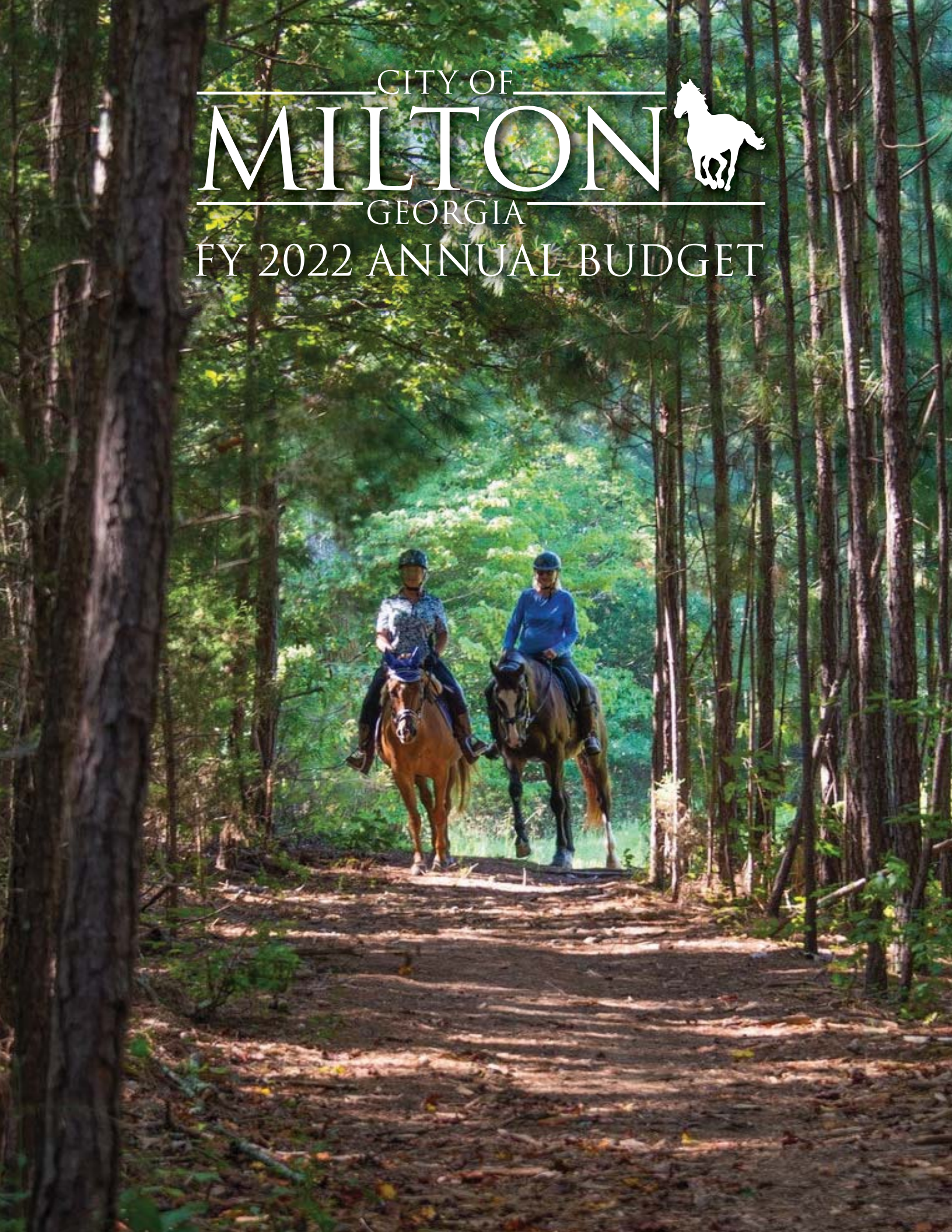


CITY OF  
**MILTON**  
GEORGIA  
FY 2022 ANNUAL BUDGET





## MISSION STATEMENT



WE TAKE PRIDE IN OUR  
RESPONSIBILITY TO  
PROTECT AND IMPROVE  
THE HIGH QUALITY  
OF LIFE FOR THOSE  
WE SERVE.

## VISION STATEMENT



MILTON WILL BE A  
CITY RECOGNIZED FOR  
ITS EXCEPTIONALLY  
HIGH QUALITY OF LIFE,  
STRONG SENSE OF PLACE  
AND COMMUNITY,  
AND DEDICATION  
TO PRESERVING OUR  
RURAL HERITAGE.

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VALUES



TOGETHER

WE THRIVE

•

IT'S ALL ABOUT  
OUR RURAL HERITAGE

•

SERVICE IS  
OUR OBSESSION

•

OWN IT,  
DELIVER IT

•

LEAD FROM  
THE FRONT

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AWARD OF DISTINGUISHED BUDGET PRESENTATION

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Milton, Georgia, for its Annual Budget for the fiscal year beginning October 1, 2020.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Milton  
Georgia**

For the Fiscal Year Beginning

**October 01, 2020**

*Christopher P. Morill*

**Executive Director**





# INTRODUCTION AND OVERVIEW



September 3, 2021

Honorable Mayor, members of City Council, and citizens of Milton:

It is my pleasure to submit to you the Fiscal Year 2022 Proposed Operating and Capital Budget for review and consideration. The recommendations contained herein are derived from the Mayor and City Council's priorities included in our [2021-2025 Strategic Plan](#), which incorporates master plans including the [Comprehensive Parks and Recreation Master Plan](#), the [Milton Community Trail Prioritization Plan](#), our [Comprehensive Transportation Plan](#), anticipated [2040 Comprehensive Plan](#) short term work strategies, and several others.

A city's budget is effectively a strategy that weighs these plans, contemplates the general operating costs to deliver the expected level of service, and then affixes the coming year's priorities to them, taking into consideration the expected revenues. The City of Milton executes its strategies by funding these priorities in both its operating and capital budgets. Typically, this task is accomplished by determining these priorities, forecasting expected costs, and then setting the millage rate to fund the budget. The City of Milton is a bit different.

### **Budget Process**

The City of Milton differs from many other cities across Georgia in many regards – which is why we love living here! Our desire to maintain our rural heritage and keep our population density low contributes significantly to our nationally-recognized outstanding quality of life. This desire, however, comes at a cost. The reduced residential and commercial densities limit our potential to recognize real estate tax revenues similar to our neighboring cities. Additionally, our relatively small commercial footprint further limits our ability to derive other business-associated revenues, including Hotel/Motel Taxes, Occupational Taxes, Alcohol Beverage Excise Taxes, Business Property Taxes, and a host of other taxes and fees.

Furthermore, our conservative fiscal policies that contribute to our AAA bond rating and help insulate us from economic downturns also impact our budgeting process. Commonly known as a pay-as-you-go system, the City utilizes a significant portion of its revenues to fund its capital improvement program. Unlike many other cities, the City of Milton funds large expenditures such as vehicle and firetruck acquisition, street paving, and park and trail expansion by saving for them instead of issuing bonds and incurring long-term debt.

And finally, the City of Milton has a capped millage rate of 4.731 mills. That means that regardless of the City's needs, it cannot exceed that tax rate without action by the General Assembly and a citywide referendum. So, when considering our revenue limitations, our pay-as-you-go policy of financing capital expenditures and improvements, and finally, our capped millage rate, the budget process gets upended a bit. Instead of first determining our expenditures based on the desired level of service and debt-service obligation and then calculating a millage rate to cover those costs, this process occurs in reverse. The City of Milton sets its millage rate first, which has been at the capped rate of 4.731 mills every year since our inception except for FY 2019, determines its forecasted revenues, and then prioritizes and affixes funds to offset operational and long-term capital costs.

### **Current Financial Condition**

As COVID-19 released its economic grip on the nation, municipal outlooks improved. The City of Milton's primary exposure was related to local option sales tax (LOST) revenue which rebounded nicely with a forecasted 11.3% increase from FY2020 to FY2021 and another 3.1% increase forecasted for FY 2022.

**SERVICE • TEAMWORK • OWNERSHIP • LEADERSHIP • RURAL HERITAGE**

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Overall revenues had outperformed our original FY2021 forecasts, and that, coupled with significant cost savings across the departments, will position us exceptionally well for FY2022. Since Milton's inception, the Mayor and City Council have made strategic decisions that positioned the City to withstand financial stress. Our fund balance reserve policy requiring no less than 25% of the subsequent year's budgeted revenues coupled with our pay-as-you-go capital improvement plan insulates the City from unforeseen emergencies and shortfalls caused by revenue declines. Additionally, these policies eliminate the need for expensive short-term borrowing. The City of Milton's current financial condition remains excellent.

### **Property Tax Revenue**

In 2018, Milton voters approved legislation outlined in House Bill 710 to implement a new property tax exemption. This floating homestead exemption caps taxable value growth (for a primary residence and five contiguous acres for eligible properties) by the lesser of the consumer price index for the prior year or 3%. In effect, Milton's exemptions have nearly doubled, impacting potential growth in this revenue category. However, new construction coupled with increased valuations for existing real property is forecasted to yield \$636,630 relative to the -FY 2021's real property collection anticipations. And while we forecast a 0.3% drop in property taxes in FY 2022, this should be offset by increases in other tax revenue categories.

### **General Fund Proposed Budget**

The forecasted General Fund revenues for FY 2022 equal our anticipated expenditures of \$35,880,993, with a budgeted use of excess fund balance equal to \$1,052,886. These funds are the result of Milton's continued conservative budgeting of revenues, as well as City staff's dedication to identifying cost savings whenever possible. This excess (or surplus) fund balance, which is what remains after funding our mandatory reserves of 25% of the subsequent year's budgeted revenues, must be utilized for one-time expenditures and will be applied to our capital improvement plan.

The total proposed General Fund budget is \$35,880,993 – a decrease of \$3,676,302 or 9.3% over the FY 2021 amended budget, but an increase of \$4,740,949 or 15.2% from the FY 2021 adopted budget. The difference between the FY 2021 adopted budget and FY 2021 amended budget represents revenues rebounding sooner than anticipated as the economy recovers from the economic impact of the COVID-19 pandemic. Those unanticipated revenues were primarily directed towards the City's pay-as-you-go program in the Capital Projects Fund, including funding for a new Fire apparatus, future active park land acquisition and construction, improvements to the City's passive/greenspace properties, and strategies to address recommendations that will come out of the Local Road Safety Plan (LRSP) project that is underway.

The \$919,100 growth in estimated revenues (excluding operating transfers in), as seen in the table below, is largely driven by a full year's anticipation of revenue collections related to the City's decision to bring the building inspection and permitting functions in-house as opposed to the use of a third-party contractor as in year's past (\$513,000), current year property taxes for real property (\$636,630), and an anticipated increase in local option sales tax collections (\$303,525). These forecasted increases are being slightly offset by anticipated decreases to intangible taxes (\$271,000) and title ad valorem taxes (\$203,521) as housing notes and car sales are expected to return to a more traditional yield throughout FY 2022. And finally, there is a decrease to franchise fees (\$155,579) for cell/fiber/telecommunications as the City received a settlement in FY 2021 for prior year fees owed that will not recur in FY 2022.

The proposed maintenance and operating (M & O) expenses are \$26,369,994 – an increase of \$2,117,758 or 8.7% over the FY 2021 amended budget (please note, the change in M&O expenses from the adopted budget in FY 2021 to the final amended budget in FY 2021 was a decrease of \$310,726 or 1%). The year-over-year increase of 8.7% is the result of a few key factors, including:

- Market adjustments to salaries in the amount of \$511,078. This proposal will support Milton's goal of retaining and recruiting the best workforce to serve the citizens and the community. Our staff is critical to carrying out the City's mission, vision, and values, and ensuring we offer a competitive employment package including wages, benefits, facilities, equipment, staff support, and more are vital to this effort.



- A change in the funding strategy for the employer contributions to the City's defined benefit plan to a level fixed-dollar amount to ensure the plan is fully funded within the next five years. As increasingly fewer active employees are in the plan, this strategy will ensure the plan is funded regardless of the number of employees who are actively employed by the City. The overall impact is an increase of \$166,045 to employee retirement benefits from FY 2021.
- New initiatives proposed by staff that will support enhanced services or programs within their departments are in the amount of \$850,055. The separately detailed M&O Initiatives section for a detailed explanation of each request and how they tie back to the City's overall Strategic Plan.

Please see the Executive Summary for additional in-depth information regarding year-over-year variances in this budget proposal.

### General Fund Year-Over-Year Comparison

	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
Revenues	\$ 33,909,007	\$ 34,828,107	\$ 919,100	2.7
Transfers In	1,716,077	-	(1,716,077)	(100.0)
Budgeted Fund Balance	3,932,211	1,052,886	(2,879,325)	(73.2)
<b>TOTAL SOURCE OF FUNDS</b>	<b>\$ 39,557,295</b>	<b>\$ 35,880,993</b>	<b>\$ (3,676,302)</b>	<b>(9.3)</b>
Maintenance & Operating (M&O)	\$ 24,252,236	\$ 26,369,994	\$ 2,117,758	8.7
Transfers Out	15,305,059	9,510,999	(5,794,060)	(37.9)
<b>TOTAL USE OF FUNDS</b>	<b>\$ 39,557,295</b>	<b>\$ 35,880,993</b>	<b>\$ (3,676,302)</b>	<b>(9.3)</b>

### Opportunities for Tax Savings

The City of Milton relies on property taxes to fulfill its obligations to the community and help ensure that Milton is an affordable place to live with an exceptional quality of life.

The M & O millage rate generates revenues vital to Milton's operations, while the general obligation bond millage rate generates revenues dedicated to paying principal and interest due on the City's Greenspace Bond. With that said, the City offers several opportunities for tax savings through home-  
stead exemptions and use assessments that will save property owners more than \$2.2 million this year. (These estimated savings are based on 2020 property values; actual exemptions will be calculated once the official digest has been certified by the State Department of Revenue.)

Milton's current exemptions include:

Basic Homestead Exemption (apply with Fulton County) = \$15,000

- Primary residence; no age or income restrictions
- Applies to M & O millage rate

Floating Homestead Exemption (CPI) (apply with Fulton County) = amount by which the current year assessed value exceeds the adjusted base year value times the lesser of the consumer price index, or 3%

- Primary residence (applies to the primary residence and five contiguous acres of land); no age or income restrictions
- Applies to M & O millage rate

Senior Basic Exemption (apply with the City) = \$15,000

- Primary residence; Age 65+; no income restrictions
- Applies to M & O millage rate





Senior Basic Plus Exemption (apply with the City) = \$10,000

- Primary residence; 65+; must meet income qualification
- Applies to M & O millage rate and general obligation bond millage rate

Senior Full Value Exemption (apply with the City) = 100% Exemption

- Primary residence; age 70+; must meet income qualification
- Full value exemption applies to M & O millage rate and general obligation bond millage rate

Disability Full Value Exemption (apply with the City) = 100% Exemption

- Primary residence; no age restriction; disability certified by a licensed physician; must meet income qualification
- Full value exemption applies to M & O millage rate and general obligation bond millage rate

Other opportunities for savings:

Conservation Use Value Assessment (CUVA) (apply with Fulton County)

- Qualifying property values will be based on land use and not market value.
- No minimum amount of acreage/maximum acreage of 2,000 acres.
- If less than 10 acres, owner must submit additional relevant records regarding proof of bona fide conservation use.
- Owner agrees to maintain the property in bona fide qualifying use for a period of ten years.

One Year's Support for Surviving Spouse (apply with County Probate Court)

- Exemption from property taxes for one year with the required court order.

## 2021-2025 Strategic Plan

The creation of the 2021-2025 strategic plan represented a significant milestone for the City of Milton. This new plan will focus our collective energies and resources on a shared, executable strategy with clear accountability metrics. It incorporates the community-focused strategies contained within our many master plans, including our Parks and Recreation Master Plan, the Comprehensive Transportation Plan, the Trail Prioritization Plan, and, soon, the short-term work plan from our 2040 Comprehensive Plan.

## Financial Outlook

Several risks still exist regarding future revenue collections. Taxes, including real property, personal property, sales and use, and a handful of other categories, make up roughly 91.8% of Milton's FY 2022 revenues—a significantly higher proportion than many North Fulton cities. Staff will continue to strategize to reduce the City's reliance on property tax revenue as prescribed by the City's Revenue Administration Policy and 2021-2025 strategic plan.

Our LOST revenues represent approximately 29% of our total revenues. There are two major risk factors associated with this revenue source: macro-economic factors that influence personal spending habits and possible unfavorable future LOST negotiations that could significantly affect revenues. The 2020 Census figures were recently released, which signals a new round of LOST negotiations beginning this year. While the City of Milton's census numbers fared well in relation to most other Fulton County cities, unfavorable negotiations could threaten a significant portion of the City's revenues.

It is essential to recognize the significant positive impacts of the 2016 voter-approved Fulton County Transportation Special Purpose Local Option Sales Tax (TSPLOST), while acknowledging the nature of this temporary funding source. This five-year additional \$0.75 sales tax has injected significant revenues that have allowed the City of Milton to expedite numerous transportation projects. These projects would not have been possible on this timeline, given the pay-as-you-go system we use for funding capital improvements. TSPLOST II will be on the ballot this November and an unfavorable outcome could significantly impact our long-term capital plan.



The American Rescue Plan Act (ARPA), signed into law on March 11, 2021, includes direct relief to states, counties, tribes, territories, and municipalities. The City of Milton is slated to receive \$14,783,224 in two tranches. The first half, \$7,391,612, was received in July 2021 and the other half is expected next summer. The interim guidance provided by the U.S. Department of Treasury identifies four categories of eligible uses: response to the public health emergency or its negative economic impacts; replace lost public sector revenues; provide premium pay for essential workers; and investment in water, sewer, and broadband infrastructure. The City has until December 31, 2024, to encumber the funds and until December 31, 2026, to spend the funds. Once the Treasury issues its final guidance, the Mayor and Council will consider how best to use these funds to serve our citizens.

Overall, Milton's history of conservative budgeting and tight fiscal policies, paired with our outstanding stewardship of taxpayer dollars, affords us financial health and stability. We have one of the lowest expenditures per capita in North Fulton, which is quite an accomplishment when considering our capped millage rate, limited commercial footprint, and "rural by design" community vision. Our conservative fiscal policies have provided a solid foundation, and the continued adherence to these policies should produce the desired effect. Our financial outlook remains excellent.

## **ACKNOWLEDGEMENT**

The development of this Proposed FY 2022 Budget is a significant undertaking by each of the city department heads and their staff. I sincerely appreciate the efforts and contributions, and sometimes sacrifices, made by our employees to ensure the best possible outcomes for the City of Milton.

Special recognition is extended to the Assistant City Manager, Bernadette Harvill, for her leadership and dedication to creating a budget plan designed not only to execute our Mayor and City Council's vision, but to educate and inform all. Additionally, I would like to congratulate her on receiving the GFOA Distinguished Budget Presentation Award for the FY 2019, FY 2020, and 2021 submissions. Efforts such as these undoubtedly contribute to our citizens' improved trust that the city government acts in their best interests (National Citizen Survey, 2019).

Finally, I would like to thank Mayor Lockwood and our City Council for their enduring support and insistence upon sound financial policy that helps keep Milton the best place to live, work, and play in Georgia and beyond.

Respectfully Submitted,



Steven Krokoff  
City Manager





# TOP 10 BUDGET QUESTIONS

1

## What is the Milton millage rate?

The maintenance and operating (M&O) millage rate for FY 2022 is 4.731. Milton's millage rate was capped at 4.731 in the 2006 state legislation passed creating the City of Milton.

2

## Why do I pay taxes to Fulton County and the City of Milton?

Fulton County provides certain services that are not provided by the City's Charter. (See Glossary for Charter definition.)

3

## What does my Fulton County tax portion cover?

Your county tax portion covers public education, health department, health inspectors, animal shelters, jails, public libraries, etc.

4

## What does my Milton tax portion cover?

As per the City's enabling legislation in 2006, Milton provides fire, police, community development, public works, parks and recreation services, and municipal court services to its residents using the millage rate noted in Question 1 above. In addition to these baseline city services, the city must also budget for any capital improvement projects including infrastructure improvements such as sidewalks, road improvements beyond routine pavement management, and additional parks and facilities.

5

## How much revenue comes from real and personal property taxes?

In FY 2022, \$13,487,051 is budgeted for real and personal property taxes in the General Fund. This figure is based on the M&O millage rate of 4.731 mills, and includes anticipated revenue from: current year taxes, prior year taxes due as a result of final approved assessments from Fulton County, delinquent taxes due and penalties and interest on those delinquent taxes.

6

## How much revenue comes from Local Option Sales Tax?

In FY 2022, \$10,187,456 is budgeted for Local Option Sales Tax (LOST) collections.

7

## What percentage of the operating budget is spent on public safety?

Public safety, which is made up of Police and Fire, makes up 52.9% of the budgeted operating expenditures in FY 2022 (this calculation does not account for any operating transfers out to other funds).

8

## Does Milton have a financial policy regarding how funds are reported, invested and audited?

The Milton Code of Ordinances outlines the Financial Management Program in Chapter 2 Article VI. This section includes policies specific to the budget, fund balance, investing, debt management, purchasing, revenue administration and more. Please see [page 44](#) for a more in-depth look at some of the City's financial policies.

9

## What is a fund?

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

10

## How many employees work for the City of Milton and how does that breakdown by department?

The City currently has 155 budgeted full-time employees, 20 budgeted part-time employees, and 14 budgeted seasonal employees. For a complete listing of employees by department and new position requests please refer to [page 39](#).

# EXECUTIVE SUMMARY

The City of Milton's Fiscal Year 2022 proposed budget is based on anticipated citywide revenue collections of \$53.3 million. The City's budget is comprised of one general fund, seven special revenue funds, and six capital projects funds.



## General Fund



## Special Revenue Funds

- Special Events Fund
- Confiscated Assets Fund
- Economic Development Incentives Bank Fund
- E-911 Fund



## Capital Projects Funds

- Capital Projects Fund (Primary)
- Greenspace Bond Fund
- TSPLOST Fund
- Capital Grant Fund
- Impact Fee Fund
- Revenue Bond Fund

## General Fund Overview

The General Fund, the City's main operating fund, includes \$34.8 million in projected revenues or 65% of the citywide total. This represents a \$919,100 or 2.7% increase in operating revenues (excluding operating transfers in and budgeted fund balance) as compared to the Fiscal Year 2021 amended budget. This increase is primarily a result of anticipated revenue collections related to current year real property taxes (\$636,630), local option sales taxes (\$303,525), and a full year of building permit and inspection services being handled in-house (\$513,000). These forecasted increases are being slightly offset by anticipated decreases to intangible taxes (\$271,000) and title ad valorem taxes (\$203,521) as housing notes and car sales are expected to return to a more traditional yield throughout FY 2022. And finally, there is a decrease to franchise fees (\$155,579) for cell/fiber/telecommunications as the City received a settlement in FY 2021 for prior year fees owed that will not recur in FY 2022.

### KEY GENERAL FUND REVENUE FACTS

- The FY 2022 maintenance & operating (M&O) millage rate is 4.731 mills. This rate represents the same rate the City has had since its incorporation with the exception of tax year 2018 (FY 2019).
- Property taxes for the 2021 calendar year will fund the FY 2022 budget.
- The budget was balanced using \$1,052,886 from excess fund balance for the purposes of funding capital initiative requests and pay-as-you-go projects related to vehicle replacements, park improvements, pavement management, and more. These funds are a result of additional revenues received and cost-savings from prior years that are above and beyond the City's required reserves.
- Local Option Sales Tax (LOST) is the City's second largest revenue source after property taxes. This revenue source is economically driven, and staff takes this into account when forecasting anticipations each year. Economic impacts from the COVID-19 pandemic have not had as large of an impact on the growth of this revenue category as originally anticipated. Our commitment to conservative forecasting led us to project growth based on pre-pandemic collections and trends. This is reflected in the overall increase of \$303,525 or 3.1% from the amended FY 2021 budget.
- As mentioned earlier, the City decided to bring the building permitting and inspections services in-house in FY 2021. These revenues will be directly tied to supporting the services provided under this division including staff salaries and benefits, training, uniforms, supplies, vehicles, fuel, building space, utilities, etc.



- In FY 2021, operating transfers in accounted for a reimbursement to the General Fund for CARES Act related expenses made in FY 2020 as well as staff time related to the DOJ grant received by the Police department. These are one-time revenue transfers that will not recur in FY 2022.

## General Fund Revenues (Excluding Interfund Transfers)

	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>REVENUES</b>				
Taxes	\$ 31,665,258	\$ 32,000,535	\$ 335,277	1.1
Licenses & Permits	979,800	1,470,300	490,500	50.1
Intergovernmental Revenues	6,871	5,000	(1,871)	(27.2)
Charges for Services	550,610	551,557	947	0.2
Fines & Forfeitures	460,000	438,832	(21,168)	(4.6)
Investment Income	20,200	20,200	-	-
Contributions & Donations	1,887	-	(1,887)	(100.0)
Miscellaneous Revenue	196,158	226,683	30,525	15.6
Proceeds From Sale Of Assets	28,223	115,000	86,777	307.5
<b>TOTAL REVENUES</b>	<b>\$ 33,909,007</b>	<b>\$ 34,828,107</b>	<b>\$ 919,100</b>	<b>2.7</b>

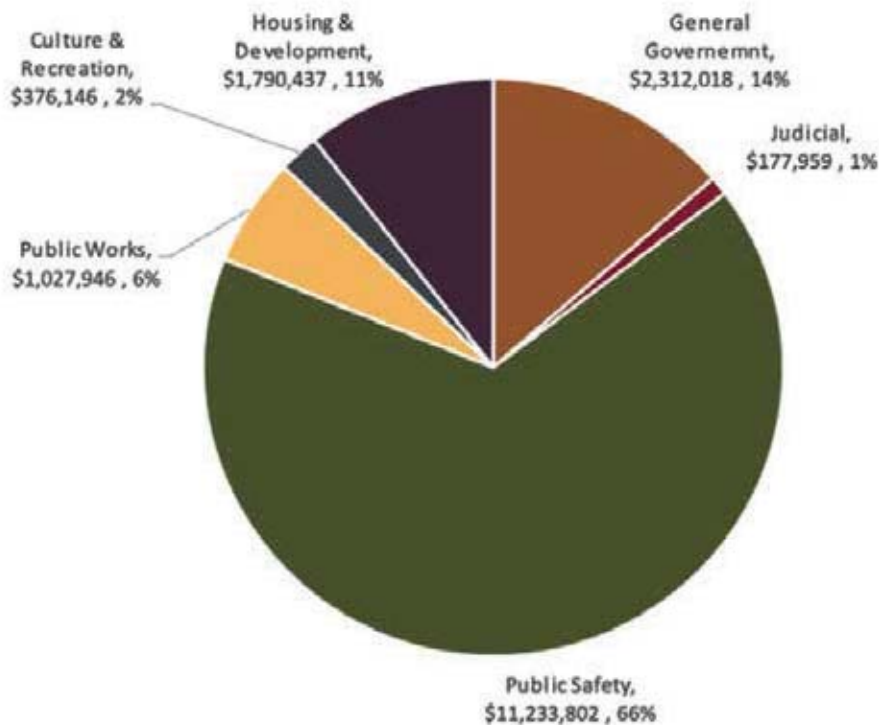
## KEY GENERAL FUND EXPENDITURE FACTS

- Milton's Mayor and Council passed a new strategic plan in March 2021. Strategic Plan 2021-2025 was instrumental in guiding decision-making throughout the FY 2022 budget process. All new initiatives tie back directly to one of the three Strategic Priorities set out in the plan and furthermore to the goals outlined under each priority. This ensures that all requests are aimed at fulfilling the initiatives set out in the planning process which involved community input, stakeholder meetings, Council work sessions, and dedicated staff time, all guided by our partners at BerryDunn.
- Year-over-year expenditure requests for continuing operations have increased by approximately 4% including the requested market adjustments to salaries explained in detail below.
- The Salaries and Employee Benefits category increased \$1,252,577, or 8% year-over-year. Primary contributors to this increase include the following:
  - In May 2021, Council approved an initiative related to personnel modifications across several departments. While the net annual impact of these modifications will be minimal when comparing a fully budgeted cycle to another fully budgeted cycle (around \$4,126). These position changes however were approved for the last four and a half months in FY 2021. So, when comparing that to a full-year in FY 2022 there is an overall impact to year-over-year increases that will not be seen in subsequent years. These personnel modifications include:
    - The removal of one part-time position in the Community Development Department;
    - The transfer of one full-time position from the City Clerk Department to the Community Development Department;
    - The addition of a Deputy City Manager position;
    - Merging the City Architect role with the Community Development Director role;
    - Reclassifying the Finance Director position to a Financial Services Manager;
    - The addition of a Deputy Fire Marshal position;
    - The addition of a part-time Records Clerk in the Police Department along with the reclassification of one full-time Records Clerk position to that of Evidence Technician;
    - Reclassifying the Economic Development Manager position from full-time to part-time; and

- Moving to a model of shared services for the Court Clerk position where Milton and Alpharetta have agreed to co-locate court operations under an IGA that will include Milton now accounting for costs associated with the Court Clerk under contracted services.
- Additionally, City Council authorized bringing the building inspections and plan review functions in-house (these services have been provided through a third-party contract in year's past). Again, these positions were only budgeted for the last four and a half months in FY 2021 and will represent a full year of staffing in FY 2022's proposed budget. Please note, the increase in revenues recognized in the Building Permits category will go directly toward funding these positions.
- In FY 2021, staff conducted a salary and benefits study that revealed many of Milton's salaries were behind the market. The study broke down comparisons to the 15 respondent jurisdictions as well as the North Fulton market particularly, excluding any significant outliers. As the City is committed to maintaining a pay system that provides fair and equitable pay internally and is competitive externally, staff has recommended the following adjustments to salaries: increase sworn police pay by 8%, sworn fire pay by 6%, administrative personnel pay by 7%, department director pay by 3%, and bring a handful of positions in-line with the market that will require adjustments beyond these thresholds. In total, the request is for approximately \$598,000 which is about \$348,000 more than what the typical 3% across the board strategy the City has utilized for the past five years would have cost.
- A request from the Fire Department to fund an initiative that will change the way the department staffs the 12-hour blocks of time at the end of every third pay cycle known as "fair labor days". This model will create parity with other communities and the City has set aside \$154,000 to address this request.

Salaries and benefits make up the largest portion of the maintenance & operating budget at \$16,918,308 or 66% of expenditures excluding interfund transfers and new initiatives. (M & O initiatives related to salaries and benefits will be discussed later.)

**The City's Personal Services and Employee Benefits costs break down across functions as follows:**



- Operating expenditures – excluding personnel costs, debt service, contingency, and new initiatives – total \$8,340,542. This is approximately \$245,963 or 2.9% less than FY 2021's amended budget. The most significant drivers of this decrease are related to professional and contracted services and capital outlays. Specifically:
  - Parks & Recreation is anticipating a decrease to lawn care in the amount of \$88,750 including lower anticipated expenses at Bell Memorial Park as well as the Cox Road complex as the department sets out to turf the rectangular fields at that site.
  - The Community Development and Public Works departments aim to recognizing savings as they request to bring the Development Engineer position in-house. The City currently has a contract for 24 hours per week and budgets \$150,00 annually for these services. This new initiative would include a full-time employee that will be shared between the departments and will address the engineering needs of both departments at \$140,080 annually.
  - The City incurred contract labor expenses related to Community Development and Public Works that will not recur in FY 2022 (please see new initiatives for requested in-house positions that will replace these services: Development Engineer and Infrastructure Inspector).
  - The decrease in Capital Outlay from FY 2021 to FY 2022 is being driven by one-time expenses related to furniture & equipment needs to finish the buildout of workstations on the second floor of City Hall, as well as an overall decrease in the computer hardware categories across departments (computer refresh needs will be managed out of the capital hardware account for Information Services in FY 2022).
- Transfers out of the General Fund include \$7,779,649 to the Capital Projects Fund for projects funded through the City's pay-as-you-go funding program. Milton's capital projects have historically been funded utilizing this strategy in an effort to keep debt at a minimum. Overall transfers to the Capital Projects Fund are down 43% from FY 2021's amended budget. Milton's conservative budgeting and responsible spending, in the General Fund throughout the past few fiscal years coupled with an economic recovery from the impacts of the COVID-19 pandemic occurring sooner than anticipated, resulted in a fund balance in excess of required reserves. This excess fund balance was allocated to existing one-time projects as required by law through an increase to the original FY 2021 operating transfer out to the Capital Projects Fund in the amount of \$8,729,977. Transferred funds were allocated among pavement management (\$300,000), the purchase of a new fire apparatus that offset the need for additional staffing through a new approach to outfitting the stations (\$1,350,000), strategic planning initiatives including future active park land acquisition (\$4,000,000) and construction (\$1,000,000), passive park improvements (\$1,000,000), and traffic calming measures that will come out of the Local Road Safety Plan which is underway (\$1,000,000) as well as two vehicles for the new building inspection and permitting division of Community Development, and the allocation of revenues received from surplus vehicle sales (\$17,977).

There is also a request to transfer \$1,650,526 to the Revenue Bond Fund to cover debt service payments due in FY 2022. Revenue bond debt service, unlike general obligation bond debt service, is paid for utilizing operating revenues transferred out to cover the debt owed for the given fiscal year.

Finally, there is a transfer of \$80,824 to the Special Events Fund. One of the revenue categories that has been impacted by the pandemic, and has yet to recover fully, is hotel/motel taxes. In order to fund a return to a calendar of typically scheduled events, funding in the amount of \$80,824 will be needed to cover anticipated expenses.

## General Fund Expenditures by Function (Excluding Interfund Transfers)

	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>EXPENDITURES BY FUNCTION</b>				
General Government	\$ 4,773,602	\$ 4,935,300	\$ 161,698	3.4
Judicial	366,955	352,277	(14,678)	(4.0)
Public Safety	12,603,760	13,536,736	932,976	7.4
Public Works	3,115,463	2,983,500	(131,963)	(4.2)
Culture & Recreation	1,517,389	1,426,891	(90,498)	(6.0)
Housing & Development	1,875,067	2,024,146	149,079	8.0
Contingency	-	261,089	261,089	-
M&O Initiatives	-	850,055	850,055	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 24,252,236</b>	<b>\$ 26,369,994</b>	<b>\$ 2,117,758</b>	<b>8.7</b>

## General Fund Expenditures by Category

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 10,060,670	\$ 10,744,683	\$ 11,352,960	\$ 12,193,373	\$ 840,413	7.4
Employee Benefits	3,794,744	4,012,759	4,307,423	4,724,935	417,512	9.7
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 13,855,414</b>	<b>\$ 14,757,442</b>	<b>\$ 15,660,383</b>	<b>\$ 16,918,308</b>	<b>\$ 1,257,925</b>	<b>8.0</b>
<b>MAINTENANCE &amp; OPERATIONS</b>						
Professional Services	\$ 1,144,661	\$ 1,091,870	\$ 1,349,590	\$ 1,219,700	\$ (129,890)	(9.6)
Property Services	1,191,747	1,328,547	1,518,351	1,480,303	(38,048)	(2.5)
Other Purchased Services	2,996,277	3,321,067	3,664,443	3,651,616	(12,827)	(0.4)
Supplies	323,191	386,204	469,464	519,223	49,759	10.6
Utilities	613,185	592,037	708,255	692,903	(15,352)	(2.2)
Fuel	169,286	128,575	162,924	180,316	17,392	10.7
Capital Outlay	472,694	577,418	715,283	587,581	(127,702)	(17.9)
Other Costs	2,151	1,900	3,543	8,900	5,357	151.2
M&O Initiatives	-	-	-	850,055	850,055	-
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>\$ 6,913,191</b>	<b>\$ 7,427,617</b>	<b>\$ 8,591,853</b>	<b>\$ 9,190,597</b>	<b>\$ 598,744</b>	<b>7.0</b>
<b>DEBT SERVICE</b>						
Revenue Bond(s) P&I	\$ 852,144	\$ -	\$ -	\$ -	\$ -	-
Capital Lease(s) P&I	360,903	360,395	-	-	-	-
<b>TOTAL DEBT SERVICE</b>	<b>\$ 1,213,047</b>	<b>\$ 360,395</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>OTHER COSTS</b>						
Contingency	\$ -	\$ -	\$ -	\$ 261,089	\$ 261,089	-
<b>TOTAL OTHER COSTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 261,089</b>	<b>\$ 261,089</b>	<b>-</b>
<b>OTHER FINANCING USES</b>						
Interfund Transfers Out						
To Capital Projects Fund	\$ 8,296,559	\$ 5,370,390	\$ 13,655,033	\$ 7,779,649	\$ (5,875,384)	(43.0)
To Capital Grant Fund	591,693	-	-	-	-	-
To Revenue Bond Fund	-	1,158,509	1,650,026	1,650,526	500	0.0
To Special Events Fund	-	-	-	80,824	80,824	-
To Confiscated Assets Fund	-	-	-	-	-	-
<b>TOTAL OTHER FINANCING USES</b>	<b>\$ 8,888,252</b>	<b>\$ 6,528,899</b>	<b>\$ 15,305,059</b>	<b>\$ 9,510,999</b>	<b>\$ (5,794,060)</b>	<b>(37.9)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 30,869,903</b>	<b>\$ 29,074,353</b>	<b>\$ 39,557,295</b>	<b>\$ 35,880,993</b>	<b>\$ (3,676,302)</b>	<b>(9.3)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.



## MAINTENANCE & OPERATING (M & O) INITIATIVE HIGHLIGHTS

- All new initiatives tie back to one of three strategic priorities set by the Mayor and Council in Strategic Plan 2021-2025. Under Strategic Priority #1, Goal# 5 there is an outcome measure that calls for the reduction of vehicular-related property damage and vehicular-related personal injury and fatal crashes by 5% year-over-year. To support this initiative, the Police Department is requesting the addition of one Sergeant and two Police Officers that will be dedicated to traffic enforcement efforts citywide. The request is for \$398,979 of which \$226,581 is related to personnel costs and other M&O expenses and \$172,398 will go towards the purchase of new vehicles for the staff.
- The Community Development and Public Works departments have identified savings by bringing the Development Engineer in-house as a staff position (instead of as a contracted position). The request of \$140,080 be split between the departments 70/30 and will fall under Strategic Priority #1, Goal #5: Diverse, Engaged, Healthy Workforce.
- Public Works is also requesting to bring the Infrastructure Inspector position in-house and would be responsible for programs and projects including task orders, capital projects, development infrastructure, and right of way permits ensuring control of work on the programs and projects and providing continuous project inspection, oversight, and administration of construction. This position would be directly tied to the calm, efficient transportation infrastructure goal identified under Strategic Priority #1 as well.
- Parks & Recreation have noticed a decline in the parking lot conditions at two locations in the City: Bell Memorial Park and the Former Milton Country Club property on Dinsmore Road. Their request for \$90,000 to apply a preservation treatment will extend the life of the lots as well as enhance their appearance and ensure access to park facilities as directed in Strategic Priority #3, Goal# 1: Active Parks and Recreation.
- Finally, under Strategic Priority #2, Goal #2 the directive is to enhance the City's commercial nodes and character areas while maintaining the rural charm that makes Milton special. To help achieve this goal, Communications has requested funding for a marketing and branding consultant that will assist with an equestrian marketing campaign. Part of the funding (\$20,000) would be set aside to address advertising needs recommended by the selected consultant.

## Special Revenue Funds Overview

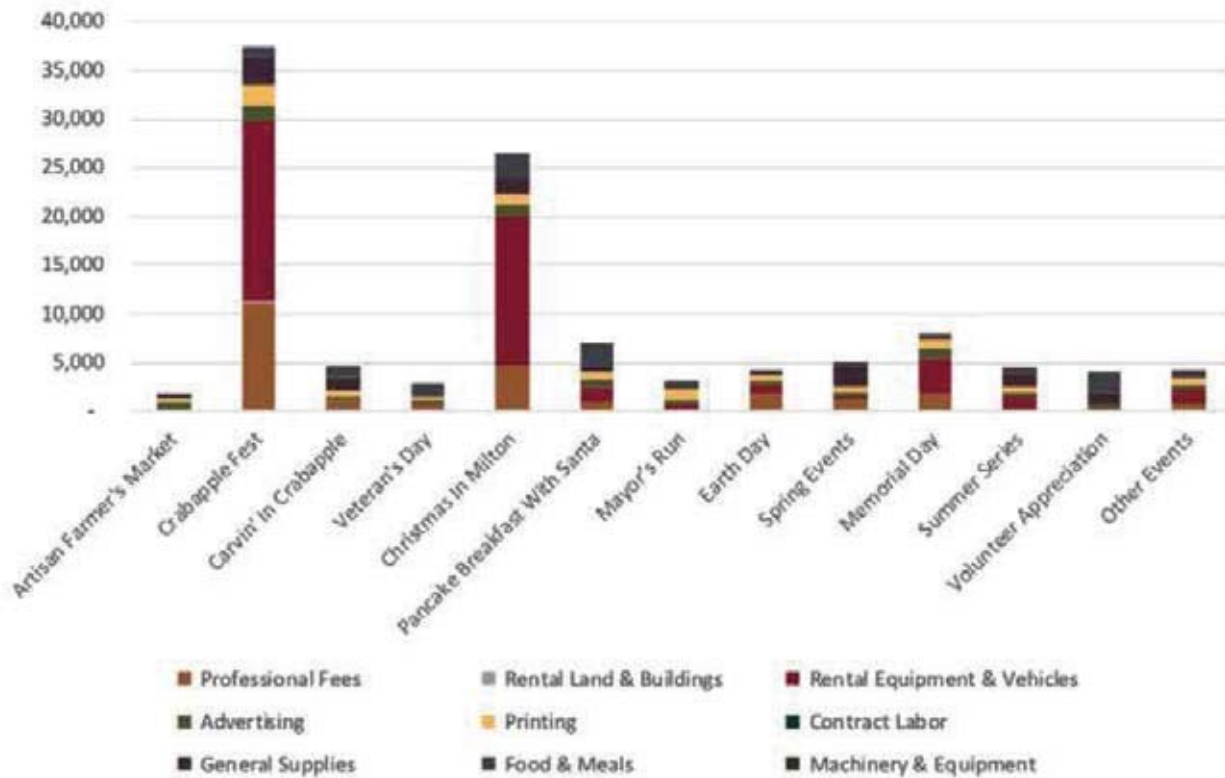
The City adopts annual budgets for each Special Revenue Fund that demonstrates any legally restricted revenue sources and anticipates activity in the given year. In FY 2022, \$8.6 million in anticipated revenues are attributable to the four Special Revenue Funds with budgeted appropriations (excluding interfund transfers in and budgeted fund balances).

### SPECIAL EVENTS FUND

Milton's Special Events Fund is budgeted as a Special Revenue Fund for the purposes of tracking revenues, expenditures, and fund balances associated with running the City's year-long events program. The main funding source for this fund is operating transfers in from the Hotel/Motel Tax Fund (\$24,000, or 21%) and the General Fund (\$80,824, or 71%). Revenues are expected to increase by \$92,324 or 440% from FY 2021's amended budget. This substantial increase is being driven by the return to regularly scheduled events that were canceled over the past year or so due to the COVID-19 pandemic. The \$80,824 transfer in from the General Fund will balance the requests as the impact to Milton's one hotel continues to be recognized through the sustained decrease in hotel/motel tax revenues.

Expenditure appropriations within the fund span over 12 scheduled event categories and one “other events” category that allows for the City’s involvement in unplanned events that may come up. Some events that were budgeted in FY 2021 had to be canceled, that coupled with some programming enhancements to the Crabapple Fest, Artisan Farmer’s Market, and Pancake Breakfast with Santa events have contributed to an increase of \$24,531 or 27.6% to year-over-year expense requests.

### Special Events Expenditures by Event/Category



### CONFISCATED ASSETS FUND

The Confiscated Assets Fund is utilized to account for the use of confiscated assets by the City’s Police Department. Both federal and state confiscated assets are maintained within this fund, and guidelines issued by both jurisdictions must be adhered to at all times. Confiscated assets are used for new endeavors and cannot supplant budgets appropriated in other funds. In FY 2022 Milton’s Police Department plans on looking for opportunities to obtain new equipment and search for new training opportunities with the remaining fund balance.

### E-911 FUND

The Emergency 911 (E-911) Fund has been set up to account for monthly 911 charges to help fund the cost of providing emergency 911 services to the community. Milton currently has an active Intergovernmental Agreement (IGA) with the City of Alpharetta. Alpharetta runs the 911 center, including emergency communication services. In order to compensate Alpharetta for these services, Milton turns over 100% of its E-911 collections to them. Revenues are anticipated to remain flat at \$1,155,000 and a corresponding consistency to expenditures for payments to Alpharetta has also been budgeted at \$1,155,000.

## AMERICAN RESCUE PLAN ACT FUND

In June 2021, the Georgia Department of Community Affairs set up a new fund to account for all Local Fiscal Recovery Funds received by local governments through the American Rescue Plan (ARP) Act of 2021. Milton will account for all incoming revenues in this fund and will allocate these funds across eligible expenses once final guidance from the Department of Treasury has been issued and the Mayor and City Council have approved a spending plan. In FY 2021, Milton received the first half of its allotted allocation in the amount of \$7,391,612 and the second half, in the same amount, is scheduled to be received in FY 2022.

## HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax Fund accounts for the occupancy tax collected by the City from area hotels and motels and is distributed according to the relevant state statute. Milton currently collects this tax at a rate of 3%. Since FY 2018, 100% of the collections have been transferred to the City's Special Events Fund to promote tourism to Milton and to foster community engagement. The anticipated revenues and expenditures of this fund are expected to increase by \$4,000 or 20% year-over-year. There is currently one hotel within Milton's city limits, and the pandemic's impact on travel, tourism, and in-person conferences has reduced hotel/motel related tax revenues received. The FY 2022 projection anticipates a conservative increase in hotel occupancy as this industry begins to recover modestly.

## Capital Projects Funds Overview

Annually, the City reviews its seven-year capital improvement program and submits a formal Capital Improvement Plan (CIP) as a part of its budget process. City Code requires a five-year plan, but staff has chosen to add an additional two years in order to allow added flexibility and adequate time for planning. In FY 2022, all six budgeted capital projects funds have been incorporated into the seven-year Capital Improvement Plan and account for \$9.9 million in direct revenues (excluding interfund transfers in and budgeted fund balances).

## CAPITAL PROJECTS FUND (PRIMARY)

The primary Capital Projects Fund is used to account for capital expenditures made by the City on long-term projects that are not required to be accounted for in a separate fund. Milton has historically funded the majority of its capital projects employing a pay-as-you-go strategy; therefore, the main revenue source for this fund is an interfund transfer in from the General Fund. FY 2022's budget continues the strategy of utilizing pay-as-you-go funding to implement the adopted Parks & Recreation master plan, the City's trail plan, vehicle/apparatus replacements, pavement management, and other public works infrastructure maintenance projects. In addition to the interfund transfer in from the General Fund, the Capital Projects Fund has other smaller revenue sources that make up about 1.4% of its anticipated revenues in FY 2022. Infrastructure maintenance fees charged to solid waste haulers at a rate of 5% of the company's gross receipts are anticipated to bring in approximately \$110,000 that will go towards the City's pavement management program.

## GREENSPACE BOND FUND

The Greenspace Bond Fund is used to account for the proceeds of the General Obligation Bonds, Series 2017, issued by the City, related capital projects, and the debt service due on the bonds. In November 2016, voters resoundingly approved a referendum to issue \$25 million in bonds to fund the acquisition of greenspace. The repayment of the debt incurred is funded through a separate millage rate outside the M & O millage rate explained earlier. FY 2022 includes debt service for both principal and interest in the amount of \$1,711,375. The millage rate to collect tax revenues to make these payments is 0.487 mills. Expenditures related to land acquisition occur once the Mayor and Council members approve a purchase, a move that follows research and recommendations made by the Milton Greenspace Advisory Committee.

## CAPITAL GRANT FUND

The Capital Grant Fund was set up to account for capital grant revenue and expenditures made by the City. Projects in Parks & Recreation related to site improvements at Providence Park including a new trail, lake pier, and bathrooms are continuing through FY 2022 utilizing project-length budgets as approved by the Mayor & Council. The only new budget request in FY 2022 is related to the Local Maintenance and Improvement Grant (LMIG) at \$440,000 which will go towards funding the FY 2022 pavement maintenance program.

## TSPLOST FUND

The TSPLOST Fund is used to account for the proceeds of the transportation local option sales tax and the various improvement projects outlined in the program. As multiple funding sources begin to be utilized across projects, this fund has been merged into the larger CIP for ease of project tracking. The current TSPLOST initiative – which was approved by voters in the November 2016 election – includes a dedicated project list. The TSPLOST Fund is budgeted to bring in approximately \$6.9 million in revenues in FY 2022. These funds will go towards infrastructure improvement projects, including the Morris Road, Bethany Road at Providence Road, Freemanville Road at Redd Road, and Crabapple Road at Green Road. Funding is also being allocated across pedestrian-related improvements including sidewalk/trail construction throughout Milton.

## IMPACT FEES FUND

In October 2015, Milton began collecting impact fees on new development projects in order to offset the costs associated with providing City services to these new developments and their residents and businesses. This fund accounts for impact fees restricted for the acquisition or construction of specific capital projects outlined in the City's Capital Improvements Element (CIE). Revenues are estimated to remain flat as the City updates the methodology for the program. Anticipation changes that come out of the study will be addressed through the City's budget amendment process in FY 2022. As the City has recently adopted several master plans, has completed related infrastructure projects, and has procured land and active sports fields, a re-write is warranted to update the impact fee related plan.

To date, impact fees have helped fund the following projects:

- Land acquisition including a leased baseball field, the Cox Road athletic park complex, the active acres on Dinsmore Road, and more;
- Playground structure adjacent to Broadwell Pavilion;
- Live fire mobile training facility;
- Fire Department storage building located behind Fire Station #43;
- Intersection improvements at Hopewell Road and Birmingham Road, as well as Freemanville Road and Providence Road;
- Public Safety Complex on Highway 9.

Please see the City's Capital Improvements Element Annual Update for more detailed information.



## REVENUE BOND FUND

The Revenue Bond Fund has been set up to account for proceeds and expenditures related to the issuance of revenue bonds. Its purpose is to fund projects faster than is possible under the pay-as-you-go strategy utilized by the City and the related debt service on the bonds. In years past, the revenues and expenditures budgeted in this fund were tied to improvements made at Bell Memorial Park. As that project has concluded, this fund will now account for the proceeds and expenditures related to the newly constructed Public Safety Complex on Highway 9, the replacement of Fire Station #42 on Thompson Road, and an alerting system for the Fire department.

Milton's Mayor and Council members approved this funding strategy in FY 2018, and the bonds were issued in October 2019. This bond issuance included the refunding (refinancing) of the debt related to the Bell Memorial Park renovation/expansion project. The debt service for this new issuance will be funded through an operating transfer from the General Fund in the amount of \$1,650,526 in FY 2022.

## CONCLUSION

The Fiscal Year 2022 Budget illustrates the City's dedication to providing the highest level of services while maintaining sound fiscal policies. This budget is the product of much collaboration and commitment by "Team Milton." The goal is to develop a plan that addresses the City Council's major policy goals and priorities, upholds our residents' vision for their community, and protects the City's financial health now and into the future. If while reviewing this document you have questions, please do not hesitate to contact us at [info@cityofmiltonga.us](mailto:info@cityofmiltonga.us).

## DEPARTMENT-FUNCTION RELATIONSHIP

### General Government

- Mayor & Council
- City Clerk
- City Manager
- General Administration
- Finance
- Legal
- Information Services
- Human Resources
- Risk Management
- Community Outreach & Engagement (General Fund)

### Judicial

- Municipal Court

### Public Safety

- Police
- Fire

### Public Works

- General Government Buildings
- Public Works

### Culture & Recreation

- Parks & Recreation (Active)
- Passive Parks/Greenspace
- Community Outreach & Engagement (Special Events Fund)

### Housing & Development

- Community Development
- Economic Development

Please visit [Milton's ClearGov portal](#) for additional information on the City's finances, projects, and more.

# CITY PLANNING PROCESSES

Milton's budget is guided by an array of plans that lay the groundwork for what is expected from Council, City staff, citizens, and other governing entities. Below is a list of some of the plans that inform the City's operating budget, capital improvement program, and other financial processes.

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
<p><b><u>Strategic Plan 2021-2025</u></b></p>	<p>A comprehensive, high-level five year road map to accomplishing key community goals.</p>	<p>Outline future goals and strategies for the Milton community and the City organization.</p>	<p>This document provides guidance for all decisions related to budget requests. All new and enhanced services must fall under one of the five goals listed in the plan.</p>
<p><b><u>Comprehensive Plan</u></b></p>	<p>This plan sets the overall development vision and character for the City. It establishes the land-use and development policy to achieve the desired vision and character long-term. This document is updated every five years per the State's planning guidelines, and requires community input and feedback. This plan also includes a short-term work program that list projects the City should pursue in the five years between updates, including feasibility studies, planning studies, and capital projects across all city departments.</p>	<p>To set the vision for the community and guide the development decisions to realize the overall vision in the long term. Provides a five-year work program to accomplish the goals set out in the Comprehensive Plan.</p>	<p>The directives from the Comprehensive Plan's policy statements drives projects and work loads of various city departments. Some initiatives require budgeting for consulting services, staff, equipment, facilities, and real estate.</p>
<p><b><u>Deerfield LCI (Livable Centers Initiative)</u></b></p>	<p>This document is a detailed plan for a major commercial corridor of the City, the Deerfield, Hwy 9, and GA 400 areas. This plan is a component of the Comprehensive Plan and establishes the character and vision specific to the area and also recommends the zoning and transportation network that would the desired community development patterns. This plan established Deerfield as an area of mixed neighborhood styles, an economic generator, and accessibility corridor.</p>	<p>To set a detailed vision and recommend tools specific to the major commercial corridor that would offer a live-work-play community and encourage a more compact and connected development pattern, such as connecting adjacent new residential development to commercial areas where appropriate.</p>	<p>The directives from the project recommendation lists may require budgeting for consulting services, staff, equipment, facilities, and real estate.</p>

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
<b>Crabapple LCI (Livable Center Initiatives)</b>	This document is a detailed plan for the development of the City's downtown, Crabapple. This plan establishes the character and vision specific to the area and makes various recommendations that would encourage the desired community development patterns. The plan established Crabapple as an area of mixed uses with a mixture of residential neighborhood styles, and the site for downtown Milton and a civic center.	To set a detailed vision and recommend implementation tools specific to the small area that would encourage a diversity of medium- to high-density, mixed neighborhoods, employment, shopping and recreation while preserving the historic characteristics of activity and town centers and create a community identity.	The directives from the project recommendation lists may require budgeting for consulting services, staff, equipment, facilities, and real estate.
<b>Capital Improvements Element (related to Impact Fees)</b>	This is a list of Impact Fee eligible projects pulled from the master plans from Fire, Police, Transportation, and Parks & Recreation.	To have a list of eligible projects to post impact fee funds to.	Only a portion of the impact fees can be applied to these projects, therefore the remaining balances need to be accounted for.
<b><u>Milton Comprehensive Transportation Plan</u></b>	Local plan, updated approximately every five years, that inventories existing conditions, analyzes current and future needs, and develops project recommendations to respond to these needs.	Understand the transportation needs that exist for the community, and create projects and policies to address them.	Provides estimates for projects tied to a constrained budget.
<b><u>Fulton County Transit Master Plan</u></b>	Review of community vision and economic development strategies, analysis of existing transit services and needs, market analysis, transit scenario development, and financial model to determine the potential for expanded transit services within Fulton County.	ARC, MARTA, Fulton County, and the 14 participating cities managed plan to determine potential expansion of transit services in Fulton County."	While this plan is based on a transit sales tax as the primary funding mechanism, other revenue sources may be explored.
<b><u>North Fulton Comprehensive Transportation Plan</u></b>	Regional plan updated approximately every five years that inventories existing conditions, analyzes current and future needs, and develops project recommendations to respond to these needs.	Identifies cross-jurisdictional projects and an action plan for moving priority recommendations forward.	Provides estimates for projects, cost sharing, and other funding opportunities.
<b><u>Transportation Project Improvement Plans</u></b>	Transportation improvement plans go through a process that involves concept development, public involvement, and utilizes context-sensitive design.	Develop an improvement plan that is harmonious with the community, and preserves aesthetics, history, and environmental resources, while integrating innovative approaches with traditional transportation goals for safety and performance.	Cost estimates are developed with each phase that are reflected in the project budget.

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
<b><u>Pavement Management Plan</u></b>	City-wide evaluation of public streets to establish a Pavement Condition Index (PCI) rating for each road and the implementation of a pavement management database.	The pavement evaluation and database system are used to plan, budget, and manage the maintenance, repair, rehabilitation, and/or replacement of the city's entire roadway system.	The 5 year rehabilitation program uses budget forecasts and an optimum financial plan that will be required to maintain desired acceptable pavement serviceability.
<b><u>Stormwater Management Plan</u></b>	The 5 year plan that outlines annual reporting requirements for public education and outreach on stormwater impacts/pollution prevention, construction site runoff control, regulation of public and private stormwater infrastructure, and illicit discharge detection and elimination.	Plan that supports meeting the requirements of all National Pollutant Discharge Elimination System (NPDES) Stormwater Permit and sustaining a safe and effective stormwater management program designed to reduce the discharge of pollutants and protect watersheds.	Identifies the internal and external resources needed to perform work necessary to satisfy regulatory requirements including implementing capital improvements, operations and maintenance of stormwater infrastructure, and City owned facilities.
<b><u>TSPLOST Project List</u></b>	Five-year plan for use of transportation sales tax revenues.	Implement projects that address congestion, operations, bridges and pedestrian improvements.	Utilizes an implementation plan that fully funds a project phase before moving forward.
<b><u>Milton Community Trail Prioritization Plan</u></b>	This is an update (2020) to the Trail & Pedestrian Master Plan.	To establish implementation priorities for the construction of the trail master plan.	This plan helps to establish annual capital expenses in phases needed to construct newly prioritized portions of the trail network.
<b><u>2027 Parks and Recreation Master Plan</u></b>	Ten-year Master Plan for parks, recreation programs, and open space development.	The Parks & Recreation Department uses the plan to establish the levels of service for park facilities and programs. We also receive guidance from the seven-member Parks & Recreation Advisory Board.	This plan helps to establish annual capital expenses and the amount of maintenance and operating expenses that will be required to maintain new and existing parks' facilities.
<b><u>Providence Park Master Plan</u></b>	Ten-year Master Plan for redevelopment of Providence Park.	The Parks and Recreation Department, working with the services of a consulting firm, received guidance from the community, the seven-member Parks & Recreation Advisory Board, and elected officials to come up with a plan for Providence Park.	This plan helps to establish annual capital expenses and the amount of maintenance and operating expenses that will be required to maintain Providence Park.
<b><u>The Park at the Former Milton Country Club Master Plan</u></b>	Master plan for redevelopment of the active acres and preservation/restoration of the passive acres of the park including land management and a trail concept plan.	To establish a concept plan with input from Mayor & Council, City staff, PRAB, and citizens/stakeholders for the park on Dinsmore Road which includes both active and passive components.	This plan helps to establish annual capital expenses in phases needed to address recommendations for development/enhancements to the active acres as well as restoration/preservation and enjoyment of the passive acres.



PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
<b>IT Strategic Plan</b>	Three-year plan that identifies IT needs for each department and how the City will strategically address the needs.	Reviews current hardware and application needs and provides a replacement and implementation schedule that takes into consideration budgetary restraints.	Determines budget allocations needed to achieve the goals and objectives of the City.
<b>Emergency Operations Plan</b>	This describes roles and responsibilities during large-scale disasters or emergencies. The plan encompasses Police, Fire, Communications, and Public Works, as well as other support departments.	The purpose of this plan is to guide the City in preparedness, response, recovery, and mitigation of large-scale events that are beyond the routine types of emergency and non-emergency events regularly handled by departments.	This plan primarily makes use of existing City resources, and lays out coordination and documentation procedures that may be needed for recovery funds through a Stafford Act declaration. It also addresses emergency purchasing, as outlined in the City's Financial Management Program.
<b>Local Emergency Operations Plan</b>	This describes roles and responsibilities during large-scale disasters or emergencies. The plan encompasses Police, Fire, Communications, and Public Works, as well as other support departments.	The purpose of this plan is to guide the City in preparedness, response, recovery, and mitigation of large-scale events that are beyond the routine types of emergency and non-emergency events regularly handled by departments.	This plan primarily makes use of existing City resources, and lays out coordination and documentation procedures that may be needed for recovery funds through a Stafford Act declaration. It also addresses emergency purchasing, as outlined in the City's Financial Management Program.
<b>Hazard Mitigation Plan</b>	Milton participates in development of this county-wide plan every 5 years. It assesses the various hazards facing the metropolitan area and highlights ways of making the community more resilient	The purpose of this plan is to guide mitigation of the impacts of human and natural disasters on a county-wide basis, including in the City of Milton.	Participation in the plan may provide mitigation grant opportunities in the wake of a Stafford Act Declaration.
<b><u>Milton Fire-Rescue Department Five-Year Strategic Plan</u></b>	A five-year strategic plan that includes objectives to accomplish both city-wide initiatives outlined in the City's Strategic Plan as well as integral fire-department considerations to improve service delivery, firefighter safety and health, and professionalism.	The purpose of this plan is to ensure our planning and funding requests align with the City plan and with department-identified needs for the period between 2021 and 2025.	Unless there are unforeseen legal or operational mandates during the period covered, new capital and operating initiatives will be based on this plan.

## In Progress

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
<b>Local Road Safety Plan</b>	Plan that identifies and engages stakeholders, collects and analyzes safety data, and evaluates and implements cost effective proven solutions to address local road safety.	Address roadway concerns through a combination of engineering, enforcement, education, and emergency services to strategically make our roadways as safe as possible.	Funding of strategies and action plan to implement identified solutions.

# STRATEGIC PLANNING AND PERFORMANCE MEASUREMENT

City Council in March 2021 unanimously approved Milton's 2021-2025 Strategic Plan. Led by the Mayor and Council members, and in tandem with other guiding documents like Milton's 2040 Comprehensive Plan, the Strategic Plan will drive City decision-making for this 5-year stretch. In doing so, it will help ensure the City efficiently and effectively serves its citizens while living up to the Plan's values and realizing its priorities, goals, and objectives.

## MILTON'S STRATEGIC PLAN

Milton's Strategic Plan grew from a deliberate, innovative, and inclusive process aimed at reflecting City leaders and the public's will for the municipal government. The project team partnered with BerryDunn to solicit input from elected officials, City staff, business owners, a diverse assortment of other key stakeholders, and citizens – the latter through surveys, an online engagement website, social media posts, and interactive forums. The goal from all this was to get people's thoughts on what the City does well, what it should focus on going forward, and what its governing philosophy should be.

This collaboration led to an updated Strategic Plan to guide the City Council and staff while setting expectations for all of those who interact with the City. Central to this document are an update mission, vision, and the core values of service, teamwork, ownership, leadership, and rural heritage that should guide actions each Team Milton member takes while serving the community.

In addition, these three strategic priorities are central to the Plan:

- Ensure Milton's Sustainability and Resiliency
- Continue Smart Land Planning to Keep Milton Unique
- Acquire, Manage, and Develop Public Land and Resources to Support Milton's High Quality of Life

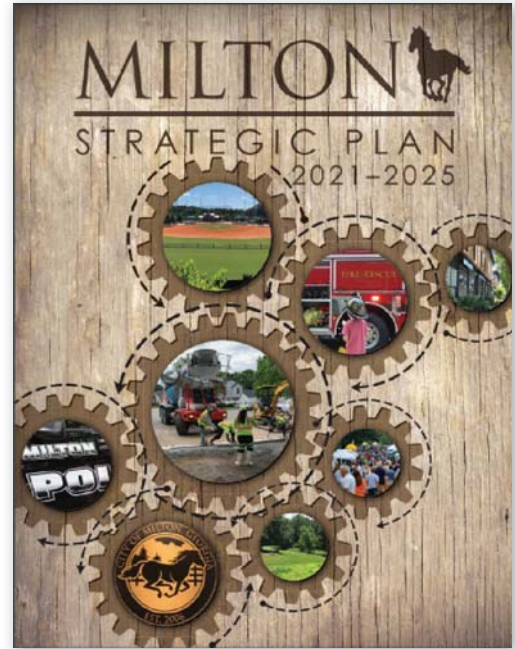
Under each of these priorities is a clear "current state" (what Milton is like now) and "future state" (what Milton should be like by 2025). The Strategic Plan then lays out a number of goals, objectives and outcome measures – each with a proposed timeline and clear deliverables – designed to help the City reach its desired "future state."

To learn more about this process and read Milton's 2021-2025 Strategic Plan, go to [www.cityofmiltonga.us/StrategicPlan](http://www.cityofmiltonga.us/StrategicPlan).

While the Strategic Plan is a foundational document, it is not the only one that will guide Milton's decision-makers – and thus budgetary decisions – in the coming years. The 2040 Comprehensive Plan, for example, features dozens of short-term work programs on an array of topics that arose from an extensive, community-driven process. There are also several other important documents (several of them "master plans") approved by Council – such as ones related to transportation, emergency management, parks and recreation, trails, and specific properties like the former Milton Country Club – that involved extensive community input and could factor into budget requests as well. It is incumbent on City staff, along with Council, to consider all these plans in a cohesive manner that helps accomplish goals set by City leaders.

Milton has several performance and outcome measures that allow City staff to track accountability and progress towards accomplishing the goals and objectives/strategies set out in these plans. One is the National Community Survey (NCS), a standardized, scientific survey that allows the City of Milton to compare itself to past performances and other local governments on a variety of measures including governance, safety, recreation and more. The City's FY 2022 budget funds this survey, which should be completed in time for its results to inform planning for the FY 2023-FY2025 budget years. Please see [www.cityofmiltonga.us/ncs](http://www.cityofmiltonga.us/ncs) for a complete overview of the responses received in the NCS's conducted in 2009, 2012, 2014, 2016, and 2019, as well as information regarding the forthcoming 2022 survey.

Additionally for FY 2022, each department has submitted division-specific goals, strategies, and performance measures to be included in the Budget Book. These will give the public a better understanding of how budget requests for this given fiscal year were put together, the criteria by which they were considered, what outcomes can be anticipated through the spending of those dollars over the course of the fiscal year, how performance in any given year compares to recent activity within that department, and ultimately how those goals tie back to the other planning documents. This enhancement to the Budget Book is an added transparency measure for Milton's residents and stakeholders. These goals and strategies can be found in the General Fund Expenditures by Department section of this document.



# MILTON STRATEGIC PLAN 2021-2025

General Government  
Judicial  
Public Safety  
Public Works  
Culture & Recreation  
Housing & Development

## Strategic Priority #1 - Ensure Milton's Sustainability and Resiliency

### GOAL #1: Ensure Milton's long-term financial sustainability

<b>Objective #1</b> Further diversify the City's revenue sources to reduce reliance on property tax revenues and diminish the effects of economic fluctuations	✓					
<b>Objective #2</b> Enhance the commercial tax base with businesses that fit into a cohesive, community-driven vision for Milton						✓
<b>Objective #3</b> Establish a financial metrics comparison relative to similar municipalities	✓					

### GOAL #2: Ensure Milton's readiness and preparedness to respond to disasters as well as unusual or critical events

<b>Objective #1</b> Develop cross-disciplinary systems that can respond to unanticipated emergencies, including specialized training and the leveraging of suitable technology			✓			
<b>Objective #2</b> Identify and plan for natural and manmade disaster mitigation opportunities and recovery needs	✓		✓			
<b>Objective #3</b> Develop, with Milton's partner cities, a seamless integrated plan (including training) to respond to hostile events			✓			

### GOAL #3: Protect and preserve Milton's environment through sound land use, environmental stewardship, green infrastructure, and sustainable practices

<b>Objective #1</b> Identify opportunities to improve the management of solid waste collection that aligns with sustainable best practices						✓
<b>Objective #2</b> Prioritize and fund environmental initiatives that will make Milton a better place today and tomorrow				✓		✓



# MILTON STRATEGIC PLAN 2021-2025

General  
Government  
Judicial  
Public Safety  
Public Works  
Culture &  
Recreation  
Housing &  
Development

## Strategic Priority #1 - Ensure Milton's Sustainability and Resiliency

### GOAL #4: Maintain a secure community in which people can live, work, and play safely

<b>Objective #1</b> Deliver effective, efficient emergency and nonemergency services to minimize fatalities, severe injuries, and loss			✓			
<b>Objective #2</b> Identify and prioritize notable risk-threat hazards in Milton, develop a strategy to reduce their potential harm, implement this strategy, then evaluate its impact			✓			
<b>Objective #3</b> Establish a sustainable Safety Crisis Intervention Team (SCIT) within the Police Department to collaboratively, efficiently, and effectively respond to crises			✓			
<b>Objective #4 -</b> Rebrand the Milton Fire Department's Community Paramedicine program - expanding its scope, mission, and service to citizens			✓			
<b>Objective #5</b> Create a joint fire-police task force (in partnership with outside providers) to respond to critical events, address non-emergency social services, and take a holistic look at community needs			✓			

### GOAL #5: Implement a transportation infrastructure that meets current needs, accounts for future growth, and allows residents to traverse Milton in a calm, safe, efficient manner

<b>Objective #1</b> Alleviate traffic congestion to reduce travel time and traffic speed throughout Milton	✓		✓	✓		
<b>Objective #2</b> Improve conditions for walking and cycling throughout the city			✓	✓		

# MILTON STRATEGIC PLAN 2021-2025

General  
Government  
Judicial  
Public Safety  
Public Works  
Culture &  
Recreation  
Housing &  
Development

## Strategic Priority #1 - Ensure Milton's Sustainability and Resiliency

### GOAL #6: Cultivate a diverse, engaged, and healthy workforce dedicated to service and excellence

<b>Objective #1</b> Provide continuous development of all Milton staff so that skills and competencies are strengthened, work quality increases, and the City becomes a learning organization	✓	✓	✓	✓	✓	✓
<b>Objective #2</b> Create an inclusive work environment where a diverse group of employees and contracted service members form a team that are considered full partners in the delivery of high-quality programs and services	✓	✓	✓	✓	✓	✓
<b>Objective #3</b> Strengthen the on-boarding and leadership competencies of those serving on City boards and commissions, as well as in volunteer leadership roles	✓				✓	✓
<b>Objective #4</b> Attract and retain a first-rate workforce that is more closely reflective of the community's diversity and prepared to lead into the future	✓	✓	✓	✓	✓	✓
<b>Objective #5</b> Enhance the wellness program to support City of Milton employees' physical and emotional fitness and well-being	✓					

### GOAL #7: Enhance the effectiveness of the City's information technology to promote efficient operations and customer-oriented service delivery

<b>Objective #1</b> Increase the reliability of technology support to the organization through technology service reporting, domain migration, and the enhancement of a disaster recovery plan	✓					
<b>Objective #2</b> Establish a plan to create an intranet for City employees by December 31, 2021	✓					
<b>Objective #3</b> Enhance the system for inventory management and "lifecycle" replacement of the City's hardware by December 31, 2021	✓					
<b>Objective #4</b> Increase transparency through digital accessibility to City records, resources, and services	✓					

# MILTON STRATEGIC PLAN 2021-2025

General  
Government  
Judicial  
Public Safety  
Public Works  
Culture &  
Recreation  
Housing &  
Development

## Strategic Priority #2 - Continue Smart Land Planning to Keep Milton Unique

### GOAL #1: Establish Milton as a location of choice for equestrian hobbyists and preserve the farm lifestyle that contributes to the City's unique sense of character and place

Objective	General Government	Judicial	Public Safety	Public Works	Culture & Recreation	Housing & Development
<b>Objective #1</b> Explore the establishment of equestrian character area zones around Milton						✓
<b>Objective #2</b> Identify and encourage equestrian lifestyle, heritage, and visitor experiences						✓
<b>Objective #3</b> Establish a national marketing campaign to promote Milton's equestrian lifestyle						✓
<b>Objective #4</b> Establish Birmingham Park as an equestrian destination				✓	✓	
<b>Objective #5</b> Offer incentives and increase/reduce regulations that make it easy to build and maintain a farm						✓
<b>Objective #6</b> Attract complimentary goods and services for equestrian/agricultural operations to Milton						✓

### GOAL #2: Enhance the city's commercial nodes and character areas while maintaining the rural charm that makes Milton special

<b>Objective #1</b> Stop sprawl from eroding Milton's distinctive rural look and feel						✓
<b>Objective #2</b> Interweave the City's architectural standards with its land use plan to preserve Milton's unique character	✓					✓
<b>Objective #3</b> Integrate equestrian branding into the City's commercial nodes through signage, names, gateways, and architectural elements to emphasize Milton's sense of place and identity						✓

# MILTON STRATEGIC PLAN 2021-2025

General Government  
Judicial  
Public Safety  
Public Works  
Culture & Recreation  
Housing & Development

## Strategic Priority #3 - Acquire, Manage, and Develop Public Land and Resources to Support Milton's High Quality of Life

### GOAL #1: Develop and maintain active park spaces and facilities where all Milton residents can enjoy recreational opportunities

<b>Objective #1</b> Better leverage current parks and partnerships to increase recreational opportunities					✓	
<b>Objective #2</b> Address needs of low-income families by offering a financial aid program for recreation programs					✓	
<b>Objective #3</b> Analyze needs, acquire land, and develop programming in underserved parts of Milton per the 2027 Comprehensive Parks and Recreation Master Plan					✓	
<b>Objective #4</b> Identify and offer opportunities for new recreation programs that meet citizens' needs and expectations	✓				✓	

### GOAL #2: Enhance existing passive parks to promote and preserve Milton's natural beauty for the enjoyment of all residents

<b>Objective #1</b> Create plan to enhance Birmingham Park for equestrian use by December 31, 2021				✓	✓	
<b>Objective #2</b> Phase in the Providence Park Master Plan to improve Providence Park as identified in the City's Capital Improvement Plan				✓	✓	
<b>Objective #3</b> Add aesthetically pleasing, informative, educational signage at City-owned natural areas and habitats				✓	✓	
<b>Objective #4</b> Phase in the plan to improve the former Milton Country Club				✓	✓	



# MILTON STRATEGIC PLAN 2021-2025

General  
Government  
Judicial  
Public Safety  
Public Works  
Culture &  
Recreation  
Housing &  
Development

## Strategic Priority #3 - Acquire, Manage, and Develop Public Land and Resources to Support Milton's High Quality of Life

### GOAL #3: Improve mobility networks to create a more connected Milton

	General Government	Judicial	Public Safety	Public Works	Culture & Recreation	Housing & Development
<b>Objective #1</b> Connect neighborhoods, character areas, retail nodes, and open spaces in accordance with the Milton Community Trail Prioritization Plan				✓		
<b>Objective #2</b> Create interactive maps, trail heads, standard signage and markers, and public education campaigns that show how to access Milton's trail and bike system	✓			✓		
<b>Objective #3</b> Create a standing Trails Advisory Committee to help prioritize and guide the build-out of Milton's trail system					✓	
<b>Objective #4</b> Implement plan for multi-use (i.e. walking, biking) connections to the Big Creek Greenway				✓		
<b>Objective #5</b> Establish an "Adopt-a-Trail Program" to assist with the City's trail system maintenance					✓	
<b>Objective #6</b> Identify roads with high frequency of bicyclists and create routes that allow safe bicycle travel throughout Milton				✓		✓

# MILTON STRATEGIC PLAN 2021-2025

General  
Government  
Judicial  
Public Safety  
Public Works  
Culture &  
Recreation  
Housing &  
Development

## Strategic Priority #3 - Acquire, Manage, and Develop Public Land and Resources to Support Milton's High Quality of Life

### GOAL #4: Facilitate and promote the use of public spaces for arts, culture, and events that make people feel welcome and connected with our community

	General Government	Judicial	Public Safety	Public Works	Culture & Recreation	Housing & Development
<b>Objective #1</b> Explore adding an outdoor performing arts space/venue				✓		✓
<b>Objective #2</b> Explore the addition of more public art to parks and community spaces				✓	✓	✓
<b>Objective #3</b> Distribute community spaces so there is more equitable access throughout Milton	✓			✓	✓	✓
<b>Objective #4</b> Create technologically interactive spaces	✓					
<b>Objective #5</b> Explore the creation of an "Adopt-a-Roundabout" program for citizens to further beautify roundabouts around the city				✓		

### GOAL #5: Protect and enhance Milton's greenspaces to maintain the natural beauty of the city for present and future generations

<b>Objective #1</b> Identify and establish the appropriate use of each existing City-owned greenspace				✓	✓	
<b>Objective #2</b> Create signage and educational components for trees and habitats	✓					✓
<b>Objective #3</b> Explore opportunities for the City to acquire more greenspace						✓
<b>Objective #4</b> Create interactive maps, trail heads, standard signage and markers, and public education showing how to access Milton's trail and bike system	✓			✓	✓	

# CITY LOCATION & KEY DEMOGRAPHICS

## CITY HALL

2006 Heritage Walk,  
Milton, Georgia 30004  
678.242.2500

[cityofmiltonga.us](http://cityofmiltonga.us)

Hours of Operation  
**8:30 a.m. to 5:00 p.m.**

The City of Milton is a suburban city located in the northern most portion of Fulton County, Georgia, just 31 miles from downtown Atlanta. Following a July 2006 referendum where 85 percent of Milton voters overwhelmingly approved cityhood, the City officially incorporated on Dec. 1, 2006. The City has been recognized nationally for its high quality of life, most recently being identified as the "Best City to Live in Georgia" by financial news and opinion website 24/7 Wall St. Milton has also consistently ranked among the top five safest cities in Georgia.



# CITY OF MILTON, GA

## AT A GLANCE

Date of Incorporation – **December 1, 2006**

- Area – **39.1 square miles**
- Total Adopted Fiscal Year 2022 Budget - **\$46.2M**

### Demographics

- Population = **40,000**
- By Sex = Males, **19,420** and Females, **20,580**
- Median Age = **38.5**
- Average Family Size = **3.35**
- Median Home Value = **\$511,307**
- Median Household Income = **\$138,504**
- Per Capita Income = **\$62,345**

### EDUCATIONAL ATTAINMENT

- High School Graduate or More = **98%**
- Bachelor's Degree or Higher = **68%**  
(Note: Percentages calculated for 25 years or older age category.)

### Business Statistics

DESCRIPTION	NUMBERS
Home-Based Business	<b>391</b>
Gross Receipts	<b>399</b>
# of Employees	<b>24</b>
Professional Practitioner	<b>34</b>
Non-Profit	<b>10</b>
	<b>858</b>

### TOP MILTON EMPLOYERS

Verizon	<b>1,272*</b>
Fulton County Schools	<b>1,014</b>
Infor (US), Inc	<b>351</b>
Walmart	<b>283</b>
Intelligrated Systems, LLC	<b>268</b>
Publix	<b>236</b>

\*Verizon has changed their reporting model to only include workers within the city limits.

### Existing Land Usage

Land Use	Acres	Land Use Percentage	Land Use	Acres	Land Use Percentage
Ag/Equestrian	9,048	36.12%	Private Recreation/ Golf Course	1,119	4.47%
City Owned/ Parks/Greenspace	683	2.73%	Residential	8,234	32.87%
Commercial	616	2.46%	Right of Way	1,405	5.61%
Forested/Undeveloped	2,662	10.63%	Senior Living	8	0.03%
Institutional	690	2.75%	Transportation/ Communication/Utility	59	0.23%
Lakes/Ponds	457	1.83%			
Mixed-Use	69	0.28%			
			<b>TOTAL</b>	<b>25,049</b>	<b>100%</b>

Note: GIS and Community Development are undergoing updates to the land use map based on the Comprehensive Plan process that is underway. Resulting changes to the categories will be updated in FY 2023's budget book.



# ELECTED OFFICIALS



MAYOR

Joe Lockwood



DISTRICT 1/POST 1

Peyton Jamison



DISTRICT 2/POST 1

Laura Bentley



DISTRICT 3/POST 1

Joe Longoria



DISTRICT 1/POST 2

Carol Cookerly



DISTRICT 2/POST 2

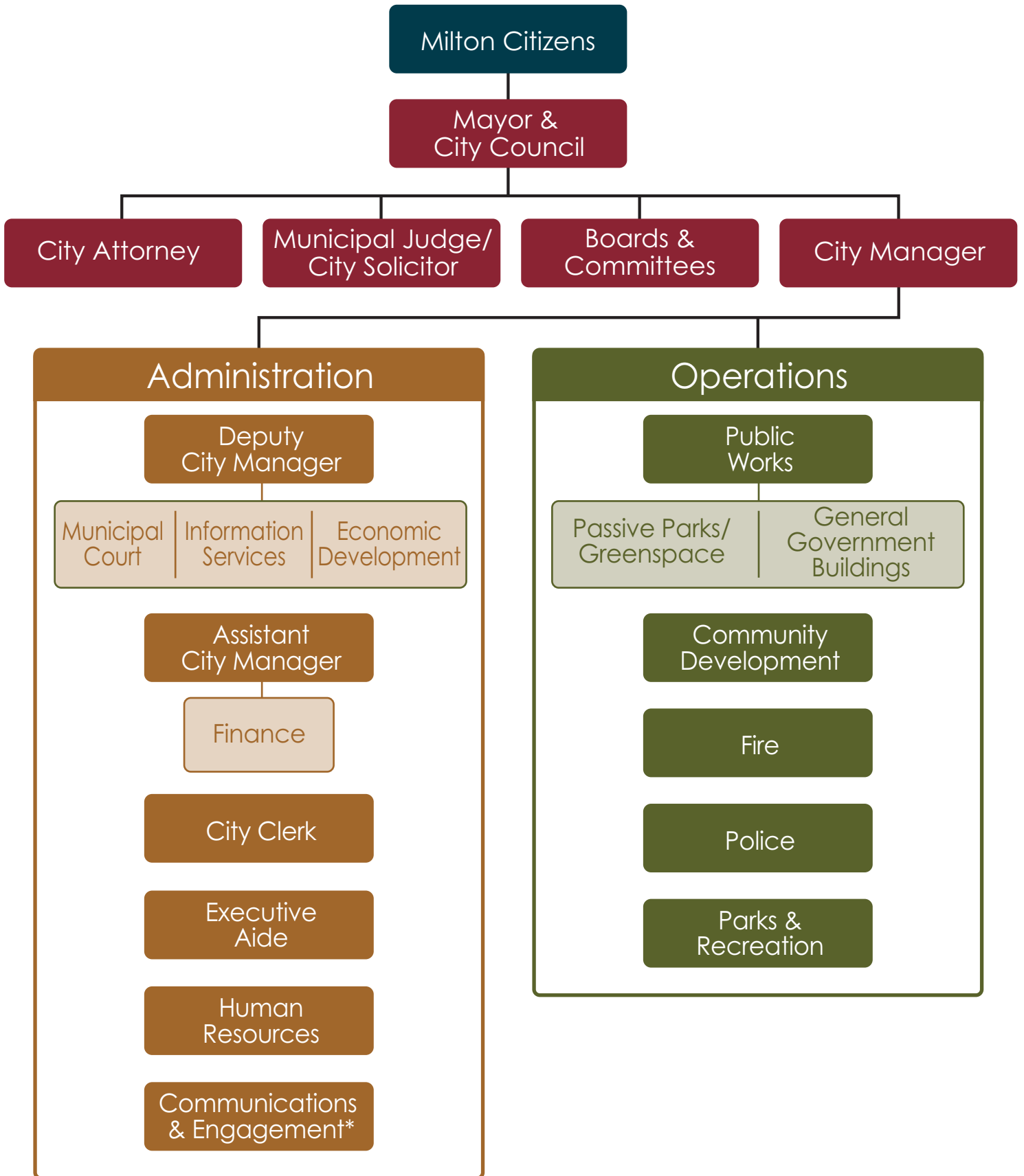
Paul Moore



DISTRICT 3/POST 2

Rick Mohrig

# ORGANIZATIONAL CHART



\*For purposes of the organizational chart, these two departments are combined for reporting purposes, while budgeted for separately. Please see the individual department pages beginning on p. 66 for department specific organizational charts.

## FY 2022 Staffing Summary By Department

DEPARTMENT NAME	FY 2020	FY 2021	FY 2022	FY 2022 REQUESTS	VARIANCE
<b>FULL-TIME</b>					
City Clerk	2	1	1	0	0
City Manager	3	4	4	0	0
Finance	5	5	5	0	0
Information Services	2	1	1	0	0
Human Resources	2	2	2	0	0
Communications	2	2	2	0	0
Community Outreach & Engagement	1	1	1	0	0
Municipal Court	2	1	1	0	0
Police	46	46	46	3	3
Fire	64	64	65	0	1
Public Works	8	8	8	1.25	1.25
Parks & Recreation (Active)	3	3	3	0	0
Community Development	12	17	17	0.75	0.75
Economic Development	1	0	0	0	0
<b>TOTAL FULL-TIME</b>	<b>153</b>	<b>155</b>	<b>156</b>	<b>5</b>	<b>6</b>
<b>PART-TIME</b>					
Mayor & Council	7	7	7	0	0
City Clerk	1	1	1	0	0
Finance	1	1	1	0	0
Community Outreach & Engagement	2	1	1	0	0
Municipal Court	2	2	2	1	1
Police	3	4	4	0	0
Public Works	3	3	3	0	0
Parks & Recreation (Active)	0	0	0	0	0
Community Development	1	0	0	0	0
Economic Development	0	1	1	0	0
<b>TOTAL PART-TIME</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>1</b>	<b>1</b>
<b>SEASONAL</b>					
Community Outreach & Engagement	2	2	2	0	0
Parks & Recreation (Active)	12	12	12	0	0
<b>TOTAL SEASONAL</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>TOTAL CITY EMPLOYEES (ALL SCHEDULES)</b>	<b>187</b>	<b>189</b>	<b>190</b>	<b>6</b>	<b>9</b>

## FY 2022 Staffing Summary By Department continued

### Notes:

- This list does not include board/committee members who may be eligible for meeting attendance stipends, volunteers or unpaid interns.
- A category for seasonal employees has been added which now includes the staff for Camp Joyful Soles and two paid summer interns.
- The FY 2021 & FY 2022 position counts incorporate several changes that were made through a formal budget amendment in May 2021 including position additions, deletions, and mergers.

### FY21 to FY22 Variances Explained:

- Police has requested the addition of three sworn positions: one Sergeant and two officers for the traffic enforcement division.
- Public Works has requested a full-time Infrastructure Inspector and a Development Engineer that will be shared with the Community Development Department (30% to PW/70% to CD).
- Municipal Court has requested a part-time Court Baliff.

Please see the FY22 Maintenance and Operating Initiatives for a detailed listing of requested positions and reclassifications.

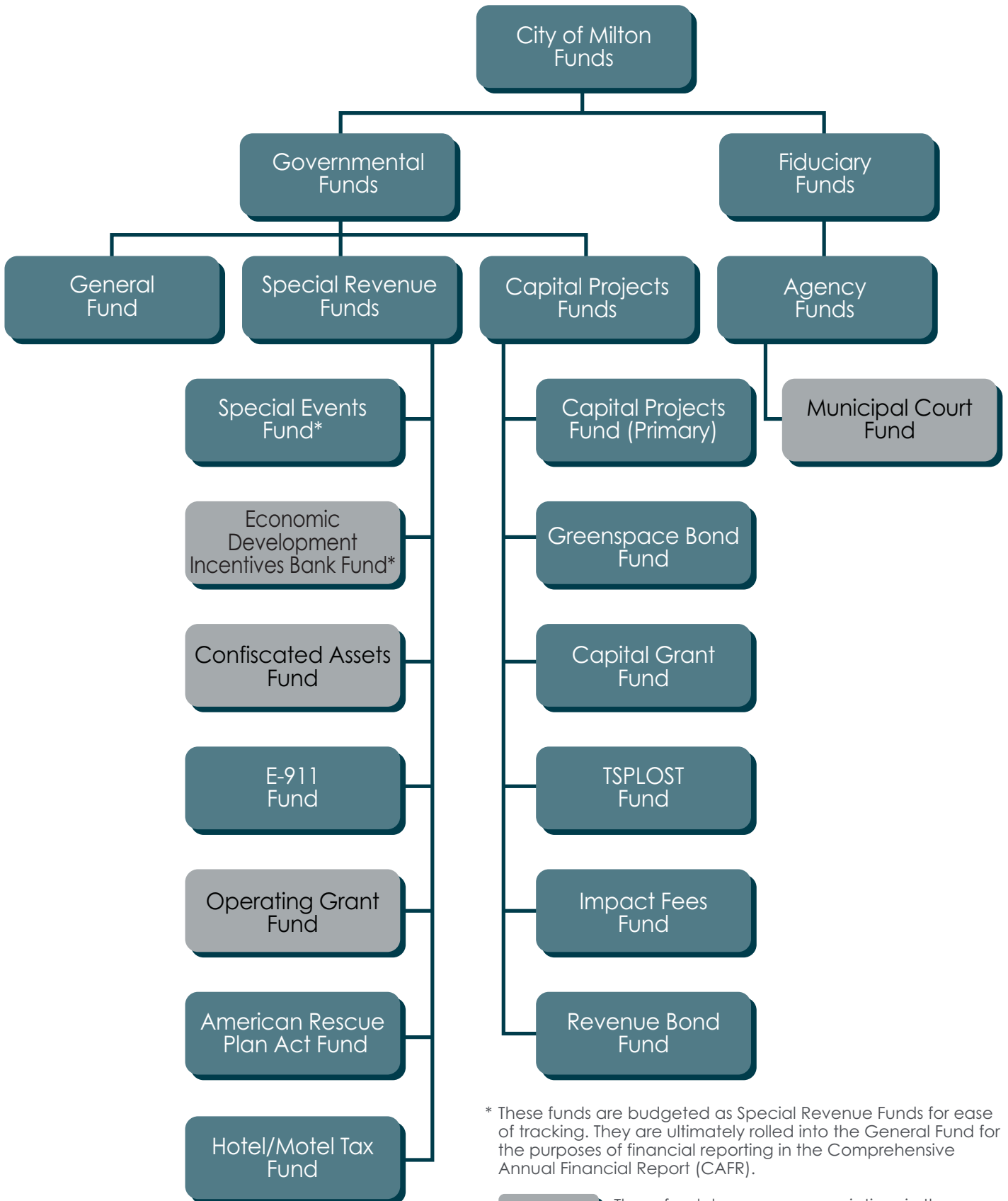





# FINANCIAL POLICIES AND PROCEDURES



# FUND STRUCTURE



\* These funds are budgeted as Special Revenue Funds for ease of tracking. They are ultimately rolled into the General Fund for the purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

 These funds have no appropriations in the FY 2022 Budget.

# DEPARTMENT-FUND RELATIONSHIP

The following shows which departments are represented within each budgeted fund for Fiscal Year 2022.  
(Capital funds include project-length budgets that may not have additional funding requests in FY 2022.)

**General Fund**



Mayor & Council  
 City Clerk  
 City Manager  
 General Administration  
 Finance  
 Legal  
 Information Services  
 Human Resources  
 Risk Management  
 General Government Buildings  
 Communications  
 Community Outreach & Engagement  
 Municipal Court  
 Police  
 Fire  
 Public Works  
 Parks & Recreation (Active)  
 Passive Parks/Greenspace  
 Community Development  
 Economic Development

**Capital Projects Fund (Primary)**

Finance  
 Information Services  
 General Government Buildings  
 Police  
 Fire  
 Public Works  
 Parks & Recreation (Active)  
 Passive Parks/Greenspace  
 Community Development

**Greenspace Bond Fund**

Passive Parks/Greenspace  
 Debt Service

**TSPLOST Fund**

Public Works

**Capital Grant Fund**

Public Works  
 Parks & Recreation (Active)

**Special Events Fund**

Community Outreach & Engagement

**E-911 Fund**

Police

**Impact Fees Fund**

General Government Buildings  
 Fire  
 Public Works  
 Parks & Recreation (Active)  
 Community Development

**American Rescue Plan Act Fund**

Allocation of funds to be determined upon final guidance from the Department of Treasury and an approved spending plan from Mayor & Council.

**Revenue Bond Fund**

Fire  
 Debt Service

**Hotel/Motel Tax Fund\***

Community Outreach & Engagement

\*100% of hotel/motel taxes collected will be transferred to the Special Events Fund to promote tourism and community engagement.

# FINANCIAL POLICIES AND PROCEDURES

The City has developed financial policies and procedures to ensure that financial resources are managed in a prudent manner. In addition, Milton's budgeting and accounting practices conform to Generally Accepted Accounting Principles (GAAP) as announced by the Government Accounting Standards Board (GASB) and the Georgia Uniform Chart of Accounts.

## Budgetary Policies

### BALANCED BUDGET

The budget is balanced for each budgeted fund. Total anticipated revenues plus the portion of the fund balance in excess of required reserves that is designated as a budgeted funding source must equal the total estimated expenditures for each fund. The City is prohibited from balancing current expenditures through the obligation of a future year's resources.

### BASIS OF BUDGETING

All governmental funds use the modified accrual basis of accounting for budgeting purposes as well as financial reporting purposes in the audited financial statement.

### LEVEL OF BUDGET ADOPTION AND CONTROL

All budgets are adopted at the legal level of budgetary control, which is the department level within each individual fund.

### BUDGET CONTROL REPORTS

The City maintains a system of budgetary control reports to ensure adherence to the budget. Departments also have access to financial reports which, compare actual revenues and outstanding encumbrances and expenditures with budgeted amounts.

### BUDGET AMENDMENT PROCESS

The budget is a dynamic, rather than static, plan that requires adjustments and formal budget amendments as circumstances change. The mayor and city council must approve all increases in total departmental appropriations. Department heads may submit budget amendment requests transferring appropriations from one line item to another within the specific department appropriation and fund, and obtain approval from the City Manager. Adjustments from appropriations that have been obligated, committed, or reserved for a designated purpose cannot be transferred until a formal de-obligation occurs.

### APPROPRIATION LAPSES AT YEAR-END

All operating budget appropriations, including encumbered appropriations, lapse at the end of the fiscal year. Purchases encumbered in the current fiscal year, but not received until the following year, must be charged against a department's subsequent year appropriation.

### UTILIZATION OF PRIOR YEAR'S FUND BALANCE

If necessary, the City may use the fund balance in excess of the required reserves as a funding source for that fund's budget in any given year. The utilization of fund balance is considered a use of one-time revenues for budgeting purposes.

# Fund Balance Policy

This policy ensures that the City maintains adequate fund balances and reserves in order to:

1. Provide sufficient cash flow for daily financial needs;
2. Secure and maintain investment-grade bond ratings;
3. Offset significant economic downturns or revenue shortfalls; and
4. Provide funds for unforeseen expenditures related to emergencies.

## FUND BALANCE CATEGORIES

1. **NONSPENDABLE:** Includes amounts that cannot be spent because they are either a.) Not in spendable form or b.) Legally or contractually required to be maintained intact. Nonspendable amounts are determined before all other classifications and consist of the following steps (as applicable in any given fiscal year):
  - a. The City will maintain a fund balance equal to the balance of any long-term outstanding balances due from others (including other funds of the City).
  - b. The City will maintain a fund balance equal to the value of inventory balances and prepaid items (to the extent that such balances are not offset with liabilities and actually result in fund balance).
  - c. The City will maintain a fund balance equal to the corpus (principal) of any permanent funds that are legally or contractually required to be maintained intact.
  - d. The City will maintain a fund balance equal to the balance of any land or other non-financial assets held for sale.
2. **RESTRICTED:** Includes amounts that can be spent only for the specific purposes stipulated by the Georgia Constitution, external resource providers or through enabling legislation.
3. **COMMITTED:** Includes amounts that can be used only for specific purposes determined by a formal action of the City Council. Commitments are only used for specific purposes pursuant to a formal action of the city council. A majority vote is required to approve or remove a commitment.
4. **ASSIGNED:** Includes amounts intended to be used by the City for specific purposes but do not meet the criteria to be classified as restricted or committed.
5. **UNASSIGNED:** Includes the residual classification for the City's general fund and includes all spendable amounts not contained in the other classifications.

## RESERVE FOR WORKING CAPITAL

The reserves required to cover the cost of expenditures caused by unforeseen emergencies, to cover shortfalls due to revenue declines, and to eliminate any short-term borrowing for cash-flow purposes. This reserve accumulates and is then maintained at an amount which represents no less than 25% of the subsequent year's budgeted revenues.

## Revenue Administration Policy

The City strives 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 combines elastic and inelastic revenue sources to minimize the effect of economic downturns. The City works towards diversifying its revenue base in order to reduce its dependence on property taxes. As part of the annual budget process, an objective analytical process estimates revenues realistically and prudently. The City estimates revenues of a volatile nature conservatively.

## Debt Management Policy

A sound fiscal position is maintained by only utilizing long-term tax-exempt debt to provide resources to finance needed capital improvements, while accumulating adequate resources to repay the debt. In addition, a strong financial administration serves to maintain and improve the City's credit rating. Both short-term and long-term debt are permissible when within the guidelines outlined in the City code of ordinances.

## Cash And Investment Policy

The primary objectives of the City's investment activities are: safety, liquidity, and yield.

### SAFETY

Safety of principal is the foremost objective of the investment program. Investments are undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective is to mitigate credit risk and interest rate risk.

### LIQUIDITY

The investment portfolio must remain sufficiently liquid to meet all those operating requirements that may be reasonably anticipated.

### YIELD

The investment portfolio is designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to safety and liquidity.

## Capital Asset Policy

Capital asset means any real or personal property acquired by the City which has an estimated useful life of three or more years with an acquisition value of \$10,000 or more.

The term capital asset includes: land, improvements to land, easements, buildings, improvements to buildings, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible and intangible assets that are used in the operations of the government.

The City records depreciation using the straight-line method over the following useful lives:

Buildings	20–40 years
Vehicles, Equipment and Other	5–12 years
Infrastructure	15–60 years
Land Improvements	10–40 years



# BUDGET PROCESS

Milton's budget process is an ongoing endeavor. The Fiscal Year 2022 process commenced in May 2021 with staff discussions around goal setting and long-range planning based on the priorities set out in Milton's planning documents. At the department level each department head is responsible for providing requests related to both a current services budget as well as an enhanced services budget while Finance staff, along with City Management, calculates expenses associated with salaries and benefits, and projects revenues for the upcoming year.

## THE PROCESS

The process begins with analyzing historical data, recognizing trends, and making allowances for certain unforeseen possibilities. The current services budget determines the costs associated with continuing the same service levels for the upcoming year as are currently being provided for maintenance & operating as well as capital projects. In addition, each department head is responsible for detailing the costs associated with any new or improved services. These enhanced services requests are outlined in the initiatives sections of the budget book.

Throughout June, each department head met with the City Manager, Deputy City Manager, and the Assistant City Manager to explore, in detail, the department requests. At the end of June into early July, the City Manager, Deputy City Manager, and the Assistant City Manager reviewed all budget requests one more time in order to get a high-level perspective of the City-wide budget. As the City has a defined revenue footprint, careful consideration must be given to the priorities identified by the departments. With guidance from the City's Strategic Plan, department goals, and other planning process documents ([see p. 22](#)), the City Manager made the final determination of what would be proposed to Mayor and Council in the final budget document.

The end product is based on revenue anticipations and line-item expenditures within each department, and is developed according to financial best practices and Generally Accepted Accounting Principles (GAAP). All appropriations lapse at year-end with the exception of the capital projects funds, which adopt project-length budgets.

The budget calendar found on [p. 48](#) details the dates when the budget was presented to Mayor and Council as well as the required public hearings. Public hearings are a time for the community to give their input and be heard by Mayor and Council, and staff to ensure a collaborative and transparent process.

Once the final approval has been granted by Mayor and Council and the budget has been adopted, staff continues to review and monitor the budget with each purchase. Department heads have access to budget control reports that provide timely comparisons of actual revenues, encumbrances, and expenditures to the approved budgeted amounts. The budget is a dynamic, rather than static plan which does require adjustments/amendments from time-to-time. By ordinance, requests to transfer appropriations from one line item to another within the same department and same fund must receive approval from the City Manager while increases in total departmental appropriations (i.e. transfers from another department or fund) require approval from Mayor and Council.

# FISCAL YEAR 2022 BUDGET CALENDAR

MAY						
SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

**May 11-Jun 10**  
 Goal setting and long-range planning discussions among departments and management/departments formulate budget requests

JUNE						
SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

**Jun 11**  
 Budget requests due (including M&O Initiatives and Capital Improvement requests)

**Jun 14-Jun 25**  
 Budget requests are discussed with City Manager, Assistant City Manager, Finance Director and Directors/ Department Heads

JULY						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**Jun 28- Jul 9**  
 Budget requests are reviewed by City Manager, Assistant City Manager and Finance Director

**Jul 12-16**  
 Final budget decisions made by City Manager

**Jul 19-30**  
 Finance assembles the budget book for Mayor and Council and Milton stakeholders

AUGUST						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

**Aug 9**  
 Budget Workshop

SEPTEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

**Sep 8**  
 Public Hearing #1 - First Reading of Budget Ordinance

**Sep 13**  
 Final Budget Workshop (if needed)

**Sep 20**  
 Public Hearing #2 - Approval of Budget



# CONSOLIDATED FINANCIAL SUMMARIES

**Consolidated Budget Summary (All Funds)**  
**FY 2019-FY 2022**

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget
<b>REVENUES</b>				
Taxes				
Property Taxes	\$ 17,299,916	\$ 18,481,708	\$ 19,763,756	\$ 19,605,280
Sales & Use Taxes	16,824,966	15,658,431	17,487,631	17,451,706
Business & Other Taxes	3,401,308	3,580,792	3,486,100	3,540,300
Licenses & Permits	700,580	567,765	979,800	1,470,300
Intergovernmental Revenues	888,118	556,060	10,841,091	7,836,612
Charges for Services	2,817,577	2,543,907	2,672,832	2,583,057
Fines & Forfeitures	448,243	310,114	460,000	438,832
Investment Income	956,330	478,704	29,946	39,400
Contributions & Donations	51,785	32,402	1,887	7,500
Miscellaneous Revenue	222,798	176,551	267,348	226,683
<i>subtotal</i>	<u>\$ 43,611,623</u>	<u>\$ 42,386,434</u>	<u>\$ 55,990,391</u>	<u>\$ 53,199,670</u>
Other Financing Sources				
Proceeds From Sale Of Assets	\$ 168,100	\$ 22,692	\$ 28,223	\$ 115,000
Bond Proceeds	-	26,863,663	-	-
Interfund Transfers In	9,045,265	7,671,144	18,773,645	9,534,999
Budgeted Fund Balance	-	-	45,016,403	1,265,031
<i>subtotal</i>	<u>\$ 9,213,365</u>	<u>\$ 34,557,499</u>	<u>\$ 63,818,271</u>	<u>\$ 10,915,030</u>
<b>TOTAL REVENUES</b>	<b>\$ 52,824,988</b>	<b>\$ 76,943,933</b>	<b>\$ 119,808,662</b>	<b>\$ 64,114,700</b>
<b>EXPENDITURES (by Function)*</b>				
General Government	\$ 4,140,103	\$ 4,115,911	\$ 4,931,594	\$ 4,935,300
Judicial	428,571	458,499	366,955	352,277
Public Safety	13,697,371	15,440,313	21,151,432	15,388,728
Public Works	12,198,503	18,527,363	40,529,421	12,811,504
Culture & Recreation	15,683,286	5,720,222	20,533,702	4,989,575
Housing & Development	1,699,026	1,858,278	2,766,843	2,192,368
Debt Service	2,561,519	10,628,221	3,362,457	3,363,207
Contingency	-	-	-	489,493
Initiatives	-	-	-	1,703,745
<i>subtotal</i>	<u>\$ 50,408,379</u>	<u>\$ 56,748,807</u>	<u>\$ 93,642,405</u>	<u>\$ 46,226,196</u>
Other Financing Uses				
Interfund Transfers Out	\$ 9,045,265	\$ 7,671,144	\$ 18,773,645	\$ 9,534,999
Restricted Fund Balance	-	-	7,392,612	8,353,504
<i>subtotal</i>	<u>\$ 9,045,265</u>	<u>\$ 7,671,144</u>	<u>\$ 26,166,257</u>	<u>\$ 17,888,504</u>
<b>TOTAL EXPENDITURES</b>	<b>\$ 59,453,644</b>	<b>\$ 64,419,951</b>	<b>\$ 119,808,662</b>	<b>\$ 64,114,700</b>
Total Revenues Over/(Under)				
Expenditures	\$ (6,628,657)	\$ 12,523,982	\$ (37,623,791)	\$ 7,088,474
Beginning Fund Balance	49,618,597	42,989,940	55,513,922	17,890,131
<b>ENDING FUND BALANCE</b>	<b>\$ 42,989,940</b>	<b>\$ 55,513,922</b>	<b>\$ 17,890,131</b>	<b>\$ 24,978,605</b>

Note: The FY 2021 Amended Budget reflects project-length budget balances. Unspent capital project appropriations and corresponding revenue anticipations as of 9/30/2021 will carry forward to the subsequent year's budget through budgeted fund balance.

**Consolidated Budget Summary (All Funds)**  
**FY 2020-FY 2022**

	FY 2020 Total Activity						FY 2021 Amended Budget						
	General Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLST Fund	Revenue Bond Fund	Other Funds	General Fund	American Rescue Plan Act Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLST Fund	Revenue Bond Fund	Other Funds
<b>REVENUES</b>													
Taxes													
Property Taxes	\$ 16,571,297	\$ 126,454	\$ 1,783,958	\$ -	\$ -	\$ -	\$ 17,996,477	\$ -	\$ 110,000	\$ 1,657,279	\$ -	\$ -	\$ -
Sales & Use Taxes	9,221,154	-	-	6,397,653	-	39,624	10,184,181	-	-	7,283,450	-	-	20,000
Business & Other Taxes	3,573,448	771	6,573	-	-	-	3,484,600	-	-	1,500	-	-	-
Licenses & Permits	567,765	-	-	-	-	-	979,800	-	-	-	-	-	-
Intergovernmental Revenues	6,230	-	-	-	-	549,830	6,871	7,391,612	252,584	-	-	-	3,190,024
Charges for Services	408,569	47,166	-	-	-	2,088,172	550,610	-	90,722	-	-	-	2,031,500
Fines & Forfeitures	284,382	-	-	-	-	25,732	460,000	-	-	-	-	-	-
Investment Income	184,972	1,508	50,544	122,073	116,706	2,900	20,200	1,000	-	500	8,200	-	46
Contributions & Donations	24,003	-	-	-	-	8,399	1,887	-	-	-	-	-	-
Miscellaneous Revenue	139,201	-	37,350	-	-	-	196,158	-	71,190	-	-	-	-
<b>subtotal</b>	<b>\$ 30,981,022</b>	<b>\$ 175,899</b>	<b>\$ 1,878,425</b>	<b>\$ 6,519,726</b>	<b>\$ 116,706</b>	<b>\$ 2,714,656</b>	<b>\$ 33,880,784</b>	<b>\$ 7,392,612</b>	<b>\$ 524,496</b>	<b>\$ 1,659,279</b>	<b>\$ 7,291,650</b>	<b>\$ -</b>	<b>\$ 5,241,570</b>
Other Financing Sources													
Proceeds From Sale Of Assets	\$ 22,692	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,223	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	-	-	-	-	26,863,663	-	-	-	-	-	-	-	-
Interfund Transfers In	689,484	5,774,463	-	-	1,158,509	48,688	1,716,077	-	13,655,033	-	953,112	1,650,026	799,397
Budgeted Fund Balance	-	-	-	-	-	-	3,932,211	-	11,976,803	5,071,007	17,319,396	3,875,661	2,841,327
<b>subtotal</b>	<b>\$ 712,176</b>	<b>\$ 5,774,463</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,022,172</b>	<b>\$ 48,688</b>	<b>\$ 5,676,511</b>	<b>\$ -</b>	<b>\$ 25,631,836</b>	<b>\$ 5,071,007</b>	<b>\$ 18,272,508</b>	<b>\$ 5,525,687</b>	<b>\$ 3,640,723</b>
<b>TOTAL REVENUES</b>	<b>\$ 31,693,198</b>	<b>\$ 5,950,362</b>	<b>\$ 1,878,425</b>	<b>\$ 6,519,726</b>	<b>\$ 28,138,879</b>	<b>\$ 2,763,344</b>	<b>\$ 39,557,295</b>	<b>\$ 7,392,612</b>	<b>\$ 26,156,331</b>	<b>\$ 6,730,286</b>	<b>\$ 25,564,158</b>	<b>\$ 5,525,687</b>	<b>\$ 8,882,294</b>
<b>EXPENDITURES (by Function)</b>													
General Government	\$ 3,904,864	\$ 211,047	\$ -	\$ -	\$ -	\$ -	\$ 4,773,602	\$ -	\$ 157,992	\$ -	\$ -	\$ -	\$ -
Judicial	458,499	-	-	-	-	-	366,955	-	-	-	-	-	-
Public Safety	12,533,136	1,257,396	-	-	371,503	1,278,279	12,603,760	-	3,104,049	-	-	3,745,300	1,698,323
Public Works	2,413,037	503,699	-	2,693,496	12,802,119	115,012	3,115,463	-	10,527,109	-	25,564,158	130,360	1,192,331
Culture & Recreation	1,493,298	333,660	2,452,036	-	-	1,441,228	1,517,389	-	10,478,050	5,017,854	-	-	3,520,409
Housing & Development	1,742,620	46,136	-	-	-	69,522	1,875,067	-	811,622	-	-	-	80,154
Debt Service	-	-	1,715,181	-	8,913,039	-	-	-	-	1,712,431	-	1,650,026	-
Contingency	-	-	-	-	-	-	-	-	-	-	-	-	-
Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>subtotal</b>	<b>\$ 22,545,454</b>	<b>\$ 2,351,937</b>	<b>\$ 4,167,217</b>	<b>\$ 2,693,496</b>	<b>\$ 22,086,661</b>	<b>\$ 2,904,041</b>	<b>\$ 24,252,236</b>	<b>\$ -</b>	<b>\$ 25,078,823</b>	<b>\$ 6,730,286</b>	<b>\$ 25,564,158</b>	<b>\$ 5,525,687</b>	<b>\$ 6,491,217</b>
Other Financing Uses													
Interfund Transfers Out	\$ 6,528,899	\$ 92,157	\$ -	\$ -	\$ 520,868	\$ 529,220	\$ 15,305,059	\$ -	\$ 1,077,509	\$ -	\$ -	\$ -	\$ 2,391,077
Restricted Fund Balance	-	-	-	-	-	-	-	7,392,612	-	-	-	-	-
<b>subtotal</b>	<b>\$ 6,528,899</b>	<b>\$ 92,157</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 520,868</b>	<b>\$ 529,220</b>	<b>\$ 15,305,059</b>	<b>\$ 7,392,612</b>	<b>\$ 1,077,509</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,391,077</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 29,074,353</b>	<b>\$ 2,444,094</b>	<b>\$ 4,167,217</b>	<b>\$ 2,693,496</b>	<b>\$ 22,607,529</b>	<b>\$ 3,433,261</b>	<b>\$ 39,557,295</b>	<b>\$ 7,392,612</b>	<b>\$ 26,156,331</b>	<b>\$ 6,730,286</b>	<b>\$ 25,564,158</b>	<b>\$ 5,525,687</b>	<b>\$ 8,882,294</b>
Total Revenues Over/(Under)	\$ 2,618,844	\$ 3,506,268	\$ (2,288,792)	\$ 3,826,230	\$ 5,531,349	\$ (669,918)	\$ (3,932,211)	\$ 7,392,612	\$ (11,976,803)	\$ (5,071,007)	\$ (17,319,396)	\$ (3,875,661)	\$ (2,841,327)
Expenditures	10,495,407	8,532,749	7,536,608	13,950,834	(1,546,653)	4,020,995	13,114,251	-	12,039,016	5,247,816	17,777,064	3,984,697	3,351,078
Beginning Fund Balance	10,495,407	8,532,749	7,536,608	13,950,834	(1,546,653)	4,020,995	13,114,251	-	12,039,016	5,247,816	17,777,064	3,984,697	3,351,078
<b>ENDING FUND BALANCE</b>	<b>\$ 13,114,251</b>	<b>\$ 12,039,016</b>	<b>\$ 5,247,816</b>	<b>\$ 17,777,064</b>	<b>\$ 3,984,697</b>	<b>\$ 3,351,078</b>	<b>\$ 9,182,040</b>	<b>\$ 7,392,612</b>	<b>\$ 62,214</b>	<b>\$ 176,809</b>	<b>\$ 457,668</b>	<b>\$ 109,036</b>	<b>\$ 509,751</b>

	FY 2022 Proposed Budget					
	General Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLST Fund	Revenue Bond Fund	Other Funds
<b>REVENUES</b>						
Taxes						
Property Taxes	\$ 17,935,529	\$ 110,000	\$ 1,559,751	\$ -	\$ -	\$ -
Sales & Use Taxes	10,527,706	-	-	6,900,000	-	24,000
Business & Other Taxes	3,537,300	-	3,000	-	-	-
Licenses & Permits	1,470,300	-	-	-	-	-
Intergovernmental Revenues	5,000	-	-	-	-	440,000
Charges for Services	551,557	-	-	-	-	2,031,500
Fines & Forfeitures	438,832	-	-	-	-	-
Investment Income	20,200	-	500	8,200	-	-
Contributions & Donations	-	-	-	-	-	7,500
Miscellaneous Revenue	226,683	-	-	-	-	-
<b>subtotal</b>	<b>\$ 34,713,107</b>	<b>\$ 110,000</b>	<b>\$ 1,563,251</b>	<b>\$ 6,908,200</b>	<b>\$ -</b>	<b>\$ 2,503,000</b>
Other Financing Sources						
Proceeds From Sale Of Assets	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	-	-	-	-	-	-
Interfund Transfers In	-	7,779,649	-	-	1,650,526	104,824
Budgeted Fund Balance	1,052,886	62,214	149,930	-	-	-
<b>subtotal</b>	<b>\$ 1,167,886</b>	<b>\$ 7,841,863</b>	<b>\$ 149,930</b>	<b>\$ -</b>	<b>\$ 1,650,526</b>	<b>\$ 104,824</b>
<b>TOTAL REVENUES</b>	<b>\$ 35,880,993</b>	<b>\$ 7,951,863</b>	<b>\$ 1,713,181</b>	<b>\$ 6,908,200</b>	<b>\$ 1,650,526</b>	<b>\$ 2,607,824</b>
<b>EXPENDITURES (by Function)</b>						
General Government	\$ 4,935,300	\$ -	\$ -	\$ -	\$ -	\$ -
Judicial	352,277	-	-	-	-	-
Public Safety	13,536,736	624,492	-	-	-	1,227,500
Public Works	2,983,500	3,308,196	-	5,956,808	-	563,000
Culture & Recreation	1,426,891	2,798,860	500	-	-	763,324
Housing & Development	2,024,146	138,222	-	-	-	30,000
Debt Service	-	-	1,712,681	-	1,650,526	-
Contingency	261,089	228,404	-	-	-	-
Initiatives	850,055	853,690	-	-	-	-
<b>subtotal</b>	<b>\$ 26,369,994</b>	<b>\$ 7,951,863</b>	<b>\$ 1,713,181</b>	<b>\$ 5,956,808</b>	<b>\$ 1,650,526</b>	<b>\$ 2,583,824</b>
Other Financing Uses						
Interfund Transfers Out	\$ 9,510,999	\$ -	\$ -	\$ -	\$ -	\$ 24,000
Restricted Fund Balance	-	-	-	951,392	-	-
<b>subtotal</b>	<b>\$ 9,510,999</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 951,392</b>	<b>\$ -</b>	<b>\$ 24,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,880,993</b>	<b>\$ 7,951,863</b>	<b>\$ 1,713,181</b>	<b>\$ 6,908,200</b>	<b>\$ 1,650,526</b>	<b>\$ 2,607,824</b>
Total Revenues Over/(Under)	\$ (1,052,886)	\$ (62,214)	\$ (149,930)	\$ 951,392	\$ -	\$ -
Expenditures	9,182,040	62,214	176,809	457,668	109,036	509,751
Beginning Fund Balance	9,182,040	62,214	176,809	457,668	109,036	509,751
<b>ENDING FUND BALANCE</b>	<b>\$ 8,129,154</b>	<b>\$ (0)</b>	<b>\$ 26,879</b>	<b>\$ 1,409,061</b>	<b>\$ 109,036</b>	<b>\$ 509,751</b>

Note: The FY 2021 Amended Budget reflects project-length budget balances. Unspent capital project appropriations and corresponding revenue anticipations as of 9/30/2021 will carry forward to the subsequent year's budget through budgeted fund balance.

**Major funds:** Any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget should be considered major funds.

In FY 2022, the General Fund, American Rescue Plan Act Fund, Capital Projects Fund, and TSPLST Fund qualify as a major funds; the Greenspace Bond Fund and the Revenue Bond Fund are represented based on qualifications in recent years or community interest.



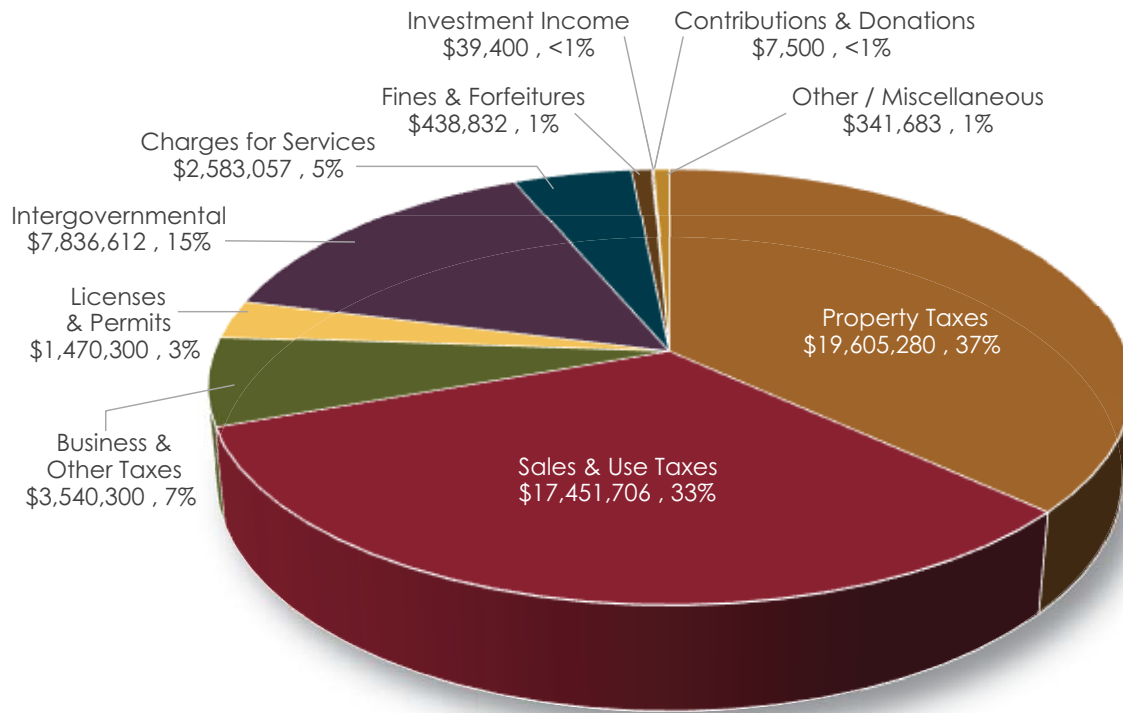
**Consolidated Budget Summary (by Fund)  
FY 2022**

	Special Revenue Funds						Capital Projects Funds					Total	
	General Fund	Special Events Fund	Confiscated Assets Fund	E-911 Fund	American Rescue Plan Act Fund	Hotel/Motel Tax Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Capital Grant Fund	Impact Fees Fund		Revenue Bond Fund
<b>REVENUES</b>													
<b>Taxes</b>													
Property Taxes	\$ 17,935,529	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ 1,559,751	\$ -	\$ -	\$ -	\$ -	\$ 19,605,280
Sales & Use Taxes	10,527,706	-	-	-	-	24,000	-	-	6,900,000	-	-	-	17,451,706
Business & Other Taxes	3,537,300	-	-	-	-	-	-	3,000	-	-	-	-	3,540,300
Licenses & Permits	1,470,300	-	-	-	-	-	-	-	-	-	-	-	1,470,300
Intergovernmental Revenues	5,000	-	-	-	7,391,612	-	-	-	-	440,000	-	-	7,836,612
Charges for Services	551,557	1,000	-	1,155,000	-	-	-	-	-	-	875,500	-	2,583,057
Fines & Forfeitures	438,832	-	-	-	-	-	-	-	-	-	-	-	438,832
Investment Income	20,200	-	-	-	10,500	-	-	500	8,200	-	-	-	39,400
Contributions & Donations	-	7,500	-	-	-	-	-	-	-	-	-	-	7,500
Miscellaneous Revenue	226,683	-	-	-	-	-	-	-	-	-	-	-	226,683
<b>subtotal</b>	<b>\$ 34,713,107</b>	<b>\$ 8,500</b>	<b>\$ -</b>	<b>\$ 1,155,000</b>	<b>\$ 7,402,112</b>	<b>\$ 24,000</b>	<b>\$ 110,000</b>	<b>\$ 1,563,251</b>	<b>\$ 6,908,200</b>	<b>\$ 440,000</b>	<b>\$ 875,500</b>	<b>\$ -</b>	<b>\$ 53,199,670</b>
<b>Other Financing Sources</b>													
Proceeds From Sale Of Assets	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 115,000
Interfund Transfers In	-	104,824	-	-	-	-	7,779,649	-	-	-	-	1,650,526	9,534,999
Budgeted Fund Balance	1,052,886	-	-	-	-	-	62,214	149,930	-	-	-	-	1,265,031
<b>subtotal</b>	<b>\$ 1,167,886</b>	<b>\$ 104,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,841,863</b>	<b>\$ 149,930</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,650,526</b>	<b>\$ 10,915,030</b>
<b>TOTAL REVENUES</b>	<b>\$ 35,880,993</b>	<b>\$ 113,324</b>	<b>\$ -</b>	<b>\$ 1,155,000</b>	<b>\$ 7,402,112</b>	<b>\$ 24,000</b>	<b>\$ 7,951,863</b>	<b>\$ 1,713,181</b>	<b>\$ 6,908,200</b>	<b>\$ 440,000</b>	<b>\$ 875,500</b>	<b>\$ 1,650,526</b>	<b>\$ 64,114,700</b>
<b>EXPENDITURES (by Function)</b>													
General Government	\$ 4,935,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,935,300
Judicial	352,277	-	-	-	-	-	-	-	-	-	-	-	352,277
Public Safety	13,536,736	-	-	1,155,000	-	-	624,492	-	-	-	72,500	-	15,388,728
Public Works	2,983,500	-	-	-	-	-	3,308,196	-	5,956,808	440,000	123,000	-	12,811,504
Culture & Recreation	1,426,891	113,324	-	-	-	-	2,798,860	500	-	-	650,000	-	4,989,575
Housing & Development	2,024,146	-	-	-	-	-	138,222	-	-	-	30,000	-	2,192,368
Debt Service	-	-	-	-	-	-	-	1,712,681	-	-	-	1,650,526	3,363,207
Contingency	261,089	-	-	-	-	-	228,404	-	-	-	-	-	489,493
Initiatives	850,055	-	-	-	-	-	853,690	-	-	-	-	-	1,703,745
<b>subtotal</b>	<b>\$ 26,369,994</b>	<b>\$ 113,324</b>	<b>\$ -</b>	<b>\$ 1,155,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,951,863</b>	<b>\$ 1,713,181</b>	<b>\$ 5,956,808</b>	<b>\$ 440,000</b>	<b>\$ 875,500</b>	<b>\$ 1,650,526</b>	<b>\$ 46,226,196</b>
<b>Other Financing Uses</b>													
Interfund Transfers Out	\$ 9,510,999	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,534,999
Restricted Fund Balance	-	-	-	-	7,402,112	-	-	-	951,392	-	-	-	8,353,504
<b>subtotal</b>	<b>\$ 9,510,999</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,402,112</b>	<b>\$ 24,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 951,392</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,888,504</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,880,993</b>	<b>\$ 113,324</b>	<b>\$ -</b>	<b>\$ 1,155,000</b>	<b>\$ 7,402,112</b>	<b>\$ 24,000</b>	<b>\$ 7,951,863</b>	<b>\$ 1,713,181</b>	<b>\$ 6,908,200</b>	<b>\$ 440,000</b>	<b>\$ 875,500</b>	<b>\$ 1,650,526</b>	<b>\$ 64,114,700</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 8,129,154</b>	<b>\$ 1</b>	<b>\$ 88,303</b>	<b>\$ -</b>	<b>\$ 14,794,724</b>	<b>\$ -</b>	<b>\$ (0)</b>	<b>\$ 26,879</b>	<b>\$ 1,409,061</b>	<b>\$ 955</b>	<b>\$ 420,492</b>	<b>\$ 109,036</b>	<b>\$ 24,978,605</b>

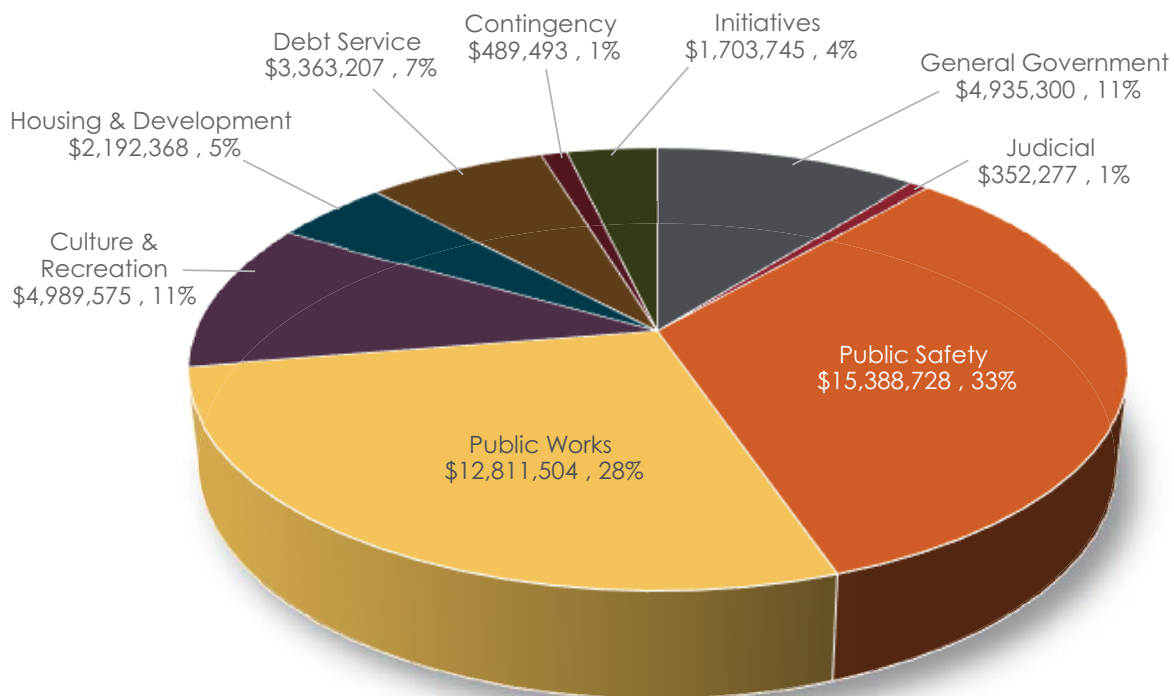


# CONSOLIDATED BUDGET FY 2022

## CITY-WIDE REVENUES BY SOURCE



## CITY-WIDE EXPENDITURES BY FUNCTION



**Projected Changes in Fund Balance  
All Funds**

Fund	Fiscal Year	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Increase / (Decrease)	% Change
<b>GENERAL FUND</b>							
General Fund	2019 Actual	10,271,476	31,093,834	30,869,903	10,495,407	223,931	2.2
	2020 Actual	10,495,407	31,693,198	29,074,353	13,114,251	2,618,844	25.0
	2021 Amended Budget	13,114,251	35,625,084	39,557,295	9,182,040	(3,932,211)	(30.0)
	2022 Proposed Budget	9,182,040	34,828,107	35,880,993	8,129,154	(1,052,886)	(11.5)
<b>SPECIAL REVENUE FUNDS</b>							
Special Events Fund	2019 Actual	57,600	99,716	86,140	71,176	13,576	23.6
	2020 Actual	71,176	49,170	52,551	67,794	(3,382)	(4.8)
	2021 Amended Budget	67,794	21,000	88,793	1	(67,793)	(100.0)
	2022 Proposed Budget	1	113,324	113,324	1	-	-
Confiscated Assets Fund	2019 Actual	83,820	19,584	8,237	95,166	11,347	13.5
	2020 Actual	95,166	25,791	21,720	99,238	4,071	4.3
	2021 Amended Budget	99,238	-	10,935	88,303	(10,935)	(11.0)
	2022 Proposed Budget	88,303	-	-	88,303	-	-
E-911 Fund	2019 Actual	-	1,062,386	1,062,386	-	-	-
	2020 Actual	-	1,256,560	1,256,560	-	-	-
	2021 Amended Budget	-	1,155,000	1,155,000	-	-	-
	2022 Proposed Budget	-	1,155,000	1,155,000	-	-	-
Operating Grant Fund	2019 Actual	-	-	-	-	-	-
	2020 Actual	-	-	-	-	-	-
	2021 Amended Budget	-	1,770,972	1,770,972	-	-	-
	2022 Proposed Budget	-	-	-	-	-	-
American Rescue Plan Act Fund	2019 Actual	-	-	-	-	-	-
	2020 Actual	-	-	-	-	-	-
	2021 Amended Budget	-	7,392,612	-	7,392,612	7,392,612	-
	2022 Proposed Budget	7,392,612	7,402,112	-	14,794,724	7,402,112	100.1
Hotel/Motel Tax Fund	2019 Actual	-	82,010	82,010	-	-	-
	2020 Actual	-	39,624	39,624	-	-	-
	2021 Amended Budget	-	20,000	20,000	-	-	-
	2022 Proposed Budget	-	24,000	24,000	-	-	-
<b>CAPITAL PROJECTS FUNDS</b>							
Capital Projects Fund (Primary)	2019 Actual	7,587,016	9,032,406	8,086,673	8,532,749	945,733	12.5
	2020 Actual	8,532,749	5,950,362	2,444,094	12,039,016	3,506,268	41.1
	2021 Amended Budget	12,039,016	14,179,529	26,156,331	62,214	(11,976,803)	(99.5)
	2022 Proposed Budget	62,214	7,889,649	7,951,863	(0)	(62,214)	(100.0)
Greenspace Bond Fund	2019 Actual	20,860,987	2,167,668	15,492,047	7,536,608	(13,324,379)	(63.9)
	2020 Actual	7,536,608	1,878,425	4,167,217	5,247,816	(2,288,792)	(30.4)
	2021 Amended Budget	5,247,816	1,659,279	6,730,286	176,809	(5,071,007)	(96.6)
	2022 Proposed Budget	176,809	1,563,251	1,713,181	26,879	(149,930)	(84.8)
TSPLOST Fund	2019 Actual	8,631,592	6,912,682	1,593,440	13,950,834	5,319,242	61.6
	2020 Actual	13,950,834	6,519,726	2,693,496	17,777,064	3,826,230	27.4
	2021 Amended Budget	17,777,064	8,244,762	25,564,158	457,668	(17,319,396)	(97.4)
	2022 Proposed Budget	457,668	6,908,200	5,956,808	1,409,061	951,392	207.9
Capital Grant Fund	2019 Actual	248,602	1,170,867	569,009	850,459	601,858	242.1
	2020 Actual	850,459	559,849	434,379	975,930	125,470	14.8
	2021 Amended Budget	975,930	1,778,003	2,752,977	955	(974,974)	(99.9)
	2022 Proposed Budget	955	440,000	440,000	955	-	-
Impact Fees Fund	2019 Actual	1,877,503	1,183,835	57,145	3,004,194	1,126,690	60.0
	2020 Actual	3,004,194	832,351	1,628,428	2,208,117	(796,077)	(26.5)
	2021 Amended Budget	2,208,117	1,295,992	3,083,617	420,492	(1,787,625)	(81.0)
	2022 Proposed Budget	420,492	875,500	875,500	420,492	-	-
Revenue Bond Fund	2019 Actual	-	-	1,546,653	(1,546,653)	(1,546,653)	-
	2020 Actual	(1,546,653)	28,138,879	22,607,529	3,984,697	5,531,349	(357.6)
	2021 Amended Budget	3,984,697	1,650,026	5,525,687	109,036	(3,875,661)	(97.3)
	2022 Proposed Budget	109,036	1,650,526	1,650,526	109,036	-	-

# SIGNIFICANT CHANGES IN FUND BALANCE (+/- 10%)

## General Fund

The City of Milton's Code of Ordinances calls for conservative budgeting of volatile revenues. That budgeting philosophy combined with staff's prudent efforts regarding fiscal responsibility always yield a fund balance higher than budgeted. With this in mind, a purposeful amount of fund balance has been budgeted in both FY 2021 and FY 2022 putting the City in a good place to move towards FY 2023 with adequate reserves to meet the required minimum balance. The decrease in fund balance seen can be attributed to the transfer of funds, in excess of required reserves, that have been transferred to the City's pay-as-you-go program in the Capital Projects Fund.

## American Rescue Plan Act Fund

The fund balance is due to increase by 100% as a result of the anticipated collection of the second half of the City's share of the local fiscal recovery funds allocated through the American Rescue Plan Act of 2021. Once final guidance on spending is available, staff will work with Council to identify the eligible projects for Milton and allocate the funding accordingly.

## Capital Projects Fund

The majority of the \$62,214 fund balance from FY 2021 will be budgeted as part of the required contingency in the Capital Projects Fund causing the decrease noted above.

## Greenspace Bond Fund

The FY 2022 fund balance represents property tax collections budgeted in excess of debt service payments due. This amount will be monitored, taken into consideration on calculations of future bond millage rates, and applied to debt service payments due on the greenspace bond.

## TSPLOST Fund

Several projects are out to bid for construction. The current economic conditions have had a substantial impact of the cost of construction, and as a result staff will be adjusting the project budgets to allocate the fund balance projected for FY 2022 towards those projects once the contracts have been awarded by Council.



GENERAL  
FUND



## General Fund Budget Summary

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>REVENUES</b>						
Taxes						
Property Taxes	\$ 15,322,027	\$ 16,571,297	\$ 17,996,477	\$ 17,935,529	\$ (60,948)	(0.3)
Sales & Use Taxes	10,041,169	9,221,154	10,184,181	10,527,706	343,525	3.4
Business & Other Taxes	3,396,192	3,573,448	3,484,600	3,537,300	52,700	1.5
Licenses & Permits	700,580	567,765	979,800	1,470,300	490,500	50.1
Intergovernmental Revenues	16,322	6,230	6,871	5,000	(1,871)	(27.2)
Charges for Services	503,758	408,569	550,610	551,557	947	0.2
Fines & Forfeitures	432,196	284,382	460,000	438,832	(21,168)	(4.6)
Investment Income	421,821	184,972	20,200	20,200	-	-
Contributions & Donations	10,222	24,003	1,887	-	(1,887)	(100.0)
Miscellaneous Revenue	84,949	139,201	196,158	226,683	30,525	15.6
<i>subtotal</i>	\$ 30,929,235	\$ 30,981,022	\$ 33,880,784	\$ 34,713,107	\$ 832,323	2.5
Other Financing Sources						
Proceeds From Sale Of Assets	\$ 164,600	\$ 22,692	\$ 28,223	\$ 115,000	\$ 86,777	307.5
Interfund Transfers In	-	689,484	1,716,077	-	(1,716,077)	(100.0)
<i>subtotal</i>	\$ 164,600	\$ 712,176	\$ 1,744,300	\$ 115,000	\$ (1,629,300)	(93.4)
<b>TOTAL REVENUES</b>	<b>\$ 31,093,834</b>	<b>\$ 31,693,198</b>	<b>\$ 35,625,084</b>	<b>\$ 34,828,107</b>	<b>\$ (796,977)</b>	<b>(2.2)</b>
<b>EXPENDITURES (by Department)</b>						
Mayor & Council	\$ 131,726	\$ 125,360	\$ 161,081	\$ 162,714	\$ 1,633	1.0
City Clerk	167,519	198,402	296,633	340,800	44,167	14.9
City Manager	635,515	562,178	752,594	828,641	76,047	10.1
General Administration	51,103	35,698	53,243	48,148	(5,095)	(9.6)
Finance	507,479	552,116	644,353	676,681	32,328	5.0
Legal	319,921	327,926	335,000	335,000	-	-
Information Services	1,151,009	1,172,233	1,407,221	1,362,363	(44,858)	(3.2)
Human Resources	291,611	293,019	398,465	380,677	(17,788)	(4.5)
Risk Management	216,564	252,896	265,345	309,042	43,697	16.5
General Government Buildings	214,720	226,920	325,126	265,370	(59,756)	(18.4)
Communications	191,221	221,054	265,918	302,479	36,561	13.7
Community Outreach & Engagement	118,326	163,983	193,749	188,755	(4,994)	(2.6)
Municipal Court	428,571	458,499	366,955	352,277	(14,678)	(4.0)
Police	4,659,334	5,148,145	5,164,311	5,551,163	386,852	7.5
Fire	7,042,898	7,384,990	7,439,449	7,985,573	546,124	7.3
Public Works	2,161,266	2,186,117	2,790,337	2,718,130	(72,207)	(2.6)
Parks & Recreation (Active)	1,374,142	1,373,177	1,228,786	1,174,979	(53,807)	(4.4)
Passive Parks/Greenspace	-	120,122	288,603	251,912	(36,691)	(12.7)
Community Development	1,215,834	1,588,044	1,735,320	1,922,480	187,160	10.8
Economic Development	250,749	154,576	139,747	101,666	(38,081)	(27.2)
Debt Service	852,144	-	-	-	-	-
Contingency	-	-	-	261,089	261,089	-
M&O Initiatives	-	-	-	850,055	850,055	-
<i>subtotal</i>	\$ 21,981,651	\$ 22,545,454	\$ 24,252,236	\$ 26,369,994	\$ 2,117,758	8.7
Other Financing Uses						
Interfund Transfers Out	\$ 8,888,252	\$ 6,528,899	\$ 15,305,059	\$ 9,510,999	\$ (5,794,060)	(37.9)
<i>subtotal</i>	\$ 8,888,252	\$ 6,528,899	\$ 15,305,059	\$ 9,510,999	\$ (5,794,060)	(37.9)
<b>TOTAL EXPENDITURES</b>	<b>\$ 30,869,903</b>	<b>\$ 29,074,353</b>	<b>\$ 39,557,295</b>	<b>\$ 35,880,993</b>	<b>\$ (3,676,302)</b>	<b>(9.3)</b>
Total Revenues Over/(Under)						
Expenditures	\$ 223,931	\$ 2,618,844	\$ (3,932,211)	\$ (1,052,886)		
Beginning Fund Balance	10,271,476	10,495,407	13,114,251	9,182,040		
<b>ENDING FUND BALANCE</b>	<b>\$ 10,495,407</b>	<b>\$ 13,114,251</b>	<b>\$ 9,182,040</b>	<b>\$ 8,129,154</b>		

## FY 2022 General Fund Cash Flow Budget

	OCT	NOV	DEC	JAN	FEB	MAR
<b>BEGINNING BALANCE</b>	\$ 4,722,787	\$ 5,755,210	\$ 11,463,106	\$ 11,892,449	\$ 10,413,049	\$ 8,933,397
<b>INFLOWS</b>						
Revenues	\$ 4,323,620	\$ 8,542,288	\$ 3,296,706	\$ 2,123,822	\$ 1,415,884	\$ 2,011,027
<b>TOTAL INFLOWS</b>	\$ 4,323,620	\$ 8,542,288	\$ 3,296,706	\$ 2,123,822	\$ 1,415,884	\$ 2,011,027
<b>OUTFLOWS</b>						
Expenditures	\$ 2,498,614	\$ 2,041,808	\$ 2,074,781	\$ 2,810,638	\$ 2,102,952	\$ 2,102,952
Interfund Transfers Out	792,583	792,583	792,583	792,583	792,583	792,583
<b>TOTAL OUTFLOWS</b>	\$ 3,291,197	\$ 2,834,391	\$ 2,867,364	\$ 3,603,222	\$ 2,895,536	\$ 2,895,536
<b>ENDING BALANCE</b>	\$ 5,755,210	\$ 11,463,106	\$ 11,892,449	\$ 10,413,049	\$ 8,933,397	\$ 8,048,889

	APR	MAY	JUN	JUL	AUG	SEP
<b>BEGINNING BALANCE</b>	\$ 8,048,889	\$ 7,437,503	\$ 5,919,195	\$ 4,342,162	\$ 2,642,190	\$ 1,108,865
<b>INFLOWS</b>						
Revenues	\$ 2,261,625	\$ 1,226,159	\$ 1,250,918	\$ 1,732,869	\$ 1,151,673	\$ 5,491,514
<b>TOTAL INFLOWS</b>	\$ 2,261,625	\$ 1,226,159	\$ 1,250,918	\$ 1,732,869	\$ 1,151,673	\$ 5,491,514
<b>OUTFLOWS</b>						
Expenditures	\$ 2,080,428	\$ 1,951,883	\$ 2,035,368	\$ 2,640,258	\$ 1,892,415	\$ 2,137,895
Interfund Transfers Out	792,583	792,583	792,583	792,583	792,583	792,583
<b>TOTAL OUTFLOWS</b>	\$ 2,873,011	\$ 2,744,467	\$ 2,827,952	\$ 3,432,842	\$ 2,684,998	\$ 2,930,478
<b>ENDING BALANCE</b>	\$ 7,437,503	\$ 5,919,195	\$ 4,342,162	\$ 2,642,190	\$ 1,108,865	\$ 3,669,901

Note: The beginning balance shown above was calculated using the projected cash balance for FY 2021. Any idle funds will be considered for investment per the City's Cash and Investment Policy.



## General Fund Revenue Detail

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>TAXES</b>						
<b>Property Taxes:</b>						
Real Property Tax - Current Year	\$ 11,746,964	\$ 12,022,135	\$ 12,475,113	\$ 13,111,743	\$ 636,630	5.1
Public Utility Tax	86,418	101,408	99,800	100,000	200	0.2
Real Property Tax - Prior Year	(23,825)	126,831	50,000	50,000	-	-
Personal Property Tax - Current Year	187,955	204,355	199,141	194,308	(4,833)	(2.4)
Personal Property Tax - Prior Year	1,171	939	1,500	3,500	2,000	133.3
Motor Vehicle Tax	68,423	49,693	43,278	28,349	(14,929)	(34.5)
Title Ad Valorem Tax (TAVT)	670,023	1,113,669	1,503,521	1,300,000	(203,521)	(13.5)
Alternative Ad Valorem Tax (AAVT)	4,155	6,915	5,000	6,000	1,000	20.0
Intangible Tax	255,508	601,580	971,000	700,000	(271,000)	(27.9)
Real Estate Transfer Tax	105,837	150,136	285,000	200,000	(85,000)	(29.8)
Franchise Fees						
Electric	1,246,006	1,253,568	1,228,000	1,240,280	12,280	1.0
Gas	348,793	358,503	382,921	409,725	26,804	7.0
Cable	546,453	507,995	520,000	515,000	(5,000)	(1.0)
Telephone	24,041	20,526	22,500	22,500	-	-
Cell/Fiber/Telecommunications	54,104	53,043	209,703	54,124	(155,579)	(74.2)
<i>subtotal</i>	15,322,027	16,571,297	17,996,477	17,935,529	(60,948)	(0.3)
<b>Sales &amp; Use Taxes:</b>						
Local Option Sales Tax	\$ 9,702,339	\$ 8,881,320	\$ 9,883,931	\$ 10,187,456	\$ 303,525	3.1
Alcohol Beverage Excise	338,599	339,557	300,000	340,000	40,000	13.3
Fireworks Excise Tax	231	277	250	250	-	-
<i>subtotal</i>	10,041,169	9,221,154	10,184,181	10,527,706	343,525	3.4
<b>Business Taxes:</b>						
Business & Occupation Tax	\$ 803,913	\$ 829,896	\$ 800,000	\$ 800,000	\$ -	-
Insurance Premium Tax	2,499,885	2,637,188	2,600,000	2,650,000	50,000	1.9
Financial Institutions Tax	45,738	52,187	50,000	50,000	-	-
<i>subtotal</i>	3,349,536	3,519,271	3,450,000	3,500,000	50,000	1.4
<b>Other Taxes:</b>						
Penalties & Interest On Delinquent Taxes	\$ 34,072	\$ 50,130	\$ 26,300	\$ 27,500	\$ 1,200	4.6
Penalties & Interest On Alcoholic Beverage Excise Tax	610	354	300	300	-	-
Penalties & Interest On Business & Occupation Tax	11,973	3,695	8,000	9,500	1,500	18.8
<i>subtotal</i>	46,656	54,178	34,600	37,300	2,700	7.8
<b>TOTAL TAXES</b>	<b>\$ 28,759,387</b>	<b>\$ 29,365,899</b>	<b>\$ 31,665,258</b>	<b>\$ 32,000,535</b>	<b>\$ 335,277</b>	<b>1.1</b>
<b>LICENSES &amp; PERMITS</b>						
Alcohol Beverage Licenses	\$ 165,436	\$ 157,096	\$ 195,000	\$ 185,000	\$ (10,000)	(5.1)
Pouring Permit	8,540	6,480	13,200	12,000	(1,200)	(9.1)
Public Facilities Alcohol Permit	1,000	400	300	600	300	100.0
Solicitation Permit	2,340	1,050	900	500	(400)	(44.4)
Zoning & Land Use Permits	3,650	1,800	12,800	7,000	(5,800)	(45.3)
Land Disturbance Permits	113,791	63,130	50,000	50,000	-	-
Modification	350	1,050	1,000	1,000	-	-
Variance	2,750	6,950	8,700	6,500	(2,200)	(25.3)
Seasonal & Special Events	950	400	900	900	-	-
Sign Permits	5,166	5,689	5,000	5,000	-	-
Film & Media Permit Fee	900	700	1,000	1,000	-	-
Tree Removal Permit	17,806	20,200	17,000	13,000	(4,000)	(23.5)
Building Permits	372,493	298,985	670,000	1,183,000	513,000	76.6
NPDES Fees	2,736	1,390	1,700	500	(1,200)	(70.6)



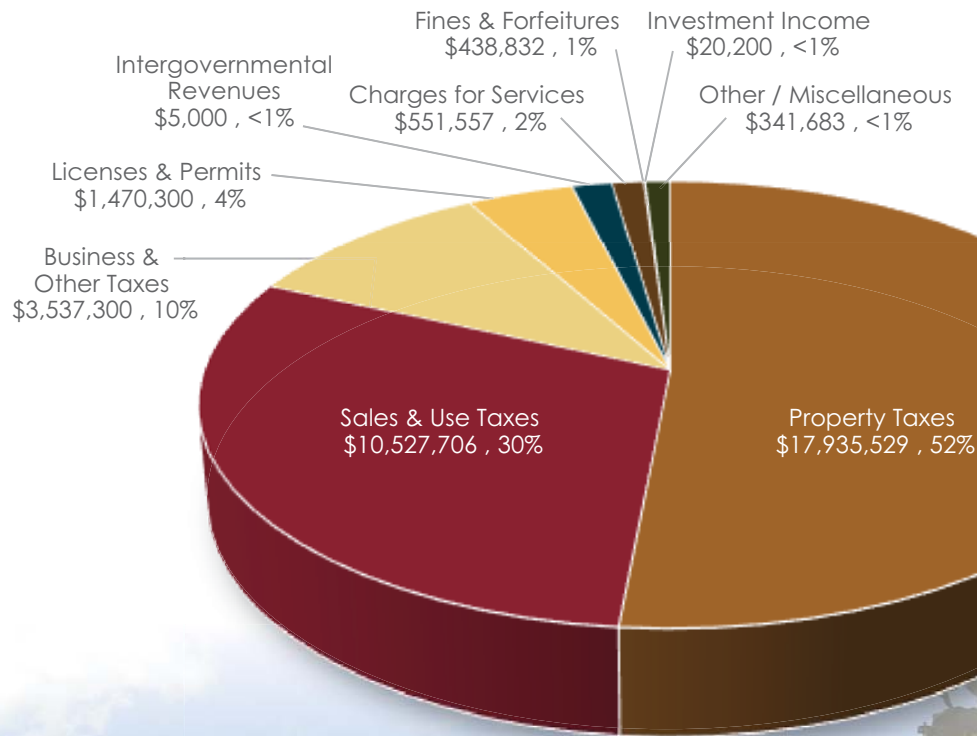
## General Fund Revenue Detail

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
Right of Way Encroachment Fees	-	-	-	2,000	2,000	-
Penalties & Interest On Delinquent Licenses & Permits	2,673	2,446	2,300	2,300	-	-
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>\$ 700,580</b>	<b>\$ 567,765</b>	<b>\$ 979,800</b>	<b>\$ 1,470,300</b>	<b>\$ 490,500</b>	<b>50.1</b>
<b>INTERGOVERNMENTAL REVENUES</b>						
Federal Government Grants	\$ 4,772	\$ 6,170	\$ 1,871	\$ -	\$ (1,871)	(100.0)
Local Government Grants	11,550	60	5,000	5,000	-	-
<b>TOTAL INTERGOVERNMENTAL GRANTS</b>	<b>\$ 16,322</b>	<b>\$ 6,230</b>	<b>\$ 6,871</b>	<b>\$ 5,000</b>	<b>\$ (1,871)</b>	<b>(27.2)</b>
<b>CHARGES FOR SERVICES</b>						
Administrative Fees	\$ 167,899	\$ 136,445	\$ 160,000	\$ 168,000	\$ 8,000	5.0
Planning & Development Fees	101,165	66,785	135,400	117,307	(18,093)	(13.4)
Open Records Fees	1,139	1,136	1,000	1,000	-	-
Other Charges For Services	24,869	30,234	29,000	1,300	(27,700)	(95.5)
Special Police Services Fees	13,750	7,125	19,300	9,000	(10,300)	(53.4)
Special Fire Services Fees	9,068	6,966	9,500	9,500	-	-
Fingerprinting Fee	22,635	14,920	17,800	15,000	(2,800)	(15.7)
Other Public Safety Fees	640	440	600	600	-	-
Background Check Fees	10,120	6,820	7,000	8,000	1,000	14.3
Activity Fees	152,203	137,339	170,800	221,700	50,900	29.8
Event Admission Fees	60	-	-	-	-	-
Other Charges For Services	210	360	210	150	(60)	(28.6)
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 503,758</b>	<b>\$ 408,569</b>	<b>\$ 550,610</b>	<b>\$ 551,557</b>	<b>\$ 947</b>	<b>0.2</b>
<b>FINES &amp; FORFEITURES</b>						
Court Fines & Forfeitures	\$ 432,196	\$ 284,382	\$ 460,000	\$ 438,832	\$ (21,168)	(4.6)
<b>TOTAL FINES &amp; FORFEITURES</b>	<b>\$ 432,196</b>	<b>\$ 284,382</b>	<b>\$ 460,000</b>	<b>\$ 438,832</b>	<b>\$ (21,168)</b>	<b>(4.6)</b>
<b>INVESTMENT INCOME</b>						
Interest Revenues	\$ 1,062	\$ 502	\$ 200	\$ 200	\$ -	-
Realized Gain Or Loss	420,759	184,470	20,000	20,000	-	-
<b>TOTAL INVESTMENT INCOME</b>	<b>\$ 421,821</b>	<b>\$ 184,972</b>	<b>\$ 20,200</b>	<b>\$ 20,200</b>	<b>\$ -</b>	<b>-</b>
<b>CONTRIBUTIONS &amp; DONATIONS</b>						
Donation Revenues	\$ 10,222	\$ 24,003	\$ 1,887	\$ -	\$ (1,887)	(100.0)
<b>TOTAL CONTRIBUTIONS &amp; DONATIONS</b>	<b>\$ 10,222</b>	<b>\$ 24,003</b>	<b>\$ 1,887</b>	<b>\$ -</b>	<b>\$ (1,887)</b>	<b>(100.0)</b>
<b>MISCELLANEOUS REVENUE</b>						
Rents & Royalties	\$ 8,500	\$ 78,650	\$ 91,328	\$ 157,033	\$ 65,705	71.9
Facility Rentals	33,911	37,755	93,800	67,650	(26,150)	(27.9)
Reimbursement For Damaged Property	35,372	18,593	9,530	-	(9,530)	(100.0)
Other Miscellaneous Revenue	7,166	4,203	1,500	2,000	500	33.3
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>\$ 84,949</b>	<b>\$ 139,201</b>	<b>\$ 196,158</b>	<b>\$ 226,683</b>	<b>\$ 30,525</b>	<b>15.6</b>
<b>OTHER FINANCING SOURCES</b>						
Proceeds From Sale Of Assets	\$ 164,600	\$ 22,692	\$ 28,223	\$ 115,000	\$ 86,777	307.5
Operating Transfers In						
From Operating Grant Fund			1,716,076.91	-	(1,716,077)	(100.0)
From Capital Project Fund	-	83,093	-	-	-	-
From Capital Grant Fund	-	85,523	-	-	-	-
From Revenue Bond Fund	-	520,868	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ 164,600</b>	<b>\$ 712,176</b>	<b>\$ 1,744,300</b>	<b>\$ 115,000</b>	<b>\$ (1,629,300)</b>	<b>(93.4)</b>
<b>TOTAL REVENUES</b>	<b>\$ 31,093,834</b>	<b>\$ 31,693,198</b>	<b>\$ 35,625,084</b>	<b>\$ 34,828,107</b>	<b>\$ (796,977)</b>	<b>(2.2)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

# GENERAL FUND FY 2022

## REVENUES BY SOURCE





# GENERAL FUND MAJOR REVENUE SOURCES

Taxes make up 92% or \$32,000,535 of budgeted revenues in Fiscal Year 2021 (all revenue figures detailed exclude budgeted fund balance). Historically, taxes have always been the City's most significant revenue source. According to the Georgia Uniform Chart of Accounts, taxes include: general property taxes, general sales & use taxes, selective sales & use taxes, local option income taxes, business taxes, and other taxes (penalties & interest).

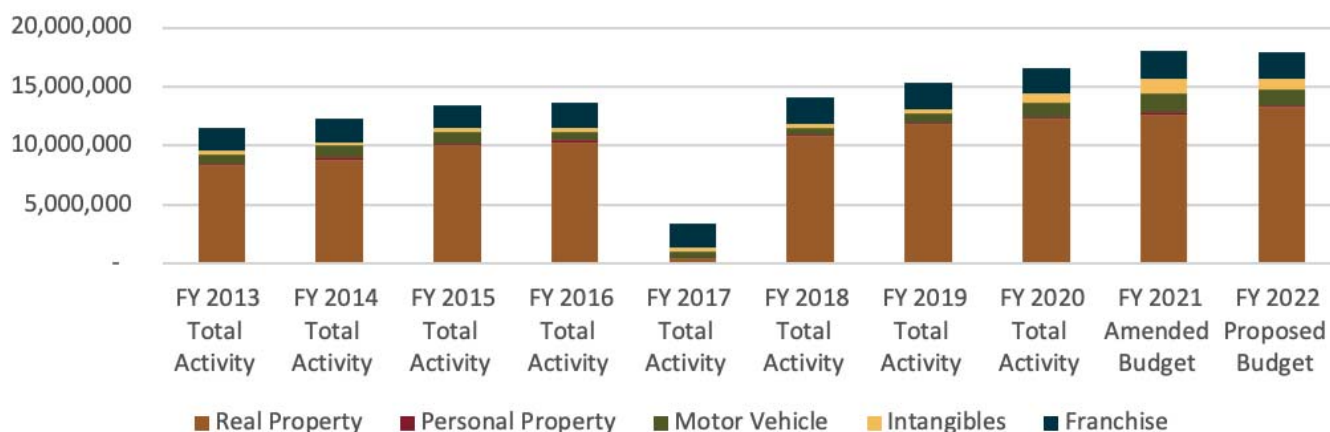
## Property Taxes

The City of Milton's main source of revenue is property taxes. Property taxes are made up of real and personal property taxes, motor vehicle taxes, taxes on intangibles, and franchise taxes. In FY 2022 property taxes represent 51% or \$17,935,529 of total revenues. This category is anticipated to decrease by \$60,948 or 0.3% from FY 2021's amended budget. This decrease is a result of considerable decreases within the title ad valorem tax (203,521), intangible tax (271,000), and franchise fees related to cell/fiber/telecommunications (155,579) categories which have been primarily offset by the projected increase of \$636,630 to real property tax for the current year.

In FY 2022, 75% or \$13,459,551 of the property tax category is made up of real and personal taxes, and 12% or \$2,241,629 is derived from franchise taxes on electric, gas, cable, telephone, and cell/fiber/telecommunications. Franchise taxes are charges to utility companies for the privilege of operating within municipal boundaries, and are routine/common practice for municipalities across the state and country.

The City utilizes preliminary digest figures prepared by the Fulton County Board of Assessors to project real, personal, and motor vehicle ad valorem property tax related revenues. When forecasting revenues for the remaining property tax categories staff review historical trends and take current economic circumstances into consideration including home sale, financing, and re-financing trends for intangible and real estate transfer tax and vehicle sales trends for alternative ad valorem taxes. Franchise fees are monitored and reviewed for potential changes based on projected use and rate trends. For example, increases throughout the pandemic had to be omitted from forecasts as work from home schedules are not anticipated to continue throughout FY 2022.

### Property Taxes – 10-Year History



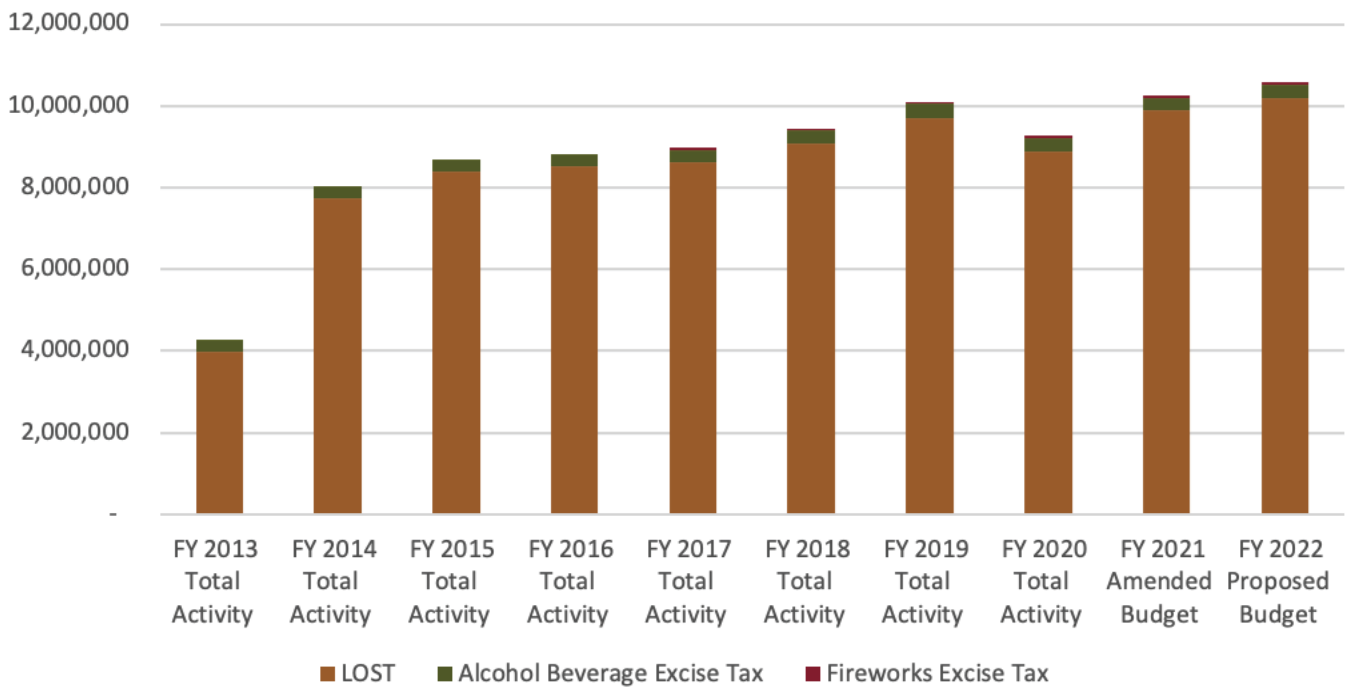
Note: The drop in FY 2017 activity is attributable to the delayed billing of property taxes in that year. A spike is not seen in FY 2018 as a result of the decision to change the fiscal year in which the City would account for property tax revenues, thus avoiding issues with delayed billing cycles going forward. Ultimately this decision resulted in one year (FY 2017) without any collections for current year real and personal property taxes.

# Sales & Use Taxes

The City's second largest revenue grouping is sales & use taxes. Sales & use taxes are broken into two categories: general and selective. Milton's general sales & use tax revenues come from its distribution of the local option sales tax (LOST) that was negotiated between Fulton County and the municipalities therein in 2013. Milton's share under the current plan is 3.3% of total collections. FY 2022's budget forecasts \$10.2 million in LOST revenues, an increase of \$303,525 from the FY 2021 amended budget. Staff review historical trends and revenue collections when forecasting general sales tax revenues. Consideration is also given to large scale one-time events, such as the super bowl in 2019, when determining future anticipations.

Milton's General Fund selective sales & use taxes are comprised of excise taxes on alcohol beverages and sales of fireworks. An excise tax is a tax levied on the manufacture, sale, or consumption of a commodity. Review of the number of current alcohol license holders, economic conditions impacting these types of establishments/businesses, and historic collection trends are utilized to forecast selective sales & use taxes

## Sales & Use Taxes – 10-Year History



Note: The increase in LOST revenues seen in FY 2014 is a direct result of the renegotiated distributions agreed to at the end of calendar year 2013.

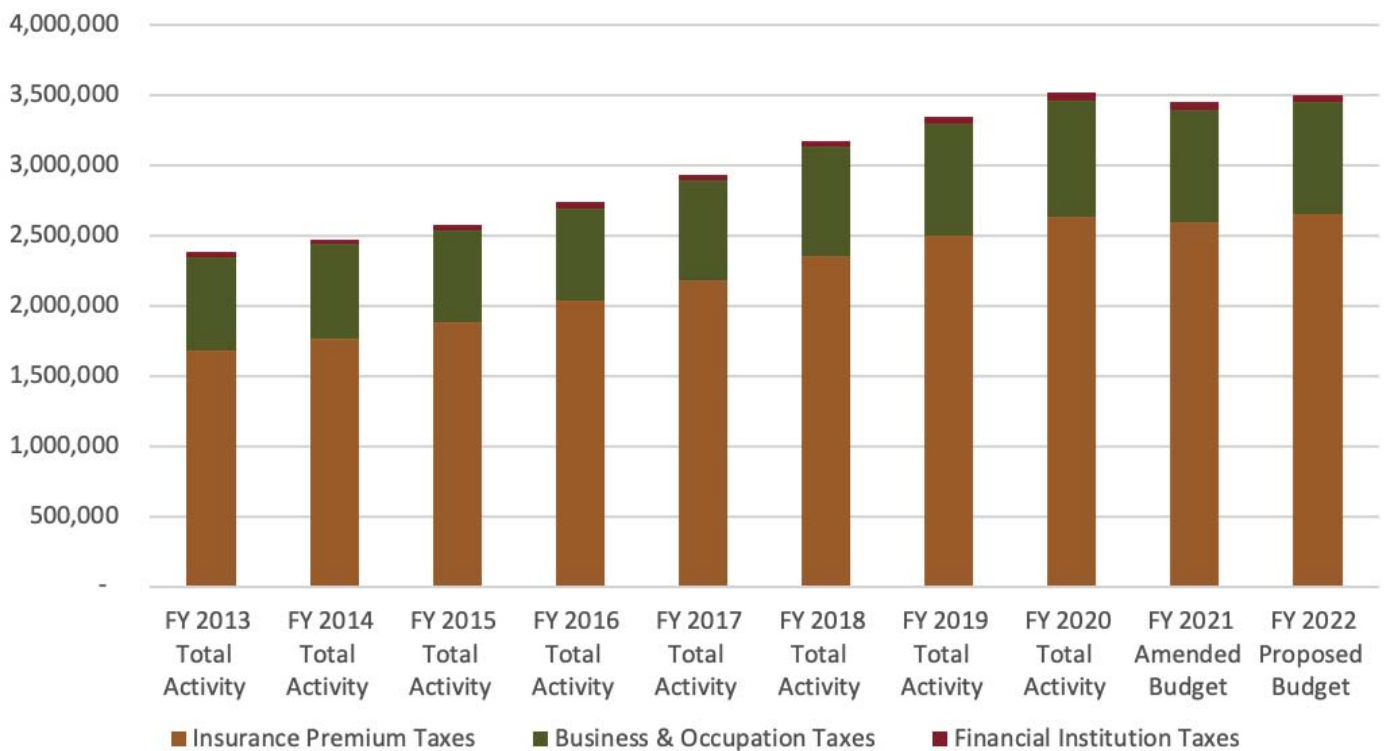
# Business Taxes

Milton's third largest revenue source is business taxes. Business taxes include: business and occupation taxes, insurance premium taxes, and financial institutions taxes. This category accounts for \$3,500,000, or 10% of budgeted revenues in FY 2022 an increase of \$50,000 from FY 2021's amended budget. Within this category insurance premium taxes make up 76% or \$2,650,000 of the \$3,500,000 projection. This revenue is derived from a tax on the premiums paid for insurance policies and is tracked by historical collection trends.

Business and occupation taxes are assessed to those individuals or businesses conducting their operations within city limits. The FY 2022 budget for these tax collections is \$800,000, the same as projected for FY 2021's amended budget. The city bases collection forecasts on the number of businesses registered within each fee type (home-based, gross receipts, per employee, and professional practitioner) as well as economic conditions that may impact certain gross receipts-based industries.

Lastly, the financial institutions tax, a gross receipts tax levied on banks, credit unions, savings and loans institutions, and other financial institutions doing business in the City of Milton, is expected to bring in \$50,000, which is the same as last fiscal year. Staff keep an eye on any changes in the number of institutions located within city limits and historical collection trends to forecast this revenue category.

## Business Taxes – 10-Year History



## General Fund Expenditures by Category

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 10,060,670	\$ 10,744,683	\$ 11,352,960	\$ 12,193,373	\$ 840,413	7.4
Employee Benefits	3,794,744	4,012,759	4,307,423	4,724,935	417,512	9.7
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 13,855,414</b>	<b>\$ 14,757,442</b>	<b>\$ 15,660,383</b>	<b>\$ 16,918,308</b>	<b>\$ 1,257,925</b>	<b>8.0</b>
<b>MAINTENANCE &amp; OPERATIONS</b>						
Professional Services	\$ 1,144,661	\$ 1,091,870	\$ 1,349,590	\$ 1,219,700	\$ (129,890)	(9.6)
Property Services	1,191,747	1,328,547	1,518,351	1,480,303	(38,048)	(2.5)
Other Purchased Services	2,996,277	3,321,067	3,664,443	3,651,616	(12,827)	(0.4)
Supplies	323,191	386,204	469,464	519,223	49,759	10.6
Utilities	613,185	592,037	708,255	692,903	(15,352)	(2.2)
Fuel	169,286	128,575	162,924	180,316	17,392	10.7
Capital Outlay	472,694	577,418	715,283	587,581	(127,702)	(17.9)
Other Costs	2,151	1,900	3,543	8,900	5,357	151.2
M&O Initiatives	-	-	-	850,055	850,055	-
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>\$ 6,913,191</b>	<b>\$ 7,427,617</b>	<b>\$ 8,591,853</b>	<b>\$ 9,190,597</b>	<b>\$ 598,744</b>	<b>7.0</b>
<b>DEBT SERVICE</b>						
Revenue Bond(s) P&I	\$ 852,144	\$ -	\$ -	\$ -	\$ -	-
Capital Lease(s) P&I	360,903	360,395	-	-	-	-
<b>TOTAL DEBT SERVICE</b>	<b>\$ 1,213,047</b>	<b>\$ 360,395</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>OTHER COSTS</b>						
Contingency	\$ -	\$ -	\$ -	\$ 261,089	\$ 261,089	-
<b>TOTAL OTHER COSTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 261,089</b>	<b>\$ 261,089</b>	<b>-</b>
<b>OTHER FINANCING USES</b>						
Interfund Transfers Out						
To Capital Projects Fund	\$ 8,296,559	\$ 5,370,390	\$ 13,655,033	\$ 7,779,649	\$ (5,875,384)	(43.0)
To Capital Grant Fund	591,693	-	-	-	-	-
To Revenue Bond Fund	-	1,158,509	1,650,026	1,650,526	500	0.0
To Special Events Fund	-	-	-	80,824	80,824	-
To Confiscated Assets Fund	-	-	-	-	-	-
<b>TOTAL OTHER FINANCING USES</b>	<b>\$ 8,888,252</b>	<b>\$ 6,528,899</b>	<b>\$ 15,305,059</b>	<b>\$ 9,510,999</b>	<b>\$ (5,794,060)</b>	<b>(37.9)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 30,869,903</b>	<b>\$ 29,074,353</b>	<b>\$ 39,557,295</b>	<b>\$ 35,880,993</b>	<b>\$ (3,676,302)</b>	<b>(9.3)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.



# GENERAL FUND

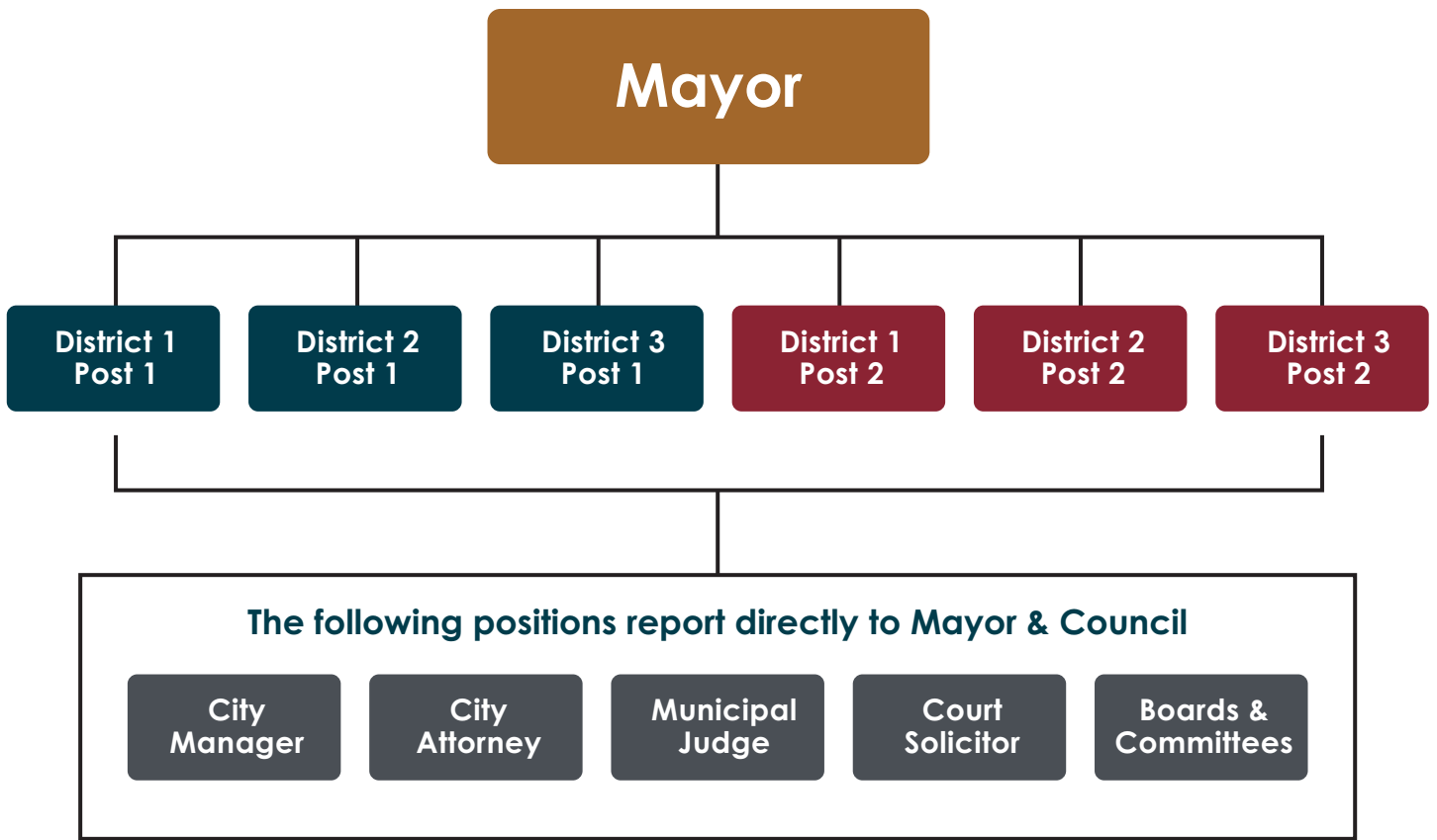
## EXPENDITURES BY DEPARTMENT



# MAYOR AND CITY COUNCIL



In Milton's form of government, the Mayor is the chief executive officer of the City government, a member of and the presiding officer of the City Council, and responsible for the efficient and orderly administration of the City's affairs, and the Council serves as the legislative branch of municipal government. Milton's elected officials are responsible for ensuring the citizens' vision for their community is fulfilled and developing the policies that are necessary for city staff to implement that community vision.

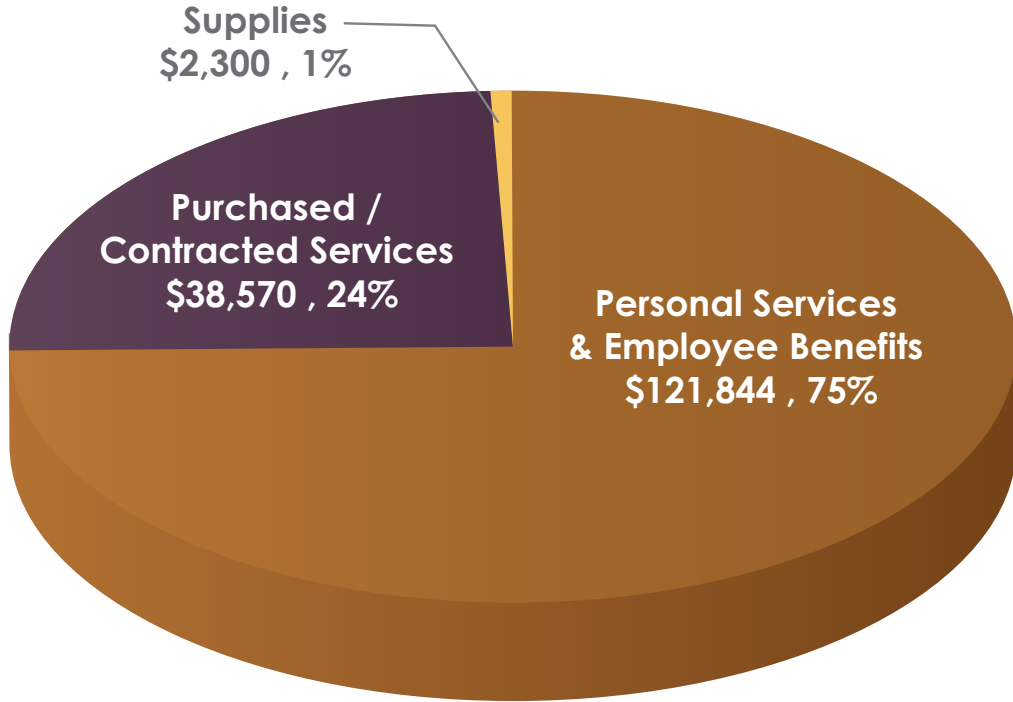


# MAYOR AND CITY COUNCIL

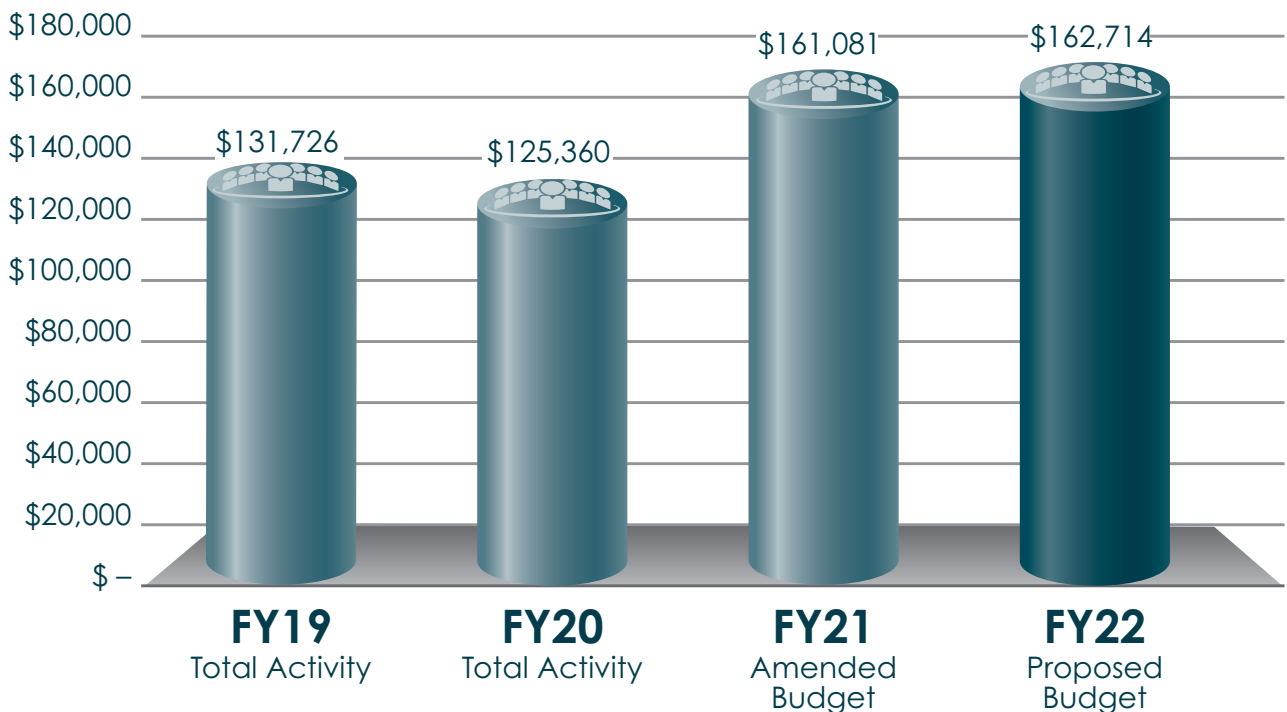
FY22 Expenditures by Fund:

**General Fund \$162,714**

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures



## Mayor & Council General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 99,639	\$ 101,777	\$ 101,001	\$ 101,001	\$ -	-
Stipend	2,611	2,117	15,000	15,000	-	-
Employee Benefits	5,602	5,661	5,850	5,843	(7)	(0.1)
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 107,851</b>	<b>\$ 109,555</b>	<b>\$ 121,851</b>	<b>\$ 121,844</b>	<b>\$ (7)</b>	<b>(0.0)</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Printing	\$ 297	\$ 414	\$ 243	\$ 350	\$ 107	44.0
Travel	7,085	1,738	9,330	15,320	5,990	64.2
Dues & Fees	10,847	11,185	11,407	11,700	293	2.6
Education & Training	5,450	2,253	9,100	11,200	2,100	23.1
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 23,679</b>	<b>\$ 15,590</b>	<b>\$ 30,080</b>	<b>\$ 38,570</b>	<b>\$ 8,490</b>	<b>28.2</b>
<b>SUPPLIES</b>						
General Supplies	\$ 8	\$ 133	\$ 407	\$ 700	\$ 293	72.0
Food & Meals	131	82	1,000	1,600	600	60.0
<b>TOTAL SUPPLIES</b>	<b>\$ 139</b>	<b>\$ 215</b>	<b>\$ 1,407</b>	<b>\$ 2,300</b>	<b>\$ 893</b>	<b>63.5</b>
<b>CAPITAL OUTLAYS</b>						
Machinery & Equipment	\$ -	\$ -	\$ 7,500	\$ -	\$ (7,500)	(100.0)
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ (7,500)</b>	<b>(100.0)</b>
<b>OTHER COSTS</b>						
Payment To Others	\$ 58	\$ -	\$ 243	\$ -	\$ (243)	(100.0)
<b>TOTAL OTHER COSTS</b>	<b>\$ 58</b>	<b>\$ -</b>	<b>\$ 243</b>	<b>\$ -</b>	<b>\$ (243)</b>	<b>(100.0)</b>
<b>TOTAL MAYOR &amp; COUNCIL</b>	<b>\$ 131,726</b>	<b>\$ 125,360</b>	<b>\$ 161,081</b>	<b>\$ 162,714</b>	<b>\$ 1,633</b>	<b>1.0</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

- The reduction of \$7,500 in Machinery & Equipment is related to the replacement of tablets for Mayor & Council in FY 2021 that will not recur in FY 2022.



# CITY CLERK



The City Clerk is responsible for documenting the business of government and helping ensure government transparency. Milton's Clerk facilitates and documents monthly City Council meetings, publishes ordinances and resolutions, and is responsible for all aspects of public records management including the fulfillment of open records requests and serving as the elections manager.





City Clerk Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Enhance the records management program with the aim of ensuring best practices related to retention compliance	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce	
	2	Further improve public transparency of City Council proceedings and related document management and document access			
	3	Improve the training and onboarding programs for new Councilmembers and Boards & Committee members			
Strategies	1.1	Complete an overall inventory of records (what is available electronically versus what is available as a hard copy)			
	1.2	Work with each department to finalize all electronic retention schedules in Laserfiche			
	1.3	Identify and mark all restricted records			
	1.4	Dispose of any records that are past their retention per State of Georgia guidelines			
	2.1	Work with Communications staff to enhance the offerings on the City Clerk page of the City website			
	2.2	Implement an electronic voting system to allow for Council motions and voting results in real-time			
	2.3	Provide live-time access of authorized records to the public via the public facing Laserfiche portal			
	3.1	Develop a new orientation program for new Councilmembers including annual refresh			
	3.2	Develop a new orientation program for new Boards & Committee members including annual refresh			
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Enhance the records management program with the aim of ensuring best practices related to retention compliance</b>					
Percent of records in Laserfiche with an automated retention schedule	100%	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	100%
Percent of records past retention	0%	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	0%
<b>Goal #2: Further improve public transparency of City Council proceedings and related document management and document access</b>					
Percent of time the Agenda Packet is available to the public prior to the State mandated deadline	100%	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	100%
Percent of time that Council meeting action minutes are published within two business days of the meeting	100%	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	100%
Percent of meetings where electronic voting was utilized	100%	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	70%*
Percent of FOIA requests responded to within three business days	100%	100%	100%	100%	100%
<b>Goal #3: Improve the training and onboarding programs for new Councilmembers and Boards &amp; Committee members</b>					
Percent of Councilmembers who received annual training	100%	100%	100%	100%	100%
Percent of Boards & Committee members who received annual training	100%	100%	100%	100%	100%
Training survey satisfaction rating (1-5)	5	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	5
*New tool to be implemented in calendar year 2022					

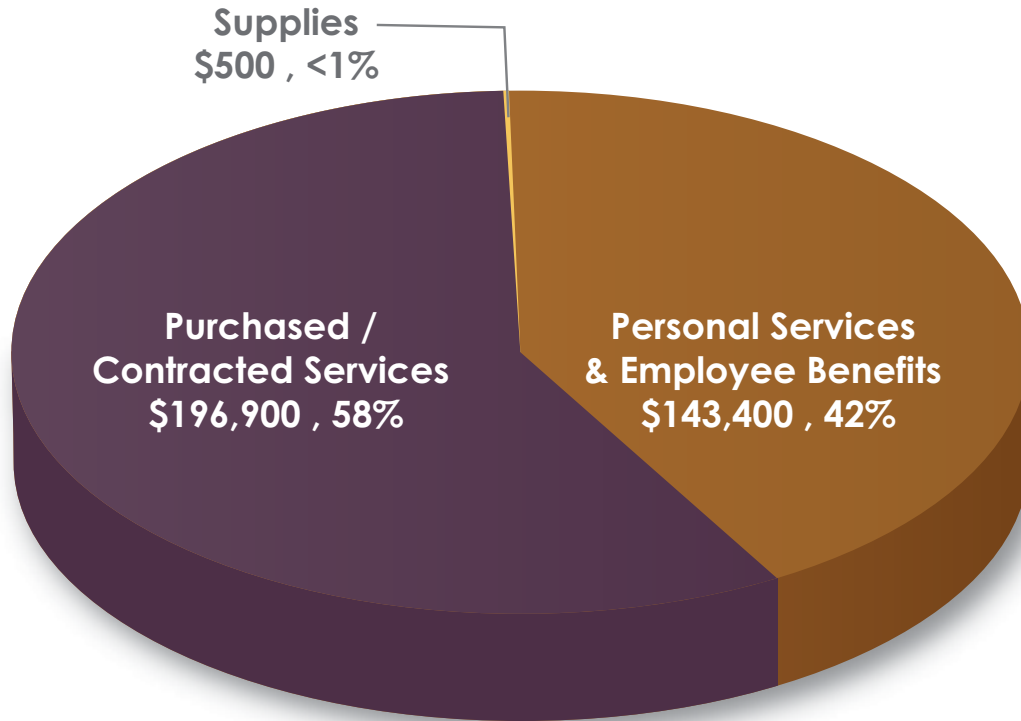


# CITY CLERK

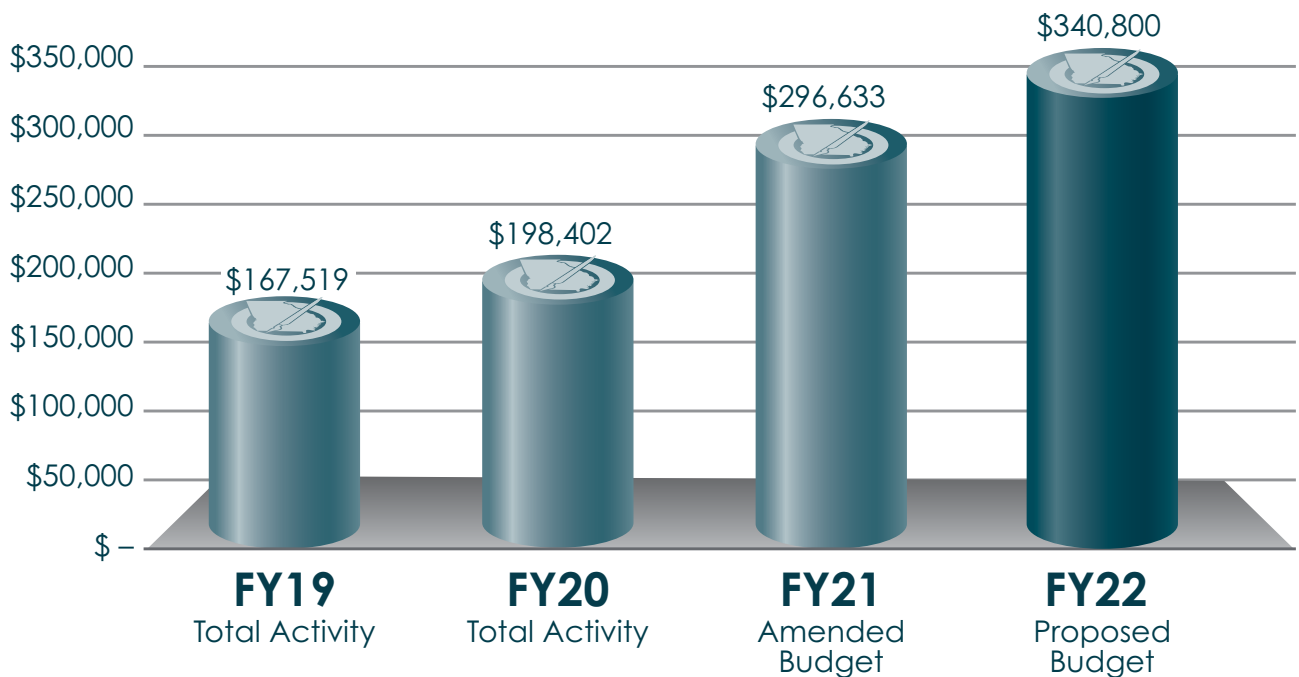
FY22 Expenditures by Fund:

**General Fund \$340,800**

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures



## City Clerk General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 117,608	\$ 107,280	\$ 129,843	\$ 108,869	\$ (20,974)	(16.2)
Employee Benefits	33,164	29,490	47,552	34,531	(13,021)	(27.4)
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 150,772</b>	<b>\$ 136,769</b>	<b>\$ 177,395</b>	<b>\$ 143,400</b>	<b>\$ (33,995)</b>	<b>(19.2)</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 871	\$ 49,649	\$ 74,993	\$ 157,071	\$ 82,078	109.4
Communications	720	531	468	468	-	-
Postage	109	-	100	100	-	-
Advertising	2,908	619	700	700	-	-
Printing	56	-	600	100	(500)	(83.3)
Travel	1,306	857	1,900	1,300	(600)	(31.6)
Dues & Fees	100	110	330	110	(220)	(66.7)
Education & Training	490	490	1,200	1,000	(200)	(16.7)
Maintenance Contracts	8,698	8,747	38,247	36,051	(2,196)	(5.7)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 15,258</b>	<b>\$ 61,003</b>	<b>\$ 118,538</b>	<b>\$ 196,900</b>	<b>\$ 78,362</b>	<b>66.1</b>
<b>SUPPLIES</b>						
General Supplies	\$ 462	\$ 579	\$ 700	\$ 500	\$ (200)	(28.6)
Food & Meals	-	51	-	-	-	-
<b>TOTAL SUPPLIES</b>	<b>\$ 462</b>	<b>\$ 629</b>	<b>\$ 700</b>	<b>\$ 500</b>	<b>\$ (200)</b>	<b>(28.6)</b>
<b>CAPITAL OUTLAYS</b>						
Machinery & Equipment	\$ 1,027	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL SUPPLIES</b>	<b>\$ 1,027</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL CITY CLERK</b>	<b>\$ 167,519</b>	<b>\$ 198,402</b>	<b>\$ 296,633</b>	<b>\$ 340,800</b>	<b>\$ 44,167</b>	<b>14.9</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

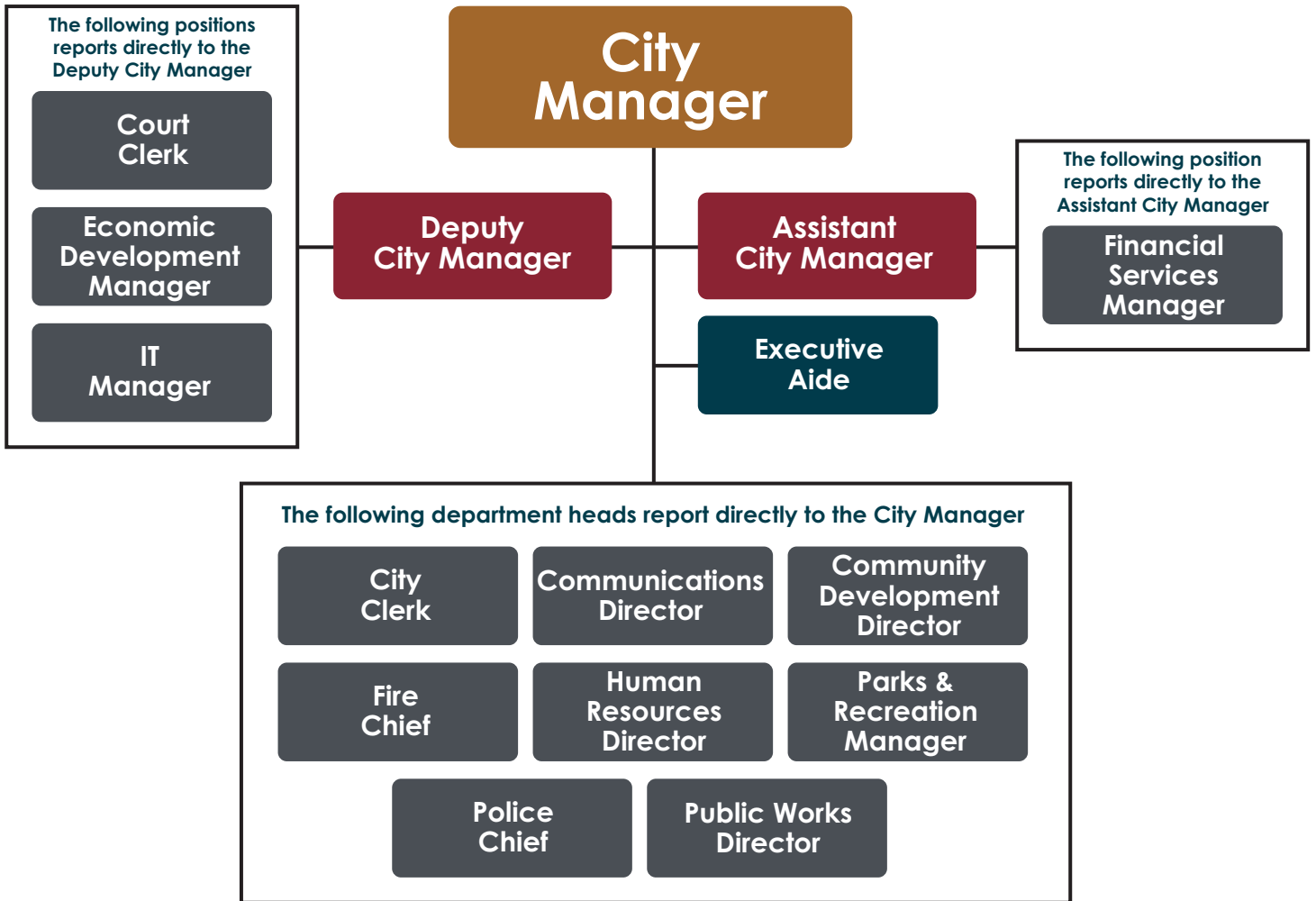
- The decrease in Salaries & Wages and Employee Benefits is a result of a full year's recognition of the removal of one full-time position.
- The increase in Professional Fees is a result of the budget requirements for funding elections according to the City's IGA with Fulton County as well as the final phase of the document archiving project anticipated to be completed in FY 2022.



# CITY MANAGER



The department serves as the City's administrative manager based on Milton's council-manager form of municipal government, directing a variety of administrative processes that allow a city government to operate efficiently and effectively. The department includes a City Manager, appointed by the Mayor, an Assistant City Manager and an executive aide.



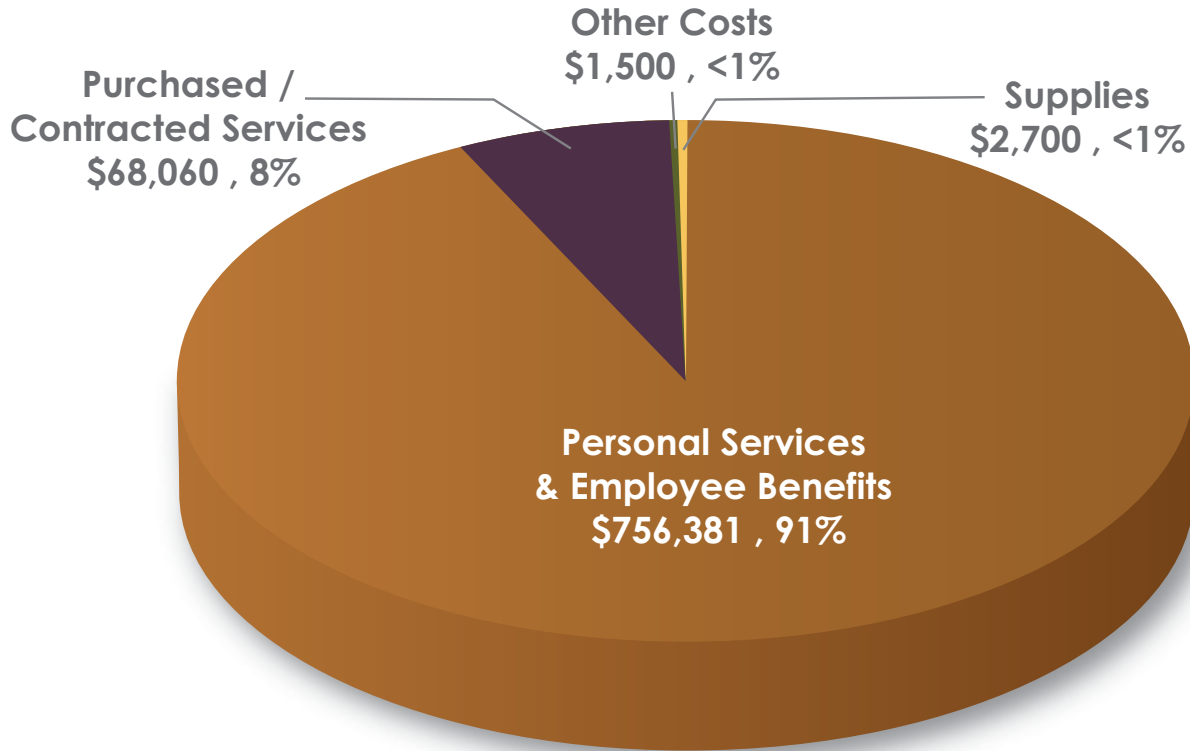
City Manager Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Better prepare material for consideration by the City Council, Boards, and Commissions to achieve improved outcomes	Sustainability and Resiliency / Smart Land Planning / Public Land and Resources	The City Manager Department is focused on the Strategic Plan as a whole and all Strategic Plan goals will be aligned with this department's goals.	
	2	Enhance digital informational access for citizens and stakeholders of the community			
	3	Grow the existing team dynamic to further enhance satisfaction, engagement, and teamwork			
	4	Expand staff's project management capabilities			
	5	Further define, analyze, and optimize business processes			
Strategies	1.1	Provide information and analysis sooner to allow for additional review time and feedback			
	1.2	Enhance the analysis of subject matter			
	2.1	Better leverage GIS to make geospatial information more readily available to the public			
	2.2	Enhance opportunities through Laserfiche to make city records more readily available to the public			
	3.1	Leverage professional and leadership development opportunities			
	3.2	Focus on enhancing our diverse and inclusive work environment			
	4.1	Institute low/no-cost, intuitive project management software			
	4.2	Identify appropriate project management training			
	5.1	Identify appropriate process analysis training			
	5.2	Create an in-house process analysis specialist			
	5.3	Establish straightforward process maps			
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Better prepare material for consideration by the City Council, Boards, and Commissions to achieve improved outcomes</b>					
Lead time for packet	1 week	3 days	3 days	3 days	1 week
Council/Board/Commission satisfaction	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	90th percentile
Number of deferred items needing more information	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	50% YOY reduction
<b>Goal #2: Enhance digital informational access for citizens and stakeholders of the community</b>					
Number new of informational layers added	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	80% of identified layers added
Citizen/staff satisfaction	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	90th percentile
<b>Goal #3: Grow the existing team dynamic to further enhance satisfaction, engagement, and teamwork</b>					
Percentage of identified members who receive training	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	100%
Jobs satisfaction and engagement	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	10% YOY improvement
<b>Goal #4: Expand staff's project management capabilities</b>					
Projects managed in new software	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	80%
Percentage of identified members who receive training	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	100%
<b>Goal #5: Further define, analyze, and optimize business processes</b>					
Percentage of identified members who receive training	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	100%
Percentage of identified processes mapped	Set baseline	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	80%

# CITY MANAGER

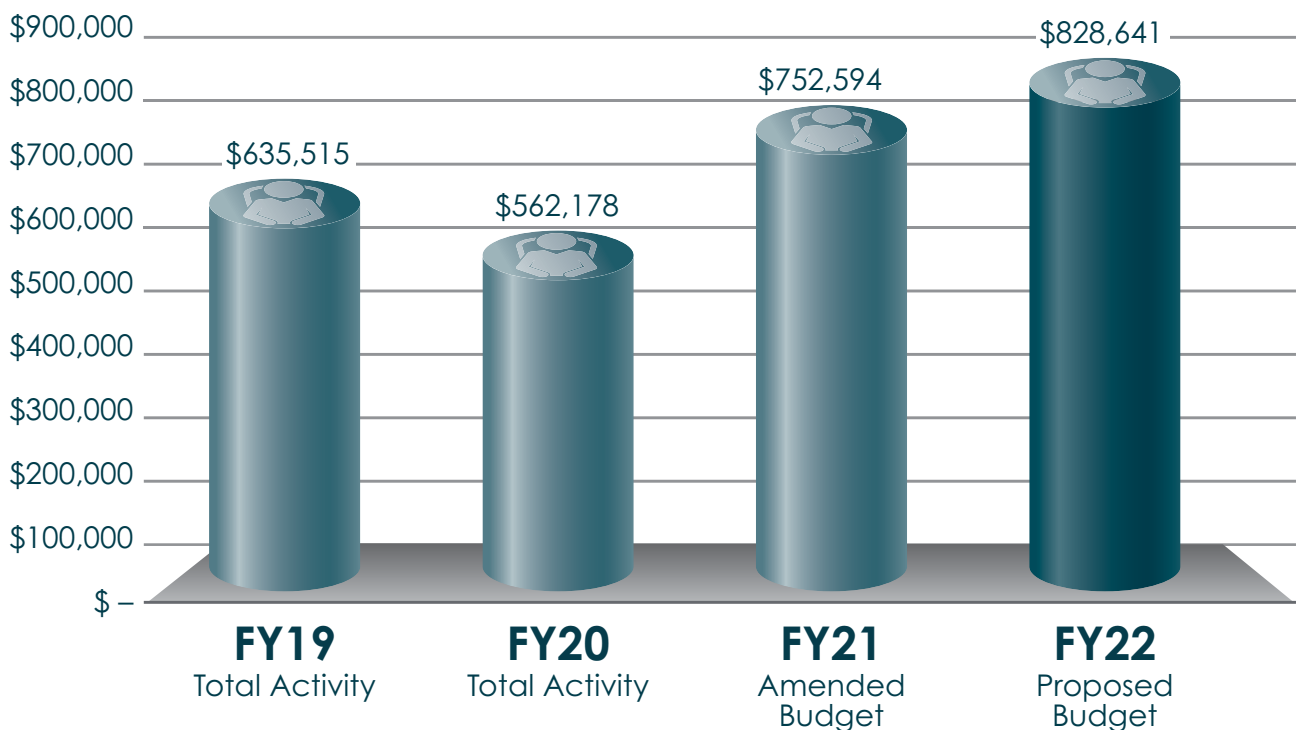
FY22 Expenditures by Fund:

**General Fund \$828,641**

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures





## City Manager General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 461,305	\$ 405,843	\$ 475,989	\$ 581,384	\$ 105,395	22.1
Employee Benefits	133,920	120,685	127,825	174,997	47,172	36.9
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 595,225</b>	<b>\$ 526,528</b>	<b>\$ 603,814</b>	<b>\$ 756,381</b>	<b>\$ 152,567</b>	<b>25.3</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 24,085	\$ 23,182	\$ 134,000	\$ 44,500	\$ (89,500)	(66.8)
Communications	2,386	1,364	1,380	2,070	690	50.0
Postage	-	-	50	50	-	-
Advertising	-	-	240	240	-	-
Printing	36	-	200	200	-	-
Travel	1,625	2,754	2,228	4,782	2,554	114.6
Dues & Fees	3,862	3,643	3,114	3,503	389	12.5
Education & Training	2,195	2,635	3,384	12,715	9,331	275.7
Maintenance Contracts	4,897	2,040	-	-	-	-
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 39,086</b>	<b>\$ 35,617</b>	<b>\$ 144,596</b>	<b>\$ 68,060</b>	<b>\$ (76,536)</b>	<b>(52.9)</b>
<b>SUPPLIES</b>						
General Supplies	\$ 22	\$ 34	\$ 200	\$ 200	\$ -	-
Food & Meals	756	-	1,484	1,500	16	1.1
Books & Periodicals	-	-	1,000	1,000	-	-
<b>TOTAL SUPPLIES</b>	<b>\$ 778</b>	<b>\$ 34</b>	<b>\$ 2,684</b>	<b>\$ 2,700</b>	<b>\$ 16</b>	<b>0.6</b>
<b>CAPITAL OUTLAYS</b>						
Machinery & Equipment	\$ 426	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 426</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>OTHER COSTS</b>						
Payment To Others	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ -	-
<b>TOTAL OTHER COSTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL CITY MANAGER</b>	<b>\$ 635,515</b>	<b>\$ 562,178</b>	<b>\$ 752,594</b>	<b>\$ 828,641</b>	<b>\$ 76,047</b>	<b>10.1</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

- The variances in Salaries & Wages and Employee Benefits are a result of the addition of a full time position to the City Manager Department in May 2021 as well as the requested market adjustment to salaries and the 3.4% increase to anticipated average medical costs per employee being recognized in FY 2022.
- The decrease in Professional Fees is a result of the allocation of funding to implement objectives of Strategic Plan 2021-2025 across appropriate departments (in FY 2021, funds were booked to the City Manager Department as a placeholder and until the plan was completed).





# FINANCE



The Finance Department plays a critical role in the City's financial health, stability and execution of each department's strategic goals. In addition to being responsible for administering Milton's occupational tax, managing alcohol licenses, billing annual property taxes, and directing the City's procurement process, the department serves as the cash manager for the City. Finance also prepares the annual budget and Comprehensive Annual Financial Report (CAFR) ensuring adherence to all federal, state, and, local laws.

## Financial Services Manager



**Finance Department  
Goals, Strategies, and Performance Measures**

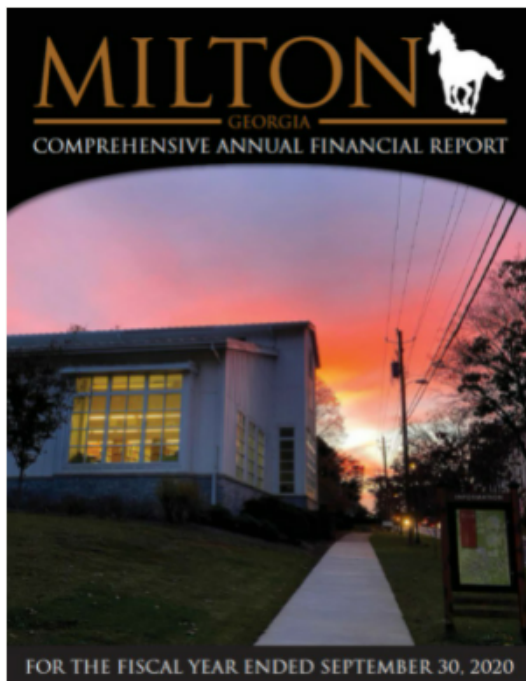
			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Maintain a credit-worthy and financially healthy community by providing high quality local government services that are affordable	Sustainability and Resiliency	Long-term Financial Stability / Diverse, Engaged, Healthy Workforce
	2	Streamline citizen and business owner interactions with the Finance Department		
	3	Employ best practices to ensure legal compliance and operations that are efficient, effective, transparent, and best in class		

		Reduce the reliance on property tax revenues and diminish the effects of economic fluctuations:		
	1.1	Review Milton's occupational tax structure and rates as compared to surrounding jurisdictions		
	1.2	Review the City's permit and inspections fee structure as compared to surrounding jurisdictions		
	1.3	Research stormwater related fees in surrounding jurisdictions		
	1.4	Establish a five-year financial plan for operating revenues and expenditures		
	1.5	Seek opportunities to increase the number of vendor responses to formal bids and RFPs to ensure best quality work and best price for each city project		
		Identify ways to improve the delivery of services to citizens and business owners, including:		
	2.1	Review existing occupational tax certificates and alcohol beverage license applications and streamline where possible		
	2.2	Issue Occupational Tax Certificates (OTC) within 10 business days of application		
	2.3	Increase opportunities for online payments		
	2.4	Work with the Communications Department to improve outreach to citizens and business owners regarding due dates and deadlines; establish a Finance Department Communication Plan		
		Ensure legal compliance and provide best in class services through adherence to best practices and professional development of staff:		
	3.1	Obtain GFOAs awards for adherence to best practices and outstanding reporting for financial reporting, popular reporting, and budget presentation annually		
	3.2	Utilize online transparency portal to share budget, spending, project timelines, and dashboard metrics with the public		
	3.3	Ensure employees are completing training according to individual check-in plans		
	3.4	Obtain a clean audit opinion free of material findings		

Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD/Budgeted	FY 2022 Forecast/Target
<b>Goal #1: Maintain a credit-worthy and financially healthy community by providing high quality local government services that are affordable</b>					
Bond rating	S&P AAA / Moody's Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
Unassigned fund balance/Subsequent year's budgeted revenues (General Fund)*	25%	26%	37%	25%	25%
Real and personal property tax as a % of total general fund revenues	Five-year plan to reduce	39%	39%	36%	39%
Average number of vendor responses to formal bids/RFPs	5	New Measure in FY 2021	New Measure in FY 2021	3	5
Percent of property tax bills collected by due date*	>85%	86%	85%	83%	86%
<b>Goal #2: Streamline citizen and business owner interactions with the Finance Department</b>					
Average number of days from application to issuance of OTC	10	New Measure in FY 2021	New Measure in FY 2021	11	10
New occupational tax certificates processed	WM	101	135	161	130
Renewal occupational tax certificates processed	WM	918	957	858	900
New alcohol beverage licenses issued	WM	6	4	11	5**
Renewal alcohol beverage licenses issued	WM	64	57	63	65
Percentage of property tax bills paid online	Increase 5% YOY	24%	20%	13% YTD	25%
Accounts Payable: average days from invoice date to payment date	30	19	22	24	24



Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD/Budgeted	FY 2022 Forecast/Target
<b>Goal #3: Employ best practices to ensure legal compliance and operations that are efficient, effective, transparent, and best in class</b>					
GFOA certificate of achievement for excellence in financial reporting	Awarded	Awarded	Awarded	ACFR to be reviewed	Awarded
GFOA outstanding achievement in popular annual financial reporting	Awarded	Awarded	Awarded	PAFR to be reviewed	Awarded
GFOA distinguished budget presentation award	Awarded	Awarded	Awarded	Awarded	Awarded
Independent external audit opinion	Clean	Clean	Clean	Financials to be audited	Clean
Material audit findings	0	0	0	Financials to be audited	0
Continuing education classes attended per employee	2	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022
<p>*For ease of tracking, the City of Milton budgets for certain Special Revenue Funds separately. Ultimately these funds are rolled into the General Fund for the purposes of financial reporting in the Annual Comprehensive Financial Report (ACFR) and figures may vary slightly. These metrics report audited actuals from the ACFR.</p> <p>**Current moratorium will impact new license applications.</p>					

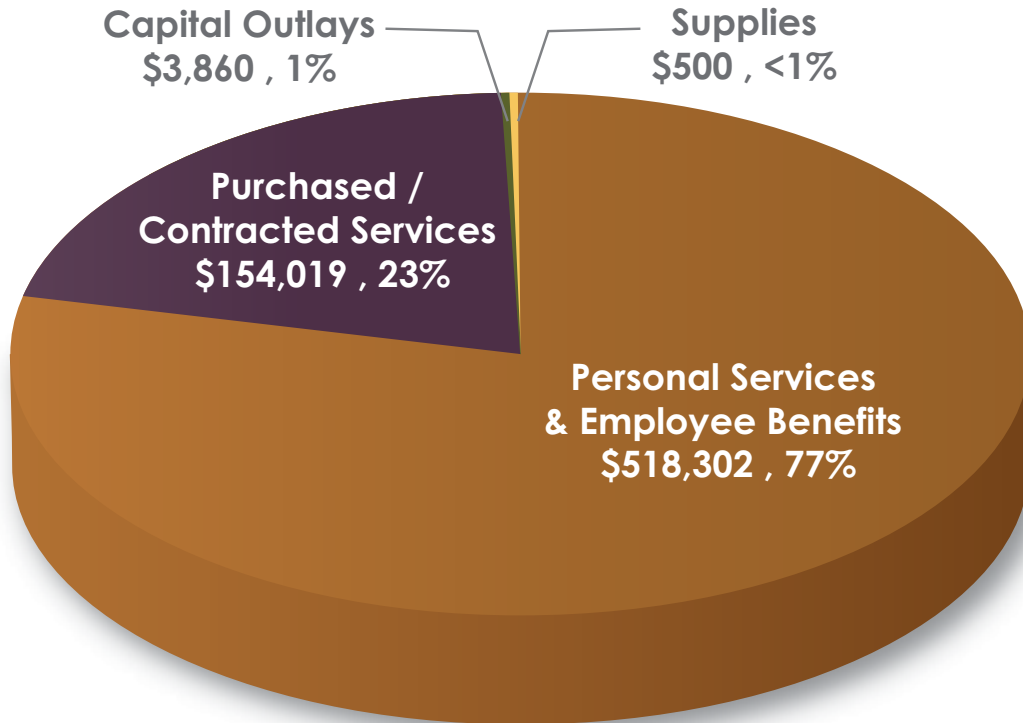


# FINANCE

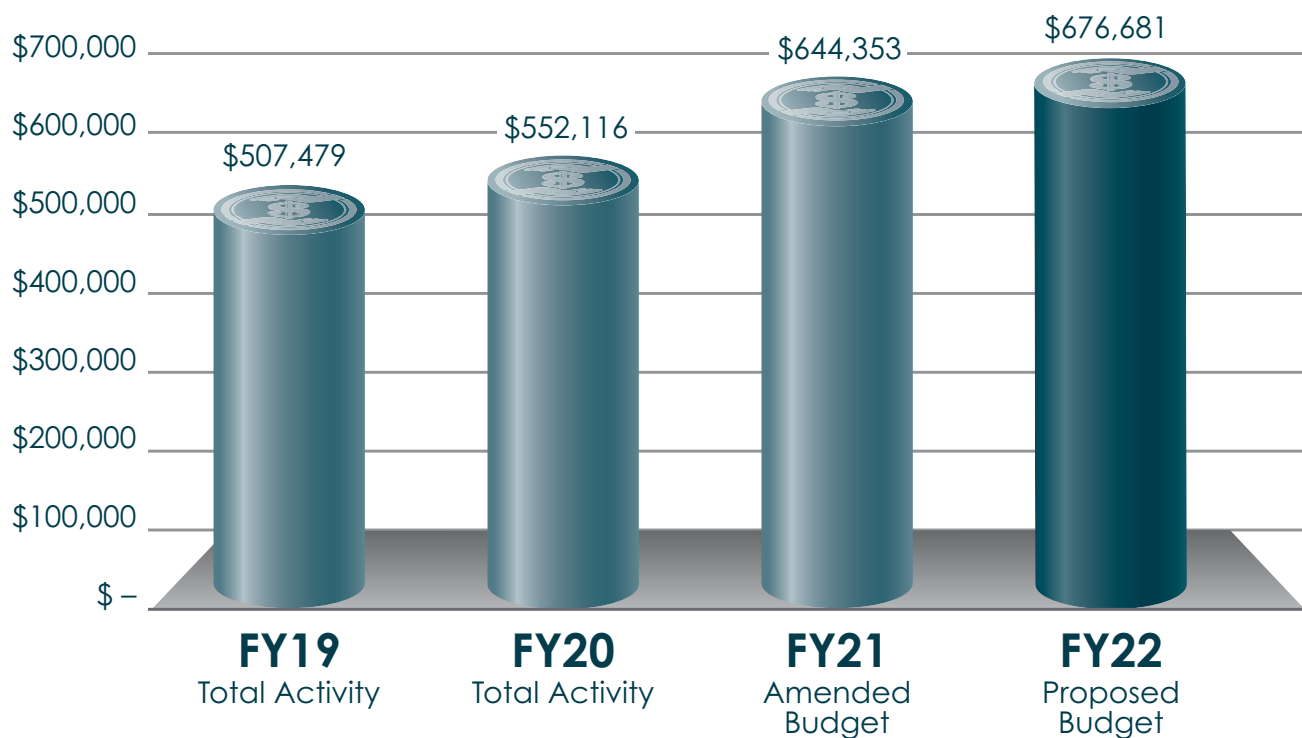
FY22 Expenditures by Fund:

General Fund \$676,681

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures





## Finance General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 299,574	\$ 343,081	\$ 355,215	\$ 373,078	\$ 17,863	5.0
Employee Benefits	86,819	86,717	129,309	145,224	15,915	12.3
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 386,393</b>	<b>\$ 429,798</b>	<b>\$ 484,524</b>	<b>\$ 518,302</b>	<b>\$ 33,778</b>	<b>7.0</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Administrative Fees	\$ 19,900	\$ 25,178	\$ 26,004	\$ 2,300	\$ (23,704)	(91.2)
Professional Fees	34,500	41,463	51,300	50,500	(800)	(1.6)
Communications	485	1,045	1,200	600	(600)	(50.0)
Postage	5,727	-	6,500	6,695	195	3.0
Advertising	5,679	4,360	1,040	250	(790)	(76.0)
Printing	4,703	1,282	6,544	9,861	3,317	50.7
Travel	1,730	1,236	3,055	3,152	97	3.2
Dues & Fees	1,557	1,592	2,110	2,170	60	2.8
Education & Training	2,731	3,549	6,077	5,880	(197)	(3.2)
Maintenance Contracts	35,889	40,121	54,201	72,611	18,410	34.0
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 112,901</b>	<b>\$ 119,826</b>	<b>\$ 158,031</b>	<b>\$ 154,019</b>	<b>\$ (4,012)</b>	<b>(2.5)</b>
<b>SUPPLIES</b>						
General Supplies	\$ 387	\$ 1,117	\$ 1,100	\$ 500	\$ (600)	(54.5)
Books & Periodicals	89	-	-	-	-	-
<b>TOTAL SUPPLIES</b>	<b>\$ 476</b>	<b>\$ 1,117</b>	<b>\$ 1,100</b>	<b>\$ 500</b>	<b>\$ (600)</b>	<b>(54.5)</b>
<b>CAPITAL OUTLAYS</b>						
Machinery & Equipment	\$ 7,697	\$ 1,375	\$ 698	\$ 3,860	\$ 3,162	453.0
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 7,697</b>	<b>\$ 1,375</b>	<b>\$ 698</b>	<b>\$ 3,860</b>	<b>\$ 3,162</b>	<b>453.0</b>
<b>OTHER COSTS</b>						
Payments to Others	\$ 13	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL OTHER COSTS</b>	<b>\$ 13</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL FINANCE</b>	<b>\$ 507,479</b>	<b>\$ 552,116</b>	<b>\$ 644,353</b>	<b>\$ 676,681</b>	<b>\$ 32,328</b>	<b>5.0</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

- The increase in Salaries & Wages and Employee Benefits represents a fully staffed department for FY 2022 with the reclassification of the Finance Director to a Financial Services Manager as well as the requested market adjustment to salaries and a 3.4% increase to anticipated average medical costs.
- The decrease in Administrative Fees represents the completion of the transition to a new merchant services/credit card processing provider that will collect all convenience fees directly, eliminating the need for the City to collect/pay monthly dues.
- The increase in the Maintenance Contracts category corresponds to fees related to the annual maintenance of an accounts payable

# INFORMATION SERVICES (IS)



The department serves as the foundation for all City services and programs by supporting City departments and staff with applications management, network and telecommunications services, and identifying and procuring IS and GIS solutions necessary for operating an efficient and effective City government. From desktop computers at City Hall to mobile public safety computers, Milton IS helps ensure the day-to-day operations of City services.

**IT  
Manager**

**Third-Party IT/GIS  
Support (Contract)**



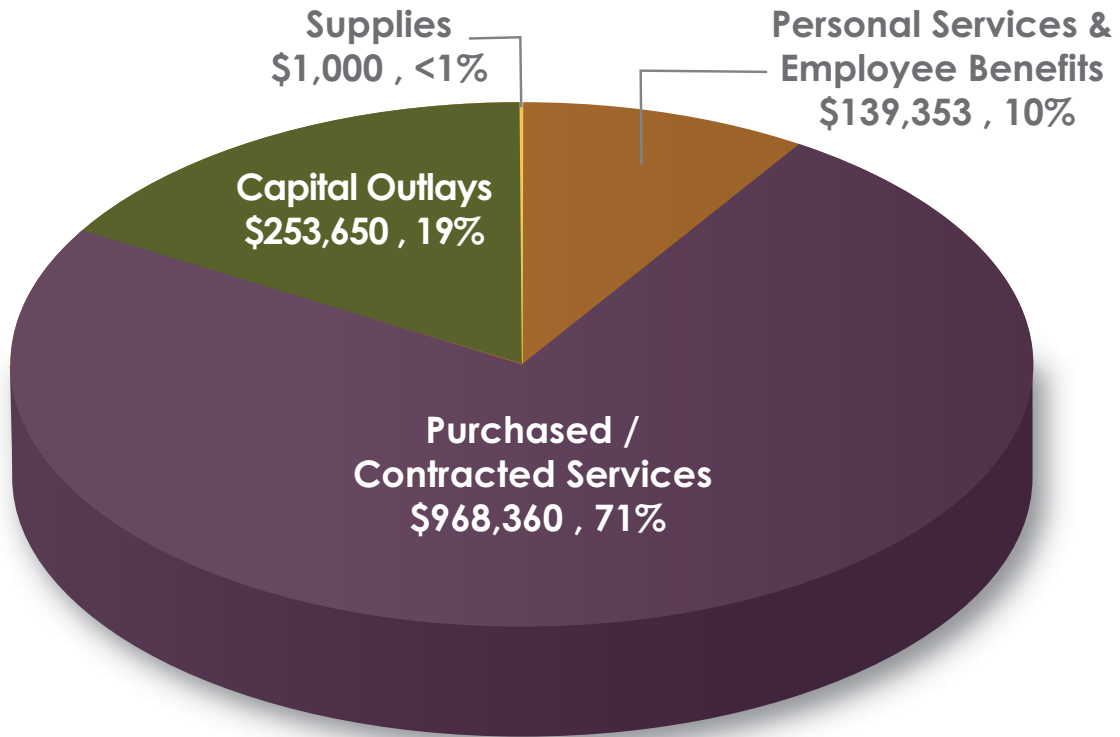
Information Services Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Be a reliable provider of technology support to the organization	Sustainability and Resiliency	Effective Information Technology	
	2	Promote transparency and accessibility to City resources and services			
	3	Be a trusted technology advisor to the organization			
	4	Provide efficient and effective technology solutions that expand and improve the City's operations			
Strategies	1.1	Improve IT service delivery and end-user satisfaction levels			
	1.2	Implement a consolidated and reliable infrastructure			
	1.3	Improve backup and recovery capabilities			
	1.4	Utilize cloud-based services to improve operations			
	1.5	Promote security best practices, secure city data, and devices			
	2.1	Explore and implement self-help features onto City's website			
	3.1	Improve communication with City staff on IT initiatives			
4.1	Implement technologies that facilitate greater user interaction				
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Be a reliable provider of technology support to the organization</b>					
Help desk requests	WM	2,218	3,241	2,772	TBD
Total number of CyberSecurity support requests	WM	New Measure in FY21	New Measure in FY21	1,134	TBD
Overall employee and management satisfaction rating (end user) 1-10	8	New Measure in FY22	New Measure in FY22	New Measure in FY22	8
<b>Goal #2: Promote transparency and accessibility to City resources and services</b>					
Number of views on the city's GIS web pages	20,000	Data Not Available	Data Not Available	9,289*	21,000
Number of unique views on the city's GIS web pages	19,000	Data Not Available	Data Not Available	7,713*	20,000
<b>Goal #3: Be a trusted technology advisor to the organization</b>					
Ticket resolution success rate %	99%	99%	99%	99%	99%
Ticket response SLA % compliance	99%	Data Not Available	98%	95%	99%
Total system uptime %	99%	99%	98%	99%	99%
Data backup success rate % (onsite)	99%	Data Not Available	99%	98%	99%
Data backup success rate % (remote)	99%	Data Not Available	100%	99%	99%
<b>Goal #4: Provide efficient and effective technology solutions that expand and improve the City's operations</b>					
Percent of projects completed on time**	80%	64%	86%	83%	90%
Total number of CyberSecurity training classes conducted for city staff***	1	0	0	0	1
Quarterly asset audit conducted (workstations/servers)	4	0	0	1	4
* Based on six month calculation beginning in July 2021					
**Some projects in FY20 and FY21 were delayed due to COVID-19					
***Mandatory security awareness training is conducted bi-annually for Public Safety personnel					
WM = workload measure					

# INFORMATION SERVICES (IS)

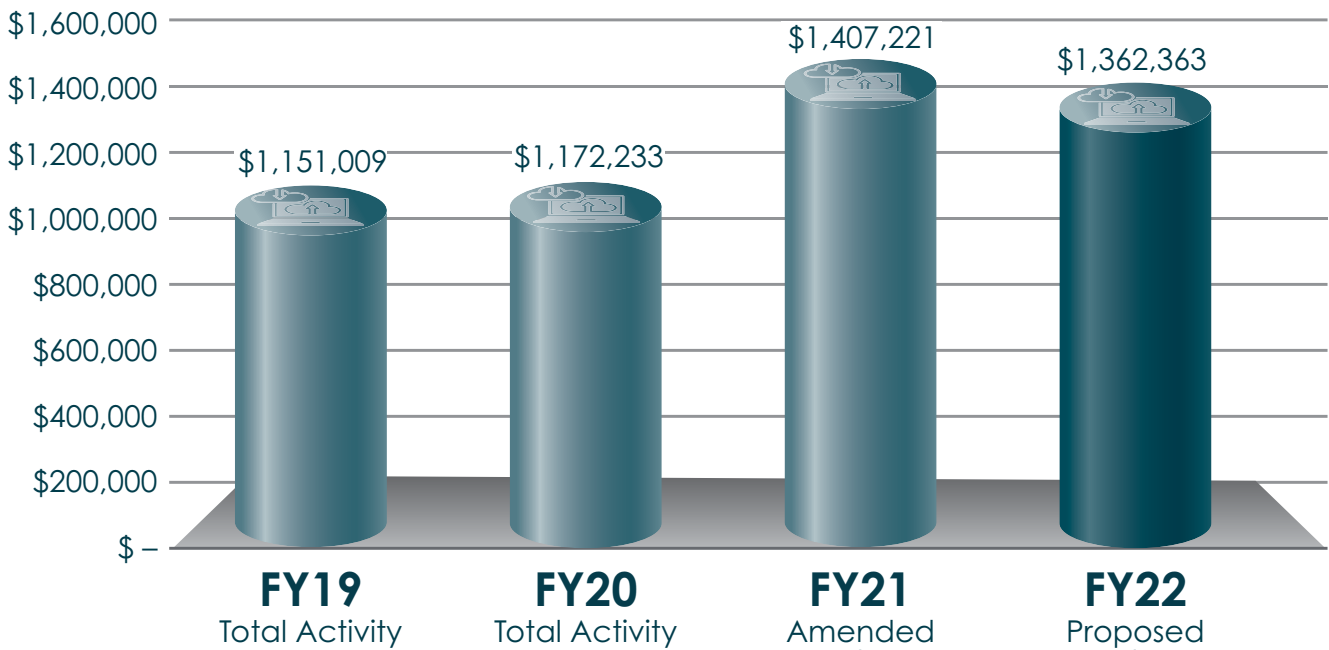
FY22 Expenditures by Fund:

**General Fund \$1,362,363**

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures





## Information Services General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 144,442	\$ 109,695	\$ 98,948	\$ 101,876	\$ 2,928	3.0
Employee Benefits	57,813	49,476	36,893	37,477	584	1.6
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 202,255</b>	<b>\$ 159,171</b>	<b>\$ 135,841</b>	<b>\$ 139,353</b>	<b>\$ 3,512</b>	<b>2.6</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ -	\$ 6,939	\$ 37,964	\$ 117,000	\$ 79,036	208.2
Communications	185,749	63,412	53,738	46,900	(6,838)	(12.7)
Postage	-	13	250	250	-	-
Advertising	-	-	480	480	-	-
Printing	-	-	50	50	-	-
Travel	4,244	-	-	2,130	2,130	-
Dues & Fees	30	-	-	-	-	-
Education & Training	5,150	1,445	3,600	2,800	(800)	(22.2)
Maintenance Contracts	626,869	771,840	837,981	798,750	(39,231)	(4.7)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 822,042</b>	<b>\$ 843,648</b>	<b>\$ 934,063</b>	<b>\$ 968,360</b>	<b>\$ 34,297</b>	<b>3.7</b>
<b>SUPPLIES</b>						
Food & Meals	\$ 578	\$ 419	\$ 1,000	\$ 1,000	\$ -	-
<b>TOTAL SUPPLIES</b>	<b>\$ 578</b>	<b>\$ 419</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>73.0</b>
<b>CAPITAL OUTLAYS</b>						
Machinery & Equipment	\$ 126,134	\$ 168,994	\$ 336,317	\$ 253,650	\$ (82,667)	(24.6)
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 126,134</b>	<b>\$ 168,994</b>	<b>\$ 336,317</b>	<b>\$ 253,650</b>	<b>\$ (82,667)</b>	<b>(24.6)</b>
<b>TOTAL INFORMATION SERVICES</b>	<b>\$ 1,151,009</b>	<b>\$ 1,172,233</b>	<b>\$ 1,407,221</b>	<b>\$ 1,362,363</b>	<b>\$ (44,858)</b>	<b>(3.2)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

- The increase in Professional Fees is related to the change in implementation timing of the Office 365 migration from FY 2021 to FY 2022, the request to move the Laserfiche platform to a subscriber model, implementation of SharePoint, and a full year of audio-visual consultant hours.
- The Maintenance Contracts category decrease is the result of the cancellation of the Granicus contract as well as a reduction in the managed services line item as certain costs were more appropriately accounted for under capital outlays and professional fees.
- The overall decrease in Machinery & Equipment is primarily being driven by a reduction in the software requests for FY 2022 as well as fewer equipment needs related to replacement phones, printers, copiers, etc.





# HUMAN RESOURCES



The importance of people to an organization Milton's size cannot be underestimated. As such, Human Resources is dedicated to providing services that promote a work environment that can be characterized by fair treatment of staff, open communications, and boasts an inspired, talented and effective workforce who are the face of the City.

**Human  
Resources  
Director**

**Human Resources  
Manager**



**Human Resources Department  
Goals, Strategies, and Performance Measures**

			Strategic Alignment	
			Strategic Priority	Strategic Goal
<b>Departmental Goals</b>	1	Attract and retain a highly qualified workforce	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce
	2	Create and foster an inclusive workplace that is welcoming to a diverse group of employees		
	3	Enhance recruitment efforts for minority employees to more closely reflect the makeup of the community		
	4	Enhance recruitment efforts for hard to fill positions/Increase the number of PD/FD vacancies filled with certified/paramedic candidates		
	5	Offer quality wellness opportunities for employees		
	6	Reduce accident and worker's compensation claims and offer training to reduce claims		

<b>Strategies</b>	1.1	Conduct an employee engagement survey to create a baseline and utilize comparative results to make incremental changes to retain a highly qualified workforce
	1.2	Enhance training opportunities for administrative and public safety staff
	1.3	Decrease number of employees terminating with less than two years of service
	2.1	Implement suggestions of the Diversity, Equity, and Inclusion committee to encourage a more diverse workforce
	3.1	Market benefits of employee contribution to the defined contribution plan
	3.2	Increase % of minority employees as a % of total employees
	3.3	Increase % of female employees as a % of total employees
	4.1	Offer referral fee and sign-on incentives for certified police officer and firefighter paramedic positions
	5.1	Offer quarterly wellness programs on various initiatives
	6.1	Take proactive measures to decrease preventable vehicular accidents and workers' compensation claims

Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Attract and retain a highly qualified workforce</b>					
Percentage of employees responding to the employee engagement survey	65%	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	>66%
Number of training opportunities offered	24 based on 2 per month	New Measure in FY 2021	New Measure in FY 2021	≈25	30
Employee retention as a % of full-time budgeted positions	>85%	88%	88%	83%	>85%
Number of employees terminating with less than two years of service	Average for last 3 years is 10	8	6	15	>10
<b>Goal #2: Create and foster an inclusive workplace that is welcoming to a diverse group of employees</b>					
TBD based on results of DEI Committee recommendations					
<b>Goal #3: Enhance recruitment efforts for minority employees to more closely reflect the makeup of the community</b>					
Percentage of employees maximizing defined contribution plan	70%	New Measure in FY 2021	New Measure in FY 2021	70%	80%
Minority employees/Total employees	Increase Annually	13%	9%	13%	>14%
Female employees/Total employees	Increase Annually	36%	36%	38%	>39%
<b>Goal #4: Enhance recruitment efforts for hard to fill positions/Increase the number of PD/FD vacancies filled with certified/paramedic candidates</b>					
Number of referral fee incentives paid	*	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	*
Number of sign-on incentives paid	*	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	*
Certified police officers hired/total officers hired	50%	11%	0%	33%	≥50%
Firefighter paramedics hired/total firefighters hired	50%	14%	40%	25%	≥50%
<b>Goal #5: Offer quality wellness opportunities for employees</b>					
Number of wellness events/courses/offerings	12	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	12
<b>Goal #6: Reduce accident and worker's compensation claims and offer training to reduce claims</b>					
Number of preventable vehicular accidents	0	2	2	1	≤2
Number of workers' compensation claims	Reduce by 10%	12	8	12	<10

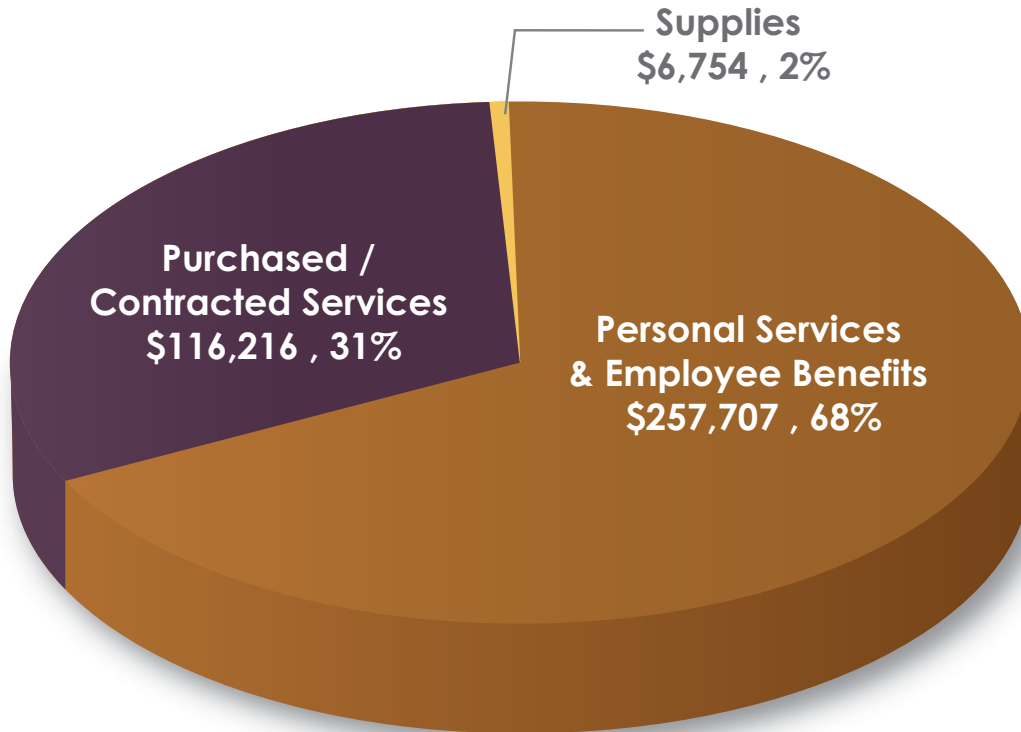
\* Referral fee and sign-on incentives are driven by employee retention. The goal is to use the funds, if necessary, to attract certified individuals, but ultimately to retain current certified staff.

# HUMAN RESOURCES

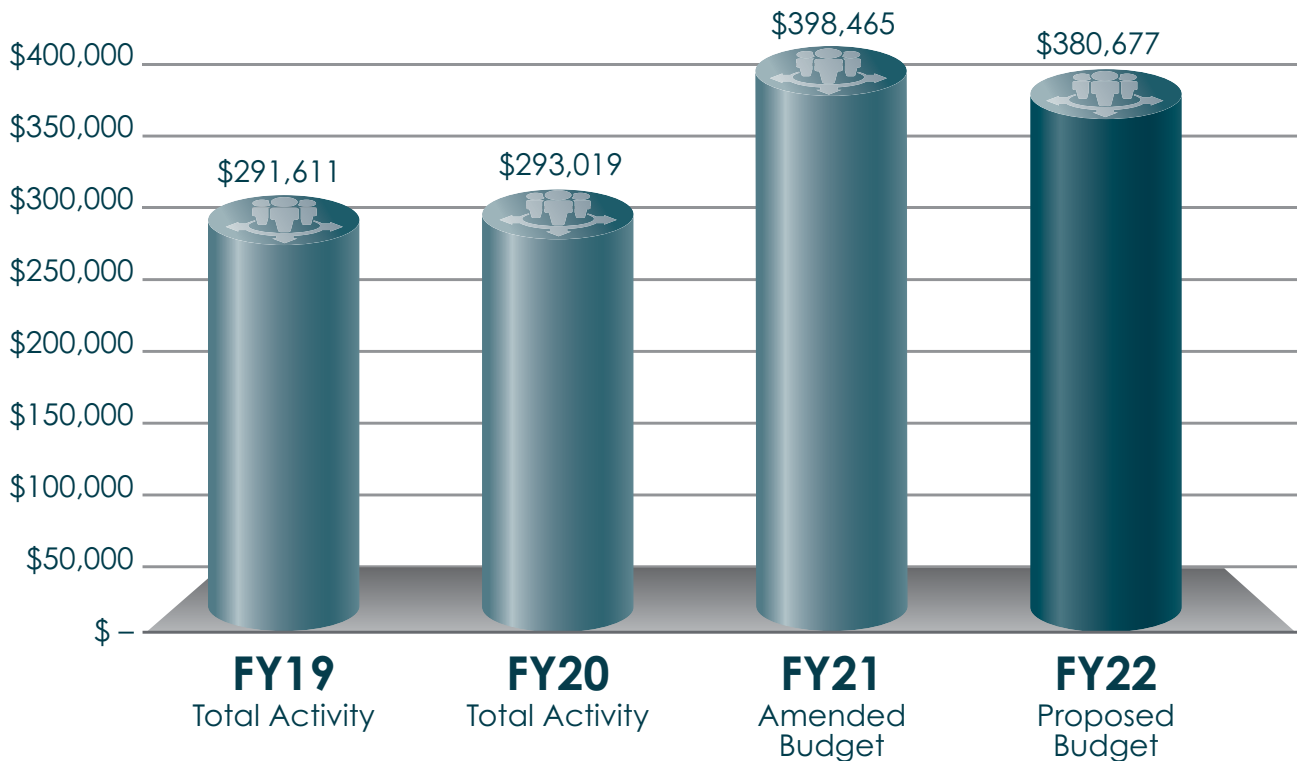
FY22 Expenditures by Fund:

**General Fund** \$380,677  
**M&O Initiatives** \$28,674

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures



## Human Resources General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 153,232	\$ 166,393	\$ 183,681	\$ 188,555	\$ 4,874	2.7
Employee Benefits	50,149	61,391	74,387	69,152	(5,235)	(7.0)
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 203,381</b>	<b>\$ 227,785</b>	<b>\$ 258,068</b>	<b>\$ 257,707</b>	<b>\$ (361)</b>	<b>(0.1)</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Administrative Fees	\$ 42,667	\$ 47,737	\$ 44,850	\$ 46,150	\$ 1,300	2.9
Professional Fees	28,857	5,856	44,071	35,352	(8,719)	(19.8)
Rental Equipment & Vehicles	-	-	-	-	-	-
Communications	690	741	1,176	1,140	(36)	(3.1)
Postage	-	-	100	90	(10)	(10.0)
Advertising	1,638	1,077	1,840	1,500	(340)	(18.5)
Printing	18	201	100	100	-	-
Travel	5,853	490	18,940	13,200	(5,740)	(30.3)
Dues & Fees	644	319	1,963	1,670	(293)	(14.9)
Education & Training	1,082	4,285	16,697	17,014	317	1.9
Maintenance Contracts	-	-	1,500	-	(1,500)	(100.0)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 81,450</b>	<b>\$ 60,706</b>	<b>\$ 131,237</b>	<b>\$ 116,216</b>	<b>\$ (15,021)</b>	<b>(11.4)</b>
<b>SUPPLIES</b>						
General Supplies	\$ 2,374	\$ 510	\$ 2,754	\$ 2,754	\$ -	-
Food & Meals	4,180	898	6,000	4,000	(2,000)	(33.3)
<b>TOTAL SUPPLIES</b>	<b>\$ 6,554</b>	<b>\$ 1,408</b>	<b>\$ 8,754</b>	<b>\$ 6,754</b>	<b>\$ (2,000)</b>	<b>(22.8)</b>
<b>CAPITAL OUTLAYS</b>						
Furniture & Fixtures	\$ -	\$ -	\$ -	\$ -	\$ -	-
Machinery & Equipment	\$ 227	\$ 3,121	\$ 406	\$ -	\$ (406)	(100.0)
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 227</b>	<b>\$ 3,121</b>	<b>\$ 406</b>	<b>\$ -</b>	<b>\$ (406)</b>	<b>(100.0)</b>
<b>TOTAL HUMAN RESOURCES</b>	<b>\$ 291,611</b>	<b>\$ 293,019</b>	<b>\$ 398,465</b>	<b>\$ 380,677</b>	<b>\$ (17,788)</b>	<b>(4.5)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

- The City budgets for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses. The decrease seen in Employee Benefits represents the return to the per employee average allocation for FY 2022 versus actual anticipated expenses from FY 2021.
- The decrease in Professional Fees is related to the actuarial review of the City's pension plan conducted in FY 2021 that will not recur in FY 2022.



# GENERAL GOVERNMENT BUILDINGS

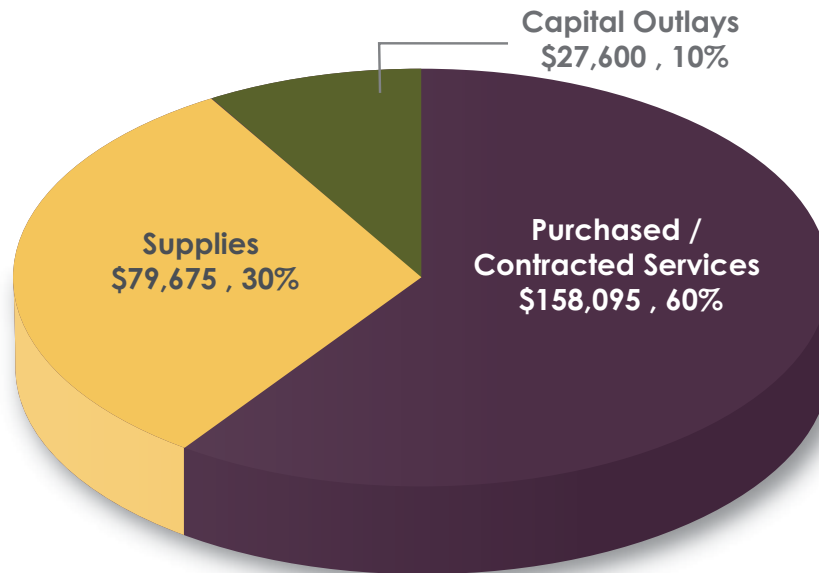


Under the supervision of the Public Works Director, the Facilities Manager oversees the maintenance and care of the City's facilities that do not fall under other department's jurisdictions including: City Hall and Community Place, Bethwell Community Center, Broadwell Pavilion, and the Public Works maintenance building. Additionally, large scale facility construction projects (ex. City Hall/Public Safety Complex) are expensed to this department.

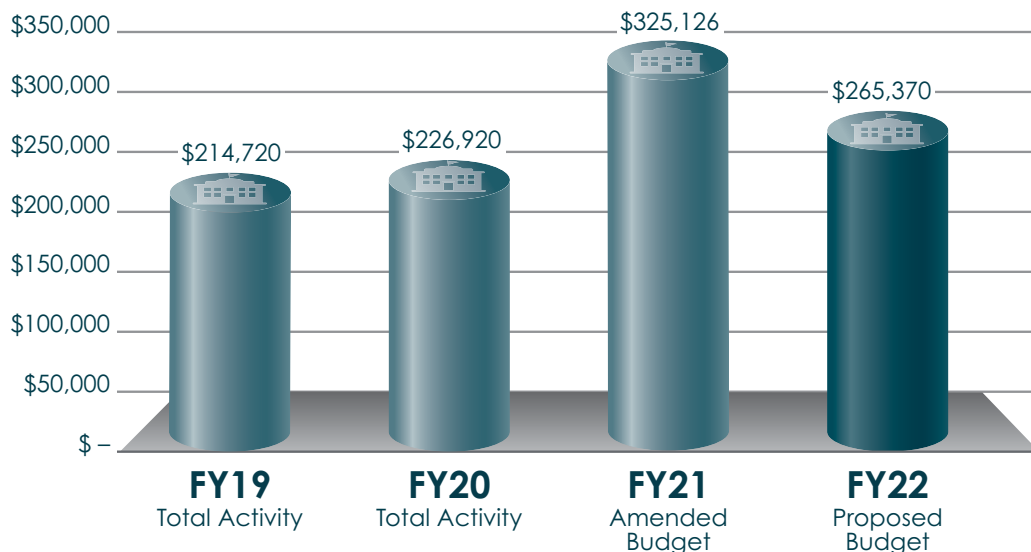
## FY22 Expenditures by Fund:

<b>General Fund</b>	<b>\$265,370</b>
<b>Impact Fees Fund</b>	<b>13,000</b>

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures





General Government Buildings Department Goals, Strategies, and Performance Measures					
Departmental Goals	1	Provide preventive, corrective, and emergency services to general government facilities to ensure safe, efficient and effective operations	Strategic Alignment		
			Strategic Priority	Strategic Goal	
			Sustainability and Resiliency / Public Land and Resources	Safe and Secure Community / Culture in Public Spaces	
Strategies	1.1	Use software to track work orders / Explore software capabilities for creating and reporting services			
	1.2	Contract facility landscape maintenance			
	1.3	General government fleet efficiency			
	1.4	Track utility rates at general government facilities			
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1:</b>					
Landscape maintenance service visits to various locations	1x per week	52	52	52	3 sites (6 acres) at 52 per site
Baseline for fleet in service vs out of service time	Set baseline	New Measure for FY 2022	New Measure for FY 2022	New Measure for FY 2022	Set baseline
Baseline for bills and future comparisons or goals	Set baseline	New Measure for FY 2022	New Measure for FY 2022	New Measure for FY 2022	Set baseline

### General Government Buildings General Fund Expenditures

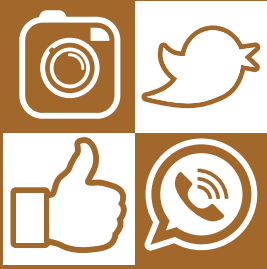
	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 587	\$ -	\$ -	\$ 1,000	\$ 1,000	-
Cleaning Services	31,802	41,786	43,930	53,521	9,591	21.8
Facility Repair & Maintenance	49,829	45,884	37,866	31,551	(6,315)	(16.7)
Grounds Repair & Maintenance	46,350	31,146	49,500	41,303	(8,197)	(16.6)
Rental Land & Buildings	-	-	-	-	-	-
Communications	155	24,020	25,600	28,907	3,307	12.9
Maintenance Contracts	2,358	1,790	1,948	1,813	(135)	(6.9)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 131,081</b>	<b>\$ 144,626</b>	<b>\$ 158,844</b>	<b>\$ 158,095</b>	<b>\$ (749)</b>	<b>(0.5)</b>
<b>SUPPLIES</b>						
General Supplies	\$ 11,692	\$ 9,551	\$ 8,621	\$ 10,700	\$ 2,079	24.1
Utilities	71,947	64,629	72,861	68,975	(3,886)	(5.3)
<b>TOTAL SUPPLIES</b>	<b>\$ 83,639</b>	<b>\$ 74,180</b>	<b>\$ 81,482</b>	<b>\$ 79,675</b>	<b>\$ (1,807)</b>	<b>(2.2)</b>
<b>CAPITAL OUTLAYS</b>						
Furniture & Fixtures	\$ -	\$ 8,114	\$ 80,000	\$ 23,000	\$ (57,000)	(71.3)
Machinery & Equipment	-	-	4,800	4,600	(200)	(4.2)
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ -</b>	<b>\$ 8,114</b>	<b>\$ 84,800</b>	<b>\$ 27,600</b>	<b>\$ (57,200)</b>	<b>(67.5)</b>
<b>TOTAL GENERAL GOVERNMENT BUILDINGS</b>	<b>\$ 214,720</b>	<b>\$ 226,920</b>	<b>\$ 325,126</b>	<b>\$ 265,370</b>	<b>\$ (59,756)</b>	<b>(18.4)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

#### Notable Variances Explained

- The variance in the Facility Repair & Maintenance and Grounds Repair & Maintenance categories are related to a reduction in anticipated expenses at City Hall including the parking lot pavement application that was applied in FY 2021 that will not recur in FY 2022.
- The variance in Furniture & Fixtures is due to the completion of the build out of new work stations on the second floor of City Hall in FY 2021.

# COMMUNICATIONS



The department is responsible for ensuring citizens are educated and proactively informed regarding all aspects of city business through a variety of channels including traditional media, digital platforms such as web and email, social media, and print publications.

**Communications  
Director**

**Communications  
Coordinator**

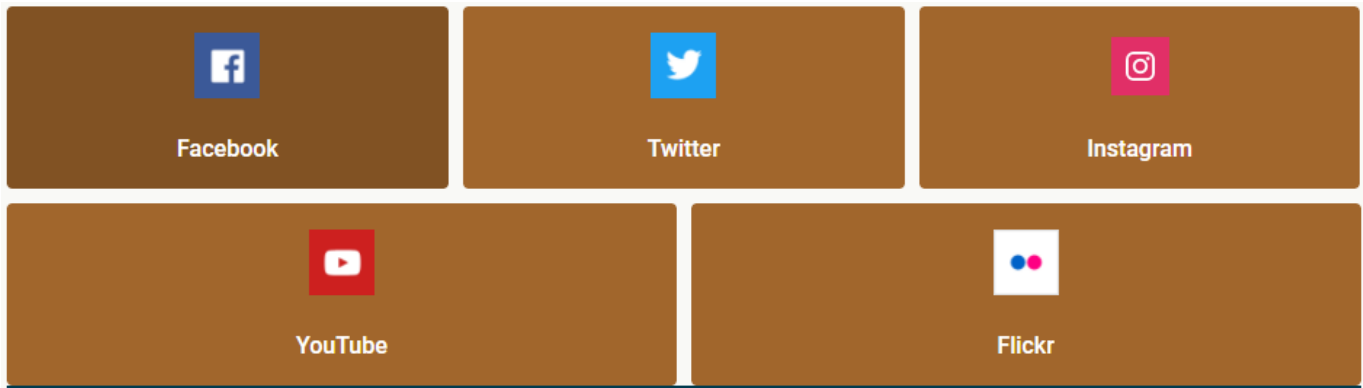
**The following department head reports directly  
to the Communications Director**

**Community  
Outreach  
Manager**



Communications Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	EXTERNAL COMMUNICATIONS: To be effective, proactive and inclusive in informing, educating and engaging our citizens about what's happening in Milton and its government using a full suite of communications tools including social media, emails, videos and more	Sustainability and Resiliency	Critical Event Preparedness / Safe and Secure Community	
	2	INTERNAL COMMUNICATIONS: To work hand-in-hand with City departments to promote strong external communications as well as a successful strategic approach to ensure their initiatives, missions, and philosophy are effectively communicated to the public	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce	
	3	SUPPORT MILTON'S STRATEGIC AND COMPREHENSIVE PLANS: To launch and promote initiatives, both internally and externally, that reflect goals and objectives outlined in the 2021-2025 Strategic Plan and 2040 Comprehensive Plan	Sustainability and Resiliency; Smart Land Planning; Public Land and Resources	Education and communication for each goal: equestrian matters, public safety, transportation, sustainability, etc.	
Strategies	1.1	Optimize the City's newly redesigned website to make it even more helpful for residents, visually appealing, and representative of the City			
	1.2	Maintain and expand the use of the City's social media channels – specifically Facebook, Twitter, Instagram, LinkedIn and YouTube – in order to bolster engagement and activity			
	1.3	Grow the City's dedicated YouTube channel with effectively, logically featured official meeting videos as well as regular, high-quality, engaging videos highlighting developments around Milton			
	1.4	Work toward creating a virtual Milton Visitors Center (or a similarly themed entity) to showcase the City's character, destinations, businesses and more in line with broader marketing/branding efforts			
	1.5	Grow, improve, and better leverage Police and Fire (i.e. public safety) social media channels while ensuring consistently high standards, messaging and coordination			
	1.6	Ensure that the public understands the wide breadth of what is happening in City government, even as some of that government's structure and responsibilities evolve			
	2.1	Ensure City employees – even those working on shift schedules and in varying roles – fully understand what is happening in Milton and its government			
	2.2	Work with Departments to develop and implement communications plan specific to their focus areas			
	2.3	Partner with Human Resources and others in City on employee events, such as Strategic Plan retreats/communication and DEI events			
	2.4	Recognize and celebrate City employees excellent work, both internally and externally			
	3.1	Showcase and promote Milton's rural and equestrian heritage (in coordination with the Equestrian Committee and other City staff) through social media campaigns, marketing campaigns, and a new equestrian page/section on the City website			
	3.2	Spearhead the creation, dissemination and result-collection of a Milton version of the National Community Survey			
	3.3	Partner with Police and Public Works on public outreach-plus regarding the Local Road Safety Plan			
	3.4	Partner with Parks and Rec as well as Public Works on public outreach-plus related to City greenspaces, park improvements, park acquisitions, the former Milton Country Club, etc.			
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: EXTERNAL COMMUNICATIONS: To be effective, proactive and inclusive in informing, educating and engaging our citizens about what's happening in Milton and its government using a full suite of communications tools including social media, emails, videos and more</b>					
Facebook followers	Up 5% YOY	New Measure in FY 2021	New Measure in FY 2021	13,600	14,200
Facebook page reach	Up 5% YOY	New Measure in FY 2021	New Measure in FY 2021	490,539	500,000
Facebook posts	1000/year	New Measure in FY 2021	New Measure in FY 2021	1,025	1,000
Instagram followers	Up 5% YOY	New Measure in FY 2021	New Measure in FY 2021	4,200	5,000
Instagram page reach	Up 5% YOY	New Measure in FY 2021	New Measure in FY 2021	9,251	10,000
Instagram posts	100/year	New Measure in FY 2021	New Measure in FY 2021	88	100
Twitter followers	Up 5% YOY	New Measure in FY 2021	New Measure in FY 2021	6,074	7,000
Twitter posts	225/year	New Measure in FY 2021	New Measure in FY 2021	173	200
YouTube subscribers	Up 5% YOY	New Measure in FY 2021	New Measure in FY 2021	190	225
YouTube new original videos	Up 5% YOY	New Measure in FY 2020	16.00	12	15
Constant Contact subscribers	Up 5% YOY	New Measure in FY 2020	8558.00	8,700	9,200
Constant Contact email campaigns	600,000 sends	New Measure in FY 2021	New Measure in FY 2021	509,922 sends / 166,430 opens	550,000 sends / 200,000 opens
City website users	Up 10% YOY	110,348	130,153	155,396	165,000
City website pageviews	Up 10% YOY	420,251	451,540	566,441	640,000

Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #2: INTERNAL COMMUNICATIONS: To work hand-in-hand with City departments to promote strong external communications as well as a successful strategic approach to ensure their initiatives, missions, and philosophy are effectively communicated to the public</b>					
Communication plans developed	1 per month	New Measure in FY 2021	New Measure in FY 2021	12	12
Number of internal group communications completed	1 per month	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	12
Number of projects with assistance from Communications staff	1 per month	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	6
Events facilitated	4 per year	New Measure in FY 2021	New Measure in FY 2021	2	3
Diversity, equity, and inclusion social media posts	1 per month	New Measure in FY 2021	New Measure in FY 2021	8	10
Diversity, equity, and inclusion events	4 per year	New Measure in FY 2021	New Measure in FY 2021	2	3
<b>Goal #3: SUPPORT MILTON'S STRATEGIC AND COMPREHENSIVE PLANS: To launch and promote initiatives, both internally and externally, that reflect goals and objectives outlined in the 2021-2025 Strategic Plan and 2040 Comprehensive Plan</b>					
Special outreach initiatives	6 per year	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	6
Communications related to rural and equestrian heritage	15 per year	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	12
Partnerships related to rural and equestrian heritage	10 total	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	6
Communications related to greenspace and parks	25 per year	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	24



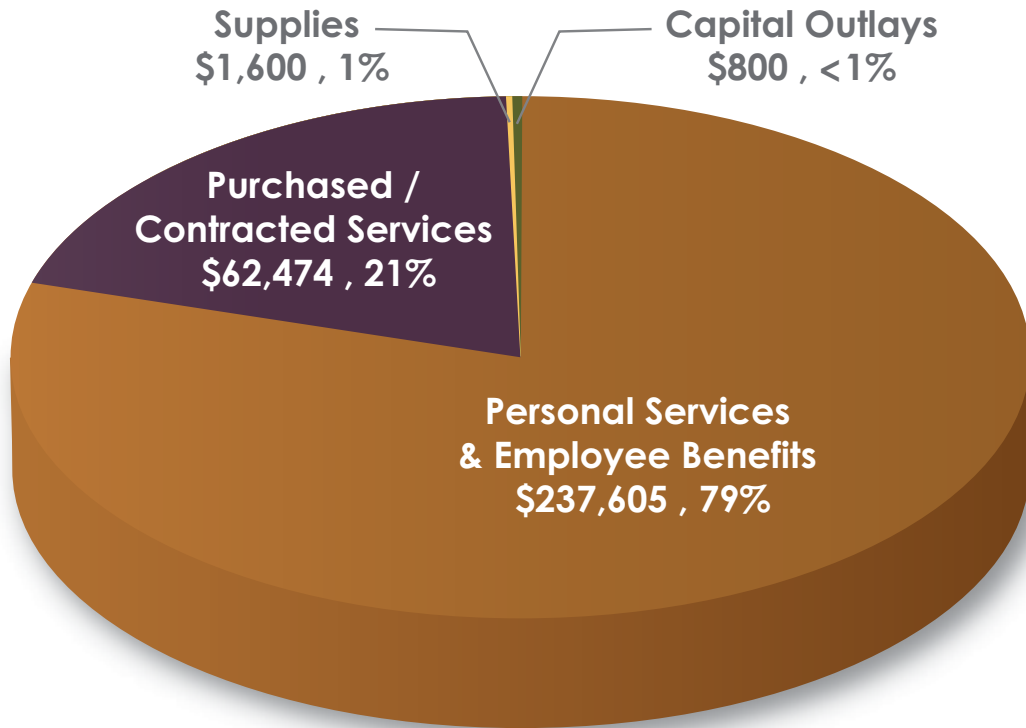
Please click the links for access to Milton's social media sites.

# COMMUNICATIONS

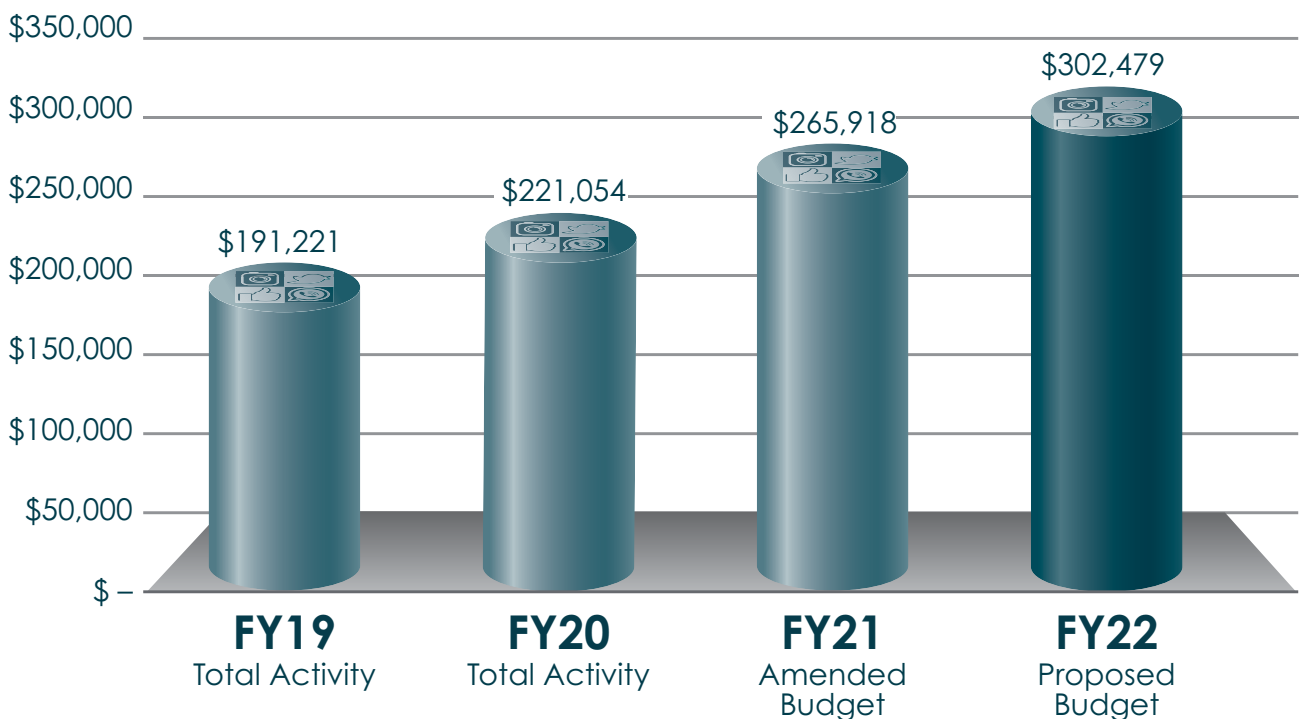
FY22 Expenditures by Fund:

**General Fund** \$302,479  
**M&O Initiatives** \$80,000

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures





## Communications General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 120,045	\$ 132,015	\$ 153,769	\$ 172,719	\$ 18,950	12.3
Employee Benefits	19,748	42,072	58,742	64,886	6,144	10.5
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 139,793</b>	<b>\$ 174,087</b>	<b>\$ 212,511</b>	<b>\$ 237,605</b>	<b>\$ 25,094</b>	<b>11.8</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 32,763	\$ 24,590	\$ 20,580	\$ 27,280	\$ 6,700	32.6
Communications	488	957	1,050	600	(450)	(42.9)
Postage	-	-	302	150	(152)	(50.3)
Advertising	2,269	210	2,500	3,500	1,000	40.0
Printing	1,391	153	3,000	2,000	(1,000)	(33.3)
Travel	6	-	1,080	1,330	250	23.1
Dues & Fees	400	134	611	710	99	16.2
Education & Training	2,807	695	1,760	1,400	(360)	(20.5)
Maintenance Contracts	10,152	20,214	21,324	25,504	4,180	19.6
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 50,275</b>	<b>\$ 46,954</b>	<b>\$ 52,207</b>	<b>\$ 62,474</b>	<b>\$ 10,267</b>	<b>19.7</b>
<b>SUPPLIES</b>						
General Supplies	\$ 265	\$ 13	\$ 400	\$ 1,400	\$ 1,000	250.0
Food & Meals	18	-	-	100	100	-
Uniforms	-	-	100	100	-	-
<b>TOTAL SUPPLIES</b>	<b>\$ 282</b>	<b>\$ 13</b>	<b>\$ 500</b>	<b>\$ 1,600</b>	<b>\$ 1,100</b>	<b>220.0</b>
<b>CAPITAL OUTLAYS</b>						
Machinery & Equipment	\$ 871	\$ -	\$ 700	\$ 800	\$ 100	14.3
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 871</b>	<b>\$ -</b>	<b>\$ 700</b>	<b>\$ 800</b>	<b>\$ 100</b>	<b>14.3</b>
<b>TOTAL COMMUNICATIONS</b>	<b>\$ 191,221</b>	<b>\$ 221,054</b>	<b>\$ 265,918</b>	<b>\$ 302,479</b>	<b>\$ 36,561</b>	<b>13.7</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

- The increase in Salaries & Wages and Employee Benefits is a result of the market adjustment to salaries in the department and related benefits including a 3.4% anticipated increase in average medical costs per employee.



# COMMUNITY OUTREACH & ENGAGEMENT



The department is dedicated to focusing on creative ways to increase citizen engagement and strengthen community connections. By initiating partnerships with our residents, community groups, businesses, faith-based organizations, schools and other organizations, we engage stakeholders to establish and maintain a strong sense of community, belonging, and pride in Milton.





Community Outreach and Engagement Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Innovatively spearhead events and create new initiatives while prioritizing safety, inclusivity, and responsiveness to the community's wants and needs	Sustainability and Resiliency / Public Land and Resources	Safe and Secure Community / Diverse, Engaged, Healthy Community / Culture in Public Spaces	
	2	Implement innovative ways to create a "Culture of Connectedness" between residents and City officials – stressing education about departmental processes and positive interactions			
	3	Integrate the non-profit community with local businesses, parks programs, and cultural resources to help promote economic vitality throughout Milton			
	4	Collaborate on events/classes related to the Diversity, Equity and Inclusion initiative to foster a welcoming work environment			
Strategies	1.1	Create 3 new city-sponsored events			
	1.2	Increase involvement of community partners, vendors, volunteer orgs, sponsors, non profits, other city departments and small business owners in collaborating, planning, and coordinating events			
	1.3	Partner with businesses or organizations to find usable space for events in the Deerfield corridor			
	1.4	Meet with 3 other city's special event departments to collaborate			
	1.5	Recruit five volunteer groups to partner in City events			
	1.6	Work with the Milton Equestrian Committee (MEC) and regional partners to promote equestrian activities/events			
	1.7	Recruit 100 vendors for Crabapple Fest, including diverse groups and local businesses			
	1.8	Develop 3 new strategic partnerships & events with community stakeholders			
	1.9	Help promote 2 or more regional events (Golden Games, Special Needs Expo, etc)			
	1.10	Attend monthly meetings with Crabapple Market (12)			
	1.11	Partner with two non-profits by helping recruit staff or citizen volunteers for projects or at events			
	1.12	Recruit 5 volunteer groups to partner with to help with events			
	2.1	Implement 3 city community outreach opportunities at which residents can learn from city staff and elected officials			
	2.2	Use technology to offer accessible virtual educational and engagement opportunities			
	2.3	Recruit a class of 20 Milton citizens of all ages/races/ethnic backgrounds for 2022 Citizen Government Academy			
	2.4	Host 10 CGA classes with help from all departments			
	2.5	Create database of CGA grads for City Council			
	2.6	Create educational series of city processes on various social media platforms (LinkedIn, YouTube, etc.)			
	2.7	Work with MEC to host farm/large lot workshop for owners to learn about CUVA and other tax incentives, etc.			
	2.8	In partnership with the Milton Equestrian Committee, create a farm outreach task force to connect with large-lot and farm owners to educate			
	2.9	Help departments identify projects for summer interns			
	2.10	Pitch and begin new city podcast initiative and broadcast 8 podcast episodes			
	3.1	Work with local non-profits and businesses for event sponsorships, participation at events, creating new events, and opportunities for partnership			
	3.2	Host and market non-profits participating at Crabapple Fest/Recruit 5 local non-profits to participate in Crabapple Fest			
	3.3	Partner with 2 local non-profits serving marginalized sections of the community			
	3.4	Partner with 3 Milton non-profits to host workshops, classes, or events (i.e. GNFC: Leadership North Fulton)			
	3.5	Serve as promotional partners for 3 Milton non-profit workshops, classes, or events			
	4.1	Host implicit bias training for staff			
4.2	Host 3 culturally relevant workshops or lunch & learns				
4.3	Meet with and listen to employees from all departments to determine what events and classes they feel would create an inclusive work environment				
4.4	Collaborate to highlight Milton partnerships with diverse non-profits or community groups on city social media				
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Innovatively spearhead events and create new initiatives while prioritizing safety, inclusivity, and responsiveness to the community's wants and needs</b>					
City-sponsored events	12	12	7	3	15
City-sponsored events held in the Deerfield corridor	3	3	1	0	3
City-sponsored events held in the Crabapple corridor	8	8	5	3	10
City-sponsored events held in the Birmingham corridor	2	1	1	0	2
Equestrian activities/events	2	1	No Events Held - COVID-19	0	2
Crabapple Fest vendors	85	83	85	Event Cancelled - COVID-19	97
Regional events promoted by Milton	2	1	2	2	2

Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
Volunteer groups involved in city-sponsored events	4	3	2	4	6
Non-profits involved in city-sponsored events	5	9	8	2	5
<b>Goal #2: Implement innovative ways to create a "Culture of Connectedness" between residents and City officials – stressing education about departmental processes and positive interactions</b>					
Community outreach, educational, and engagement opportunities/events (elected official/city staff taught programs)	3	3	3	3	4
Citizen Government Academy classes held	8	8	6 (COVID-19)	Classes Cancelled - COVID-19	8
Citizen Government Academy participants	15	13	18	Classes Cancelled - COVID-19	20
Farm/large lot workshops	1	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	1
Summer internship: employee hours saved	100	New Measure in FY 2021	New Measure in FY 2021	120	120
Podcast episodes broadcasted	4	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	4
<b>Goal #3: Integrate the non-profit community with local businesses, parks programs, and cultural resources to help promote economic vitality throughout Milton</b>					
Event sponsors	4	4	4	Events Cancelled - COVID-19	6
Non-profits participating in Crabapple Fest	5	6	7	Event Cancelled - COVID-19	6
Partnerships with non-profits serving marginalized communities	2	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	2
Non-profit partnerships to host workshops, classes and events	2	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	2
Promotional partnered workshops, classes or events	3	New Measure in FY 2021	New Measure in FY 2021	N/A new in 2021	3
<b>Goal #4: Collaborate on events/classes related to the Diversity, Equity and Inclusion initiative to foster a welcoming work environment</b>					
Number of employees who attended implicit bias training	100	Aspirational for 2022	Aspirational for 2022	Aspirational for 2022	100
Number of culturally relevant lunch & learn offerings	3	New Measure in FY 2021	New Measure in FY 2021	1	5
Social media postings highlighting partnerships with diverse non-profits/community groups	3	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	3

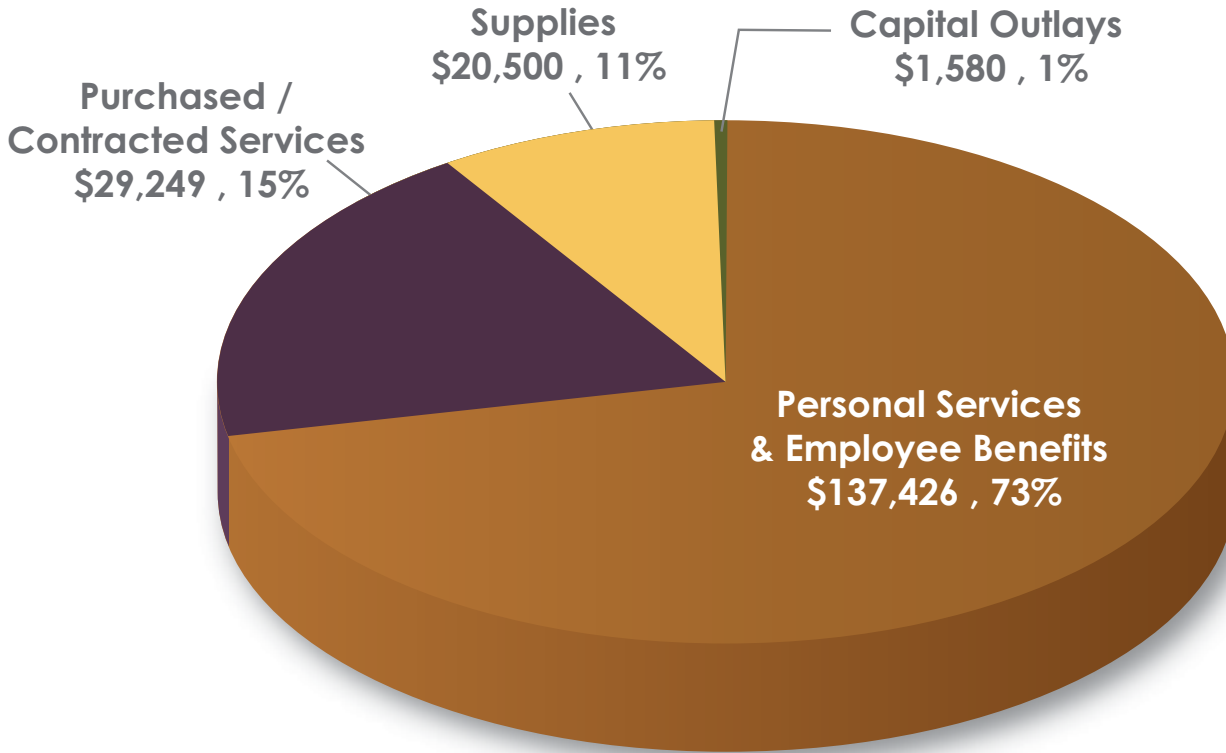


# COMMUNITY OUTREACH & ENGAGEMENT

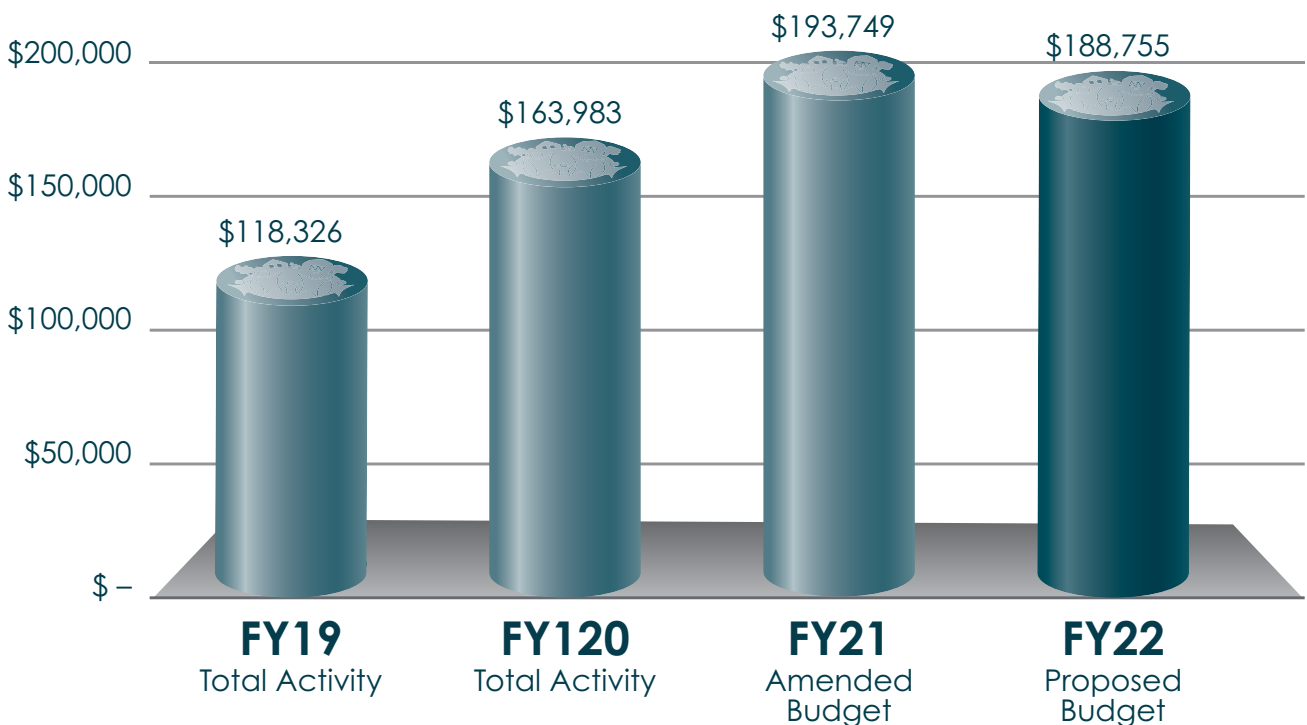
FY22 Expenditures by Fund:

**General Fund \$188,755**  
**Special Events Fund \$113,324**

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures





## Community Outreach & Engagement General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 68,547	\$ 111,084	\$ 122,499	\$ 102,902	\$ (19,597)	(16.0)
Employee Benefits	30,470	34,421	35,167	34,524	(643)	(1.8)
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 99,016</b>	<b>\$ 145,505</b>	<b>\$ 157,666</b>	<b>\$ 137,426</b>	<b>\$ (20,240)</b>	<b>(12.8)</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 800	\$ 1,258	\$ 3,960	\$ 4,780	\$ 820	20.7
Rental Equipment & Vehicles	1,612	2,464	1,000	8,433	7,433	743.3
Communications	1,325	1,996	2,000	1,200	(800)	(40.0)
Postage	-	-	500	-	(500)	(100.0)
Advertising	113	1,081	2,663	5,400	2,737	102.8
Printing	651	341	2,209	2,820	611	27.7
Travel	1,389	-	300	2,000	1,700	566.7
Dues & Fees	1,912	2,049	3,634	3,656	22	0.6
Education & Training	3,943	1,695	2,152	-	(2,152)	(100.0)
Maintenance Contracts	-	-	1,005	960	(45)	(4.5)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 11,745</b>	<b>\$ 10,882</b>	<b>\$ 19,423</b>	<b>\$ 29,249</b>	<b>\$ 9,826</b>	<b>50.6</b>
<b>SUPPLIES</b>						
General Supplies	\$ 1,161	\$ 879	\$ 6,110	\$ 6,500	\$ 390	6.4
Food & Meals	1,901	1,838	5,173	9,000	3,827	74.0
Promotional Items	3,479	368	4,000	5,000	1,000	25.0
<b>TOTAL SUPPLIES</b>	<b>\$ 6,541</b>	<b>\$ 3,084</b>	<b>\$ 15,283</b>	<b>\$ 20,500</b>	<b>\$ 5,217</b>	<b>34.1</b>
<b>CAPITAL OUTLAYS</b>						
Machinery & Equipment	\$ 563	\$ 4,412	\$ 1,377	\$ 1,580	\$ 203	14.7
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 563</b>	<b>\$ 4,412</b>	<b>\$ 1,377</b>	<b>\$ 1,580</b>	<b>\$ 203</b>	<b>14.7</b>
<b>OTHER COSTS</b>						
Payments To Others	\$ 461	\$ 100	\$ -	\$ -	\$ -	-
<b>TOTAL OTHER COSTS</b>	<b>\$ 461</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL COMMUNITY OUTREACH &amp; ENGAGEMENT</b>	<b>\$ 118,326</b>	<b>\$ 163,983</b>	<b>\$ 193,749</b>	<b>\$ 188,755</b>	<b>\$ (4,994)</b>	<b>(2.6)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

- The decrease in Salaries & Wages and Employee Benefits is the result of the removal of one part time position in the department offset by the market adjustment to salaries and an increase in anticipated average medical costs of 3.4% from FY 2021 to FY 2022.
- Increases in the Rental Equipment & Vehicles, Advertising, and Food & Meals categories are primarily being driven by funding requests related to hosting an anniversary celebration event as Milton enters its 15th year as a City.



# MUNICIPAL COURT



Milton's Municipal Court is responsible for hearing all misdemeanor traffic violations, all misdemeanor city ordinance violations, misdemeanor drug and alcohol offenses, and misdemeanor shoplifting violations. The court, dedicated to fair, courteous, and efficient municipal justice, hears more than 4,000 cases annually.

**Municipal  
Judge**

**Court  
Solicitor**

**Court Clerk**  
(IGA Position)

**Deputy  
Court Clerk**





Municipal Court Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Fair and efficient adjudication of cases (everyone has the same treatment)	Sustainability and Resiliency	Safe and Secure Community	
	2	Increased access to the court (virtual access and other enhancements)			
	3	Increased efficiency of case load management (reduce necessity for in-person processing and increase overall efficiency)			
Strategies	1.1	Use technology to reduce the number of defendants on a calendar			
	1.2	Use Court Tools to survey all visitors to the court			
	2.1	Use technology to reduce the number of failure to appears (FTAs)			
	3.1	Hire a Court Bailiff to create efficiencies and add the capability of fingerprinting defendants during court sessions as needed			
	3.2	Explore opportunities to combine resources with Alpharetta Municipal Court to ensure compliance with all state mandates			
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Fair and efficient adjudication of cases (everyone has the same treatment)</b>					
Average number of defendants per court session	Court staff will start measuring this data in FY 2022 and determine the proper benchmarks and future year forecasts based on data collected.				
Court Tools survey results approval rating	Court staff plans to start using this survey tool in FY 2022. Benchmarking will be based on the scale utilized (i.e. 1-5 or % based).				
<b>Goal #2 &amp; #3: Increased access to the court (virtual access and other enhancements) &amp; Increased efficiency of case load management (reduce necessity for in-person processing and increase overall efficiency)</b>					
Percent of FTAs	>5%	Unable to obtain data from prior software	5%	8%	5%
Virtual offers mailed	30%	New Measure in FY 2021	New Measure in FY 2021	1,219	1,500
Virtual pleas processed	40%	New Measure in FY 2021	New Measure in FY 2021	520	600
Percent of fines paid online	60-70%	57%	42%	63%	65%
Percent of successful terminations of probation	≤ 95%	Prior company did not provide this data	Prior company did not provide this data	95%	98%

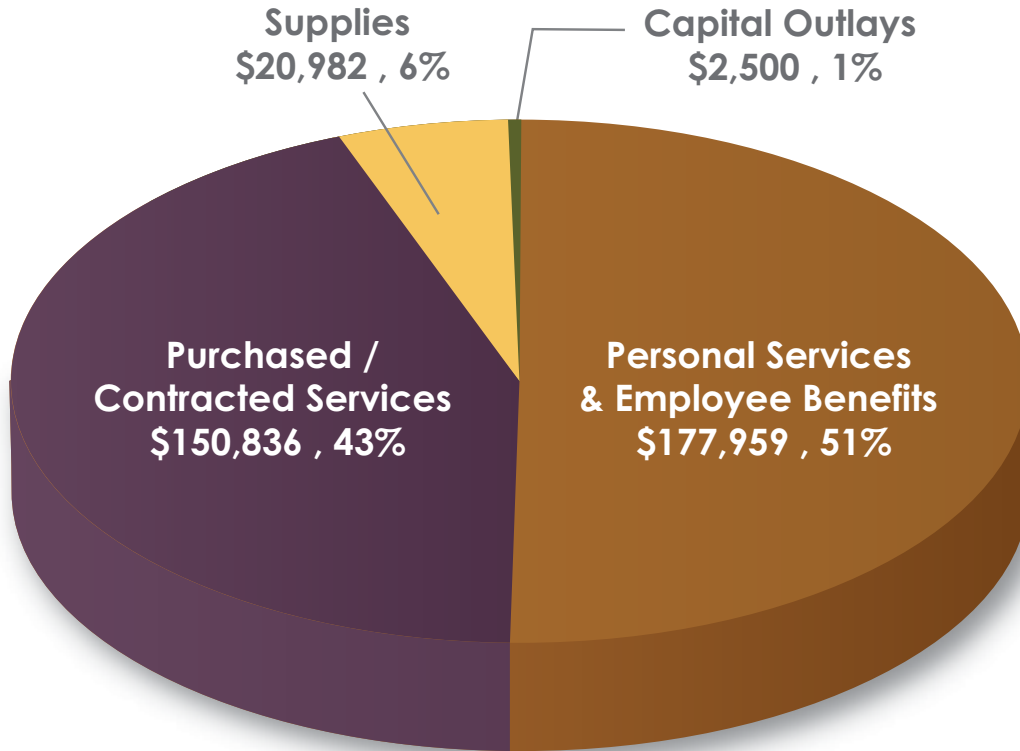


# MUNICIPAL COURT

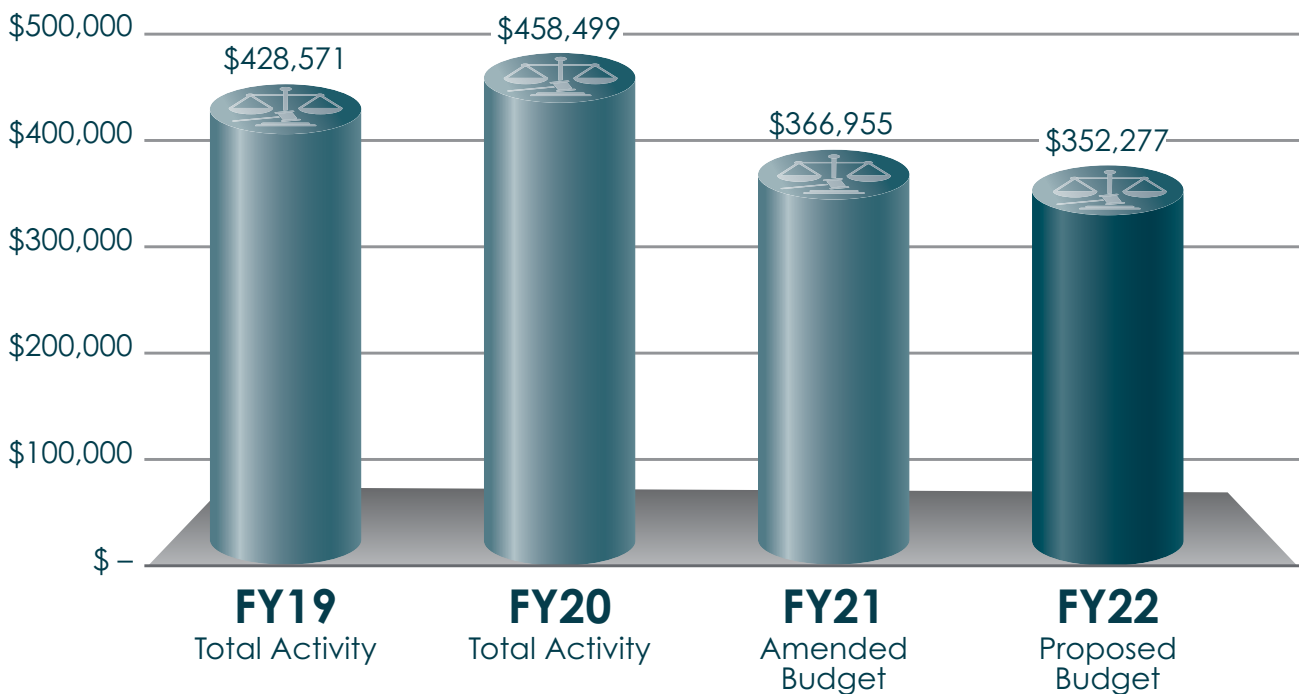
FY22 Expenditures by Fund:

**General Fund** \$352,277  
**M&O Initiatives** \$7,800

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures



## Municipal Court General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 220,955	\$ 220,709	\$ 160,527	\$ 147,628	\$ (12,899)	(8.0)
Employee Benefits	60,718	66,986	51,790	30,331	(21,459)	(41.4)
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 281,673</b>	<b>\$ 287,694</b>	<b>\$ 212,317</b>	<b>\$ 177,959</b>	<b>\$ (34,358)</b>	<b>(16.2)</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 21,829	\$ 12,873	\$ 74,622	\$ 95,700	\$ 21,078	28.2
Cleaning Services	-	381	14,701	13,720	(981)	(6.7)
Lawn Care	-	-	-	6,276	6,276	-
Facility Repair & Maintenance	-	-	19,302	1,500	(17,802)	(92.2)
Grounds Repair & Maintenance	-	1,326	6,276	500	(5,776)	(92.0)
Rental Land & Buildings	110,679	125,206	-	-	-	-
Communications	720	1,348	3,117	3,780	663	21.3
Postage	498	2,028	1,500	1,500	-	-
Printing	1,025	705	2,250	1,000	(1,250)	(55.6)
Travel	4,806	881	-	3,200	3,200	-
Dues & Fees	480	155	100	200	100	100.0
Education & Training	2,284	550	-	1,050	1,050	-
Maintenance Contracts	850	1,437	4,071	22,410	18,339	450.5
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 143,170</b>	<b>\$ 146,890</b>	<b>\$ 125,939</b>	<b>\$ 150,836</b>	<b>\$ 24,897</b>	<b>19.8</b>
<b>SUPPLIES</b>						
General Supplies	\$ 1,210	\$ 2,558	\$ 4,904	\$ 9,000	\$ 4,096	83.5
Utilities	-	1,894	11,760	11,832	72	0.6
Books & Periodicals	-	-	135	150	15	11.1
Uniforms	-	-	-	-	-	-
<b>TOTAL SUPPLIES</b>	<b>\$ 1,210</b>	<b>\$ 4,451</b>	<b>\$ 16,799</b>	<b>\$ 20,982</b>	<b>\$ 4,183</b>	<b>24.9</b>
<b>CAPITAL OUTLAYS</b>						
Furniture & Fixtures	\$ -	\$ 11,351	\$ 9,292	\$ 1,000	\$ (8,292)	(89.2)
Machinery & Equipment	2,519	8,113	2,608	1,500	(1,108)	(42.5)
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 2,519</b>	<b>\$ 19,464</b>	<b>\$ 11,900</b>	<b>\$ 2,500</b>	<b>\$ (9,400)</b>	<b>(79.0)</b>
<b>TOTAL MUNICIPAL COURT</b>	<b>\$ 428,571</b>	<b>\$ 458,499</b>	<b>\$ 366,955</b>	<b>\$ 352,277</b>	<b>\$ (14,678)</b>	<b>(4.0)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

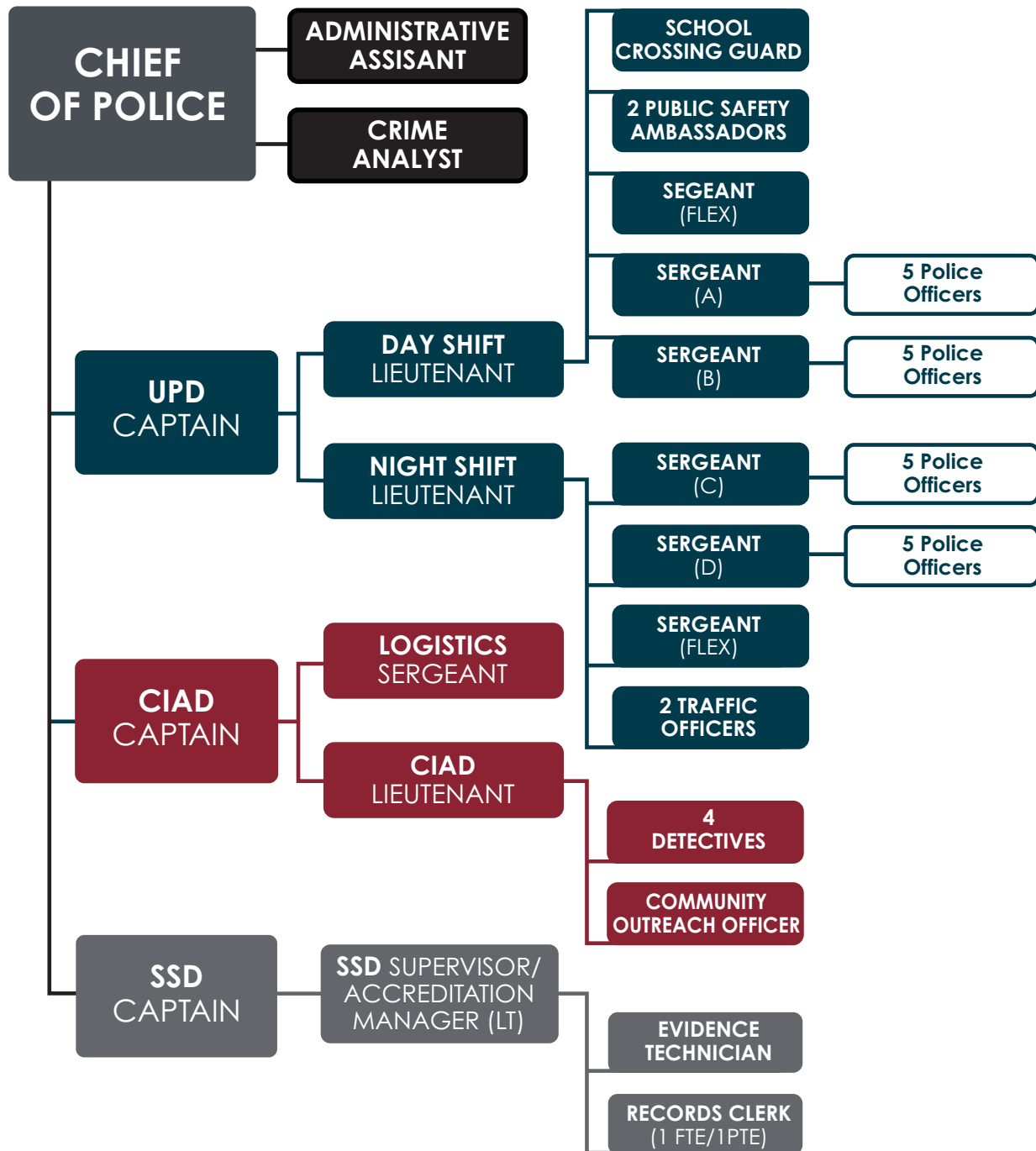
- The decrease seen in Salaries & Wages is related to the removal of one full time employee as Milton entered into an IGA to share a Court Clerk with the City of Alpharetta. Expenses related to this change have been recognized in the Professional Fees category and account for the increase seen there.
- The City budgets for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses. The decrease seen in Employee Benefits is a result of the removal of one full time employee as well as the return to the per employee average allocation for FY 2022.
- The decrease in Facility Repair & Maintenance and Furniture & Fixtures is related to Milton's share of the one-time server room upgrades and furniture purchases in FY 2021 required to co-locate Milton and Alpharetta's court services at the Public Safety Complex on Highway 9 (this costs will not recur on FY 2022).



# POLICE



The mission of the Milton Police Department is to provide excellent service to residents and guests of Milton, by serving with integrity, treating all with respect, working together through community relationships to ensure excellent quality of life and safety, and grow to meet the needs of an expanding and thriving community.



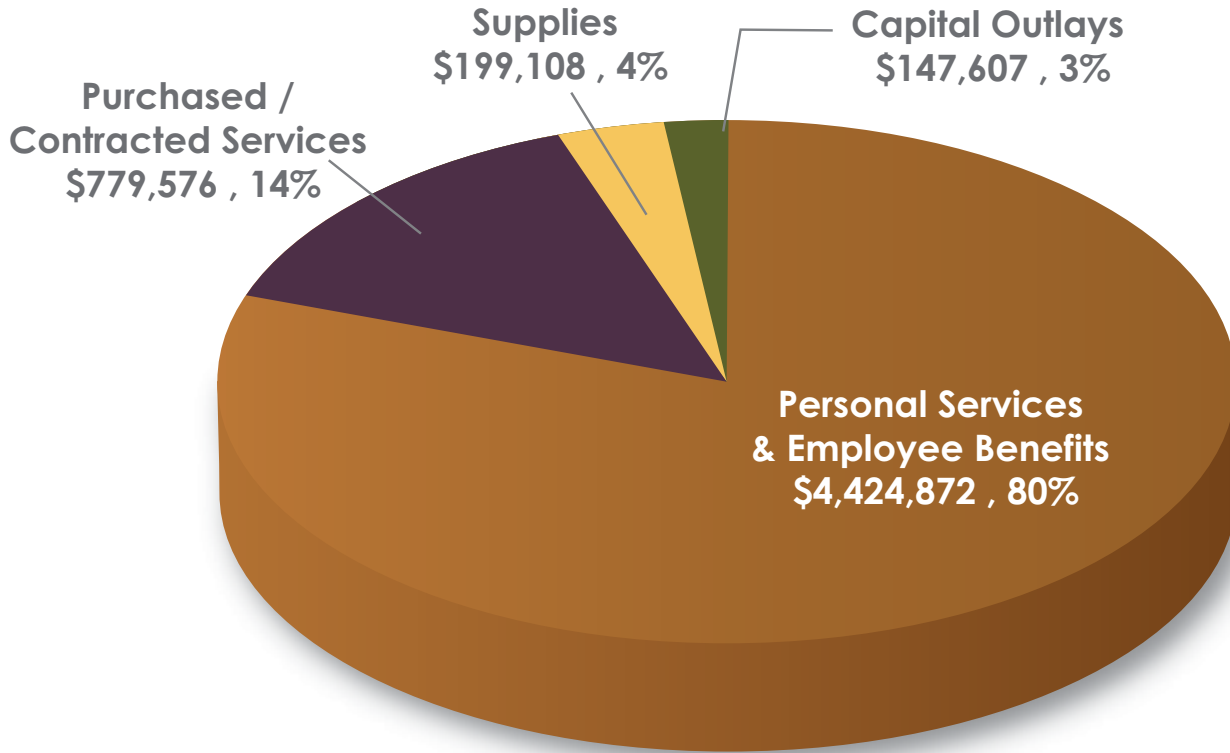
Police Department Goals, Strategies, and Performance Measures					
Departmental Goals	Strategic Priority	Strategic Alignment		Strategic Goal	
		Strategic Priority	Strategic Goal	Strategic Goal	Strategic Goal
Departmental Goals	1	Improve Safety and Quality of Life	Sustainability and Resiliency	Safe and Secure Community	Safe and Secure Community
	2	Improve Traffic Safety and Reduce Crashes		Calm, Efficient Transportation Infrastructure	Calm, Efficient Transportation Infrastructure
	3	Improve Organizational Efficiency		Effective Information Technology	Effective Information Technology
	4	Improve Community Connection		Safe and Secure Community	Safe and Secure Community
	5	Improve Employee Wellness		Diverse, Engaged, Healthy Workforce	Diverse, Engaged, Healthy Workforce
Strategies	1.1	Utilize intelligence led policing which encompasses data analysis partnered with community engagement and response to maintain the safety of our citizens and visitors			
	2.1	Implement specific and intelligence-led traffic details that are consistent with the Local Roads Safety Plan to reduce speeds, accidents, and commercial vehicle violations			
	3.1	Identify areas in which the agency can improve service delivery to the community and improve departmental efficiency through innovation and streamlining of processed			
	4.1	Identify areas in which community connections can be improved through the addition of outreach programs or communications			
	5.1	Focus on improving employee wellness and job satisfaction through the improvement of and/or addition of wellness related programs			
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Improve Safety and Quality of Life</b>					
Crime Rate (per 1,000 residents) - violent	2.14*	0.20	0.30	0.40	0.3
Crime Rate (per 1,000 residents) - property	18.20*	7.60	7.20	7.30	7.20
Crime Rate (per 1,000 residents) - total	20.34*	7.80	7.50	7.70	7.70
Clearance rate of persons crimes	45%*	54%	38%	40%	45%
Clearance Rate of Property Crimes	16%*	46%	31%	23%	35%
Response to emergency calls	9:01 North Fulton Average	7:59	7:34	7:58	7:00
<b>Goal #2: Improve Traffic Safety and Reduce Crashes</b>					
Vehicle crashes	575** (Reduce 5%)	702	487	537	517
Serious injury crashes	105** (Reduce 5%)	135	87	95	95
Fatality crashes	2** (Reduce 50%)	2	0	4	1
<b>Goal #3: Improve Organizational Efficiency</b>					
Permits processed	WM	283	205	410	300
Evidence processed (items received and destroyed)	WM	New Measure in FY 2021***	New Measure in FY 2021***	915	1,006
Open records requests processed	WM	1,822	1,806	2,039	1,889
Fingerprints processed	WM	491	310	435	412
Training hours for personnel (departmental average per officer without basic mandate)	120	78	57	86	120
Background checks processed	WM	481	431	884	598
<b>Goal #4: Improve Community Connection</b>					
Community outreach class attendance	46	69	25	44	75
<b>Goal #5: Improve Employee Wellness</b>					
Employee Wellness Programs	2	New Measure in FY 2021	New Measure in FY 2021	2	2
*Most recent benchmarking data available from FBI is for 2019      **Three year average      ***Evidence was processed off-site until FY 21					
WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources					

# POLICE

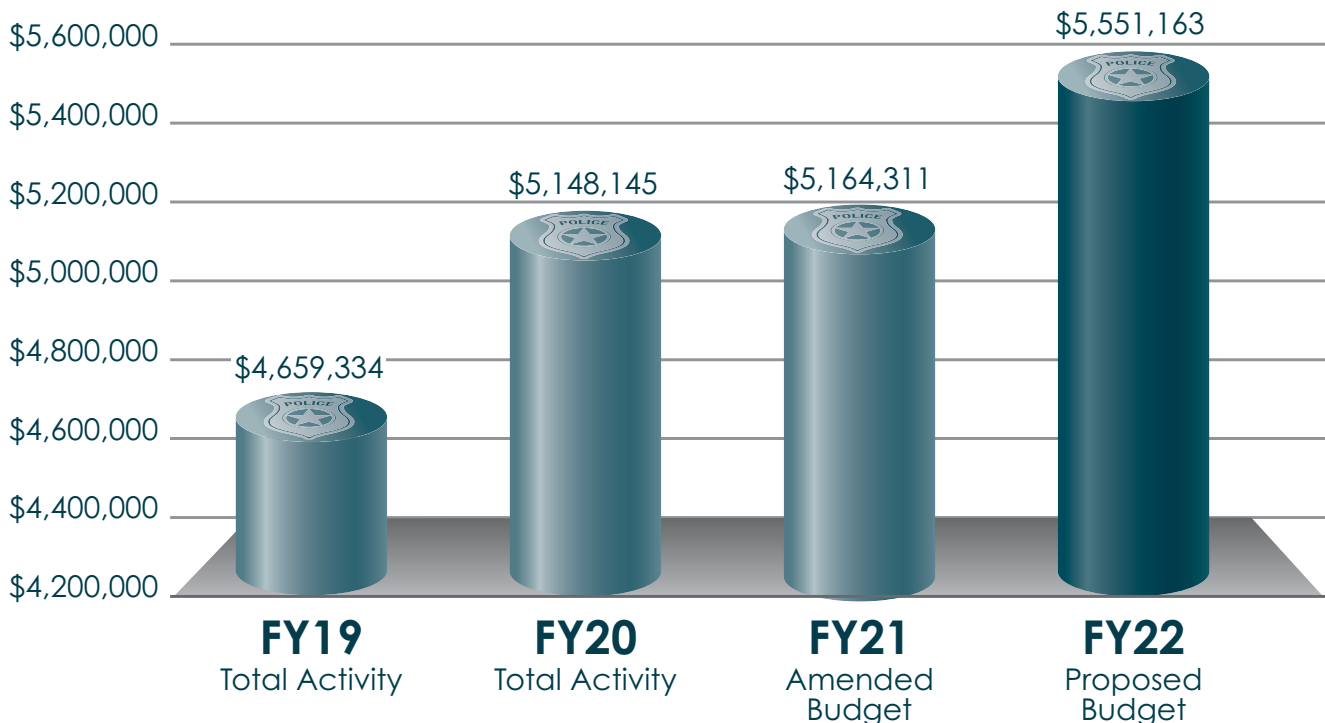
## FY22 Expenditures by Fund:

General Fund	\$5,551,163
M&O Initiatives	\$273,149
E-911 Fund	\$1,155,000
Capital Projects Fund	\$190,164
Capital Initiatives	\$172,398

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures



## Police General Fund Expenditures

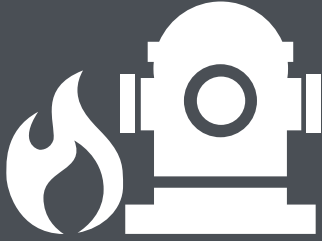
	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 2,574,254	\$ 2,796,513	\$ 2,952,731	\$ 3,094,423	\$ 141,692	4.8
Employee Benefits	1,013,776	1,089,530	1,170,166	1,330,449	160,283	13.7
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 3,588,030</b>	<b>\$ 3,886,044</b>	<b>\$ 4,122,897</b>	<b>\$ 4,424,872</b>	<b>\$ 301,975</b>	<b>7.3</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 36,409	\$ 24,546	\$ 40,844	\$ 47,058	\$ 6,214	15.2
Cleaning Services	-	539	20,280	15,810	(4,470)	(22.0)
Lawn Care	-	-	-	2,400	2,400	-
Equipment Repair & Maintenance	4,516	1,306	2,660	1,480	(1,180)	(44.4)
Facility Repair & Maintenance	118	710	1,400	17,700	16,300	1,164.3
Vehicle Repair & Maintenance	76,189	95,432	90,022	88,462	(1,560)	(1.7)
Grounds Repair & Maintenance	-	1,683	6,276	10,000	3,724	59.3
Rental Land & Buildings	110,679	125,206	-	-	-	-
Communications	31,772	128,124	82,844	80,406	(2,438)	(2.9)
Postage	1,723	1,428	1,596	1,385	(211)	(13.2)
Advertising	-	-	500	1,000	500	100.0
Printing	3,493	8,728	3,525	3,240	(285)	(8.1)
Travel	17,373	8,332	15,313	38,034	22,721	148.4
Dues & Fees	20,230	18,280	19,120	28,563	9,443	49.4
Education & Training	22,394	9,361	28,080	39,816	11,736	41.8
Contract Labor	-	-	-	-	-	-
Maintenance Contracts	366,974	447,977	435,837	404,222	(31,615)	(7.3)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 691,871</b>	<b>\$ 871,654</b>	<b>\$ 748,297</b>	<b>\$ 779,576</b>	<b>\$ 31,279</b>	<b>4.2</b>
<b>SUPPLIES</b>						
General Supplies	\$ 28,729	\$ 34,953	\$ 38,661	\$ 38,313	\$ (348)	(0.9)
Utilities	-	1,894	15,208	10,000	(5,208)	(34.2)
Gasoline/Diesel	108,220	82,995	95,000	102,650	7,650	8.1
Food & Meals	2,203	1,932	1,950	2,500	550	28.2
Books & Periodicals	1,326	880	1,820	1,820	-	-
Uniforms	36,796	54,569	47,206	43,825	(3,381)	(7.2)
<b>TOTAL SUPPLIES</b>	<b>\$ 177,274</b>	<b>\$ 177,222</b>	<b>\$ 199,845</b>	<b>\$ 199,108</b>	<b>\$ (737)</b>	<b>(0.4)</b>
<b>CAPITAL OUTLAYS</b>						
Furniture & Fixtures	\$ 516	\$ 29,388	\$ 6,500	\$ 2,500	\$ (4,000)	(61.5)
Machinery & Equipment	201,278	183,838	86,772	145,107	58,335	67.2
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 201,794</b>	<b>\$ 213,226</b>	<b>\$ 93,272</b>	<b>\$ 147,607</b>	<b>\$ 54,335</b>	<b>58.3</b>
<b>OTHER COSTS</b>						
Payments To Others	\$ 364	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL OTHER COSTS</b>	<b>\$ 364</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL POLICE</b>	<b>\$ 4,659,334</b>	<b>\$ 5,148,145</b>	<b>\$ 5,164,311</b>	<b>\$ 5,551,163</b>	<b>\$ 386,852</b>	<b>7.5</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

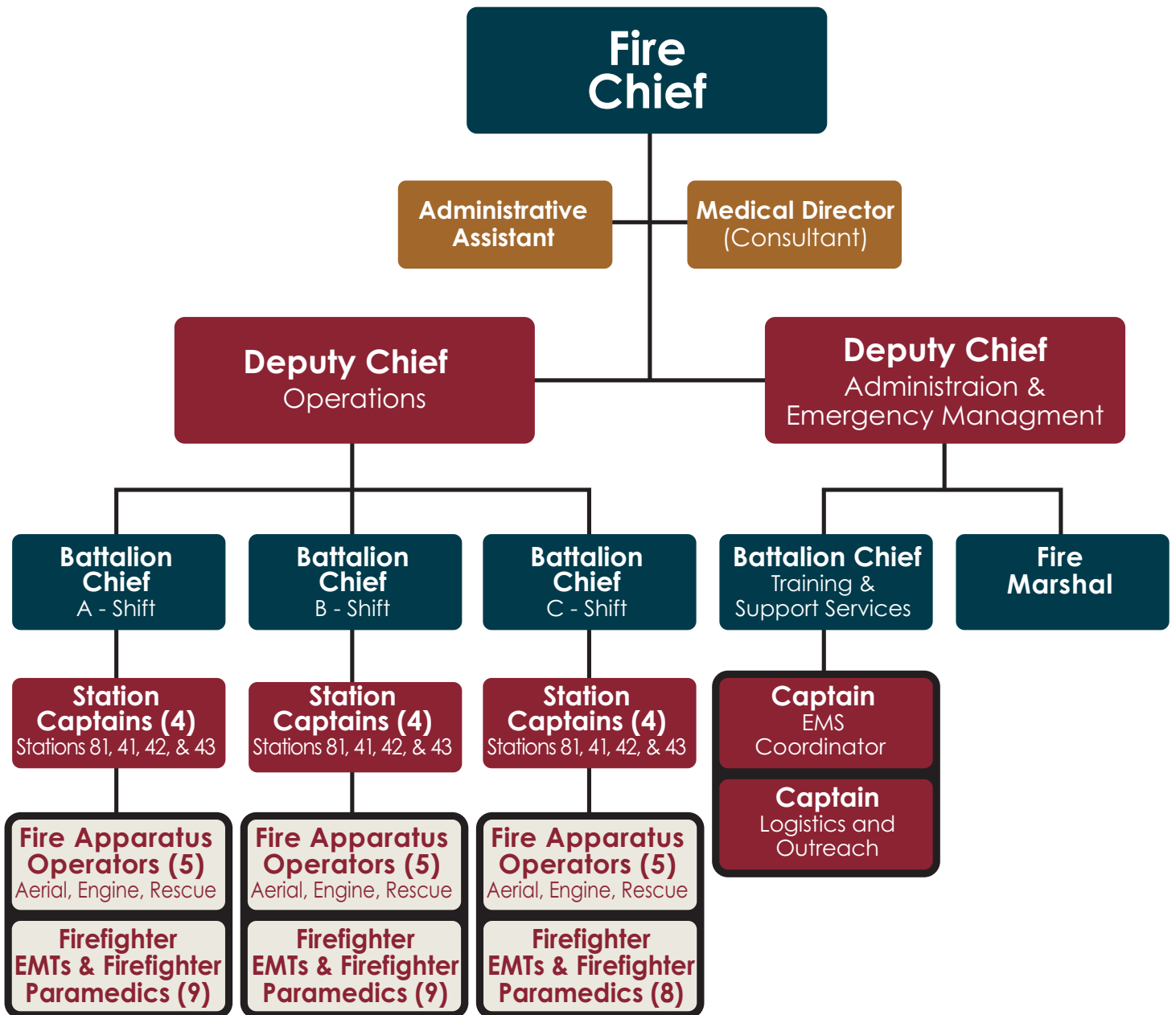
### Notable Variances Explained

- The increase to Salaries & Wages is the result of the requested market adjustment to salaries offset by a decrease in the calculation of anticipated costs associated with the City's PTO buyback program and overtime expenses.
- The City budgets for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses. The increase seen in Employee Benefits represents the return to the per employee average allocation for FY 2022 versus actual anticipated expenses for FY 2021 as well as the anticipated 3.4% increase to average medical related costs.
- The increase in Travel and Education & Training is related to a return to more off-site training as programs return to pre-pandemic schedules as well as a request related to requiring all supervisory staff to attend a three-part training program through FBI-LEEDA.
- The primary driver of the decrease in Maintenance Contracts is the end of the property and evidence IGA with the City of Alpharetta as Milton brought this in-house with the move to the Public Safety Complex last year.
- The increase in Machinery & Equipment is related to the request for an additional stationary license plate reader (LPR) and funding to replace officer radios if damaged in the line of duty.

# FIRE



Serving the City through four Milton fire stations and one shared station with the City of Alpharetta, Milton Fire is a full-service department featuring suppression, advanced life support EMS and rescue, fire prevention, emergency management, public education and outreach, and specialized rescue units such as the Technical Large Animal Emergency Response (TLAER).





Fire Department Goals, Strategies, and Performance Measures				
			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Reduce wait times for fire & rescue emergency services	Sustainability and Resiliency	Critical Event Preparedness / Safe and Secure Community / Diverse, Engaged, Healthy Workforce
	2	Deploy a targeted Community Risk Reduction program with technological integration based on NFPA standard		
	3	Increase "saves" for cardiac events above the regional/national average		
	4	Increase or maintain high-levels of community safety, fire prevention, medical services, and public health		
	5	Maintain/improve ISO score, increase efficiency and level of service offered to the Milton Community		
	6	Increase City capacity to respond to and recover from disasters		

Strategies	1	Research and implement improvements, including:		
	1.1	Leverage automatic vehicle locator technology		
	1.2	Redeployment of resources pending Alpharetta Fire and Emergency Services realignment		
	1.3	Reopen Station 42		
	1.4	Reduce turnout times		
	2	Deploy a targeted Community Risk Reduction program with technological integration based on NFPA standard, including:		
	2.1	Conduct a formal Community Risk Reduction needs assessment		
	2.2	Realign the Community Risk Reduction bureau and tasks to meet the identified needs		
	2.3	Increase use of technology and community partnerships to support Community Risk Reduction		
	3	Improve cardiac outcomes through:		
	3.1	Increase/redeploy community CPR program		
	3.2	Implement technological advances, including autopulse and video laryngoscope to increase rescuer efficiency		
	3.3	Increase technology use for analyzing effectiveness of cardiac interventions		
	3.4	Deploy/maintain system-wide Advanced Life Support coverage		
	4	Increase community health and customer service through the Community Advocates for Referral and Education Services (CARES) program, including:		
	4.1	Rebrand/reorganize into Mobile Integrated Healthcare unit		
	4.2	Identify CARES medics and provide advanced training/certifications		
	4.3	Conduct a formal needs-evaluation		
	4.4	Engage local and state EMS community to improve Mobile Integrated Healthcare program and Milton outcomes		
	5	Maintain/improve ISO score, increase efficiency and level of service offered to the Milton Community.		
	5.1	Continually assess deployment of resources, training, and Community Risk Reduction to maintain current levels		
	5.2	Train an assessor/accreditation manager with Center for Public Safety Excellence		
	5.3	Develop community risk analysis and Standards of Cover		
	5.4	Achieve accreditation by end of performance period		
	6	Increase the Department's and City's capacity to respond to major events, including:		
	6.1	Implement advanced Incident Command System (Blue Card) in Fire		
	6.2	Deploy citywide National Incident Management System training		
	6.3	Certify staff and deploy a Homeland Security Exercise and Evaluation Program (HSEEP) citywide		

Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
Response time benchmarks (NFPA 1710). Assessed monthly, reported quarterly.	90	32	19	36	20 (this is low due to station closure)
Production of the initial CRR assessment. Goal achievement with annual updates based on what is identified in the assessment.	Pending Assessment	New Program in FY 2022	New Program in FY 2022	New Program in FY 2022	TBD following assessment. 2023 will have a specific benchmark.
Number of education events. Improvement of software-analyzed cardiac response metrics. Return of Spontaneous Circulation improvement, assessed quarterly, reported annually.	23% (2020 data) **	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	Establish the program with a goal of exceeding 23% in 2023
Number of hours of programming / program events, reported annually. Achievement of goals outlined in the needs assessment, reported annually.	Pending Assessment (no formal national benchmark)	1,349 / 223	916 / 136 *	457 / 94 *	Exceed 1,349 / 223

Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
Annual updates of ISO benchmarks. ISO score evaluation during the performance period. NOTE: these are tabulated on a calendar year.	ISO 1 is the Goal	ISO 2 (100% Inspections and Preplans Completed for CY2019, 97% hydrants inspected, 96% training)	ISO 2 (100% Inspections and Preplans Completed for CY2020, 98% hydrants inspected, 99% training)	ISO 2 (100% Inspections and Preplans on track to be completed for CY2021, 99% hydrants inspected, 87% training as of November)	ISO 2 (100% Inspections, 100% Hydrants, 100% training)
Cardiac event "saves"	Surpass regional/national average	New Method of Calculation in FY 2022	New Method of Calculation in FY 2022	New Method of Calculation in FY 2022	New Method of Calculation in FY 2022
Assess emergency preparedness through initial deployment of HSEEP in FY22 and then annual reassessments thereafter (including an AAR as a deliverable).	Pending Assessment	New Program in FY 2022	New Program in FY 2022	New Program in FY 2022	100% Basic and Advanced Training of City employees (based on City-identified emergency management training requirements)

\* Pandemic limited public education and outreach in FY20 and FY21

\*\* Return of Spontaneous Circulation (ROSC) Rates source: <https://www.cidrap.umn.edu/news-perspective/2020/11/out-hospital-cardiac-arrest-survival-fell-17-amid-covid-19>

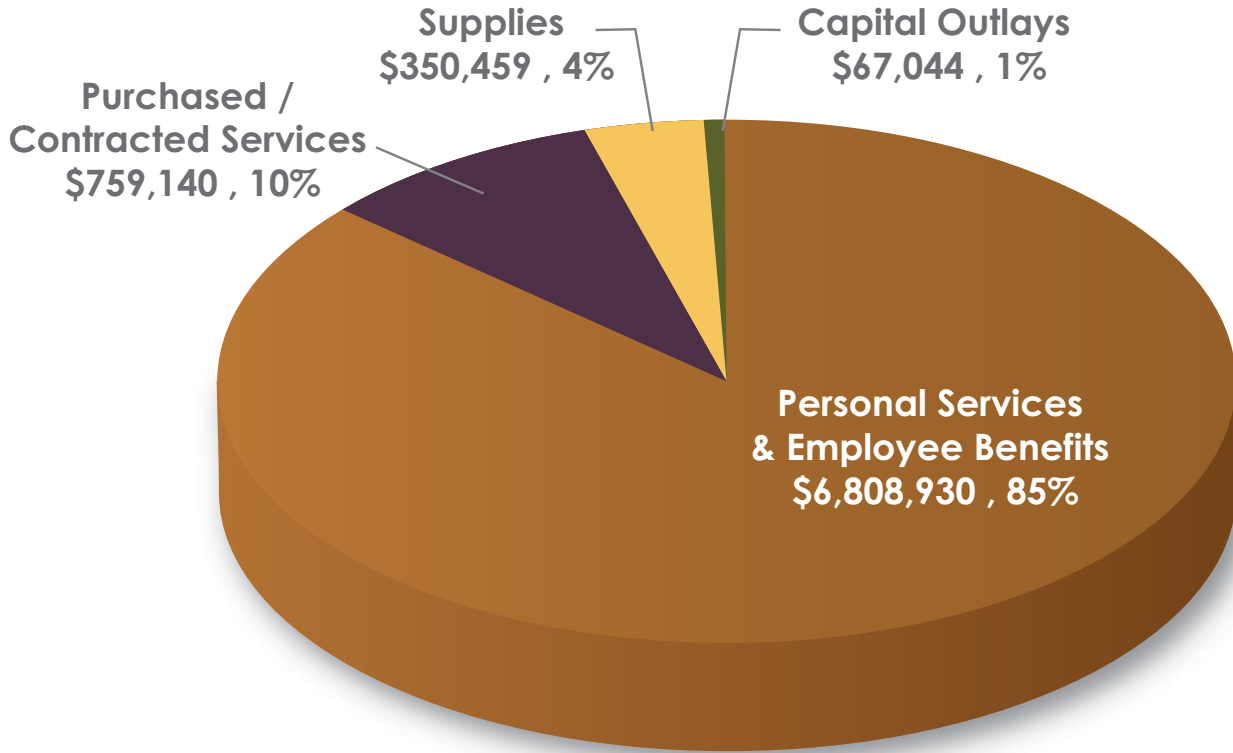


# FIRE

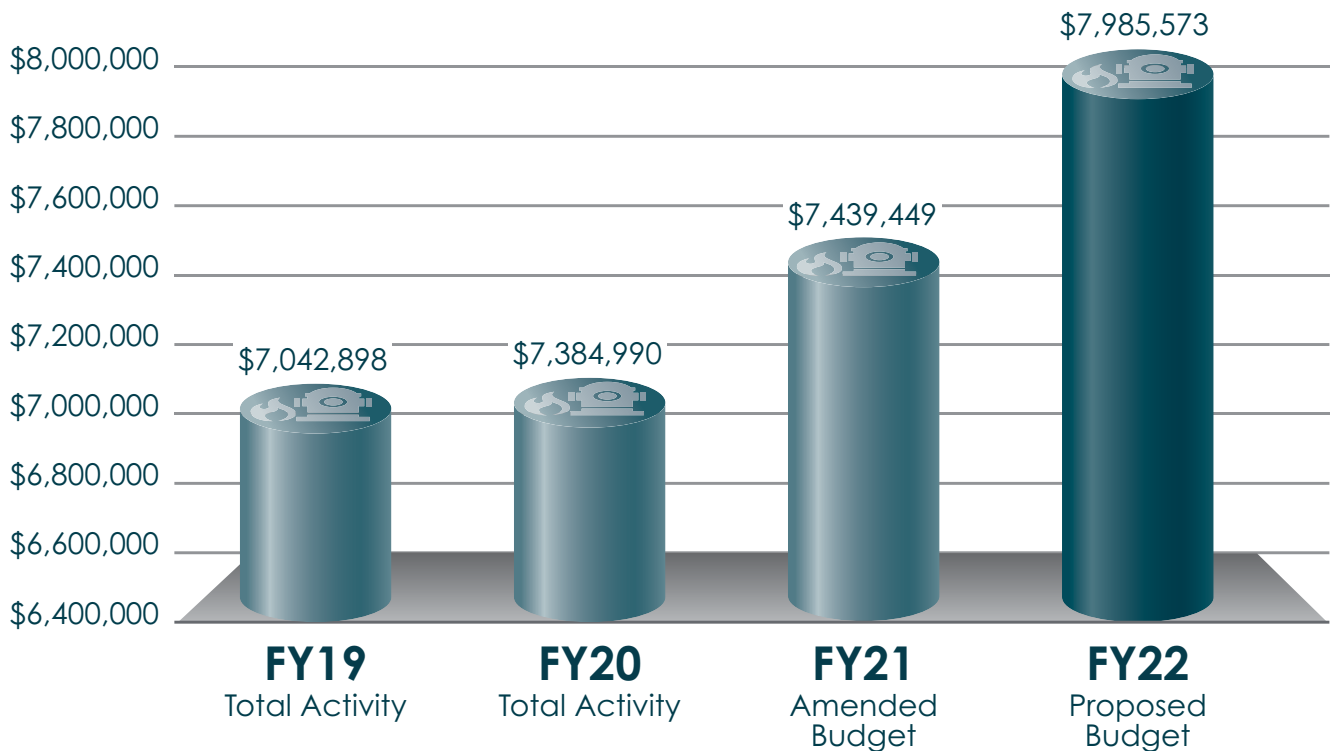
## FY22 Expenditures by Fund:

General Fund	\$7,985,573
M&O Initiatives	\$140,352
Capital Projects Fund	\$434,328
Impact Fees Fund	\$72,500
Capital Initiatives	\$181,292

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures



## Fire General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 4,183,593	\$ 4,403,943	\$ 4,561,573	\$ 4,888,946	\$ 327,373	7.2
Employee Benefits	1,696,095	1,724,390	1,837,090	1,919,984	82,894	4.5
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 5,879,688</b>	<b>\$ 6,128,333</b>	<b>\$ 6,398,663</b>	<b>\$ 6,808,930</b>	<b>\$ 410,267</b>	<b>6.4</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 49,278	\$ 55,009	\$ 68,364	\$ 87,219	\$ 18,855	27.6
Cleaning Services	14,124	17,715	17,320	22,380	5,060	29.2
Equipment Repair & Maintenance	207,451	161,279	200,317	226,180	25,863	12.9
Facility Repair & Maintenance	-	-	14,338	800	(13,538)	(94.4)
Grounds Repair & Maintenance	18,291	18,716	32,000	27,620	(4,380)	(13.7)
Rental Land & Buildings	2,105	1,228	1,788	2,000	212	11.9
Rental Equipment & Vehicles	-	-	212	1,000	788	371.7
Communications	16,897	100,269	86,903	89,588	2,685	3.1
Postage	739	485	500	750	250	50.0
Advertising	-	-	720	720	-	-
Printing	429	876	900	900	-	-
Travel	1,949	5,315	5,600	19,192	13,592	242.7
Dues & Fees	10,053	8,756	14,392	16,190	1,798	12.5
Education & Training	5,853	1,937	3,032	8,520	5,488	181.0
Contract Labor	-	-	-	-	-	-
Maintenance Contracts	140,442	165,459	233,807	256,081	22,274	9.5
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 467,611</b>	<b>\$ 537,044</b>	<b>\$ 680,193</b>	<b>\$ 759,140</b>	<b>\$ 78,947</b>	<b>11.6</b>
<b>SUPPLIES</b>						
General Supplies	\$ 50,279	\$ 92,002	\$ 85,097	\$ 63,928	\$ (21,169)	(24.9)
Utilities	52,879	51,795	68,766	68,766	-	-
Gasoline/Diesel	47,392	35,643	46,300	52,800	6,500	14.0
Food & Meals	282	226	996	4,210	3,214	322.7
Books & Periodicals	1,372	1,647	3,070	4,860	1,790	58.3
Uniforms	96,267	105,785	93,639	155,895	62,256	66.5
<b>TOTAL SUPPLIES</b>	<b>\$ 248,471</b>	<b>\$ 287,099</b>	<b>\$ 297,868</b>	<b>\$ 350,459</b>	<b>\$ 52,591</b>	<b>17.7</b>
<b>CAPITAL OUTLAYS</b>						
Property	\$ -	\$ 5,744	\$ 886	\$ -	\$ (886)	(100.0)
Machinery & Equipment	81,010	50,484	55,439	47,545	(7,894)	(14.2)
Furniture & Fixtures	5,215	15,891	6,400	19,499	13,099	204.7
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 86,225</b>	<b>\$ 72,120</b>	<b>\$ 62,725</b>	<b>\$ 67,044</b>	<b>\$ 4,319</b>	<b>6.9</b>
<b>DEBT SERVICE</b>						
Station 43 Capital Lease Principal	\$ 335,394	\$ 351,760	\$ -	\$ -	\$ -	-
Station 43 Capital Lease Interest	25,509	8,636	-	-	-	-
<b>TOTAL DEBT SERVICE</b>	<b>\$ 360,903</b>	<b>\$ 360,395</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL FIRE</b>	<b>\$ 7,042,898</b>	<b>\$ 7,384,990</b>	<b>\$ 7,439,449</b>	<b>\$ 7,985,573</b>	<b>\$ 546,124</b>	<b>7.3</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

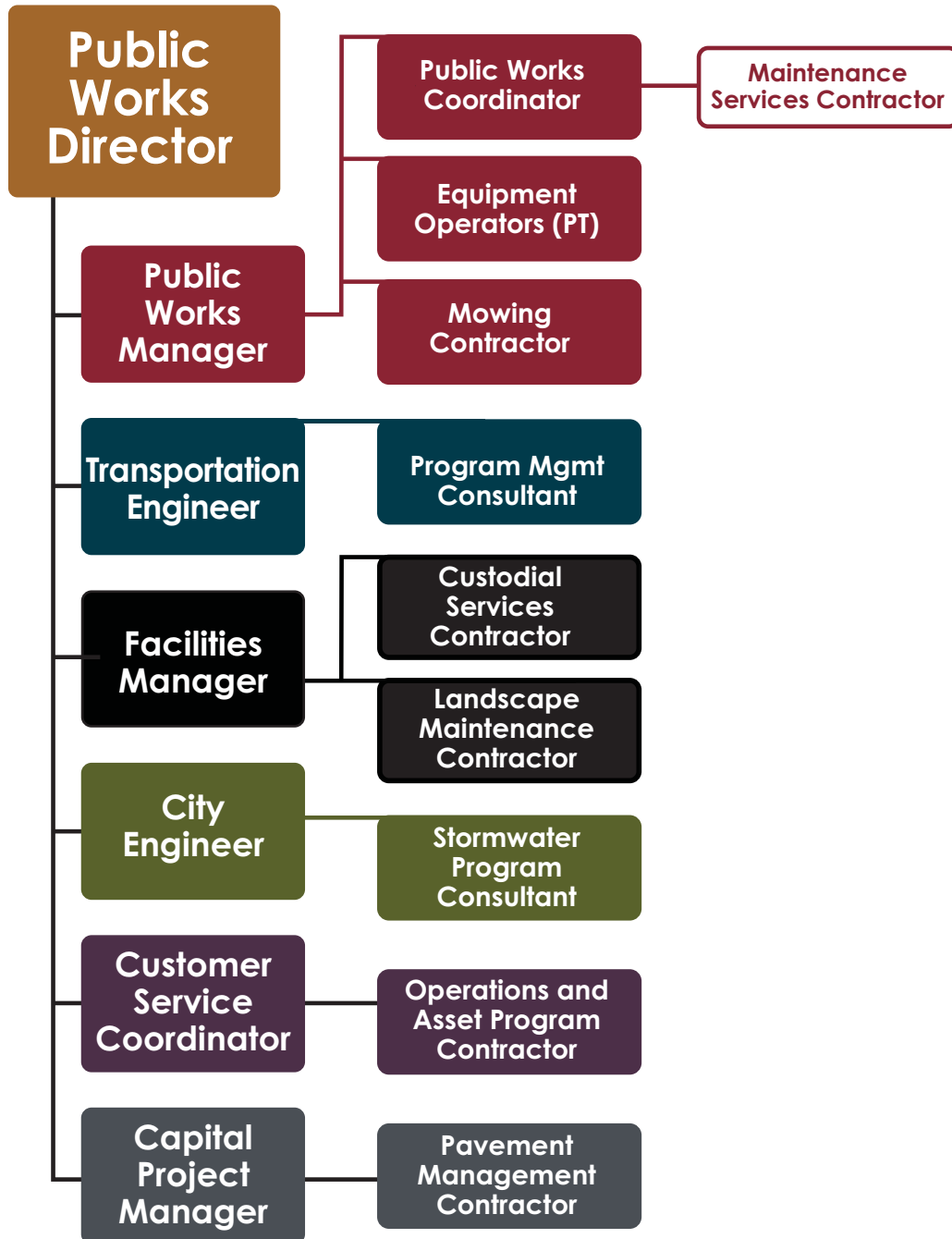
- In FY 2021 Fire had Salaries & Wages savings from vacancies which were utilized to offset an operating transfer out to the Capital Projects Fund. The variance seen above represents an anticipated return to a fully staffed department along with the requested market adjustment to salaries in the department, and a new request to address overtime resulting from a change in the way the Fire Department staffs the 12-hour blocks of time at the end of every third payroll cycle known as "fair labor days".
- The increase in Uniforms represents anticipated purchases of NFPA approved standard uniforms, turnout gear needed, and class A uniforms that will be extended to the rank of Fire Apparatus Operator.



# PUBLIC WORKS



Maintaining infrastructure can be one of the most challenging tasks for smaller cities like Milton because of the significant financial costs associated with building and maintaining roads and bridges. Balancing our limited financial resources while prioritizing transportation needs and desires requires careful planning, efficient construction, and diligent maintenance by a dedicated public works and strategic third-party contractors.





Public Works Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Provide excellent service in responding to requests, emergencies, and proactively generating work orders for routine maintenance	Sustainability and Resiliency	Safe and Secure Community / Calm, Efficient Transportation Infrastructure	
	2	Maintain a uniform appearance of the public right of way through programmed maintenance activities	Sustainability and Resiliency / Public Land and Resources	Safe and Secure Community / Calm, Efficient Transportation Infrastructure / Culture in Public Spaces	
	3	Implement a transportation infrastructure that meets current needs, accounts for future growth, and allows residents to traverse Milton in a calm, safe, efficient manner	Sustainability and Resiliency / Public Land and Resources Also supports: Comprehensive Transportation Plan, Local Road Safety Plan, Transportation Project Plans, TSPLOST Project List, Community Trail Prioritization Plan, Pavement Management Plan, Comprehensive Plan 2040	Calm, Efficient Transportation Infrastructure / Mobility and Connectivity STWP: T.1-T.9	
	4	Sustain a safe and effective stormwater management program designed to reduce the discharge of pollutants and protect water quality	Sustainability and Resiliency Also supports: Stormwater Management Plan	Environmental Sustainability	
Strategies	1.1	Acknowledge and respond to service requests from outside public works department within 24 business hours of receipt			
	1.2	Respond to emergency work orders within 2 hours of receipt			
	1.3	Use work order system to manage daily crew activities			
	2.1	Remove debris from right of way with daily routine maintenance, monthly trash pickup and quarterly street sweeping			
	2.2	Contract roundabout and median landscape maintenance			
	2.3	Provide gravel road maintenance			
	2.4	Work with adopt-a- programs to enhance appearance level of service			
	3.1	Report and repair streetlight outages			
	3.2	Complete a Local Road Safety Plan			
	3.3	Advance transportation and infrastructure improvement projects through design and construction			
	3.4	Finish projects on time and within budget			
	3.5	Improve conditions for walking and cycling throughout the city			
	3.6	Ensure good quality paved roadways with goal minimum citywide Pavement Condition Index of 70			
	4.1	Conduct outreach activities about the impacts of stormwater discharges on water			
	4.2	Involve the public by participation in stormwater programs			
	4.3	Detect and eliminate illicit discharges into the City's stormwater conveyances			
4.4	Inspect entire stormwater system within 5 years (approx. 20% each year)				
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Provide excellent service in responding to requests, emergencies, and proactively generating work orders for routine maintenance</b>					
Service requests (#)	WM	85	120	175	175
Requests answered in less than 24 hours (%)	≥ 95%	100%	100%	100%	100%
Emergency work orders (#)	WM	19	15	13	13
Priority 1 requests answered within 24 hours (%)	≥ 95%	100%	100%	100%	100
<b>Goal #2: Maintain a uniform appearance of the public right of way through programmed maintenance activities</b>					
Dumpster debris (weight)	WM	374	412	519	519
Streetsweeping debris (lbs)*	WM	New Service in FY 2021	New Service in FY 2021	48	48
PASER rating (1-5)	3 - set by City Council	3	3-4	3-4	3-4
Bags picked up by adopt-a-road	WM	95	22	69	69
<b>Goal #3: Implement a transportation infrastructure that meets current needs, accounts for future growth, and allows residents to traverse Milton in a calm, safe, efficient manner</b>					
City owned streetlights repaired	WM	2	1	8	8
Projects in pre-construction	WM	10	11	12	13
Projects under construction	WM	5	5	6	7

Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
Projects completed each FY	WM	3	3	5	3
Projects completed by contract completion date	80% - GDOT	100%	100%	80%	100
Project completed within maximum contract price without change order	90% - GDOT	100%	67%	100%	100
Repaired/replaced sidewalks/trails (linear feet)	ADA Compliance	2,114	450	1106	900
New sidewalks/trails constructed (linear feet)	Walkability Score	200	5,682	2,409	2,000
System wide Pavement Condition Index calculated yearly	70-84 Good	68	69	70	70
<b>Goal #4: Sustain a safe and effective stormwater management program designed to reduce the discharge of pollutants and protect water quality</b>					
Pamphlets related to strategy 4.1 picked up at city hall*	100 (also posted on social media)	100	207	Listed in forecast, to be completed in calendar year	100
Website pageviews on stormwater page*	100	340	183	To be completed at the end of calendar year	183
Presentation to council related to strategy 4.1*	Annual	Yes	Yes	Listed in forecast, to be completed in calendar year	Yes
Social media shared stormwater post*	Annual	Yes	Yes	Listed in forecast, to be completed in calendar year	Yes
Storm drain marking event*	Annual	Yes	No	Listed in forecast, to be completed in calendar year	Yes
Stream cleanup event*	Annual	Yes	No	Listed in forecast, to be completed in calendar year	Yes
Pet waste station bags used*	WM	5,700	20,300	To be completed at the end of calendar year	10,000
Outfalls inspected*	WM	50	41	Listed in forecast, to be completed in calendar year	55
Pamphlets related to strategy 4.3 picked up at city hall*	100 (also posted on social media)	0	207	To be completed at the end of calendar year	207
Illicit discharge complaints*	WM	29	34	To be completed at the end of calendar year	34
Response to illicit discharge complaints within 3 business days*	100%	100%	100%	Listed in forecast, to be completed in calendar year	100%
Stormwater structures inspected*	WM	559	543	Listed in forecast, to be completed in calendar year	450
Stormwater structure inventory inspected*	20%	22%	21%	Listed in forecast, to be completed in calendar year	18%
Stormwater conveyances inspected*	WM	643	642	Listed in forecast, to be completed in calendar year	562
Stormwater conveyances inventory inspected*	20%	22%	22%	Listed in forecast, to be completed in calendar year	19%
Stormwater ponds inspected*	WM	52	53	Listed in forecast, to be completed in calendar year	39
Stormwater pond inventory inspected*	20%	21%	21%	Listed in forecast, to be completed in calendar year	15%
*Calendar year calculation					
WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources					

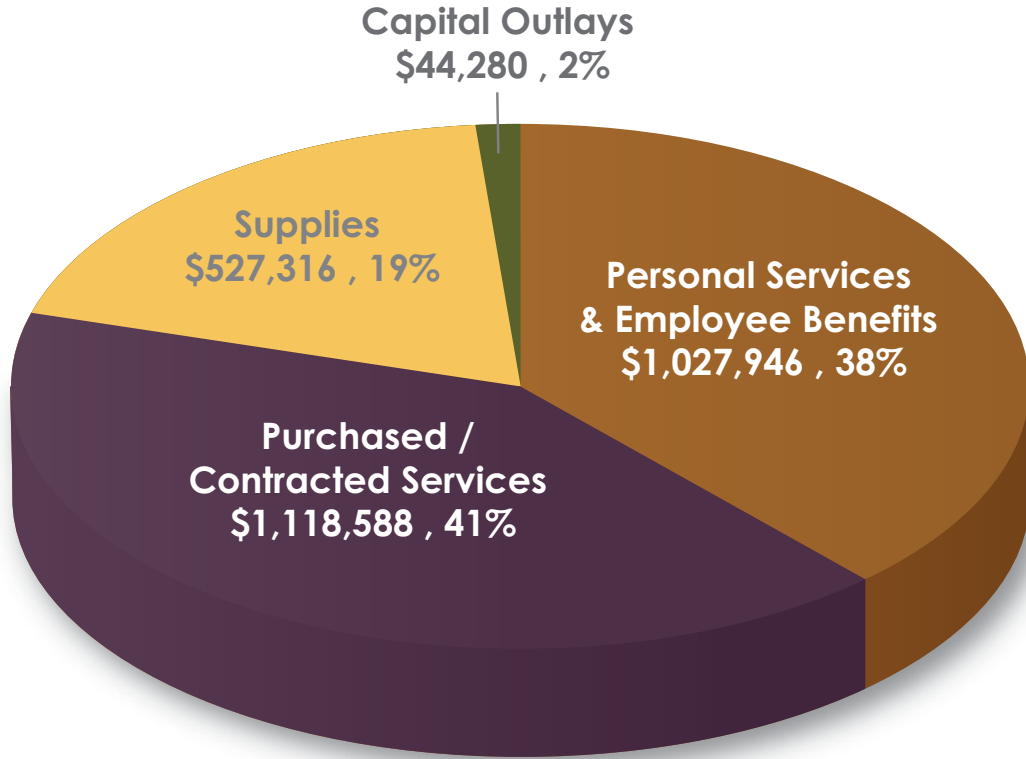


# PUBLIC WORKS

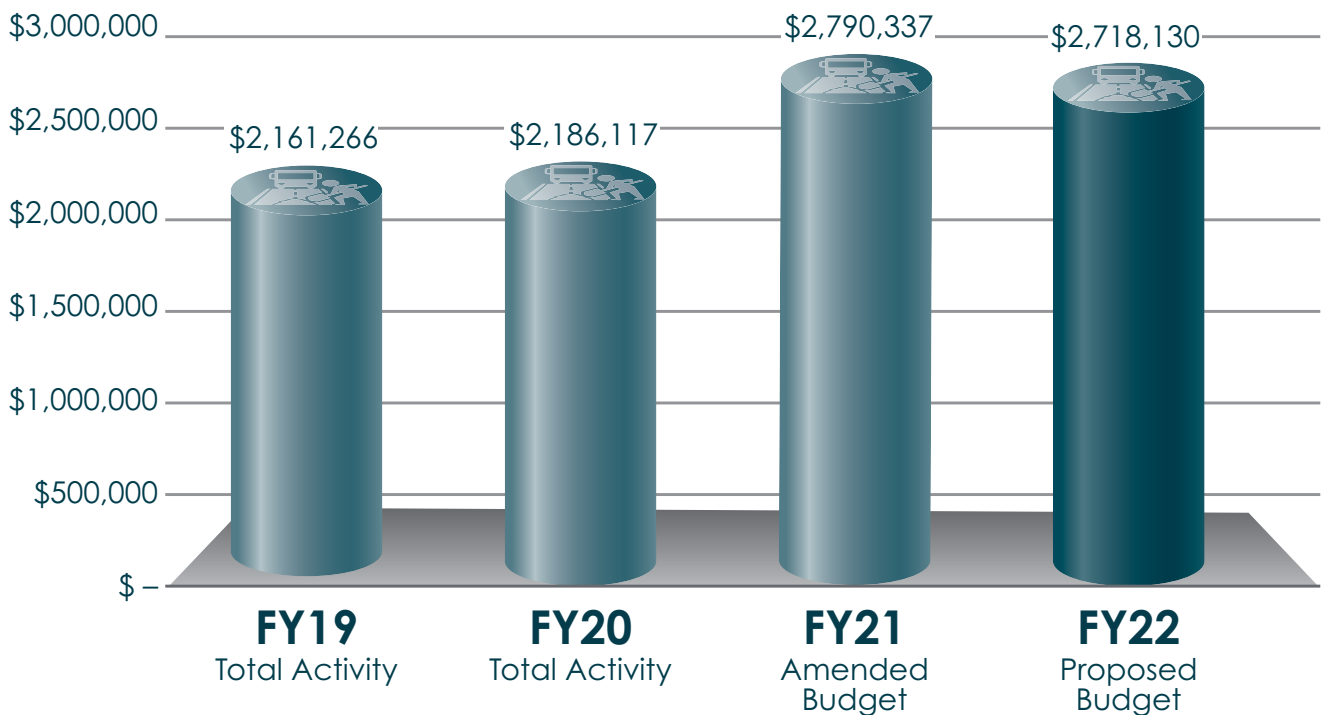
## FY22 Expenditures by Fund:

General Fund	\$2,718,130
M&O Initiatives	\$132,024
Capital Projects Fund	\$3,308,196
TSPLOST Fund	\$5,956,808
Capital Grant Fund	\$440,000
Impact Fees Fund	\$110,000
Capital Initiatives	\$500,000

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures



## Public Works General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 573,526	\$ 696,397	\$ 745,013	\$ 749,945	\$ 4,932	0.7
Employee Benefits	246,393	265,565	262,582	278,001	15,419	5.9
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 819,919</b>	<b>\$ 961,962</b>	<b>\$ 1,007,595</b>	<b>\$ 1,027,946</b>	<b>\$ 20,351</b>	<b>2.0</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 223,705	\$ 29,893	\$ 115,813	\$ 72,240	\$ (43,573)	(37.6)
Cleaning Services	5,739	11,862	22,225	22,225	-	-
Lawn Care	149,864	208,533	314,050	272,000	(42,050)	(13.4)
Equipment Repair & Maintenance	1,971	-	13,406	45,350	31,944	238.3
Facility Repair & Maintenance	900	-	-	-	-	-
Vehicle Repair & Maintenance	8,786	1,584	19,420	19,420	-	-
Rental Equipment & Vehicles	928	-	1,800	1,800	-	-
Communications	7,740	9,634	6,385	5,904	(481)	(7.5)
Postage	33	-	50	50	-	-
Advertising	-	-	1,908	2,210	302	15.8
Printing	142	102	430	100	(330)	(76.7)
Travel	2,882	808	6,010	6,010	-	-
Dues & Fees	1,287	910	2,821	2,821	-	-
Education & Training	1,480	1,167	5,920	5,920	-	-
Contract Labor	408,040	445,156	633,795	611,650	(22,145)	(3.5)
Maintenance Contracts	32,428	28,986	18,182	18,388	206	1.1
Other Purchased Services	1,382	1,203	27,897	32,500	4,603	16.5
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 847,306</b>	<b>\$ 739,838</b>	<b>\$ 1,190,112</b>	<b>\$ 1,118,588</b>	<b>\$ (71,524)</b>	<b>(6.0)</b>
<b>SUPPLIES</b>						
General Supplies	\$ 25,255	\$ 28,650	\$ 70,600	\$ 70,600	\$ -	-
Utilities	419,568	415,172	441,800	441,800	-	-
Gasoline/Diesel	10,688	7,599	12,116	12,116	-	-
Food & Meals	369	651	400	400	-	-
Uniforms	310	835	2,400	2,400	-	-
<b>TOTAL SUPPLIES</b>	<b>\$ 456,189</b>	<b>\$ 452,907</b>	<b>\$ 527,316</b>	<b>\$ 527,316</b>	<b>\$ -</b>	<b>-</b>
<b>CAPITAL OUTLAYS</b>						
Properties/Sites	\$ -	\$ 551	\$ 1,587	\$ -	\$ (1,587)	(100.0)
Machinery & Equipment	37,851	30,860	63,727	44,280	(19,447)	(30.5)
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 37,851</b>	<b>\$ 31,411</b>	<b>\$ 65,314</b>	<b>\$ 44,280</b>	<b>\$ (21,034)</b>	<b>(32.2)</b>
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 2,161,266</b>	<b>\$ 2,186,117</b>	<b>\$ 2,790,337</b>	<b>\$ 2,718,130</b>	<b>\$ (72,207)</b>	<b>(2.6)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

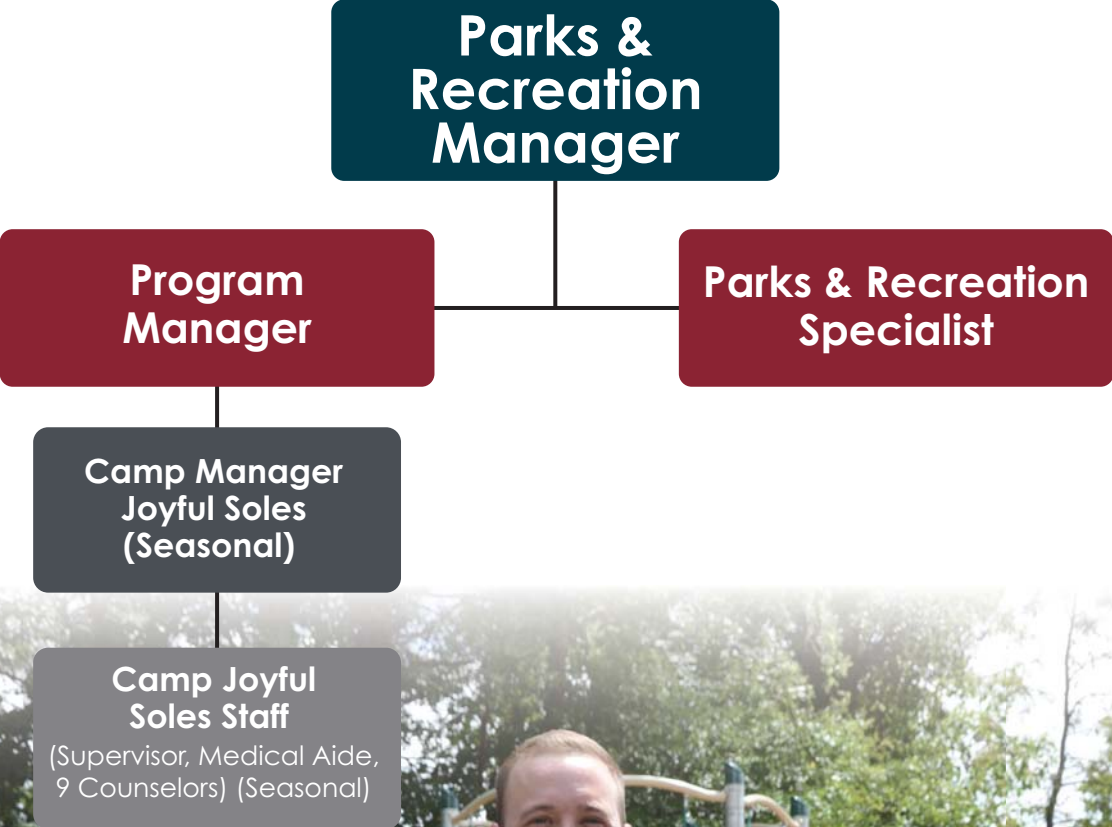
### Notable Variances Explained

- The decrease in Professional Fees is being driven by the removal of funding related to construction inspection services and facility technician services.
- The decreases seen in Lawn Care and Contract Labor are related to pricing reductions recognized for right of way mowing and maintenance.
- The reduction seen in the Machinery & Equipment category is related to the decrease to the hardware line item related to one-time purchases made in FY 2021 that will not recur in FY 2022.

# PARKS & RECREATION (ACTIVE)



Milton's award-winning active Parks and Recreation Department is committed to providing quality parks and facilities along with traditional and innovative recreational and athletic programs for its residents. The department is focused on promoting healthy lifestyles and ensuring the best quality of life for our citizens.





Parks & Recreation Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Increase the participation in recreation programming by Milton's underserved population	Public Land and Resources	Active Parks and Recreation	
	2	Increase athletic field utilization and program usage at underutilized facilities			
	3	Increase youth engagement in passive park programming and environmental education			
	4	Expand facilities and park land to be in alignment with the 2027 Parks and Recreation Master Plan			
	5	Maintain high quality recreation programming for our citizens			
	6	Identify and offer opportunities for three (3) new recreation programs that meet citizens' needs and expectations			
	7	Foster engagement and create awareness of Milton's passive parks and preserves			
	8	Obtain certifications for staff and increase professional goals and achievements within the department to ensure best practices	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce	
Strategies	1.1	Implement a financial aid program for residents of Milton that might have a hard time affording recreation programming by December 15, 2021			
	1.2	Set a baseline of underserved participants			
	2.1	Increase athletic field utilization at the Cox Road Athletic Complex to 80% through the installation of artificial turf fields and appropriate fencing/netting by March 1, 2022 / Install artificial turf fields, improve on-site parking, and expand program offerings to North Milton			
	3.1	Implement a new Junior Park Ranger program for our residents to educate, protect, and share their knowledge of parks by February 15, 2022			
	4.1	Acquire and develop land to increase park utilization			
	4.3	Maintain cost-effective relationships with leased fields and facilities			
	5.1	Conduct quality surveys to ensure programming is meeting and exceeding citizen expectations			
	5.4	Acquire and develop more programming spaces and land for active recreation			
	6.1	Partner with new program providers to expand recreational offerings that highlight fine arts and passive engagement			
	7.1	Implement interactive maps, trailheads, standard signage, trail markers and public education campaigns to show how to access Milton's trail and bike system			
	7.2	Increase visitation and engagement with the interactive trail maps and on-site environmental signage			
8.1	Seek out state and national certifications in recreation, park management/administration, and public administration				
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Increase the participation in recreation programming by Milton's underserved population</b>					
Number of scholarships issued year-over-year	25	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	25
Dollars allocated towards needs based scholarships	\$5,000	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	\$2,500 (6 month projection)
<b>Goal #2: Increase athletic field utilization and program usage at underutilized facilities</b>					
Field utilization rate during peak usage hours: Bell Memorial Diamonds	75%	55%	70%	77%	80%
Field utilization rate during peak usage hours: Bell Memorial Rectangles	75%	76%	78%	80%	80%
Field utilization rate during peak usage hours: Cox Road Athletic Complex	75%	Facility Not Owned	Facility Fully Open in FY 2021	20%	80%
<b>Goal #3: Increase youth engagement in passive park programming and environmental education</b>					
Number of participants enrolled in the Junior Park Ranger program	12	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	12
Percentage of participants who completed the Junior Park Ranger program	20%	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	20%
<b>Goal #4: Expand facilities and park land to be in alignment with the 2027 Parks and Recreation Master Plan</b>					
Number of city-owned diamond fields (baseball/softball)	16*	5	5	5	5
Number of city-owned rectangle fields	6*	2	5	5	5
Acres of active recreation park land	125	47	55	55	75
Number of IGA/leased diamond fields	**	2	2	2	2
Number of IGA/leased rectangle fields	**	6	6	6	6

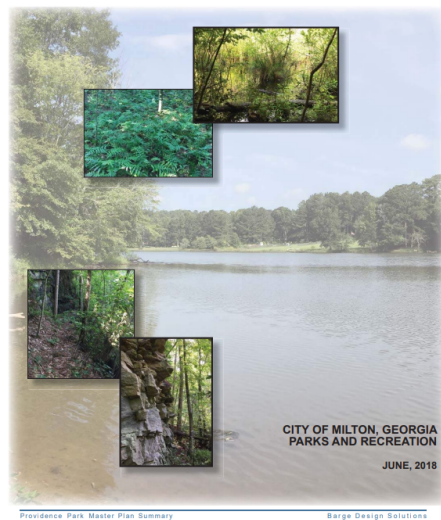
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
Number of community centers	2	0	0	1	2
Number of city-owned unrestricted gymnasiums	5	0	0	0	0
Number of leased gymnasiums	**	6	7	3	8
*Benchmarks for these measures are based on the 2027 Parks and Recreation Comprehensive Master Plan					
**IGA athletic fields and leased facilities count towards the overall benchmark for each type of field/facility listed under the city-owed metric					
<b>Goal #5: Maintain high quality recreation programming for our citizens</b>					
Overall recreation program satisfaction percentage	80%	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	80%
<b>Goal #6: Identify and offer opportunities for three (3) new recreation programs that meet citizens' needs and expectations</b>					
Number of newly contracted programs	2	1	2	2	2
Number of program partners	***	10	14	17	19
Number of athletic programs offered	***	7	8	8	8
Number of non-athletic programs offered	***	2	3	6	8
Number of fine arts programs offered	***	1	3	3	4
***Benchmarks for these measures change from year-to-year based on available facilities and resources					
<b>Goal #7: Foster engagement and create awareness of Milton's passive parks and preserves</b>					
QR code/webpage utilization (#)	5,000	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	5,000
Parks & Recreation website page views	25,000	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	25,000
<b>Goal #8: Obtain certifications for staff and increase professional goals and achievements within the department to ensure best practices</b>					
Number of Certified Youth Sports Administrators on staff	3	2	2	2	2
Number of Certified Park and Recreation Professionals on staff	2	1	1	0	1



**CITY OF MILTON COMPREHENSIVE PARKS AND RECREATION MASTER PLAN**

City of Milton  
Milton, Georgia  
MARCH 18, 2019

**PROVIDENCE PARK**

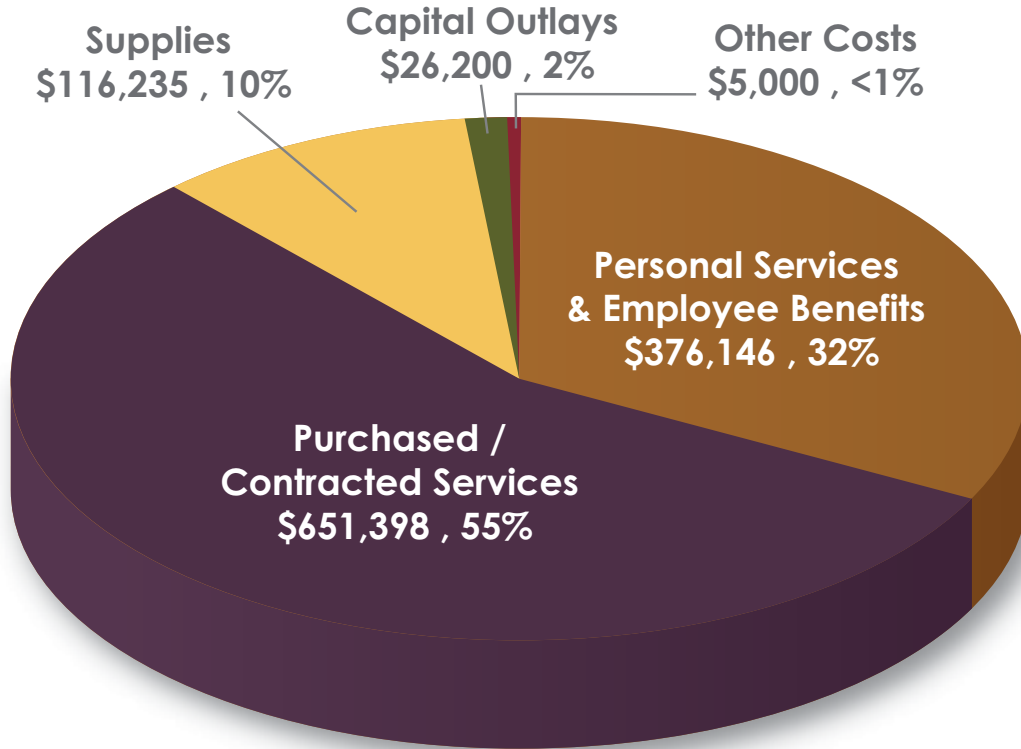


# PARKS & RECREATION (ACTIVE)

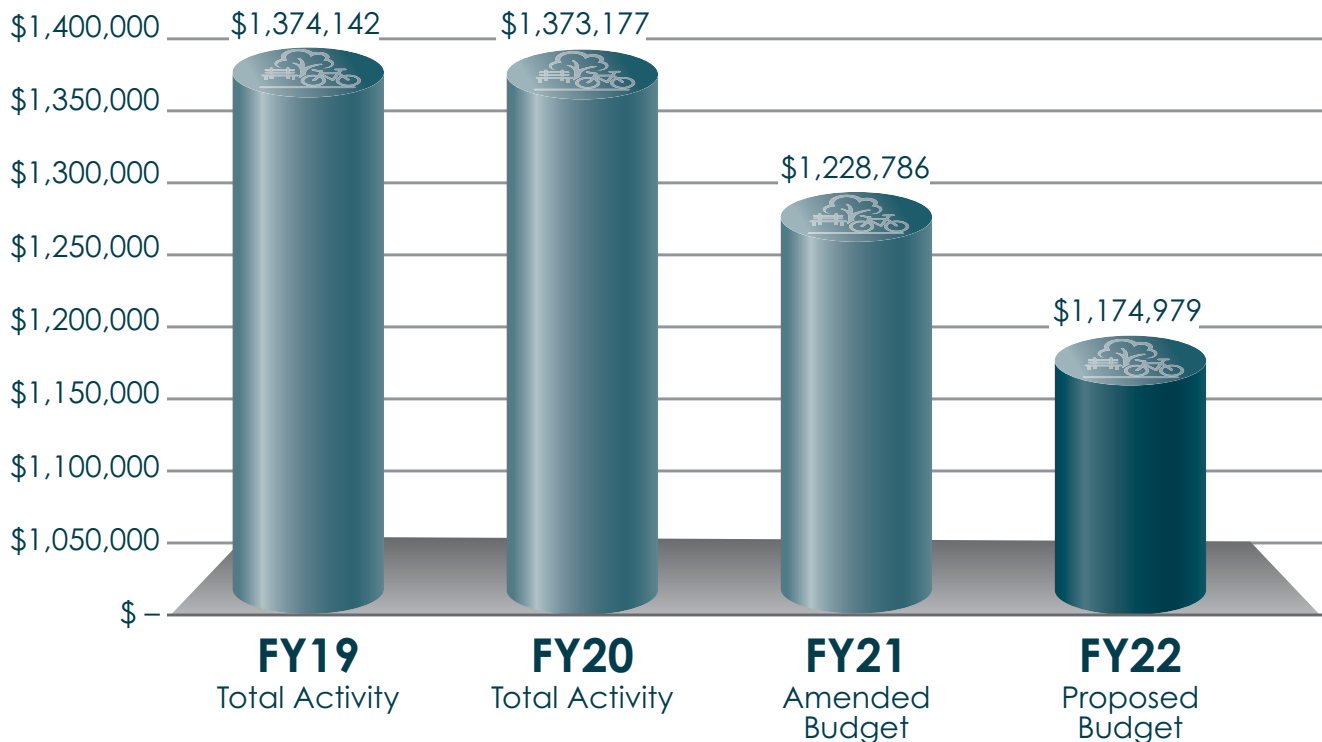
## FY22 Expenditures by Fund:

<b>General Fund</b>	<b>\$1,174,979</b>
<b>M&amp;O Initiatives</b>	<b>\$90,000</b>
<b>Capital Projects Fund</b>	<b>\$2,298,860</b>
<b>Greenspace Bond Fund</b>	<b>\$500</b>
<b>Impact Fees Fund</b>	<b>\$650,000</b>

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures



## Parks & Recreation (Active) General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 213,150	\$ 203,110	\$ 196,979	\$ 286,371	\$ 89,392	45.4
Employee Benefits	63,728	94,745	87,442	89,775	2,333	2.7
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 276,878</b>	<b>\$ 297,855</b>	<b>\$ 284,421</b>	<b>\$ 376,146</b>	<b>\$ 91,725</b>	<b>32.2</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 4,175	\$ 10,372	\$ 26,000	\$ 3,000	\$ (23,000)	(88.5)
Cleaning Services	2,911	22,492	31,760	41,928	10,168	32.0
Lawn Care	-	291,005	373,450	284,700	(88,750)	(23.8)
Facility Repair & Maintenance	74,967	113,247	43,396	39,750	(3,646)	(8.4)
Vehicle Repair & Maintenance	1,175	1,089	1,755	2,220	465	26.5
Grounds Repair & Maintenance	92,615	39,814	71,632	86,800	15,168	21.2
Rental Land & Buildings	46,731	67,188	92,800	104,700	11,900	12.8
Rental Equipment & Vehicles	10,297	56	10,400	9,450	(950)	(9.1)
Communications	2,451	6,878	12,922	11,390	(1,532)	(11.9)
Postage	66	-	50	50	-	-
Advertising	477	-	1,230	1,180	(50)	(4.1)
Printing	768	1,427	1,000	650	(350)	(35.0)
Travel	2,030	408	2,265	1,800	(465)	(20.5)
Dues & Fees	4,589	695	9,240	7,750	(1,490)	(16.1)
Education & Training	400	885	2,400	1,300	(1,100)	(45.8)
Contract Labor	303,065	35,125	41,100	40,230	(870)	(2.1)
Maintenance Contracts	454,392	328,977	21,145	11,750	(9,395)	(44.4)
Other Purchased Services	9,256	32,691	47,780	2,750	(45,030)	(94.2)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 1,010,366</b>	<b>\$ 952,349</b>	<b>\$ 790,325</b>	<b>\$ 651,398</b>	<b>\$ (138,927)</b>	<b>(17.6)</b>
<b>SUPPLIES</b>						
General Supplies	\$ 8,875	\$ 15,854	\$ 32,888	\$ 27,400	\$ (5,488)	(16.7)
Utilities	68,792	54,625	93,062	86,610	(6,452)	(6.9)
Gasoline/Diesel	655	624	800	750	(50)	(6.3)
Food & Meals	3,786	70	1,180	1,100	(80)	(6.8)
Uniforms	10	521	360	375	15	4.2
<b>TOTAL SUPPLIES</b>	<b>\$ 82,118</b>	<b>\$ 71,694</b>	<b>\$ 128,290</b>	<b>\$ 116,235</b>	<b>\$ (12,055)</b>	<b>(9.4)</b>
<b>CAPITAL OUTLAYS</b>						
Furniture & Fixtures	\$ -	\$ 18,401	\$ 4,000	\$ 7,300	\$ 3,300	82.5
Machinery & Equipment	4,780	32,878	21,750	18,900	(2,850)	(13.1)
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 4,780</b>	<b>\$ 51,279</b>	<b>\$ 25,750</b>	<b>\$ 26,200</b>	<b>\$ 450</b>	<b>1.7</b>
<b>OTHER COSTS</b>						
Payments to Others	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	-
<b>TOTAL OTHER COSTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>-</b>
<b>TOTAL PARKS &amp; RECREATION (ACTIVE)</b>	<b>\$ 1,374,142</b>	<b>\$ 1,373,177</b>	<b>\$ 1,228,786</b>	<b>\$ 1,174,979</b>	<b>\$ (53,807)</b>	<b>(4.4)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

- Please see the seven-year Capital Improvement Plan for large-scale improvements planned for active park sites.

### Notable Variances Explained

- The increase in Salaries & Wages is related to the market adjustment to salaries for Parks & Recreation staff including seasonal employees who run Camp Joyful Soles.
- The decrease in Lawn Care is a result of lower anticipated costs at Bell Memorial Park and the plan to turf the rectangular fields at the Cox Road complex.
- The decrease in Other Purchased Services anticipates the opening of the community center located at the Former Milton Country Club property on Dinsmore Road which will end the requirement for portable restrooms at the facility.

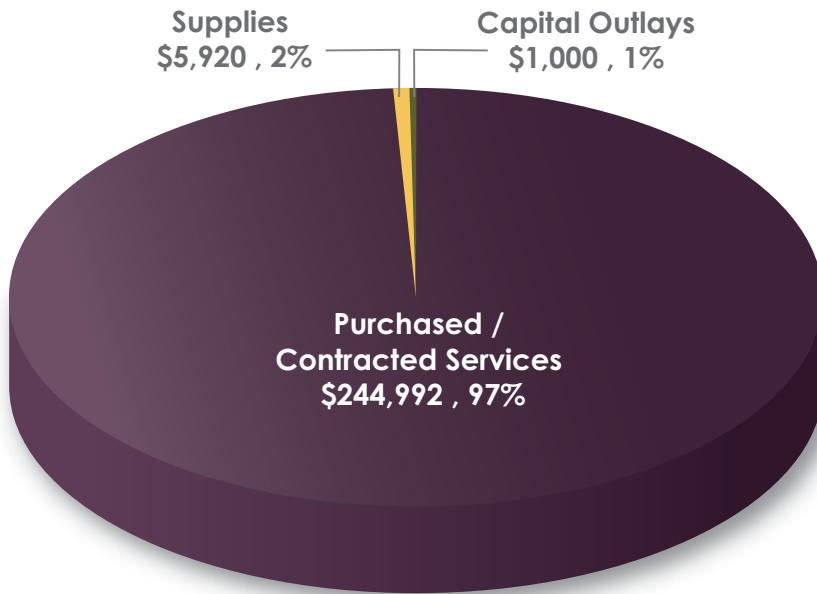
# PASSIVE PARKS/GREENSPACE



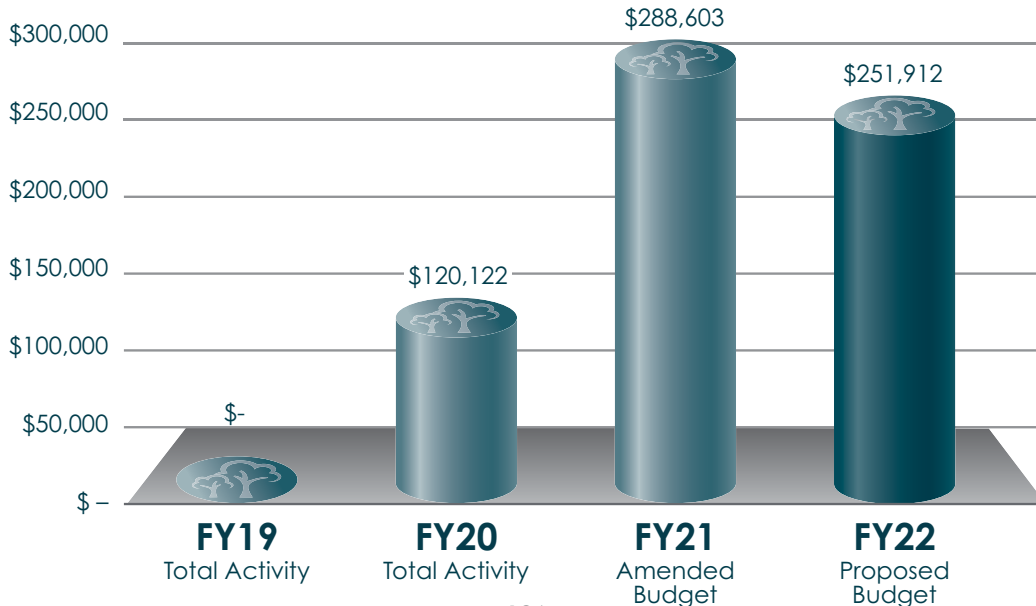
The Passive Parks/Greenspace Department was established in FY 2020 to separate costs associated with active park facilities from those of passive park facilities. Under the supervision of the Public Works Director, Public Works Staff oversee the maintenance and care of the City's passive parks and greenspaces. These properties include all land acquired through the voter approved Greenspace Bond, Mayfield Farm Park (shared property with City of Alpharetta), and other City owned properties such as Birmingham Par

<b>FY22 Expenditures by Fund:</b>	<b>General Fund</b>	<b>\$251,912</b>
	<b>Capital Projects Fund</b>	<b>\$500,000</b>
	<b>Greenspace Bond Fund</b>	<b>\$500</b>

## FY22 General Fund Expenditures By Category

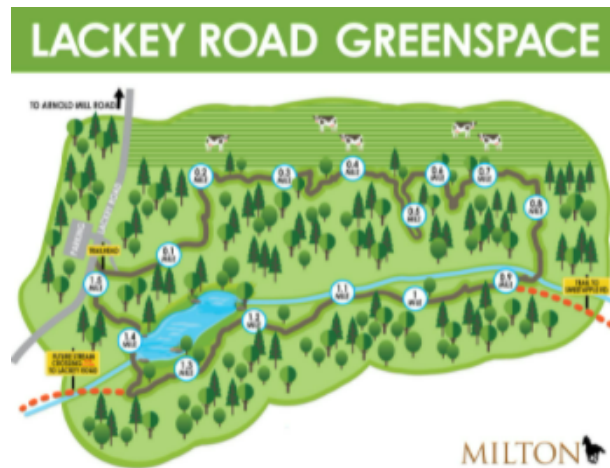
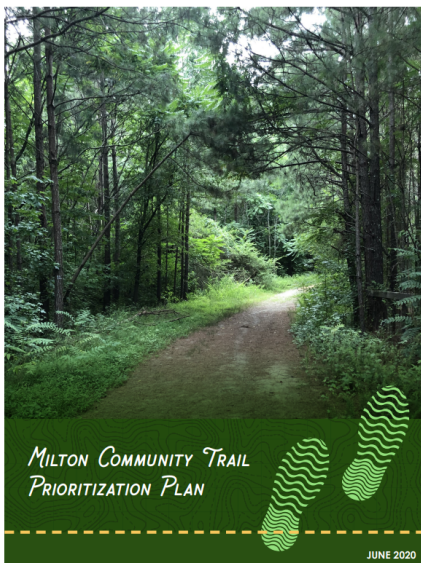


## Year-Over-Year History of General Fund Expenditures





Passive Parks Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Provide staff with accessibility for service related issues at closed passive properties to ensure safe and secure conditions	Public Land and Resources	Greenspaces	
Departmental Goals	2	Enhance existing passive parks to promote and preserve Milton's natural beauty for the enjoyment of all residents	Public Land and Resources Also supports: The Park at Former Milton Country Club Master Plan, Providence Park Master Plan, Community Trail Prioritization Plan	Passive Parks	
Strategies	1.1	Conduct quarterly safety inspection of closed passive properties			
	1.2	Inspect structures on closed properties weekly			
	2.1	Advance capital improvement projects through design and/or construction			
	2.2	Finish projects on time and within budget			
	2.3	Improve conditions for passive recreation			
	2.4	Grounds repair and maintenance services that supports appropriate use			
	2.5	Land management that supports appropriate use			
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Provide staff with accessibility for service related issues at closed passive properties to ensure safe and secure conditions</b>					
Number of inspections to various locations	4 per site	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	4 per site
Issues identified	WM	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	TBD Based on Site Assessments
<b>Goal #2: Enhance existing passive parks to promote and preserve Milton's natural beauty for the enjoyment of all residents</b>					
Projects underway	WM	3	3	2	TBD
Projects completed each FY	WM	2	1	0	TBD
Projects completed by contract completion date (%)	80%	100%	100%	100%	100%
Project completed within maximum contract price without change order (%)	90%	100%	100%	100%	100%
Miles of trails open to the public within passive park properties	WM	4	4	4	8
Programmed mowing (acres)	WM	31	285	146	146
WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources					



## Passive Parks/Greenspace General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ -	12,377	-	\$ -	\$ -	-
Lawn Care	-	54,313	76,720	88,200	11,480	15.0
Facility Repair & Maintenance	-	3,027	1,000	1,000	-	-
Grounds Repair & Maintenance	-	44,312	195,999	155,124	(40,875)	(20.9)
Rental Equipment & Vehicles	-	92	-	-	-	-
Maintenance Contracts	-	118	668	668	-	-
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ -</b>	<b>\$ 114,238</b>	<b>\$ 274,387</b>	<b>\$ 244,992</b>	<b>\$ (29,395)</b>	<b>(10.7)</b>
<b>SUPPLIES</b>						
General Supplies	\$ -	\$ 713	\$ 389	\$ 1,000	\$ 611	157.1
Utilities	-	2,027	4,798	4,920	122	2.5
<b>TOTAL SUPPLIES</b>	<b>\$ -</b>	<b>\$ 2,741</b>	<b>\$ 5,187</b>	<b>\$ 5,920</b>	<b>\$ 733</b>	<b>14.1</b>
<b>CAPITAL OUTLAYS</b>						
Property/Sites	\$ -	\$ 3,143	\$ 9,029	\$ -	\$ (9,029)	(100.0)
Machinery & Equipment	-	-	-	1,000	1,000	-
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ -</b>	<b>\$ 3,143</b>	<b>\$ 9,029</b>	<b>\$ 1,000</b>	<b>\$ (8,029)</b>	<b>(88.9)</b>
<b>TOTAL PASSIVE PARKS/GREENSPACE</b>	<b>\$ -</b>	<b>\$ 120,122</b>	<b>\$ 288,603</b>	<b>\$ 251,912</b>	<b>\$ (36,691)</b>	<b>(12.7)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

- Please see the seven-year Capital Improvement Plan for large-scale improvements planned for passive park sites.

### Notable Variances Explained

- The decrease in Grounds Repair & Maintenance is a result of trail maintenance, gravel lot upgrades, and watering stations for horses at Birmingham Park to be completed in FY 2021 (larger scale improvements at the park will be funded through the Capital Projects Fund).



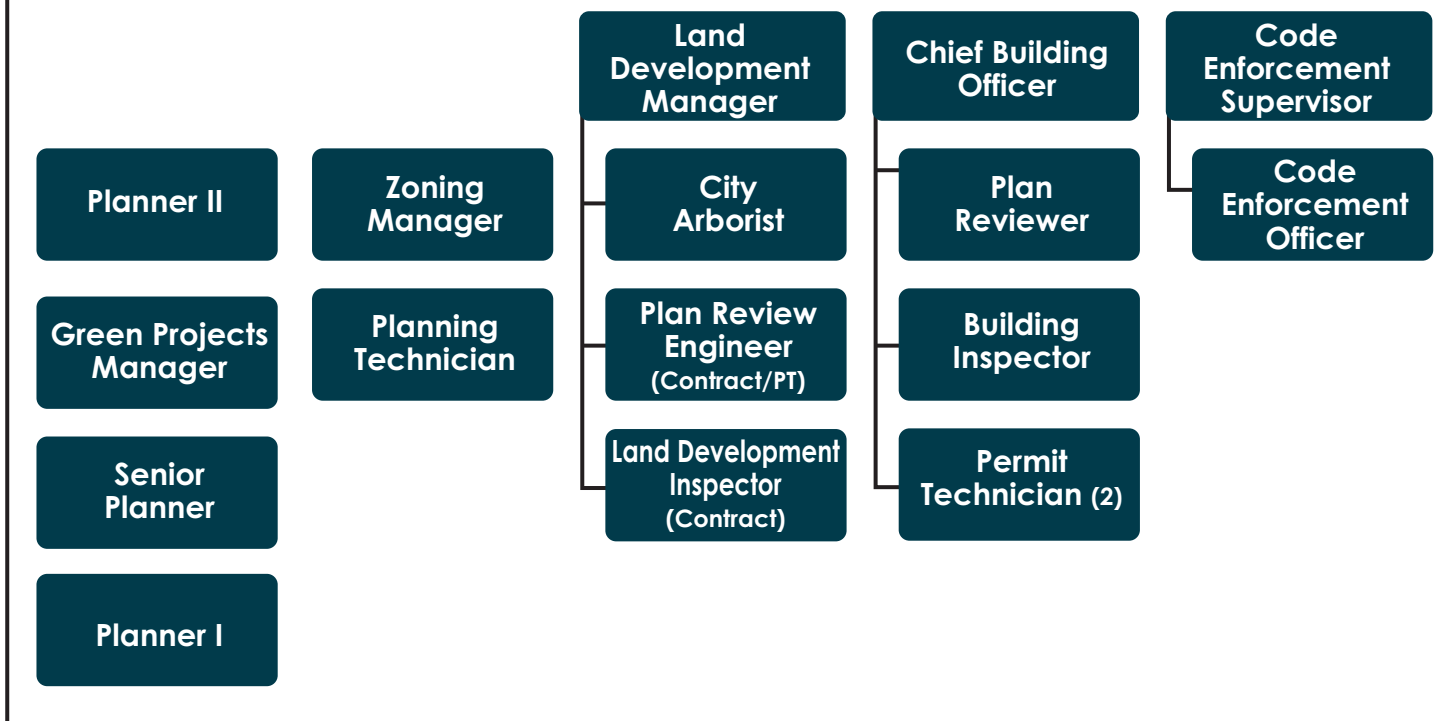
# COMMUNITY DEVELOPMENT



The department is responsible for ensuring Milton is developed according to the City's Comprehensive Plan as well as administering zoning and development regulations. The department executes the citizens' vision for the community through long-range planning efforts and day-to-day administrative processes such as zoning reviews, land disturbance permits and building permits. It is also responsible for the enforcement of its ordinances through code enforcement.

## Community Development Director

The following report directly to the Community Development Director



**Community Development Department  
Goals, Strategies, and Performance Measures**

			Strategic Alignment	
			Strategic Priority	Strategic Goal
<b>Departmental Goals</b>	1	Develop the City according to the community's adopted plans: including the built environment as well as conserved land	Sustainability and Resiliency / Smart Land Planning / Public Land and Resources Also supports Comprehensive Plan 2040: Land Use, Placemaking and Branding	Environmental Sustainability / Equestrian, Farm Lifestyle / Enhance Commercial Nodes / Culture in Public Spaces / Greenspaces STWP: LU.1-LU.13/PB.1-PB.8
	2	Further develop staff expertise/knowledge to reduce the use of outside consultants	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce
	3	Regularly update the Impact Fee Methodology to optimize funding usage and allocation across qualifying projects	Sustainability and Resiliency / Smart Land Planning / Public Land and Resources	Environmental Sustainability / Equestrian, Farm Lifestyle / Enhance Commercial Nodes / Culture in Public Spaces / Greenspaces
	4	Adhere to industry best practices for efficient and effective operations and customer service	Sustainability and Resiliency	Safe and Secure Community / Diverse, Engaged, Healthy Workforce
	5	Support the community's desire to be an environmental steward and optimize sustainability and conservation	Sustainability and Resiliency / Public Land and Resources Also supports Comprehensive Plan 2040: Sustainability	Environmental Sustainability / Greenspaces STWP: S.1-S.10

<b>Strategies</b>	1.1	Prioritize the short term work program from the Comprehensive Plan 2040 for year-one
	1.2	Prioritize the objectives set out in Strategic Plan 2021-2025 for year-one
	1.3	Continue to identify and promote large lot incentives
	1.4	Continue to identify and promote ways to retain active farms in Milton
	2.1	Seek out courses to supplement internal experience/knowledge
	2.2	Complete projects with in-house resources as much as possible, utilizing consultants when outside experience/expertise is required
	3.1	Update the project plan listing every five years, at minimum
	3.2	Review and consider all eligible City projects from the Capital Improvement Plan
	3.3	Update the Impact Fee Ordinance when new projects warrant a new fee allocation across departments/projects
	4.1	Complete updates to critical standard operating procedures
	4.2	Host periodic lunch and learns focused on department cross-training and collaboration
	4.3	Set up workflows in CityView to track workload, time required to issue permits, and other efficiency measures
	5.1	Increase hazardous waste disposal opportunities
	5.2	Grow recycling opportunities
	5.3	Promote adopt-a programs, rivers alive, and similar clean up efforts to increase debris removal
	5.4	Achieve silver level in the Atlanta Regional Commission Green Communities program

Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Develop the City according to the community's adopted plans: including the built environment as well as conserved land</b>					
Percent of short term work program projects completed on schedule*	WM	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	100%
Number of acres identified as conservation use per Fulton County digest	Digest Figures	2,006	1,969	2,175	2,130
<b>Goal #2: Further develop staff expertise/knowledge to reduce the use of outside consultants</b>					
Percentage of projects completed 100% by in-house staff	85%	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	85%
<b>Goal #3: Regularly update the Impact Fee Methodology to optimize funding usage and allocation across qualifying projects</b>					
Percentage of available impact fees encumbered	100%	100%	100%	100%	100%
Plan list updated to include new Capital Improvement Plan projects	Annually	Yes	Yes	Yes	Yes
Capital Improvement Element Methodology update completed	Every five years	Not Due	Not Due	Not Due	Yes
<b>Goal #4: Adhere to industry best practices for efficient and effective operations and customer service</b>					
Cross-training lunch and learns held	4	New Measure for FY 2022	New Measure for FY 2022	New Measure for FY 2022	4



Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
Percent of workflows with statistical tracking in CityView	Once this process is complete, the department will be able to begin tracking timeliness of permit issuance and create efficiencies where needed				
Number of building permits issued - total	WM	1,380	2,017	2,000	1,799
Number of sign permits issued	WM	86	74	52	71
Number of certificates of occupancy issued	WM	188	160	470	273
Number of land disturbance permits reviewed	WM	24	14	20	19
Number of plats reviewed	WM	4	5	6	5
Number of building inspections conducted	WM	New Measure in FY 2021	New Measure in FY 2021	6,667	TBD
Number of pre-construction inspections conducted	WM	New Measure in FY 2021	New Measure in FY 2021	444	TBD
Number of erosion control inspections conducted	WM	New Measure in FY 2021	New Measure in FY 2021	115	TBD
Number of sign sweeps completed	WM	22	28	24	25
Number of written violation notices issued	WM	121	136	248	168
Number of stop work orders issued	WM	New Measure in FY 2021	New Measure in FY 2021	62	TBD
Number of code enforcement inspections conducted	WM	803	722	744	756
Number of citations issued	WM	12	2	18	11
<b>Goal #5: Support the community's desire to be an environmental steward and optimize sustainability and conservation</b>					
Hazardous waste event - pounds of paint and paint related materials collected	**	17,809	Event Not Held	19,587	23,373
Hazardous waste event - pounds of other hazardous materials collected	**	2,680	Event Not Held	3,454	3,834
Tons of glass recycled	Increase 2% YOY	New Measure in FY 2021	New Measure in FY 2021	14	31
Rivers alive - miles of river and associated road frontage cleaned	2	3	1	1	2
Adopt-a-road - miles of roads adopted	4 new routes annually	35	37	42	45
National Wildlife Federation Community Wildlife Habitat (annual)	Awarded	Awarded	Awarded	Awarded	TDB Application Submitted December 2021
Environmental Education Mini-Grants to Schools	Award 3 Schools	2	3	3	4
Atlanta Regional Commission Green Communities Award (every 4 years)	Awarded	Awarded Bronze 2016	Awarded Bronze 2016	TBD Application submitted May 2021	TBD Application submitted May 2021
*consideration will be given to projects re-scheduled or re-prioritized by Council (funding/staffing availability)					
**based upon budget for the year / the goal is to remove as much hazardous waste as possible with the resources available					
WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources					



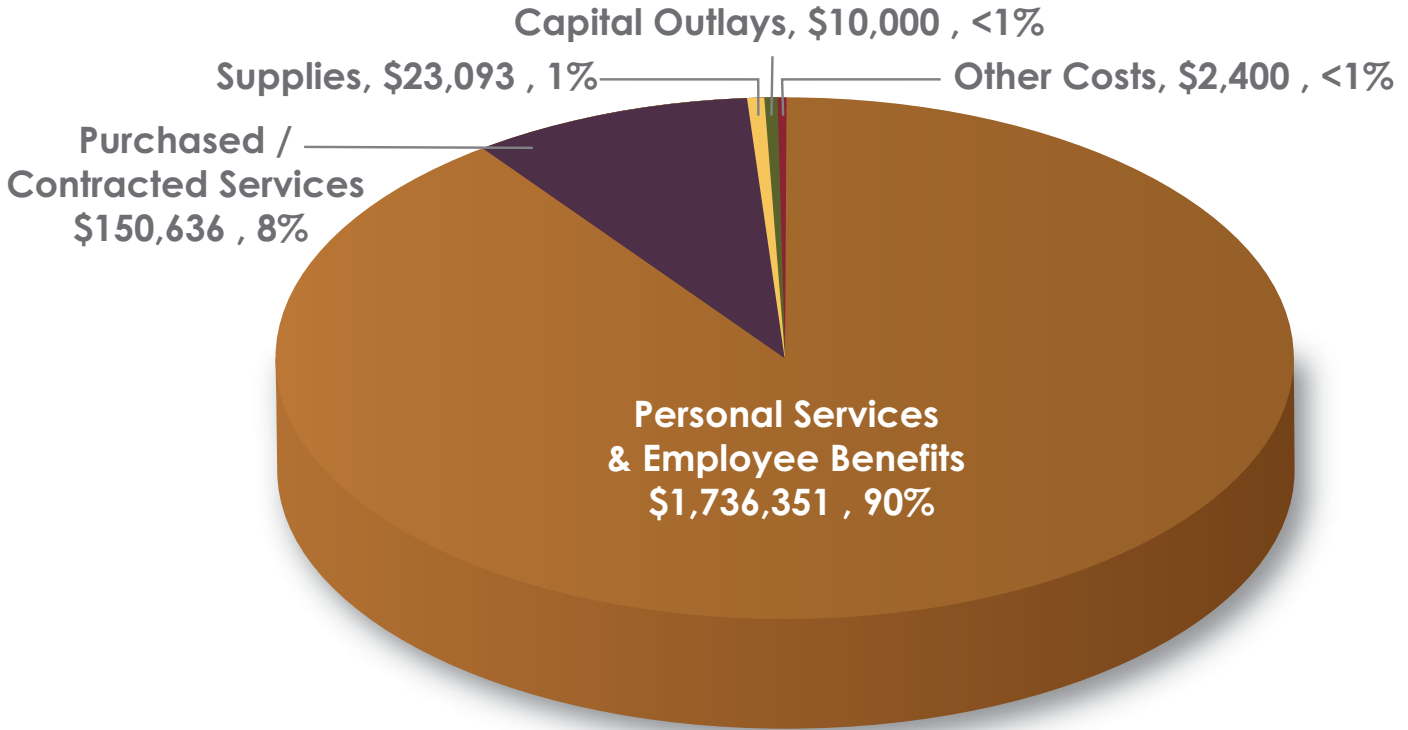


# COMMUNITY DEVELOPMENT

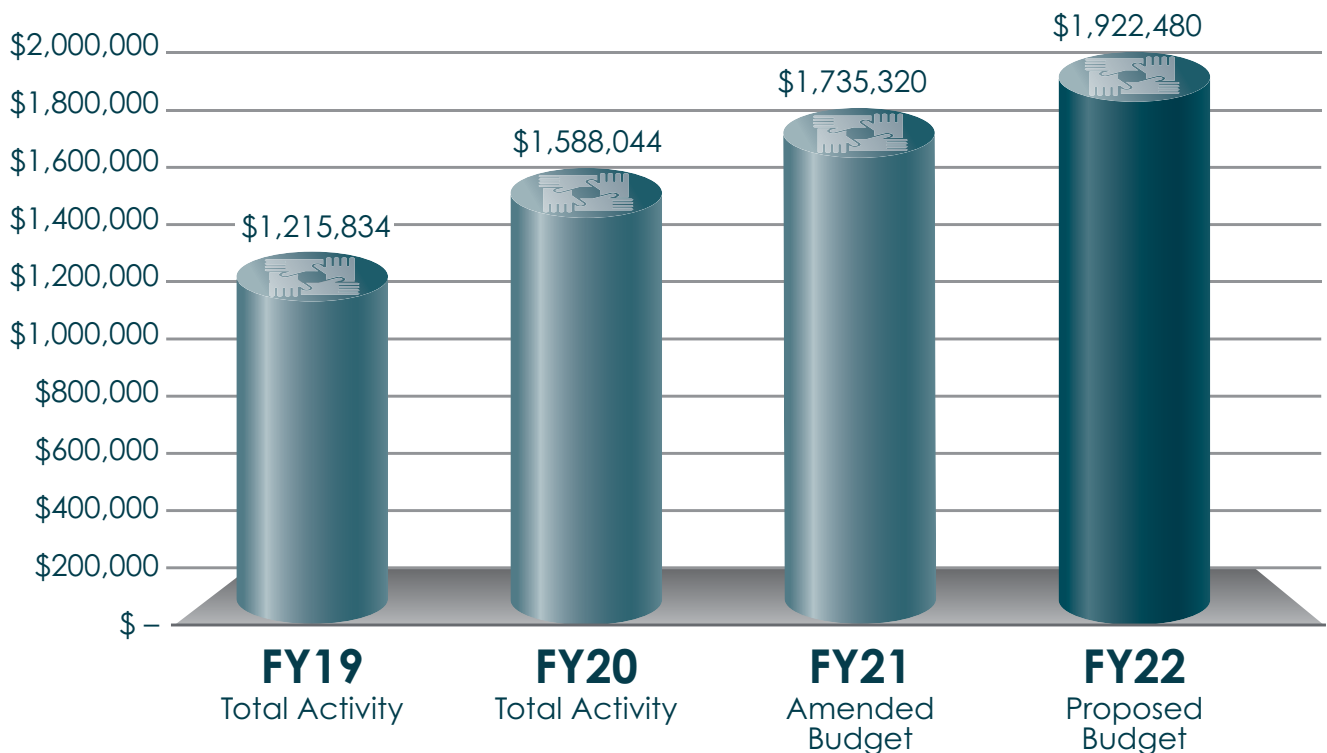
## FY22 Expenditures by Fund:

General Fund	\$1,922,480
M&O Initiatives	\$98,056
Capital Projects Fund	\$138,222
Impact Fees Fund	\$30,000

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures



## Community Development General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 753,634	\$ 867,621	\$ 1,028,645	\$ 1,230,095	\$ 201,450	19.6
Employee Benefits	266,552	310,838	358,923	506,256	147,333	41.0
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 1,020,185</b>	<b>\$ 1,178,459</b>	<b>\$ 1,387,568</b>	<b>\$ 1,736,351</b>	<b>\$ 348,783</b>	<b>25.1</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 169,528	\$ 355,249	\$ 235,150	\$ 71,600	\$ (163,550)	(69.6)
Vehicle Repair & Maintenance	3,271	3,510	3,400	5,000	1,600	47.1
Communications	3,130	5,338	5,440	8,160	2,720	50.0
Postage	4	-	600	-	(600)	(100.0)
Advertising	3,070	4,188	7,440	6,000	(1,440)	(19.4)
Printing	860	5,012	3,600	4,500	900	25.0
Travel	3,156	2,218	6,202	5,200	(1,002)	(16.2)
Dues & Fees	2,210	1,760	3,254	4,519	1,265	38.9
Education & Training	1,749	1,712	14,443	12,157	(2,286)	(15.8)
Maintenance Contracts	-	21,657	35,426	33,500	(1,926)	(5.4)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 186,977</b>	<b>\$ 400,642</b>	<b>\$ 314,955</b>	<b>\$ 150,636</b>	<b>\$ (164,319)</b>	<b>(52.2)</b>
<b>SUPPLIES</b>						
General Supplies	\$ 3,818	\$ 3,097	\$ 6,030	\$ 5,550	\$ (480)	(8.0)
Gasoline/Diesel	2,330	1,714	8,708	12,000	3,292	37.8
Food & Meals	72	1,075	800	1,000	200	25.0
Books & Periodicals	-	-	1,100	1,100	-	-
Uniforms	277	496	2,350	3,443	1,093	46.5
<b>TOTAL SUPPLIES</b>	<b>\$ 6,496</b>	<b>\$ 6,382</b>	<b>\$ 18,988</b>	<b>\$ 23,093</b>	<b>\$ 4,105</b>	<b>21.6</b>
<b>CAPITAL OUTLAYS</b>						
Machinery & Equipment	\$ 1,075	\$ 761	\$ 12,009	\$ 10,000	\$ (2,009)	(16.7)
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 1,075</b>	<b>\$ 761</b>	<b>\$ 12,009</b>	<b>\$ 10,000</b>	<b>\$ (2,009)</b>	<b>(16.7)</b>
<b>OTHER COSTS</b>						
Payments To Others	\$ 1,100	\$ 1,800	\$ 1,800	\$ 2,400	\$ 600	33.3
<b>TOTAL OTHER COSTS</b>	<b>\$ 1,100</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>	<b>\$ 2,400</b>	<b>\$ 600</b>	<b>33.3</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$ 1,215,834</b>	<b>\$ 1,588,044</b>	<b>\$ 1,735,320</b>	<b>\$ 1,922,480</b>	<b>\$ 187,160</b>	<b>10.8</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

- The increase in Salaries & Wages and Employee Benefits represents a fully staffed department for FY 2022 including the newly approved building division and market adjustment to salaries, and anticipated medical cost increases partially offset by position reclassifications including: Development Review Coordinator to Planner I and Principal Planner to Planner II.
- The decrease in Professional Fees is related to a new request for FY 2022 to bring the Development Engineer in-house. Please see the initiative and related cost benefit analysis in the M&O Initiatives Summary.





# ECONOMIC DEVELOPMENT



Economic Development is charged with fostering responsible and sustainable growth by conducting business outreach, tracking and publishing growth statistics, and providing initiatives to promote development of commercially zoned areas according to Milton's Comprehensive Plan. Strategic and responsible business growth allows the city to expand its financial resources by maximizing its key economic development corridors — Deerfield Parkway, the Crabapple District and Birmingham Crossroads.

**Economic  
Development  
Manager (PT)**



Economic Development Goals, Strategies, and Performance Measures					
			Strategic Plan Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Create a business environment that is welcoming, supportive, and attractive to new and existing businesses	Sustainability and Resiliency also supports: Comprehensive Plan 2040	Long-term financial sustainability STWP: ED.2-ED.6	
	2	Strengthen relationships as a liaison between community members, key partners, business owners, and developers			
	3	Work to establish a branding and marketing plan that supports the city's overall placemaking strategy			
	4	Ensure staff is up to date on current trends and best practices in the field	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce	
Strategies	1.1	Develop communications plans designed to attract visitors and thriving businesses that fit into the overall community vision			
	1.2	Communicate with business owners and entrepreneurs about opportunities to connect with Milton government, non-profits, or other community/business groups			
	1.3	Partner with outside experts to develop marketing, placemaking, and branding plan			
	1.4	Seek professional development and networking opportunities in the field			
Performance/Workload Measure	Benchmark	FY 2019 Actual	FY 2020 Actual	FY 2021 YTD	FY 2022 Forecast/Target
<b>Goal #1: Create a business environment that is welcoming, supportive, and attractive to new and existing businesses</b>					
Touchpoints with business owners/community partners/stakeholders	10% increase YOY	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	8 monthly touches
Positive mentions in publications of Milton as a destination (online/print)	4 new publications annually	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	4/annually (target 1 positive mention per quarter)
<b>Goal #2: Strengthen relationships as a liaison between community members, key partners, business owners, and developers</b>					
Social media/other promotions to support local businesses, Milton programming	Increase 20% YOY	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	12 annual targeted social media campaigns
<b>Goal #3: Work to establish a branding and marketing plan that supports the city's overall placemaking strategy</b>					
Facilitate opportunities for Milton businesses to connect with citizens/customers	Est. quarterly engagement opportunities	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	Provide 3 opportunities for connection/outreach with citizens/customers
<b>Goal #4: Ensure staff is up to date on current trends and best practices in the field</b>					
Professional development/networking	2 professional development /4 networking	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022	Completion of 4 workshops/certifications/networking events during the calendar year
The Economic Development position has been reorganized, as a result all new measures are being implemented.					

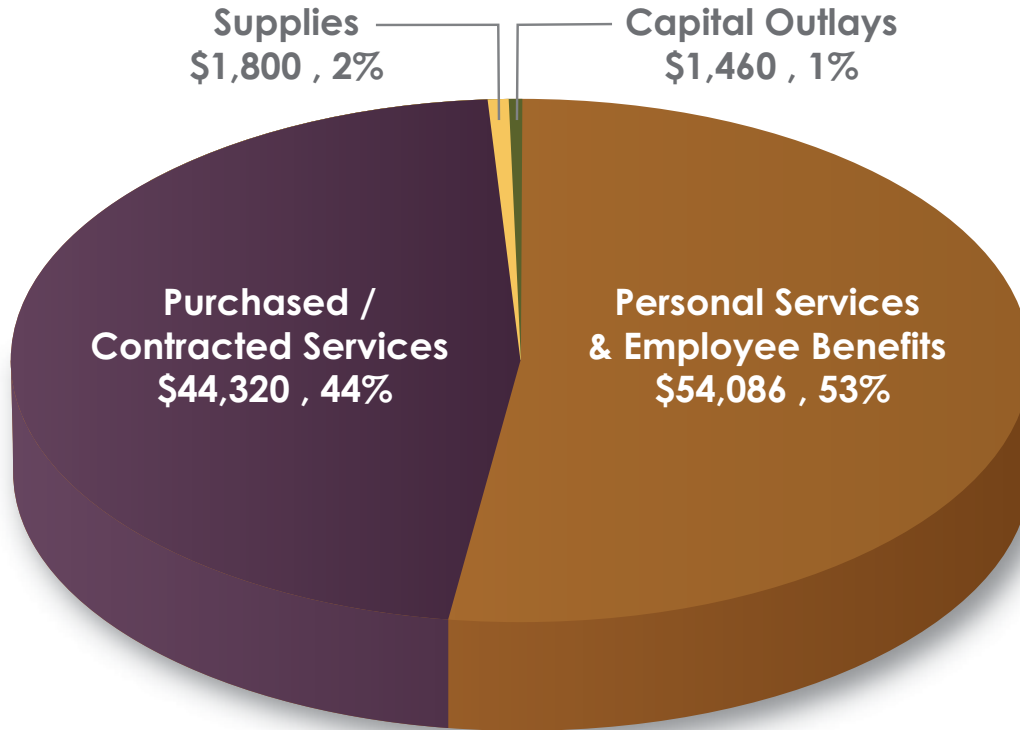


# ECONOMIC DEVELOPMENT

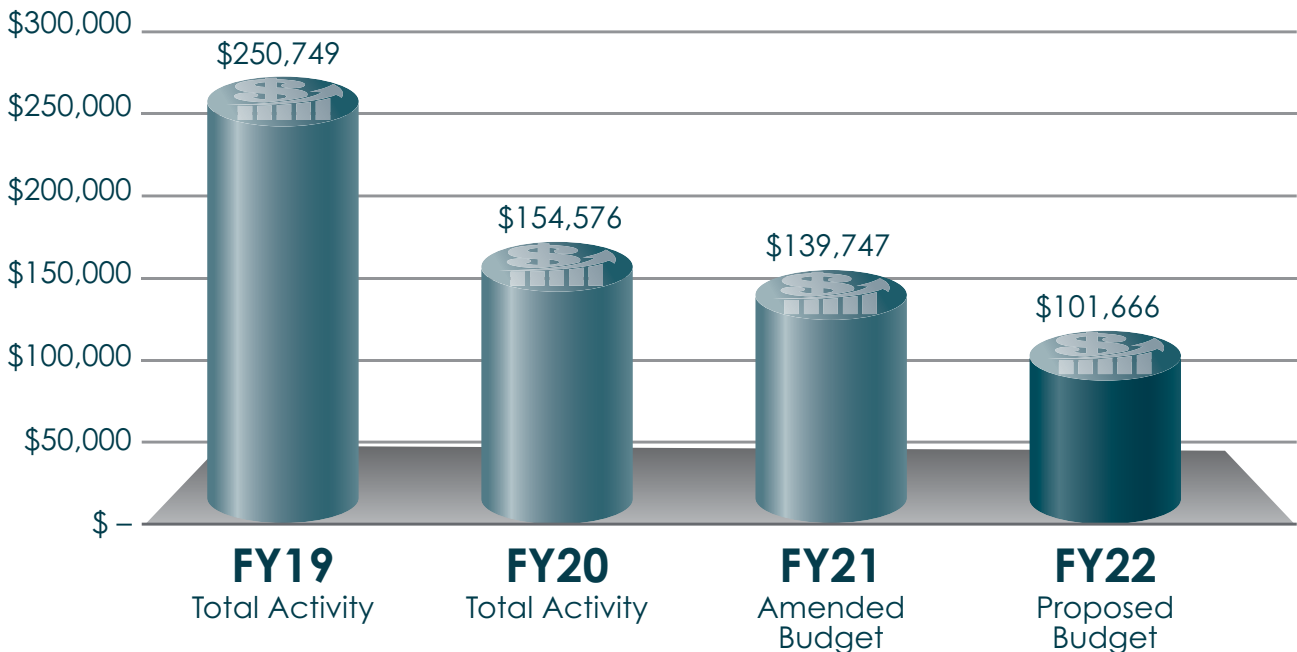
FY22 Expenditures by Fund:

**General Fund \$101,666**

## FY22 General Fund Expenditures By Category



## Year-Over-Year History of General Fund Expenditures





## Economic Development General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>						
Salaries & Wages	\$ 74,557	\$ 77,106	\$ 71,547	\$ 50,581	\$ (20,966)	(29.3)
Employee Benefits	29,798	30,792	23,705	3,505	(20,200)	(85.2)
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 104,355</b>	<b>\$ 107,898</b>	<b>\$ 95,252</b>	<b>\$ 54,086</b>	<b>\$ (41,166)</b>	<b>(43.2)</b>
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 134,787	\$ 37,774	\$ 16,075	\$ 21,950	\$ 5,875	36.5
Rental Equipment & Vehicles	-	2,111	-	-	-	-
Communications	720	531	600	-	(600)	(100.0)
Advertising	73	-	-	-	-	-
Printing	396	435	2,750	2,750	-	-
Travel	3,082	71	12,500	9,500	(3,000)	(24.0)
Dues & Fees	5,855	5,065	7,420	7,420	-	-
Education & Training	125	-	3,350	2,700	(650)	(19.4)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 145,038</b>	<b>\$ 45,987</b>	<b>\$ 42,695</b>	<b>\$ 44,320</b>	<b>\$ 1,625</b>	<b>3.8</b>
<b>SUPPLIES</b>						
General Supplies	\$ 246	\$ -	\$ 100	\$ 100	\$ -	-
Food & Meals	1,109	691	1,700	1,700	-	-
<b>TOTAL SUPPLIES</b>	<b>\$ 1,355</b>	<b>\$ 691</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>	<b>\$ -</b>	<b>-</b>
<b>CAPITAL OUTLAYS</b>						
Machinery & Equipment	\$ -	\$ -	\$ -	\$ 1,460	\$ 1,460	-
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,460</b>	<b>\$ 1,460</b>	<b>-</b>
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>\$ 250,749</b>	<b>\$ 154,576</b>	<b>\$ 139,747</b>	<b>\$ 101,666</b>	<b>\$ (38,081)</b>	<b>(27.2)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

### Notable Variances Explained

- The decrease in Salaries & Wages and Employee Benefits is a result of the reclassification of the Economic Development Manager from full time to part time.



# OTHER UNSTAFFED DEPARTMENTS

## General Administration

Accounts for costs that are not easily tied to any one department. Some examples are office supplies, ink and toner, and postage.

### General Administration General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ -	\$ -	\$ -	\$ -	\$ -	-
Rental Land & Buildings	2,016	840	-	-	-	-
Postage	8,097	5,548	8,500	8,500	-	-
Advertising	73	-	-	-	-	-
Printing	-	150	-	-	-	-
Dues & Fees	276	2,590	5,165	5,060	(105)	(2.0)
Maintenance Contracts	6,038	4,041	4,452	2,588	(1,864)	(41.9)
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 16,500</b>	<b>\$ 13,169</b>	<b>\$ 18,117</b>	<b>\$ 16,148</b>	<b>\$ (1,969)</b>	<b>(10.9)</b>
<b>SUPPLIES</b>						
General Supplies	\$ 33,099	\$ 22,529	\$ 31,640	\$ 32,000	\$ 360	1.1
Gasoline/Diesel	-	-	-	-	-	-
Food & Meals	-	-	-	-	-	-
<b>TOTAL SUPPLIES</b>	<b>\$ 33,099</b>	<b>\$ 22,529</b>	<b>\$ 31,640</b>	<b>\$ 32,000</b>	<b>\$ 360</b>	<b>1.1</b>
<b>CAPITAL OUTLAYS</b>						
Furniture & Fixtures	\$ 1,504	\$ -	\$ -	\$ -	\$ -	-
Machinery & Equipment	-	-	3,486	-	(3,486)	(100.0)
<b>TOTAL CAPITAL OUTLAYS</b>	<b>\$ 1,504</b>	<b>\$ -</b>	<b>\$ 3,486</b>	<b>\$ -</b>	<b>\$ (3,486)</b>	<b>(100.0)</b>
<b>TOTAL GENERAL ADMINISTRATION</b>	<b>\$ 51,103</b>	<b>\$ 35,698</b>	<b>\$ 53,243</b>	<b>\$ 48,148</b>	<b>\$ (5,095)</b>	<b>(9.6)</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

#### Notable Variances Explained

- The decrease in Machinery & Equipment is related to the one-time purchase of an envelope folder/sorter in FY 2021.

## Legal

Accounts for the costs associated with the City's third-party legal team.

### Legal General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PURCHASED/CONTRACTED SERVICES</b>						
Professional Fees	\$ 319,921	\$ 327,926	\$ 335,000	\$ 335,000	\$ -	-
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 319,921</b>	<b>\$ 327,926</b>	<b>\$ 335,000</b>	<b>\$ 335,000</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL LEGAL</b>	<b>\$ 319,921</b>	<b>\$ 327,926</b>	<b>\$ 335,000</b>	<b>\$ 335,000</b>	<b>\$ -</b>	<b>-</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

## Risk Management

Accounts for the costs associated with providing general liability insurance for the City and its staff.

### Risk Management General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PURCHASED/CONTRACTED SERVICES</b>						
Insurance	\$ 216,409	\$ 252,896	\$ 265,345	\$ 309,042	\$ 43,697	16.5
<b>TOTAL PURCHASED/CONTRACTED SERVICES</b>	<b>\$ 216,409</b>	<b>\$ 252,896</b>	<b>\$ 265,345</b>	<b>\$ 309,042</b>	<b>\$ 43,697</b>	<b>16.5</b>
<b>OTHER COSTS</b>						
Payment To Others	\$ 156	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL OTHER COSTS</b>	<b>\$ 156</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL RISK MANAGEMENT</b>	<b>\$ 216,564</b>	<b>\$ 252,896</b>	<b>\$ 265,345</b>	<b>\$ 309,042</b>	<b>\$ 43,697</b>	<b>16.5</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

#### Notable Variances Explained

- After accounting for the anticipated annual increase in premiums, as well as added coverage anticipated in FY 2022, the City projects a 16.5% increase overall in Risk Management from FY 2021 to FY 2022.

## Debt Service

The Debt Service Department in the General Fund previously housed the principal and interest payments due on the City's revenue bonds.

### Debt Service General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>PRINCIPAL</b>						
Bond Principal	\$ 626,000	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL PRINCIPAL</b>	<b>\$ 626,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>INTEREST</b>						
Bond Interest	\$ 226,144	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL INTEREST</b>	<b>\$ 226,144</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 852,144</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.



# Other Costs/Financing Uses

Accounts for contingencies and interfund transfers out to other funds.

## Other Costs/Financing Uses General Fund Expenditures

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>OTHER COSTS</b>						
Contingencies / Unallocated	\$ -	\$ -	\$ -	\$ 261,089	\$ 261,089	-
<b>TOTAL OTHER COSTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 261,089</b>	<b>\$ 261,089</b>	<b>-</b>
<b>OTHER FINANCING USES</b>						
Interfund Transfers Out						
To Capital Projects Fund	\$ 8,296,559	\$ 5,370,390	\$ 13,655,033	\$ 7,779,649	\$ (5,875,384)	(43.0)
To Capital Grant Fund	591,693	-	-	-	-	-
To Revenue Bond Fund	-	1,158,509	1,650,026	1,650,526	500	0.0
To Special Events Fund	-	-	-	80,824	80,824	-
To Confiscated Assets Fd	-	-	-	-	-	-
<b>TOTAL OTHER FINANCING USES</b>	<b>\$ 8,888,252</b>	<b>\$ 6,528,899</b>	<b>\$ 15,305,059</b>	<b>\$ 9,510,999</b>	<b>\$ (5,794,060)</b>	<b>(37.9)</b>
<b>TOTAL OTHER COSTS/FINANCING USES</b>	<b>\$ 8,888,252</b>	<b>\$ 6,528,899</b>	<b>\$ 15,305,059</b>	<b>\$ 9,772,088</b>	<b>\$ (5,532,971)</b>	<b>(36.2)</b>

### Notable Variances Explained

- The decrease in the transfer out to the Capital Projects Fund is being driven by reduced requests for operating funding in FY 2022.



## Maintenance & Operating (M & O) Initiatives Summary

Initiative	FY 2022 Proposed
<b>HUMAN RESOURCES</b>	
Referral Fee (Certified Police Officer and FF Paramedic)	3,186
Sign-on Incentive (Certified Police Officer and FF Paramedic)	25,488
<b>TOTAL HUMAN RESOURCES</b>	<b>28,674</b>
<b>COMMUNICATIONS</b>	
Marketing and Branding Consultant / Equestrian Marketing Campaign	80,000
<b>TOTAL COMMUNICATIONS</b>	<b>80,000</b>
<b>COURT</b>	
Court Bailiff	7,800
<b>TOTAL COURT</b>	<b>7,800</b>
<b>POLICE</b>	
Asset Control System	36,827
Reclassify Accreditation Manager/Sergeant to Lieutenant	5,741
Traffic Enforcement Personnel (3 FTEs)	226,581
Field Training Officer-Training Software	4,000
<b>TOTAL POLICE</b>	<b>273,149</b>
<b>FIRE</b>	
Public Safety Greenspace Access	7,240
Resilient Community Executive Training Initiative	29,497
Blue Card Incident Command Certification	28,960
Accreditation from the Commission on Fire Accrediatation International (CFAI)	14,000
Glidescope Go Video Endotracheal Intubation Laryngoscope	28,955
Milton CARES Paramedic Program Staffing	31,700
<b>TOTAL FIRE</b>	<b>140,352</b>
<b>PUBLIC WORKS</b>	
Infrastructure Inspector	90,000
<b>TOTAL PUBLIC WORKS</b>	<b>90,000</b>
<b>PARKS &amp; RECREATION (ACTIVE)</b>	
Parking Lot Preservation (FMCC/BMP)	90,000
<b>TOTAL PARKS &amp; RECREATION (ACTIVE)</b>	<b>90,000</b>
<b>MULTIPLE DEPARTMENTS</b>	
Development Engineer	140,080
<b>TOTAL MULTIPLE DEPARTMENTS</b>	<b>140,080</b>
<b>M &amp; O INITIATIVES TOTAL</b>	<b>850,055</b>



**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Human Resources**

**Referral Fee (Certified Police Officer and FF Paramedic)**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:			
<b>Strategic Priority:</b>	<b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>		
<b>Strategic Action Item/Goal:</b>	<b>Diverse, Engaged, Healthy Workforce</b>				
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	3,000		
In order to remain competitive in the marketplace, many of our competitor cities have implemented a referral bonus for hiring employees. This recommends establishing a \$500 total referral fee for recommending a certified police hire or a paramedic. To be broken out as \$250 at 90 days of employment and \$250 at one year of service.		Benefits	186		
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).		Professional Fees	-		
Length of time to fill vacant positions, rapid turnover rates		Repairs & Maintenance	-		
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		Communications	-		
Annual impact listed below may be affected by retention and turnover rates.		Advertising	-		
		Printing	-		
		Travel	-		
		Dues & Fees	-		
		Education & Training	-		
		Contract Labor	-		
		Maintenance Contract	-		
		General Supplies	-		
		Utilities	-		
		Gasoline/Diesel	-		
		Food/Meals	-		
		Uniforms	-		
		Machinery	-		
		Vehicles	-		
		Furniture/Fixtures	-		
		Computer Software	-		
		Computer Hardware	-		
		Other Equipment	-		
			-		
			-		
			-		
		<b>TOTAL</b>	<b>3,186</b>		
		Salary/Benefits	3,186		
		Maintenance & Operating	-		
			-		
Impact on Future Operating Budgets		FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs		3,186	3,186	3,186	3,186
Decreases Operating Costs		-	-	-	-
Additional Revenues		-	-	-	-
Other		-	-	-	-
<b>Total Operating Impact</b>		<b>3,186</b>	<b>3,186</b>	<b>3,186</b>	<b>3,186</b>

Notes:  
 Marietta - \$250 x 2 - Police Only  
 Roswell \$250x2 for all positions  
 Johns Creek - \$500 paid once - Police only  
 Sandy Springs - Nothing  
 Alpharetta - \$1000\*2 for all positions  
 Dunwoody - \$1000 for police only

Costs calculated based on an average of 4 new policemen per year and 2 paramedics.

**CITY OF MILTON**  
**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Human Resources**  
**Sign-on Incentive (SOI)**

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:			
<b>Strategic Priority:</b> Sustainability and Resiliency	ACCOUNT DESCRIPTION	BUDGET REQUEST		
<b>Strategic Action Item/Goal:</b> Diverse, Engaged, Healthy Workforce				
Brief Description of New Program/Service or Improvement of Existing Service Level:	Salary	24,000		
The SOI is designed to enhance the recruitment and retention of qualified individuals for hard to recruit positions. This incentive would be in-place for all entry level and lateral hire employees for the positions of Certified Police Officer and Firefighter Paramedic. Half of the increase would be paid at the end of FTO in Police and again at one year of service. In Fire, half would be paid at the end of 3 months of service and again at one year. Additional rules would apply. \$4000 budgeted per employee (\$2000*2).  What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).  Length of time to fill vacant positions, rapid turnover rates, retention of employees  Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).  Cost should remain reasonably constant year to year.	Benefits	1,488		
	Professional Fees	-		
	Repairs & Maintenance	-		
	Communications	-		
	Advertising	-		
	Printing	-		
	Travel	-		
	Dues & Fees	-		
	Education & Training	-		
	Contract Labor	-		
	Maintenance Contract	-		
	General Supplies	-		
	Utilities	-		
	Gasoline/Diesel	-		
	Food/Meals	-		
	Uniforms	-		
	Machinery	-		
	Vehicles	-		
	Furniture/Fixtures	-		
	Computer Software	-		
Computer Hardware	-			
Other Equipment	-			
	-			
	-			
	-			
	<b>TOTAL</b>	<b>25,488</b>		
	Salary/Benefits	25,488		
	Maintenance & Operating	-		
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Increases Operating Costs	25,488	25,488	25,488	25,488
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>25,488</b>	<b>25,488</b>	<b>25,488</b>	<b>25,488</b>

Notes:  
 Cobb County - \$5000 signing bonus and 2% per year added to base pay not to exceed 10% of entry pay.  
  
 Roswell \$4000 Certified  
 Smyrna - \$3000 to \$6000 with a \$5000 bonus on 5th year anniversary  
 Alpharetta - \$4000 total - 2 payments (end of FTO and probationary period)  
 Dunwoody -\$2000  
 Duluth - \$3000

Costs calculated based on an average of 4 new policemen per year and 2 paramedics.

**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Communications**

**Marketing and Branding Consultant / Equestrian Marketing Campaign**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:	
<b>Strategic Priority:</b>	<b>Smart Land Planning</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>
<b>Strategic Action Item/Goal:</b>	<b>Enhance Commercial Nodes</b>		
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-
<p>This initiative would be to contract with a marketing firm to review and help direct Milton's marketing efforts. They can look at things like signage, marketing materials, the naming of City properties like greenspaces, the incorporation of public art and more. It involves Priority #2, Goal #2 of the Strategic Plan as well as the section of the Comprehensive Plan work programs dedicated to branding and marketing. The Strategic Plan outlines the goal of establishing "Milton (as) a location of choice for equestrian hobbyists." Its accompanying objectives include to "identify and encourage equestrian lifestyle, heritage and visitor experiences" as well as to "establish a national marketing campaign to promote Milton's equestrian lifestyle." While most of the first part of this request can be done in-house (at the expense of mostly man-hours) and in conjunction with a new virtual Milton Visitors Center, this initiative relates to the second stated objective. After ads are created using City Communications photographic resources and our graphic design contractor, additional funding is needed to pay for advertisements in international publications that cater to equestrian enthusiasts, programs for events that draw those active in the horse community, and real estate industry ads for horse enthusiasts who could move into Milton.</p>		Benefits	-
		Professional Fees	60,000
<p>What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).</p>		Repairs & Maintenance	-
		Communications	-
<p>The metrics used include the percentage of large-lot (vs. small-lot) subdivisions, success (in terms of revenues and vacancies) of the city's commercial nodes, and others. This all speaks to the Strategic Plan goal of enhancing "the city's commercial nodes and character areas while maintaining the rural charm that makes Milton special." It also aligns with the 2040 Comprehensive Plan's branding/marketing programs. Beyond execution, this campaign will be considered successful if it helps to preserve even one acre of horse terrain that might otherwise have been redeveloped. Still, its quality is difficult to measure in concrete terms.</p>		Advertising	20,000
		Printing	-
<p>Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).</p>		Travel	-
		Dues & Fees	-
<p>While Milton's marketing efforts should be ongoing, this equestrian marketing campaign need not carry over into future Fiscal Years per se (unless the City decides that would be worthwhile to make the campaign more effective). Note that an additional \$5,000 already has been added to the Communications' advertising budget for this purpose.</p>		Education & Training	-
		Contract Labor	-
<p>Impact on Future Operating Budgets</p>		Maintenance Contract	-
		General Supplies	-
<p>FY 2023</p>		Utilities	-
		Gasoline/Diesel	-
<p>FY 2024</p>		Food/Meals	-
		Uniforms	-
<p>FY 2025</p>		Machinery	-
		Vehicles	-
<p>FY 2026</p>		Furniture/Fixtures	-
		Computer Software	-
<p>Total Operating Impact</p>		Computer Hardware	-
		Other Equipment	-
		<b>TOTAL</b>	<b>80,000</b>
		Salary/Benefits	-
		Maintenance & Operating	80,000

Notes:

**CITY OF MILTON**  
**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Municipal Court**

**Court Bailiff**

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:			
<b>Strategic Priority:</b> <b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>		
<b>Strategic Action Item/Goal:</b> <b>Safe and Secure Community</b>				
Brief Description of New Program/Service or Improvement of Existing Service Level:	Salary	7,000		
	Benefits	-		
The Municipal Court currently staffs 4 officers per session as court security. The 4th officer was previously used for transporting defendants from the Alpharetta jail. With the closure of the Alpharetta Jail, Defendants charged with certain offenses will require fingerprinting during their arraignment.	Professional Fees	-		
	Repairs & Maintenance	-		
	Communications	-		
	Advertising	-		
	Printing	-		
	Travel	-		
	Dues & Fees	-		
	Education & Training	-		
	Contract Labor	-		
	Maintenance Contract	-		
	General Supplies	-		
	Utilities	-		
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).	Gasoline/Diesel	-		
	Food/Meals	-		
	Uniforms	800		
	Machinery	-		
	Vehicles	-		
	Furniture/Fixtures	-		
	Computer Software	-		
	Computer Hardware	-		
	Other Equipment	-		
		-		
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		-		
		-		
		-		
A post certified officer is paid 50.00/hour when working security for the court. A non post certified Bailiff will be paid 25.00/hour		-		
	<b>TOTAL</b>	<b>7,800</b>		
	Salary/Benefits	7,000		
	Maintenance & Operating	800		
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Increases Operating Costs	7,000	7,000	7,000	7,000
Decreases Operating Costs	(2,025)	(2,025)	(2,025)	(2,025)
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>4,975</b>	<b>4,975</b>	<b>4,975</b>	<b>4,975</b>

Notes:

**CITY OF MILTON**  
**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Police**

**Asset Control System**

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:			
<b>Strategic Priority:</b> Sustainability and Resiliency	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>		
<b>Strategic Action Item/Goal:</b> Safe and Secure Community				
Brief Description of New Program/Service or Improvement of Existing Service Level:				
This initiative is for the purchase and installation of an Asset Control System. This Asset Control system would allow the department to keep a digital record of items that are signed out for use. This system would be utilized for high value spare equipment such as laptops, radios, tasers etc. Currently we are using a paper record for each officer to sign out these items. This system would provide a digital record of who signs out each piece of equipment. The system requires that officers sign in and provide their fingerprint to gain access to and return equipment. This system will provide a more efficient and secure way to deploy, track and retrieve valuable assets.	Salary	-		
	Benefits	-		
	Professional Fees	-		
	Repairs & Maintenance	-		
	Communications	-		
	Advertising	-		
	Printing	-		
	Travel	-		
	Dues & Fees	-		
	Education & Training	-		
	Contract Labor	-		
	Maintenance Contract	-		
	General Supplies	-		
	Utilities	-		
	Gasoline/Diesel	-		
	Food/Meals	-		
	Uniforms	-		
	Machinery	36,827		
	Vehicles	-		
	Furniture/Fixtures	-		
	Computer Software	-		
	Computer Hardware	-		
	Other Equipment	-		
		-		
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).				
Improved efficiency and capabilities regarding asset inventory and control				
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).				
Annual maintenance contract costing \$4,000 per year.				
	<b>TOTAL</b>	<b>36,827</b>		
	Salary/Benefits	-		
	Maintenance & Operating	36,827		
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Increases Operating Costs	4,000	4,000	4,000	4,000
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

Notes:



**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Police**

**Reclassify Accreditation Manager (Sergeant) to Lieutenant**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:	
<b>Strategic Priority:</b>	<b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>
<b>Strategic Action Item/Goal:</b>	<b>Safe and Secure Community</b>		
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	4,101
Analysis has discussed an opportunity to view the Milton Police Department's Accreditation Manager position in a new light. Moving this role to the Lieutenant level would provide an exceptional opportunity to develop lieutenants to complete highly administrative tasks in preparation for higher ranks. Such a move would also provide much greater value to the position than the rather minimal fiscal impact. To be clear, this would not involve backfilling a sergeant position, rather just reclassifying the existing position to a lieutenant role with much expanded responsibilities.		Benefits	1,640
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).		Professional Fees	
Improved career development of command personnel.		Repairs & Maintenance	-
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		Communications	
Salary and benefits		Advertising	-
		Printing	-
		Travel	-
		Dues & Fees	-
		Education & Training	-
		Contract Labor	-
		Maintenance Contract	
		General Supplies	
		Utilities	-
		Gasoline/Diesel	-
		Food/Meals	-
		Uniforms	
		Machinery	-
		Vehicles	
		Furniture/Fixtures	-
		Computer Software	-
		Computer Hardware	
		Other Equipment	-
			-
			-
			-
		<b>TOTAL</b>	<b>5,741</b>
		Salary/Benefits	5,741
		Maintenance & Operating	-
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Increases Operating Costs	5,741	5,913	6,090
Decreases Operating Costs	-	-	-
Additional Revenues	-	-	-
Other	-	-	-
<b>Total Operating Impact</b>	<b>5,741</b>	<b>5,913</b>	<b>6,090</b>
			<b>6,273</b>

Notes:

**CITY OF MILTON**  
**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Police**

**Traffic Enforcement Personnel**

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:			
<b>Strategic Priority:</b> <b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>		
<b>Strategic Action Item/Goal:</b> <b>Calm, Efficient Transportation Infrastructure</b>				
Brief Description of New Program/Service or Improvement of Existing Service Level:	Salary	135,015		
	Benefits	52,278		
Addition of a Sergeant and two officers to add to the department's traffic enforcement efforts. This would increase the departments Traffic Unit to one sergeant and five officers and serve the objectives of the local road safety plan (LRSP) and address widespread community concerns.	Professional Fees	2,325		
	Repairs & Maintenance	-		
	Communications	13,968		
	Advertising	-		
	Printing	-		
	Travel	-		
	Dues & Fees	-		
	Education & Training	-		
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).	Contract Labor	-		
	Maintenance Contract	-		
	General Supplies	6,345		
	Utilities	-		
Improved efficiencies in in traffic enforcement, accident reductions and handling of special events	Gasoline/Diesel	-		
	Food/Meals	-		
	Uniforms	6,750		
	Machinery	-		
	Vehicles	See Capital Initiatives		
	Furniture/Fixtures	-		
	Computer Software	-		
	Computer Hardware	9,900		
	Other Equipment	-		
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		-		
		-		
Salary and benefits		-		
	<b>TOTAL</b>	<b>226,581</b>		
	Salary/Benefits	187,293		
	Maintenance & Operating	39,288		
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Increases Operating Costs	192,120	197,883	203,820	209,934
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>192,120</b>	<b>197,883</b>	<b>203,820</b>	<b>209,934</b>

Notes:

**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Police**

**Field Training Officer/Training Software**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:		
<b>Strategic Priority:</b>	<b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>	
<b>Strategic Action Item/Goal:</b>	<b>Safe and Secure Community</b>			
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-	
		Benefits	-	
This is a request for the purchase of FTO/Training software, which is a web-based training, tracking and management software. The department currently has no formal training software and relies on excel spreadsheets, handwritten documents, and physical filing systems. This software will make all training documents and processes virtual, immediately accessible, and formally recorded.		Professional Fees	-	
		Repairs & Maintenance	-	
		Communications	-	
		Advertising	-	
		Printing	-	
		Travel	-	
		Dues & Fees	-	
		Education & Training	-	
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).		Contract Labor	-	
		Maintenance Contract	4,000	
		General Supplies	-	
		Utilities	-	
Improved efficiency in the tracking and management of all training within the police department.		Gasoline/Diesel	-	
		Food/Meals	-	
		Uniforms	-	
		Machinery	-	
		Vehicles	-	
		Furniture/Fixtures	-	
		Computer Software	-	
		Computer Hardware	-	
		Other Equipment	-	
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).			-	
			-	
Annual maintenance contract costing \$4,000 per year.			-	
		<b>TOTAL</b>	<b>4,000</b>	
		Salary/Benefits	-	
		Maintenance & Operating	4,000	
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Increases Operating Costs	4,000	4,000	4,000	4,000
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

Notes:

**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Fire**

**Public Safety & Greenspace Access Initiative**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:			
<b>Strategic Priority:</b>	<b>Public Land and Resources</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>		
<b>Strategic Action Item/Goal:</b>	<b>Passive Parks</b>				
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-		
The City currently owns several tracts of land that have trails and other publicly available - or soon to be publicly available - facilities on them. Fire, police, and parks personnel will have a challenge accessing these properties in emergency situations due to their remoteness and topography. The fire department currently has a gas-powered ATV and other items to support emergency response. It is staged at Birmingham park and has been used to perform rescues and other city-related activities in that park. However, there are other areas that require the same accessibility. This initiative will support vehicular access and mapping of those parks.		Benefits	-		
		Professional Fees	-		
		Repairs & Maintenance	-		
		Communications	-		
		Advertising	-		
		Printing	-		
		Travel	-		
		Dues & Fees	-		
		Education & Training	-		
		Contract Labor	-		
		Maintenance Contract	-		
		General Supplies	1,500		
		Utilities	-		
		Gasoline/Diesel	-		
		Food/Meals	-		
		Uniforms	-		
		Machinery	5,740		
		What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).		Vehicles	See Capital Initiatives
		Deployment of the resources and active engagement of the Lackey Road, Milton Country Club, and Providence Park by Milton Police, Firefighters, and Public Safety Ambassadors. This will have both a safety benefit as well as a public relations benefit for community engagement by making patrolling these facilities a part of the various department's regular activities.		Furniture/Fixtures	-
		Computer Software	-		
		Computer Hardware	-		
		Other Equipment	-		
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).			-		
			-		
These items will require periodic maintenance like any vehicle and will eventually need to be replaced. Expected usable life is 10+ years (barring an accident). The items include two Kawasaki Mules with EMS conversion and lights/graphics to stage at MCC and Lackey Road facilities as well as a wheeled stokes basket (stretcher) for hard-to reach areas on our trail systems, staged a MCC, Lackey, and Providence Park. Each item was priced on the 2018 purchase of the same vehicles for Birmingham Park as well as money for marking trails at Lackey.			-		
		<b>TOTAL</b>	<b>7,240</b>		
		Salary/Benefits	-		
		Maintenance & Operating	7,240		
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	
Increases Operating Costs	1,000	1,030	1,061	1,093	
Decreases Operating Costs	-	-	-	-	
Additional Revenues	-	-	-	-	
Other	-	-	-	-	
<b>Total Operating Impact</b>	<b>1,000</b>	<b>1,030</b>	<b>1,061</b>	<b>1,093</b>	

Notes:

**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Fire**

**Resilient Community Executive Training Initiative**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:	
<b>Strategic Priority:</b>	<b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>
<b>Strategic Action Item/Goal:</b>	<b>Critical Event Preparedness</b>		
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-
This initiative is designed to support community resiliency overall, specifically supporting preparedness and "safe community" goals. To ensure that Milton remains on the leading edge of these goals, this initiative proposes the following training programs through the Harvard Kennedy School of Government: 1) <i>Senior Executives in State and Local Government: Leading Resilient Communities</i> , and 2) <i>Harvard KSG and TH Chan National Preparedness Leadership Initiative: Executive Meta-Leadership (EML) Program</i> . These programs will serve as the foundation for two of the goals of the current strategic plan while spreading out into the broader conversation on resiliency (economics, transportation, environmental, etc.).		Benefits	-
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).		Professional Fees	-
The primary measurement of this executive education program will be not only successful completion of the relevant portions of the Strategic Plan, but also the infusion of new ideas into the ways to achieve these goals and take the City to the next level. Harvard Kennedy School of Government is known to be the premier research and educational program for federal, state and local governments and is a melting pot of the best ideas and innovations. The knowledge gained will be brought back into the City and be used to guide it through the next stage of its evolution. This initiative will send two people to the training classes (one each) in 2022. Pricing is based on in-person rates.		Repairs & Maintenance	-
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		Communications	-
This initiative will future budget impacts if the City opts to fund these programs in future years to send additional people to training (or to other related training classes that fit this framework). As currently comprise, it only has an FY 22 impact.		Advertising	-
		Printing	-
		Travel	622
		Dues & Fees	-
		Education & Training	27,100
		Contract Labor	-
		Maintenance Contract	-
		General Supplies	-
		Utilities	-
		Gasoline/Diesel	-
		Food/Meals	1,775
		Uniforms	-
		Machinery	-
		Vehicles	-
		Furniture/Fixtures	-
		Computer Software	-
		Computer Hardware	-
		Other Equipment	-
			-
			-
			-
		<b>TOTAL</b>	<b>29,497</b>
		Salary/Benefits	-
		Maintenance & Operating	29,497
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Increases Operating Costs	29,497	29,497	29,497
Decreases Operating Costs	-	-	-
Additional Revenues	-	-	-
Other	-	-	-
<b>Total Operating Impact</b>	<b>29,497</b>	<b>29,497</b>	<b>29,497</b>
			<b>29,497</b>

Notes:

2020 Boston Per Diem Meals \$71; Round trip ticket to Boston 311 pp. Three week Senior Executives in State and Local Govt. program \$16,800. Two week National Preparedness Leadership Initiative @ \$10,300. Current offerings are less, but are online due to COVID and may not be available next year so the budget reflects the in person training. This initiative supports MFRD Strategic Plan Initiative #8 goals and outcomes.



**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Fire**

**Blue Card Incident Command Certification**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:		
<b>Strategic Priority:</b>	<b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>	
<b>Strategic Action Item/Goal:</b>	<b>Safe and Secure Community</b>			
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-	
A command training and certification system that trains company and command officers how to standardize local incident operations for Type 4 and 5 incident. The training certification is necessary for enhancing firefighter safety, incident command effectiveness and communication. The programs consists of a train the trainer certification and subsequently certification for all members. The Blue Card Incident Command standard was adopted by International Fire Service Accreditation Congress and is NIMS certified. Standardization of Incident Command training and procedures is a component of CFAI accreditation process. The National Institute for Occupational Safety and Health (NIOSH) endorsed Blue Card in the Line of Duty Death report#F2013-16 as 100% based on Command Safety. Blue Card is endorsed by the IAFC-Safety/Health and Survival Section. Center for Public Safety Excellence, Fire Department Safety officers Associations and the International Society of Fire Service Instructors.		Benefits	-	
		Professional Fees	25,960	
		Repairs & Maintenance	-	
		Communications	-	
		Advertising	-	
		Printing	-	
		Travel	3,000	
		Dues & Fees	-	
		Education & Training		
		Contract Labor	-	
		Maintenance Contract	-	
		General Supplies		
		Utilities	-	
		Gasoline/Diesel	-	
		Food/Meals		
		Uniforms	-	
		Machinery	-	
		Vehicles	-	
		Furniture/Fixtures	-	
		Computer Software	-	
		Computer Hardware	-	
		Other Equipment	-	
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).			-	
Initial certification fiscal impact includes:			-	
2 x Train the Trainer Instructor certification fee-\$9000			-	
2x Travel and Lodging- \$3000			-	
40 x Officer and Acting -Officers certification level fee \$15,400			-	
26 x 1st Responder Incident Command certification fee \$1,560			-	
Future Impact includes			-	
Recertification and continuing education officers x 40 = \$5,000			-	
Recertification and continuing education Instructors x 2 = \$4,000			-	
		<b>TOTAL</b>	<b>28,960</b>	
		Salary/Benefits	-	
		Maintenance & Operating	28,960	
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Increases Operating Costs	9,000	9,270	9,548	9,835
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact				

Notes:

**CITY OF MILTON**  
**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Fire**

**Accreditation from the Commission on Fire Accreditation International (CFAI)**

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:			
<b>Strategic Priority: Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>		
<b>Strategic Action Item/Goal: Safe and Secure Community</b>				
Brief Description of New Program/Service or Improvement of Existing Service Level:	Salary	-		
	Benefits	-		
Achieving and maintaining accreditation provides for a greater community alignment, encourages quality improvement and provides data supported decision-making. The CFAI model is holistic outcome-focused and strategic minded approach to governance and administration, assessment and planning, community risk reduction programs and operational efficiencies. The accreditation process continually looks for improvement opportunities and is transparent, accountable through third party verification and validation.	Professional Fees	7,500		
	Repairs & Maintenance	-		
	Communications	-		
	Advertising	-		
	Printing	-		
	Travel	3,500		
	Dues & Fees	3,000		
	Education & Training			
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).	Contract Labor	-		
	Maintenance Contract	-		
	General Supplies	-		
	Utilities	-		
Complete Standard of Covers document. Resource	Gasoline/Diesel	-		
Deployment analysis for future planning.	Food/Meals	-		
Improve ISO Rating. Continuous	Uniforms	-		
performance improvement for maintaining accreditation.	Machinery	-		
	Vehicles	-		
	Furniture/Fixtures	-		
	Computer Software	-		
	Computer Hardware	-		
	Other Equipment	-		
		-		
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		-		
		-		
		-		
		-		
	<b>TOTAL</b>	<b>14,000</b>		
	Salary/Benefits	-		
	Maintenance & Operating	14,000		
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Increases Operating Costs	1,500	1,500	1,500	1,500
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>

Notes:  
The accreditation process will start in 2022 with a goal of achieving full accreditation by mid to late 2023. Supports Strategic Plan initiative #4 goals and outcomes.

**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

Fire

**Glidescope Go Video Endotracheal Intubation Laryngoscope**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:	
<b>Strategic Priority:</b>	<b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>
<b>Strategic Action Item/Goal:</b>	<b>Safe and Secure Community</b>		
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-
		Benefits	-
Glidescope Go Video Endotracheal Intubation is a portable, high resolution medical device for rapid first pass success routine and difficult airway intubation. Glidescope Go provides real time anatomical visualization for an accurate endotracheal intubation procedure. The video recording feature allows for quality control and assurance.		Professional Fees	-
Go \$2,850 x 7 units = \$19,950		Repairs & Maintenance	-
\$140 x 7 = \$985		Communications	-
Supplies \$5,320		Advertising	-
		Printing	-
		Travel	-
		Dues & Fees	-
		Education & Training	-
		Contract Labor	-
		Maintenance Contract	-
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).		General Supplies	2,700
Increase intubation success rate.		Utilities	-
Enhance patient care and improve outcomes.		Gasoline/Diesel	-
Leverage technology for effective Emergency Medical Services delivery.		Food/Meals	-
		Uniforms	-
		Machinery	-
		Vehicles	-
		Furniture/Fixtures	-
		Computer Software	-
		Computer Hardware	-
		Other Equipment	26,255
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).			-
Future budget impact will include annual disposable intubation blade supply in the amount of \$2,700.			-
		<b>TOTAL</b>	<b>28,955</b>
		Salary/Benefits	-
		Maintenance & Operating	28,955
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Increases Operating Costs	2,700	2,700	2,800
Decreases Operating Costs	-	-	-
Additional Revenues	-	-	-
Other	-	-	-
<b>Total Operating Impact</b>	<b>2,700</b>	<b>2,700</b>	<b>2,800</b>

Notes:

**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Fire**

**Milton CARES Paramedic Program Staffing**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:	
<b>Strategic Priority:</b>	<b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>
<b>Strategic Action Item/Goal:</b>	<b>Safe and Secure Community</b>		
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	31,200
One of the major initiatives for the Fire Department strategic plan and the City plan is the creation of a Mobile Integrated Health program (Milton CARES). The purpose is to improve healthcare outcomes in the city by fostering a relationship with hospitals, senior care facilities, the special needs community, and other vulnerable populations for not only medical purposes, but also quality of life support wherever possible. This program will be grown out of the existing Community Paramedic program, overseen by the Medical Services Officer (the currently funded EMS Captain). This PTE funding request would be modeled on the PT Inspector program, allowing the City to offer CARES services three days a week from existing paramedics who are specially trained.		Benefits	-
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).		Professional Fees	-
This will be measured first according to the timelines established in the Strategic Plan. A city-wide analysis would be conducted to support the following expected outputs:		Repairs & Maintenance	-
1. Rebrand/policy/reorganization into mobile integrated healthcare unit by December of 2021.		Communications	-
2. Advanced training/certification by April of 2022.		Advertising	-
3. Formal evaluation of community needs by June of 2022.		Printing	-
4. Assess the need for state-level action for enhanced level medical provider by September 2022.		Travel	-
5. Evaluate implementation of fulltime program by 2023, including grant funding opportunities.		Dues & Fees	-
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		Education & Training	-
This will have an annual personnel cost of 24 hours per week for 1248 hours per year, totaling 31,200. Any increase will be based on assessment of part-time salaries for surrounding communities so we can keep the position staffed (likely concurrent with the PT inspector salaries).		Contract Labor	-
		Maintenance Contract	-
		General Supplies	-
		Utilities	-
		Gasoline/Diesel	-
		Food/Meals	-
		Uniforms	500
		Machinery	-
		Vehicles	-
		Furniture/Fixtures	-
		Computer Software	-
		Computer Hardware	-
		Other Equipment	-
			-
			-
			-
		<b>TOTAL</b>	<b>31,700</b>
		Salary/Benefits	31,200
		Maintenance & Operating	500
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Increases Operating Costs	31,700	31,700	31,700
Decreases Operating Costs	-	-	-
Additional Revenues	-	-	-
Other	-	-	-
<b>Total Operating Impact</b>	<b>31,700</b>	<b>31,700</b>	<b>31,700</b>
<b>FY 2026</b>			
			31,700

Notes:

**CITY OF MILTON**  
**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Public Works**  
**Infrastructure Inspector**

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:	
<b>Strategic Priority:</b> <b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>
<b>Strategic Action Item/Goal:</b> <b>Calm, Efficient Transportation Infrastructure</b>		
Brief Description of New Program/Service or Improvement of Existing Service Level:	Salary	60,000
	Benefits	30,000
Public works has been contracting inspector services as part of a City program management contract. These services have supporting having multiple projects under construction at the same time and ensures there is control of work. A City inspector position would reduce the consultant expenses. The inspector would be responsible for programs and projects including task orders, capital projects, development infrastructure, and right of way permits. An inspector will ensure control of work on the programs and projects and shall provide for continuous project inspection, oversight, and administration of construction. This position should be contingent on the passage of TSPLOST II.	Professional Fees	-
	Repairs & Maintenance	-
	Communications	-
	Advertising	-
	Printing	-
	Travel	-
	Dues & Fees	-
	Education & Training	-
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).	Contract Labor	-
	Maintenance Contract	-
	General Supplies	-
	Utilities	-
Quality control of contractor work within the city by daily inspections and advancing project delivery	Gasoline/Diesel	-
	Food/Meals	-
	Uniforms	-
	Machinery	-
	Vehicles	-
	Furniture/Fixtures	-
	Computer Software	-
	Computer Hardware	-
	Other Equipment	-
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		-
Annual salary costs. However, this should represent long-term cost savings vs. the current contracts.		-
	<b>TOTAL</b>	<b>90,000</b>
	Salary/Benefits	90,000
	Maintenance & Operating	-

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	92,700	95,481	98,345	101,296
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>92,700</b>	<b>95,481</b>	<b>98,345</b>	<b>101,296</b>

Notes:



**CITY OF MILTON**  
**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Parks & Recreation (Active)**  
**Parking Lot Preservation for FMCC and Bell Memorial Park**

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:			
<b>Strategic Priority:</b> Public Land and Resources	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>		
<b>Strategic Action Item/Goal:</b> Active Parks and Recreation				
Brief Description of New Program/Service or Improvement of Existing Service Level:	Salary	90,000		
<p>The parking lots at Bell Memorial Park and the Former Milton Country Club would benefit tremendously from a preservation treatment. This treatment strips the old parking lot stripes, sprays a layer of sealant, then the contractor will come in and re-stripe the lot with fresh lines. Not only does this increase the appearance of the parking lot and park, but it will extend the life of the parking lot. The pavement preservation treatment protects the pavement from the elements. Bell Memorial Park is estimated at \$65,000 while the FMCC is estimated at \$25,000.</p> <p>What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).</p> <p>Track the conditions as it ages compared to untreated asphalt. Some manufacturers state this process can add 10-15 years of life to the surface.</p> <p>Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).</p> <p>It is recommended this process be done every 5 years. By FY27, this service could be done again if the benefits are displayed.</p>	Benefits	-		
	Professional Fees	-		
	Repairs & Maintenance	-		
	Communications	-		
	Advertising	-		
	Printing	-		
	Travel	-		
	Dues & Fees	-		
	Education & Training	-		
	Contract Labor	-		
	Maintenance Contract	-		
	General Supplies	-		
	Utilities	-		
	Gasoline/Diesel	-		
	Food/Meals	-		
	Uniforms	-		
	Machinery	-		
Vehicles	-			
Furniture/Fixtures	-			
Computer Software	-			
Computer Hardware	-			
Other Equipment	-			
	<b>TOTAL</b>	<b>90,000</b>		
	Salary/Benefits	90,000		
	Maintenance & Operating	-		
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Increases Operating Costs	-	-	-	-
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	-

Notes:  
The increase noted in FY2025 is speculation, under the assumption another athletic park is built.

**CITY OF MILTON**  
**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Community Development and Public Works**

**Development Engineer**

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:			
<b>Strategic Priority:</b> <b>Sustainability and Resiliency</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BUDGET REQUEST</b>		
<b>Strategic Action Item/Goal:</b> <b>Diverse, Engaged, Healthy Workforce</b>				
Brief Description of New Program/Service or Improvement of Existing Service Level:  The primary responsibilities include the following: Perform professional and technical tasks on an analytical level in conducting initial and final plan reviews for grading and development permit applications. Additionally, this position will perform daily oversight and supervision of technical inspections of development sites and construction projects to determine compliance with all City, County, State and Federal codes and regulations regarding erosion and sediment control, grading, clearing, drainage/hydrology, landscaping, infrastructure, wetlands, and stream buffers. Management of administration and enforcement of City, County, State and Federal codes and regulations by establishing, updating, maintaining, and implementing procedures for permit application intake, plan review, permit issuance, construction standards, inspections, NPDES stormwater reports, and infrastructure acceptance for Community Development and Public Works Departments in the City.	Salary Benefits Professional Fees Repairs & Maintenance Communications Advertising Printing Travel Dues & Fees  Education & Training Contract Labor Maintenance Contract General Supplies  Utilities Gasoline/Diesel Food/Meals Uniforms Machinery Vehicles Furniture/Fixtures Computer Software Computer Hardware Other Equipment	90,000 45,000 150 - 480 - - - - -  1,500 - - 1,000  - - - 250 - - - - 1,200 -		
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).				
Currently this position is filled by a contractor that works 24 hours per week. Since the inception of the contract, during the past 7 months an average of \$11,473 per month has been charged. If paid for a year, a total of \$137,678 would be spent. The request, if approved will provide additional engineering services at a 40 hours per week for just \$2,402 more than the contracted rate.				
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).				
Initially, if approved, there is no anticipated future impact to the budget.	<b>TOTAL</b>	<b>140,080</b>		
	Salary/Benefits Maintenance & Operating	135,000 5,080		
<b>Impact on Future Operating Budgets</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
Increases Operating Costs	144,130	98,073	100,780	103,569
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>144,130</b>	<b>98,073</b>	<b>100,780</b>	<b>103,569</b>

Notes:  
The salary and benefits associated with this position will be split 70/30 between Community Development and Public Works respectively.

# FIVE-YEAR OPERATING PROJECTIONS FY22-FY26

Milton's new Strategic Plan places a high priority on long-term financial sustainability. In fact, Goal #1 under Strategic Priority #1 states this early and clearly: "Ensure Milton's long-term Financial Sustainability."

One of the outcome measures under this goal is to develop a five-year financial plan. While Milton has always gone beyond legal requirements with its long-term capital improvement plan, the operating forecasts submitted as part of the annual "budget book" were for one year at a time. Internally, staff kept a multi-year operating forecast. But this is the first year that this five-year plan has been fully developed and included as part of Milton's budget book.

Together with the seven-year Capital Improvement Plan (CIP), the five-year operating projections will provide Milton's City Council – as well as the citizens and other stakeholders – a clear understanding of what revenues and expenditures staff are anticipating under the current economic conditions and community circumstances as well as the overall impact of the goals of the Strategic Plan, Short-term Work Program/Comprehensive Plan, and other City planning documents.

## REVENUE ASSUMPTIONS

City staff analyzed trends utilized based on historic actuals as well as current year projections to forecast operating revenues for four years beyond the FY 2022 proposed revenues outlined in the "Major Revenues - 10-year History" section.

In addition, consideration was given to the commercial and residential development the city is seeing and how that will impact property taxes and occupational taxes. It is expected to affect related permitting and licensing as well.

The City will be part of the upcoming local option sales tax distribution negotiations with Fulton County and the other municipalities within Fulton County. The decisions that come out of these conversations are vital, as the revenue from local option sales taxes are Milton's second largest revenue source next to real property taxes. For the purposes of this forecast, City staff have utilized Milton's current distribution share as we are not aware of what the renegotiation conversations will yield at this time.

Forecasts for franchise fees related to telecommunications have been adjusted based on recent legislation and program fees. Facility rental related revenues, meanwhile, have been adjusted based on the anticipated opening of a new athletic park at some point in Fiscal Year 2024.

# FIVE-YEAR OPERATING PROJECTIONS FY22-FY26 CONTINUED

## EXPENDITURE ASSUMPTIONS

Milton's largest expenditure category is personal services and employee benefits. For the purposes of this five-year plan, staff has forecasted a 3% market adjustment to salaries annually based on historic action. Still, the City understands this is not a guarantee of such a set annual increase.

Additionally, staffing projections include salaries and benefits for three full-time employees (at grade 28) tied to the opening of the new athletic park and related department growth in FY 2024. The staffing of a potential new West Side Fire Station (Station 45) in FY 2026 would be for 12 additional firefighters. The associated maintenance, utility, and equipment costs for the opening of these two facilities have also been incorporated into this five-year plan beginning in FY 2024 and FY 2026 respectively.

Human Resources staff have recommended a 5% increase annually to all benefit categories based on the average increases experienced over the past few years and accounting for potential high-impact claims that may come over the next five years.

Milton is exploring ways to potentially save on election costs. For the purposes of this forecast, staff has used the current general election rates approved in the most recent IGA with Fulton County every other year.

Finally, staff has been exploring options related to retiree health benefits and early retirement penalty reductions for the City's defined benefit plan. (The defined benefit plan is only available to employees hired prior to July 1, 2014.) To date, no plans or figures have been finalized for these programs, nor has Council had the opportunity to weigh in on the plan designs. So, the financial impact related to these programs are not included in the five-year forecast at this time. Staff will include these potential expenses once more conclusive plan designs and costs are available.



## General Fund Continuing Operations Five-Year Projections

	FY 2022 Proposed Budget	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
<b>REVENUES</b>					
Taxes					
Property Taxes	\$ 17,935,529	\$ 18,256,971	\$ 18,536,314	\$ 18,769,786	\$ 19,050,156
Sales & Use Taxes	10,527,706	10,843,530	11,168,828	11,503,886	11,848,995
Business & Other Taxes	3,537,300	3,612,800	3,691,580	3,780,670	3,872,221
Licenses & Permits	1,470,300	1,498,135	1,531,173	1,565,040	1,599,757
Intergovernmental Revenues	5,000	5,000	5,000	5,000	5,000
Charges for Services	551,557	566,930	591,825	601,420	612,297
Fines & Forfeitures	438,832	451,997	465,557	479,524	493,909
Investment Income	20,200	24,240	29,088	34,906	41,887
Miscellaneous Revenue	226,683	228,711	229,507	237,369	235,296
<i>subtotal</i>	\$ 34,713,107	\$ 35,488,314	\$ 36,248,872	\$ 36,977,601	\$ 37,759,517
Other Financing Sources					
Proceeds From Sale Of Assets	\$ 115,000	\$ 20,000	\$ 20,600	\$ 21,218	\$ 121,855
<i>subtotal</i>	\$ 115,000	\$ 20,000	\$ 20,600	\$ 21,218	\$ 121,855
<b>TOTAL REVENUES</b>	<b>\$ 34,828,107</b>	<b>\$ 35,508,314</b>	<b>\$ 36,269,472</b>	<b>\$ 36,998,819</b>	<b>\$ 37,881,372</b>
<b>EXPENDITURES (by Department)</b>					
Mayor & Council	\$ 162,714	\$ 163,219	\$ 163,458	\$ 171,201	\$ 163,949
City Clerk	340,800	178,295	268,168	188,380	280,263
City Manager	828,641	835,643	880,675	886,504	937,655
General Administration	48,148	48,100	48,256	48,417	48,583
Finance	676,681	687,900	708,333	729,442	751,252
Legal	335,000	350,075	365,828	382,291	399,494
Information Services	1,362,363	1,292,557	1,463,336	1,384,124	1,540,817
Human Resources	409,351	424,083	429,277	446,572	471,396
Risk Management	309,042	321,404	334,260	347,630	361,535
General Government Buildings	265,370	273,212	282,368	291,850	301,671
Communications	382,479	337,645	330,099	339,351	348,912
Community Outreach & Engagement	188,755	194,042	200,016	203,184	212,552
Municipal Court	360,077	367,487	367,421	377,604	386,230
Police	5,824,312	6,054,805	6,221,265	6,424,579	6,629,479
Fire	8,125,925	8,379,349	8,793,952	8,988,451	10,062,097
Public Works	2,848,630	2,937,956	3,023,035	3,117,903	3,208,652
Parks & Recreation (Active)	1,264,979	1,159,988	1,611,857	1,659,360	1,721,550
Passive Parks/Greenspace	251,912	261,873	272,254	283,072	294,347
Community Development	2,022,060	2,045,039	2,110,159	2,177,497	2,247,131
Economic Development	101,666	98,207	100,927	100,597	104,918
Contingency	261,089	264,109	279,749	285,480	304,725
<i>subtotal</i>	\$ 26,369,994	\$ 26,674,987	\$ 28,254,693	\$ 28,833,487	\$ 30,777,207
Other Financing Uses					
Interfund Transfers Out	\$ 9,510,999	\$ 7,196,058	\$ 6,749,567	\$ 6,875,452	\$ 6,441,349
<i>subtotal</i>	\$ 9,510,999	\$ 7,196,058	\$ 6,749,567	\$ 6,875,452	\$ 6,441,349
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,880,993</b>	<b>\$ 33,871,045</b>	<b>\$ 35,004,261</b>	<b>\$ 35,708,939</b>	<b>\$ 37,218,556</b>
Total Revenues Over/(Under)					
Expenditures	\$ (1,052,886)	\$ 1,637,268	\$ 1,265,212	\$ 1,289,880	\$ 662,816
Beginning Fund Balance	9,182,040	8,129,154	9,766,422	11,031,634	12,321,514
<b>ENDING FUND BALANCE</b>	<b>\$ 8,129,154</b>	<b>\$ 9,766,422</b>	<b>\$ 11,031,634</b>	<b>\$ 12,321,514</b>	<b>\$ 12,984,329</b>

Note: The FY 2022 M&O initiatives have been allocated across the applicable departments/categories for forecasting purposes.

Fund balance in excess of required reserves will be utilized to accelerate the timeline of budgeted pay-as-you-go projects in the Capital Projects Fund, to forego the proposed debt financing of the West Side Fire Station, or cover unforeseen circumstances.



## General Fund Expenditures by Category - Continuing Operations Five-Year Projections

	FY 2022 Proposed Budget	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
<b>PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>					
Salaries & Wages	\$ 12,547,689	\$ 12,992,046	\$ 13,498,183	\$ 13,899,505	\$ 14,806,506
Employee Benefits	4,855,527	5,062,101	5,329,766	5,530,762	5,954,970
<b>TOTAL PERSONAL SERVICES &amp; EMPLOYEE BENEFITS</b>	<b>\$ 17,403,216</b>	<b>\$ 18,054,147</b>	<b>\$ 18,827,950</b>	<b>\$ 19,430,267</b>	<b>\$ 20,761,476</b>
<b>MAINTENANCE &amp; OPERATIONS</b>					
Professional Services	\$ 1,405,635	\$ 984,396	\$ 1,096,121	\$ 1,022,170	\$ 1,158,640
Property Services	1,480,303	1,481,700	1,722,059	1,773,105	1,839,119
Other Purchased Services	3,730,561	3,891,566	4,011,022	4,144,091	4,281,488
Supplies	539,068	547,127	606,839	590,211	676,970
Utilities	692,903	739,695	835,684	860,033	884,970
Fuel	180,316	184,973	200,352	208,140	215,909
Capital Outlay	668,003	518,302	662,870	507,866	641,710
Other Costs	8,900	8,972	12,046	12,123	12,201
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>\$ 8,705,689</b>	<b>\$ 8,356,732</b>	<b>\$ 9,146,994</b>	<b>\$ 9,117,740</b>	<b>\$ 9,711,007</b>
<b>OTHER COSTS</b>					
Contingency	\$ 261,089	\$ 264,109	\$ 279,749	\$ 285,480	\$ 304,725
<b>TOTAL OTHER COSTS</b>	<b>\$ 261,089</b>	<b>\$ 264,109</b>	<b>\$ 279,749</b>	<b>\$ 285,480</b>	<b>\$ 304,725</b>
<b>OTHER FINANCING USES</b>					
Interfund Transfers Out					
To Capital Projects Fund	\$ 7,779,649	\$ 5,547,032	\$ 5,099,167	\$ 5,225,927	\$ 4,790,073
To Revenue Bond Fund	1,650,526	1,649,026	1,650,401	1,649,526	1,651,276
To Special Events Fund	80,824	-	-	-	-
<b>TOTAL OTHER FINANCING USES</b>	<b>\$ 9,510,999</b>	<b>\$ 7,196,058</b>	<b>\$ 6,749,567</b>	<b>\$ 6,875,452</b>	<b>\$ 6,441,349</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 35,880,993</b>	<b>\$ 33,871,045</b>	<b>\$ 35,004,261</b>	<b>\$ 35,708,939</b>	<b>\$ 37,218,556</b>





SPECIAL  
REVENUE FUNDS



## Special Events Fund Budget Summary

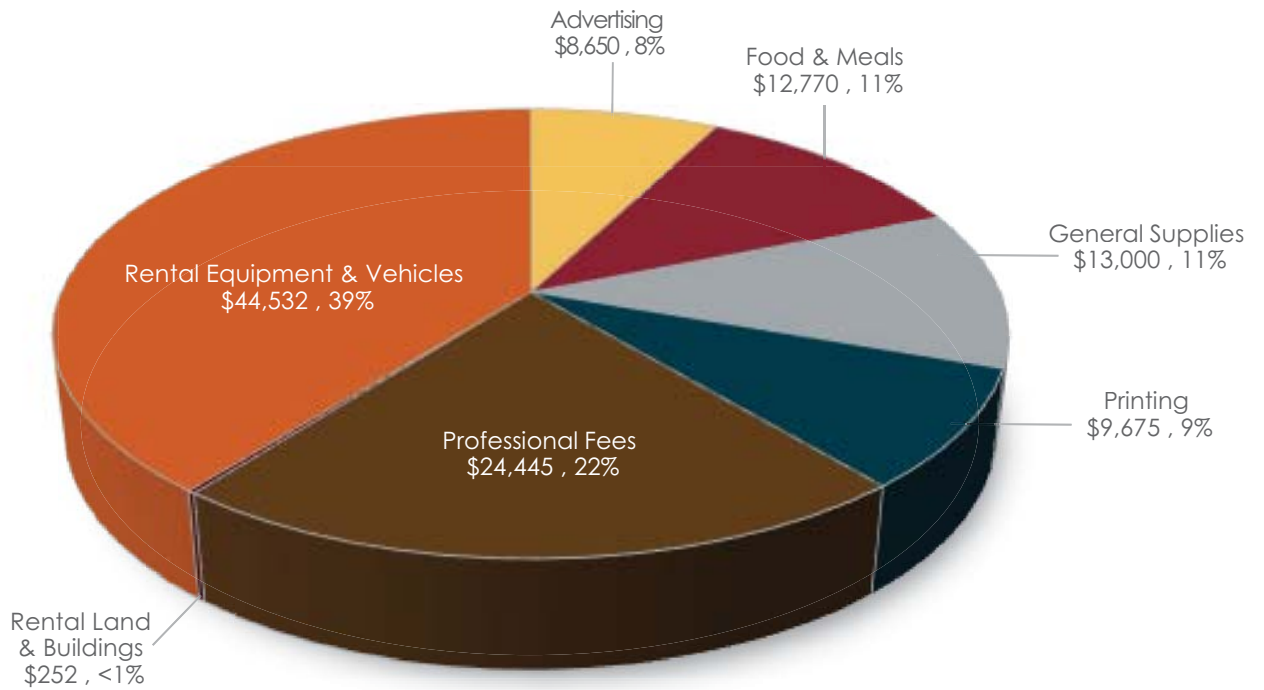
	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>REVENUES</b>						
Charges for Services	\$ 2,744	\$ 1,100	\$ 1,000	\$ 1,000	\$ -	-
Investment Income	27	47	-	-	-	-
Contributions & Donations	14,935	8,399	-	7,500	7,500	-
Miscellaneous Revenue	-	-	-	-	-	-
<i>subtotal</i>	\$ 17,706	\$ 9,546	\$ 1,000	\$ 8,500	\$ 7,500	750.0
Other Financing Sources						
Interfund Transfers In	\$ 82,010	\$ 39,624	\$ 20,000	\$ 104,824	84,824	424.1
<i>subtotal</i>	\$ 82,010	\$ 39,624	\$ 20,000	\$ 104,824	\$ 84,824	424.1
<b>TOTAL REVENUES</b>	<b>\$ 99,716</b>	<b>\$ 49,170</b>	<b>\$ 21,000</b>	<b>\$ 113,324</b>	<b>\$ 92,324</b>	<b>439.6</b>
<b>EXPENDITURES (by Department)</b>						
Community Outreach & Engagement	\$ 86,140	\$ 52,551	\$ 88,793	\$ 113,324	\$ 24,531	27.6
<b>TOTAL EXPENDITURES</b>	<b>\$ 86,140</b>	<b>\$ 52,551</b>	<b>\$ 88,793</b>	<b>\$ 113,324</b>	<b>\$ 24,531</b>	<b>27.6</b>
Total Revenues Over/(Under) Expenditures	\$ 13,576	\$ (3,382)	\$ (67,793)	\$ -		
Beginning Fund Balance	57,600	71,176	67,794	1		
<b>ENDING FUND BALANCE</b>	<b>\$ 71,176</b>	<b>\$ 67,794</b>	<b>\$ 1</b>	<b>\$ 1</b>		

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.

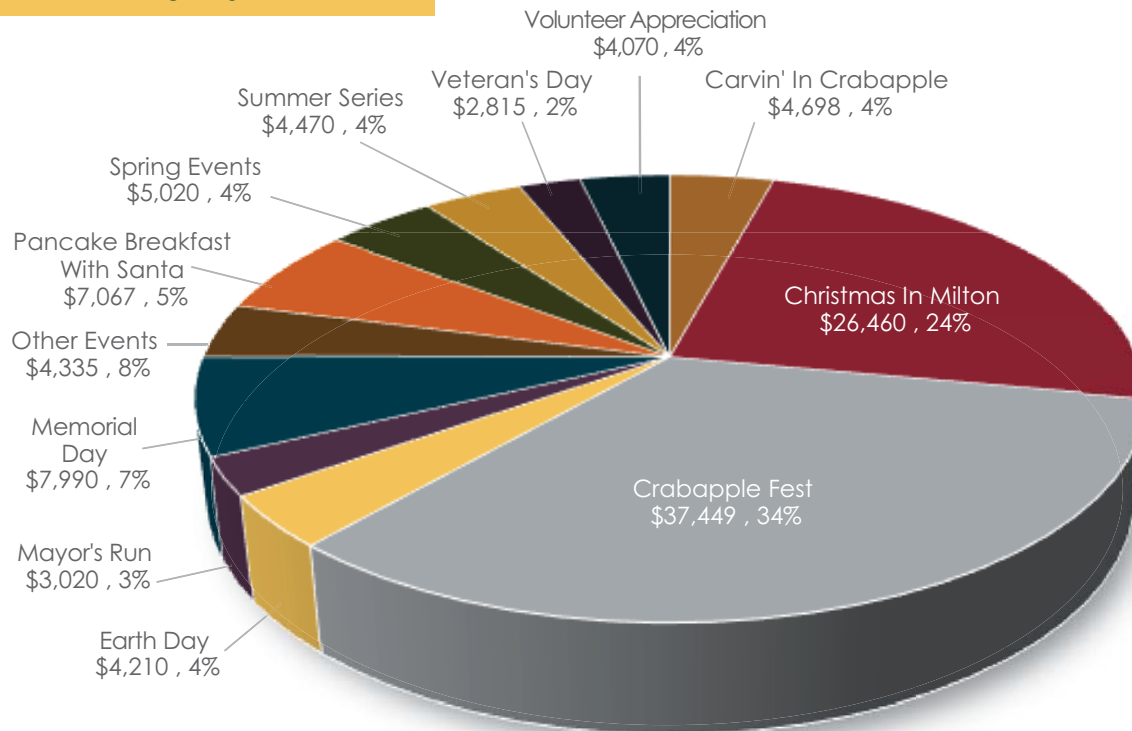


# SPECIAL EVENTS

## EXPENDITURES BY CATEGORY



## EXPENDITURES BY EVENT



### Special Events Fund Expenditures By Event

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>ARTISAN FARMER'S MARKET</b>						
Professional Fees	\$ -	\$ -	\$ -	\$ 120	\$ 120	-
Advertising	-	-	450	800	350	77.8
Printing	-	-	480	500	20	4.2
General Supplies	-	-	-	300	300	-
<b>TOTAL ARTISAN FARMER'S MARKET</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 930</b>	<b>\$ 1,720</b>	<b>\$ 790</b>	<b>84.9</b>
<b>CRABAPPLE FEST</b>						
Professional Fees	\$ 10,794	\$ 6,040	\$ 6,345	\$ 11,175	\$ 4,830	76.1
Rental Land & Buildings	-	-	460	189	(271)	(58.9)
Rental Equipment & Vehicles	13,288	17,165	400	18,540	18,140	4,535.0
Advertising	1,536	375	1,950	1,550	(400)	(20.5)
Printing	3,073	340	1,800	2,125	325	18.1
General Supplies	551	195	393	2,850	2,457	625.2
Food & Meals	249	652	1,000	1,020	20	2.0
<b>TOTAL CRABAPPLE FEST</b>	<b>\$ 29,491</b>	<b>\$ 24,766</b>	<b>\$ 12,348</b>	<b>\$ 37,449</b>	<b>\$ 25,101</b>	<b>203.3</b>
<b>CARVIN' IN CRABAPPLE</b>						
Professional Fees	\$ 360	\$ 360	\$ 1,310	\$ 1,170	\$ (140)	(10.7)
Rental Land & Buildings	-	-	320	28	(292)	(91.3)
Advertising	350	350	450	400	(50)	(11.1)
Printing	480	480	500	500	-	-
Contract Labor	-	-	1,000	-	(1,000)	(100.0)
General Supplies	477	965	700	1,350	650	92.9
Food & Meals	-	-	1,000	1,250	250	25.0
Machinery & Equipment	-	-	250	-	(250)	(100.0)
<b>TOTAL CARVIN' IN CRABAPPLE</b>	<b>\$ 1,667</b>	<b>\$ 2,155</b>	<b>\$ 5,530</b>	<b>\$ 4,698</b>	<b>\$ (832)</b>	<b>(15.0)</b>
<b>VETERAN'S DAY</b>						
Professional Fees	\$ -	\$ -	\$ 420	\$ 500	\$ 80	19.0
Rental Equipment & Vehicles	224	323	300	240	(60)	(20.0)
Advertising	700	1,400	700	450	(250)	(35.7)
Printing	-	-	300	250	(50)	(16.7)
General Supplies	127	70	350	250	(100)	(28.6)
Food & Meals	900	1,440	2,000	1,125	(875)	(43.8)
<b>TOTAL VETERAN'S DAY</b>	<b>\$ 1,951</b>	<b>\$ 3,233</b>	<b>\$ 4,070</b>	<b>\$ 2,815</b>	<b>\$ (1,255)</b>	<b>(30.8)</b>
<b>CHRISTMAS IN MILTON</b>						
Professional Fees	\$ 2,140	\$ 1,990	\$ 3,180	\$ 4,660	\$ 1,480	46.5
Rental Land & Buildings	-	-	640	35	(605)	(94.5)
Rental Equipment & Vehicles	6,582	7,885	15,250	15,440	190	1.2
Advertising	700	350	1,250	1,150	(100)	(8.0)
Printing	545	480	970	1,200	230	23.7
General Supplies	228	-	1,050	1,575	525	50.0
Food & Meals	-	85	1,800	2,400	600	33.3
<b>TOTAL CHRISTMAS IN MILTON</b>	<b>\$ 10,195</b>	<b>\$ 10,790</b>	<b>\$ 24,140</b>	<b>\$ 26,460</b>	<b>\$ 2,320</b>	<b>9.6</b>
<b>PANCAKE BREAKFAST WITH SANTA</b>						
Professional Fees	\$ 660	\$ 420	\$ 660	\$ 1,000	\$ 340	51.5
Rental Equipment & Vehicles	882	1,366	1,000	1,492	492	49.2
Advertising	350	350	800	800	-	-
Printing	-	576	725	750	25	3.4
General Supplies	-	344	350	525	175	50.0
Food & Meals	1,039	1,623	2,000	2,500	500	25.0
<b>TOTAL PANCAKE BREAKFAST WITH SANTA</b>	<b>\$ 2,931</b>	<b>\$ 4,678</b>	<b>\$ 5,535</b>	<b>\$ 7,067</b>	<b>\$ 1,532</b>	<b>27.7</b>
<b>MAYOR'S RUN</b>						
Professional Fees	\$ -	\$ -	\$ 210	\$ 120	\$ (90)	(42.9)
Rental Equipment & Vehicles	-	350	400	600	200	50.0
Advertising	480	400	450	450	-	-
Printing	480	827	1,000	1,100	100	10.0



**Special Events Fund Expenditures By Event**

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
General Supplies	-	-	200	300	100	50.0
Food & Meals	91	-	-	450	450	-
<b>TOTAL MAYOR'S RUN</b>	<b>\$ 1,051</b>	<b>\$ 1,577</b>	<b>\$ 2,260</b>	<b>\$ 3,020</b>	<b>\$ 760</b>	<b>33.6</b>
<b>EARTH DAY</b>						
Professional Fees	\$ -	\$ -	\$ 1,820	\$ 1,660	\$ (160)	(8.8)
Rental Equipment & Vehicles	-	-	500	1,000	500	100.0
Advertising	350	350	450	400	(50)	(11.1)
Printing	480	-	600	600	-	-
General Supplies	102	-	300	300	-	-
Food & Meals	-	-	250	250	-	-
<b>TOTAL EARTH DAY</b>	<b>\$ 932</b>	<b>\$ 350</b>	<b>\$ 3,920</b>	<b>\$ 4,210</b>	<b>\$ 290</b>	<b>7.4</b>
<b>SPRING EVENTS</b>						
Professional Fees	\$ -	\$ -	\$ 1,010	\$ 1,170	\$ 160	15.8
Rental Equipment & Vehicles	604	-	400	400	-	-
Advertising	350	-	350	400	50	14.3
Printing	1,540	-	500	500	-	-
General Supplies	1,980	-	2,250	2,250	-	-
Food & Meals	-	-	300	300	-	-
<b>TOTAL SPRING EVENTS</b>	<b>\$ 4,474</b>	<b>\$ -</b>	<b>\$ 4,810</b>	<b>\$ 5,020</b>	<b>\$ 210</b>	<b>4.4</b>
<b>ROCK FOR RESCUES*</b>						
Professional Fees	\$ 6,811	\$ -	\$ -	\$ -	\$ -	-
Rental Equipment & Vehicles	13,892	-	-	-	-	-
Advertising	1,400	-	-	-	-	-
Printing	994	-	-	-	-	-
General Supplies	51	-	-	-	-	-
Food & Meals	582	-	-	-	-	-
Other Equipment	58	-	-	-	-	-
<b>TOTAL ROCK FOR RESCUES</b>	<b>\$ 23,788</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>MEMORIAL DAY</b>						
Professional Fees	\$ 1,090	\$ -	\$ 2,210	\$ 1,790	\$ (420)	(19.0)
Rental Equipment & Vehicles	3,071	-	2,500	3,600	1,100	44.0
Advertising	350	700	1,550	1,100	(450)	(29.0)
Printing	945	-	1,000	900	(100)	(10.0)
General Supplies	178	9	500	300	(200)	(40.0)
Food & Meals	268	-	500	300	(200)	(40.0)
<b>TOTAL MEMORIAL DAY</b>	<b>\$ 5,901</b>	<b>\$ 709</b>	<b>\$ 8,260</b>	<b>\$ 7,990</b>	<b>\$ (270)</b>	<b>(3.3)</b>
<b>SUMMER SERIES</b>						
Professional Fees	\$ -	\$ -	\$ 180	\$ 180	\$ -	-
Rental Equipment & Vehicles	-	-	500	1,390	890	178.0
Advertising	350	350	350	400	50	14.3
Printing	-	-	20	500	480	2,400.0
General Supplies	266	-	1,500	1,300	(200)	(13.3)
Food & Meals	-	-	700	700	-	-
Machinery & Equipment	-	-	250	-	(250)	(100.0)
<b>TOTAL SUMMER SERIES</b>	<b>\$ 616</b>	<b>\$ 350</b>	<b>\$ 3,500</b>	<b>\$ 4,470</b>	<b>\$ 970</b>	<b>27.7</b>
<b>VOLUNTEER APPRECIATION</b>						
Professional Fees	\$ -	\$ -	\$ 300	\$ 180	\$ (120)	(40.0)
Rental Equipment & Vehicles	317	419	500	240	(260)	(52.0)
Advertising	423	-	350	350	-	-
Printing	-	-	250	-	(250)	(100.0)
General Supplies	182	1,093	1,500	1,200	(300)	(20.0)
Food & Meals	1,865	2,400	2,000	2,100	100	5.0
<b>TOTAL VOLUNTEER APPRECIATION</b>	<b>\$ 2,787</b>	<b>\$ 3,912</b>	<b>\$ 4,900</b>	<b>\$ 4,070</b>	<b>\$ (830)</b>	<b>(16.9)</b>

### Special Events Fund Expenditures By Event

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>OTHER EVENTS</b>						
Professional Fees	\$ 356	\$ 30	\$ 600	\$ 720	\$ 120	20.0
Rental Equipment & Vehicles	-	-	800	1,590	790	98.8
Advertising	-	-	50	400	350	700.0
Printing	-	-	620	750	130	21.0
Contract Labor	-	-	4,950	-	(4,950)	(100.0)
General Supplies	-	-	1,170	500	(670)	(57.3)
Food & Meals	-	-	400	375	(25)	(6.3)
<b>TOTAL OTHER EVENTS</b>	<b>\$ 356</b>	<b>\$ 30</b>	<b>\$ 8,590</b>	<b>\$ 4,335</b>	<b>\$ (4,255)</b>	<b>(49.5)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 86,140</b>	<b>\$ 52,551</b>	<b>\$ 88,793</b>	<b>\$ 113,324</b>	<b>\$ 24,531</b>	<b>27.6</b>

Note: The FY 2020 Amended Budget reflects amendments pending approval of Mayor and Council.

\*Rock for Rescues will no longer be held in the City.





## Confiscated Assets Fund Budget Summary

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>REVENUES</b>						
Fines & Forfeitures - Federal	\$ 16,048	\$ 24,211	\$ -	\$ -	\$ -	-
Fines & Forfeitures - State	-	1,521	-	-	-	-
Investment Income - Federal	36	59	-	-	-	-
Investment Income - State	-	0	-	-	-	-
<i>subtotal</i>	\$ 16,084	\$ 25,791	\$ -	\$ -	\$ -	-
Other Financing Sources						
Proceeds from Sale of Assets	\$ 3,500	\$ -	\$ -	\$ -	\$ -	-
Interfund Transfers In	-	-	-	-	-	-
<i>subtotal</i>	\$ 3,500	\$ -	\$ -	\$ -	\$ -	(100.0)
<b>TOTAL REVENUES</b>	<b>\$ 19,584</b>	<b>\$ 25,791</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>EXPENDITURES (by Department)</b>						
Police - Federal	\$ 8,237	\$ 21,720	\$ 10,935	\$ -	\$ (10,935)	(100.0)
Police - State	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,237</b>	<b>\$ 21,720</b>	<b>\$ 10,935</b>	<b>\$ -</b>	<b>\$ (10,935)</b>	<b>(100.0)</b>
Total Revenues Over/(Under)						
Expenditures	\$ 11,347	\$ 4,071	\$ (10,935)	\$ -		
Beginning Fund Balance	83,820	95,166	99,238	88,303		
<b>ENDING FUND BALANCE</b>	<b>\$ 95,166</b>	<b>\$ 99,238</b>	<b>\$ 88,303</b>	<b>\$ 88,303</b>		

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.





## E-911 Fund Budget Summary

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>REVENUES</b>						
Charges for Services	\$ 1,062,386	\$ 1,256,560	\$ 1,155,000	\$ 1,155,000	\$ -	-
Investment Income	-	-	-	-	\$ -	-
<b>TOTAL REVENUES</b>	<b>\$ 1,062,386</b>	<b>\$ 1,256,560</b>	<b>\$ 1,155,000</b>	<b>\$ 1,155,000</b>	<b>\$ -</b>	<b>-</b>
<b>EXPENDITURES (by Department)</b>						
Police	\$ 1,062,386	\$ 1,256,560	\$ 1,155,000	\$ 1,155,000	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,062,386</b>	<b>\$ 1,256,560</b>	<b>\$ 1,155,000</b>	<b>\$ 1,155,000</b>	<b>\$ -</b>	<b>-</b>
Total Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ -		
Beginning Fund Balance	-	-	-	-		
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

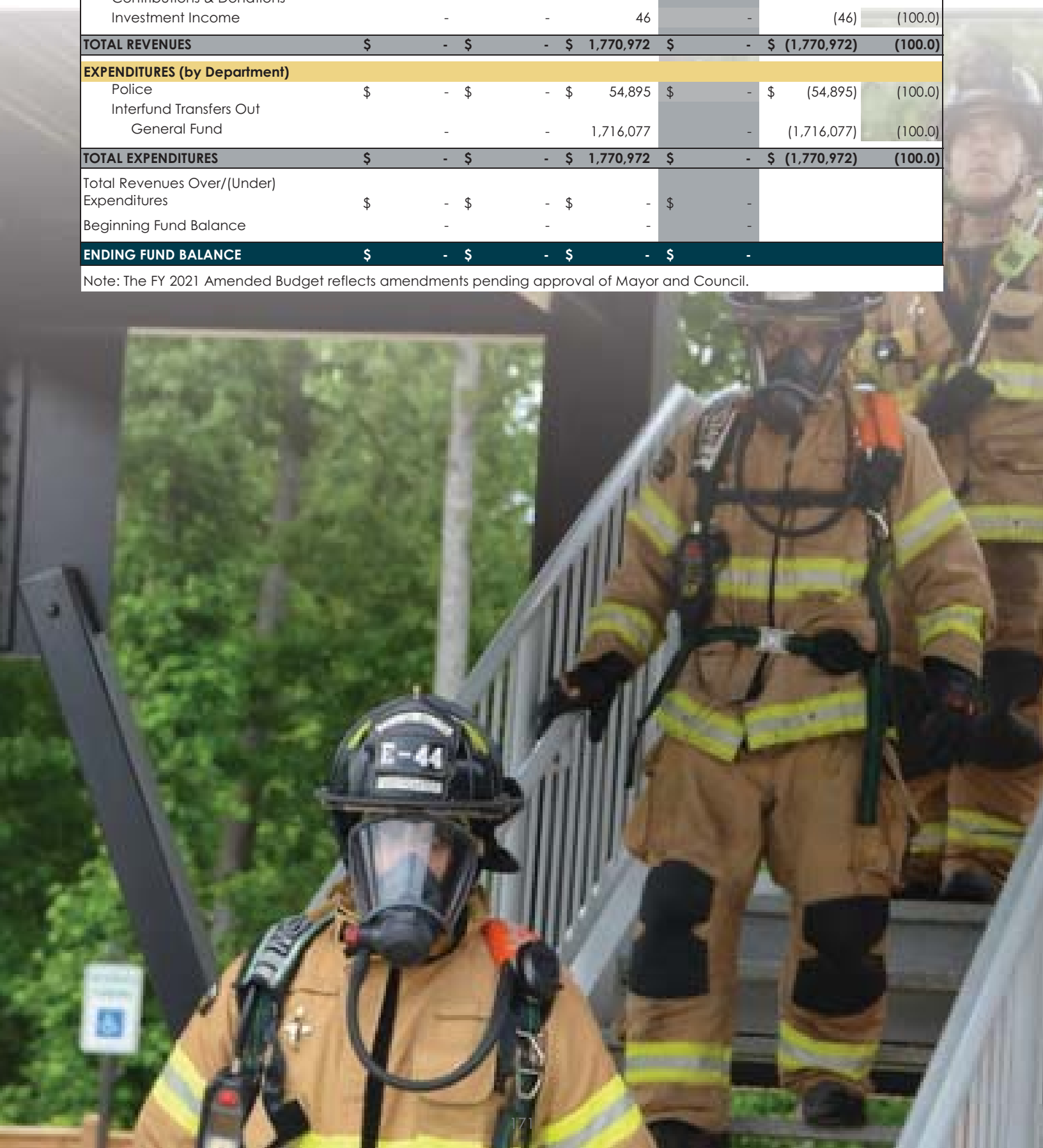
Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.



## Operating Grant Fund Budget Summary

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>REVENUES</b>						
Intergovernmental Revenues	\$ -	\$ -	\$ 1,770,926	\$ -	\$ (1,770,926)	(100.0)
Contributions & Donations	-	-	-	-	-	-
Investment Income	-	-	46	-	(46)	(100.0)
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,770,972</b>	<b>\$ -</b>	<b>\$ (1,770,972)</b>	<b>(100.0)</b>
<b>EXPENDITURES (by Department)</b>						
Police	\$ -	\$ -	\$ 54,895	\$ -	\$ (54,895)	(100.0)
Interfund Transfers Out General Fund	-	-	1,716,077	-	(1,716,077)	(100.0)
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,770,972</b>	<b>\$ -</b>	<b>\$ (1,770,972)</b>	<b>(100.0)</b>
Total Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ -		
Beginning Fund Balance	-	-	-	-		
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.





## American Rescue Plan (ARP) Act of 2021 Fund

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>REVENUES</b>						
Intergovernmental Revenues	\$ -	\$ -	\$ 7,391,612	\$ 7,391,612	\$ -	-
Investment Income	-	-	1,000	10,500	9,500	950.0
<b>TOTAL REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,392,612</b>	<b>\$ 7,402,112</b>	<b>\$ 9,500</b>	<b>0.1</b>
<b>EXPENDITURES (by Department)</b>						
Interfund Transfers Out General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
Total Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ 7,392,612	\$ 7,402,112		
Beginning Fund Balance	-	-	-	7,392,612		
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,392,612</b>	<b>\$ 14,794,724</b>		

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.





## Hotel/Motel Tax Fund Budget Summary

	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget	\$ Variance	% Variance
<b>REVENUES</b>						
Sales & Use Taxes	\$ 82,010	\$ 39,624	\$ 20,000	\$ 24,000	\$ 4,000	20.0
<b>TOTAL REVENUES</b>	<b>\$ 82,010</b>	<b>\$ 39,624</b>	<b>\$ 20,000</b>	<b>\$ 24,000</b>	<b>\$ 4,000</b>	<b>20.0</b>
<b>EXPENDITURES</b>						
Interfund Transfers Out Special Events Fund	\$ 82,010	\$ 39,624	\$ 20,000	\$ 24,000	\$ 4,000	20.0
<b>TOTAL EXPENDITURES</b>	<b>\$ 82,010</b>	<b>\$ 39,624</b>	<b>\$ 20,000</b>	<b>\$ 24,000</b>	<b>\$ 4,000</b>	<b>20.0</b>
Total Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ -		
Beginning Fund Balance	-	-	-	-		
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

Note: The FY 2021 Amended Budget reflects amendments pending approval of Mayor and Council.





CAPITAL  
PROJECTS FUNDS



# SEVEN-YEAR CAPITAL IMPROVEMENT PLAN FY22-FY28

Every year, Milton staff update the City's seven-year Capital Improvement Plan (CIP) to assist in the planning, acquisition, and financing of capital projects. City Code only requires a five-year plan, but staff have felt that a seven-year plan provided a better understanding of upcoming requests in order to forecast required revenues from the General Fund to fund pay-as-you-go projects identified in the CIP.

Milton defines a major capital project – which are required to be budgeted in one of the six capital projects funds – as something that will have an expected useful life of more than three years, cost \$50,000 or more, or improve/add onto an existing capital asset. Such projects include building/infrastructure construction, park improvements, streetscapes, computer systems, land acquisitions, and heavy duty trucks.

During the annual budgeting process, City staff reviews existing projects and makes updates according to the most current information and cost projections available; after this, staff can make requests for new capital initiatives. Each project requires a project sheet outlining its description, the estimated project cost, the anticipated funding sources (which tie back to the individual capital projects funds in which the project will be accounted for), the timing of the budgetary requests over the seven-year plan, as well estimated future impacts on the operating budget if they exist. These forecasts take into account potential revenue sources such as facility rentals and program fees generated from the approval of such a project, as well as the future expenditure expectations that may include staffing, maintenance, other capital outlays, etc.

As with the maintenance and operating initiative requests, all capital initiative requests must tie back to Milton's existing Strategic Plan and be supported by Council and community-approved plans outlined in the City Planning Process.

## Capital Improvement Plan FY 2022 - FY 2028

CIP (All Funds)	FY 2022 Proposed	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Revenues	\$ 9,896,951	\$ 11,654,329	\$ 5,473,331	\$ 4,776,707	\$ 4,778,958	\$ 4,776,227	\$ 4,777,582
Interfund Transfers In	9,430,175	5,547,032	5,099,167	5,225,927	4,790,073	4,260,360	4,271,236
<b>TOTAL REVENUES</b>	<b>\$ 19,327,126</b>	<b>\$ 17,201,361</b>	<b>\$ 10,572,498</b>	<b>\$ 10,002,634</b>	<b>\$ 9,569,031</b>	<b>\$ 9,036,587</b>	<b>\$ 9,048,818</b>
Expenditures	\$ 18,587,878	\$ 19,167,784	\$ 10,572,498	\$ 10,002,634	\$ 9,569,031	\$ 9,036,587	\$ 9,048,818
<b>TOTAL EXPENDITURES</b>	<b>\$ 18,587,878</b>	<b>\$ 19,167,784</b>	<b>\$ 10,572,498</b>	<b>\$ 10,002,634</b>	<b>\$ 9,569,031</b>	<b>\$ 9,036,587</b>	<b>\$ 9,048,818</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 1,966,423</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# SEVEN-YEAR CAPITAL IMPROVEMENT PLAN FY22-FY28 CONTINUED

## REVENUE ASSUMPTIONS

Revenue increases have been projected for program fees related to anticipated growth in art, dance, fitness, and summer camp programming associated with the opening of a new athletic park in FY 2024. Similarly, an increase in revenues related to field rentals at the Cox Road complex once the turf fields are completed in FY 2022 and the completion of new rectangular and diamond fields at the new athletic complex in FY 2024 have been anticipated.

## EXPENDITURE ASSUMPTIONS

Staff are required to identify material operating impacts for any potential capital project. Within the CIP project sheets each future impact section is broken down by personnel, maintenance, and "other". The "other" category includes potential additional capital outlays that may be necessary, but are not part of the initial project such as equipment, computers, etc. Staff are also asked to give a brief summary of the forecasted impact on the individual project sheet as well.

**Forecasted Operating Impact By Category**

	FY 2022 Impacts	FY 2023 Impacts	FY 2024 Impacts	FY 2025 Impacts	FY 2026 Impacts	FY 2027 Impacts	FY 2028 Impacts
<b>REVENUES</b>							
Charges for Services	\$ 14,200	\$ 14,200	\$ 14,500	\$ 24,500	\$ 26,500	\$ 27,000	\$ 28,000
Miscellaneous Revenue	18,000	22,000	20,000	40,000	40,000	40,000	40,000
<b>TOTAL REVENUES</b>	<b>\$ 32,200</b>	<b>\$ 36,200</b>	<b>\$ 34,500</b>	<b>\$ 64,500</b>	<b>\$ 66,500</b>	<b>\$ 67,000</b>	<b>\$ 68,000</b>
<b>EXPENDITURES</b>							
Personnel	\$ 122,163	\$ 68,401	\$ 269,152	\$ 158,801	\$ 994,018	\$ 1,029,805	\$ 1,066,964
Maintenance	275,723	275,723	470,723	487,223	497,223	497,523	497,523
<b>TOTAL EXPENDITURES</b>	<b>\$ 397,886</b>	<b>\$ 344,124</b>	<b>\$ 739,875</b>	<b>\$ 646,024</b>	<b>\$ 1,491,241</b>	<b>\$ 1,527,328</b>	<b>\$ 1,564,487</b>

Note: TSPLOT-2 related revenues or expenditures have not been contemplated at this time. Projections will be included in next year's CIP should the referendum be approved by voters in November 2022.

Similarly, any impacts from the City's current review of the impact fee methodology will be addressed should Council adopt changes to the program in FY 2022.



## Capital Projects Funds Budget Summaries

CAPITAL PROJECTS FUND				
	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget
Revenues	\$ 9,032,406	\$ 5,950,362	\$ 14,179,529	\$ 7,889,649
Expenditures	\$ 8,086,673	\$ 2,444,094	\$ 26,156,331	\$ 7,951,863
Total Revenues Over/(Under) Expenditures	\$ 945,733	\$ 3,506,268	\$ (11,976,803)	\$ (62,214)
Beginning Fund Balance	\$ 7,587,016	\$ 8,532,749	\$ 12,039,016	\$ 62,214
<b>ENDING FUND BALANCE</b>	<b>\$ 8,532,749</b>	<b>\$ 12,039,016</b>	<b>\$ 62,214</b>	<b>\$ (0)</b>

GREENSPACE BOND FUND				
	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget
Revenues	\$ 2,167,668	\$ 1,878,425	\$ 1,659,279	\$ 1,563,251
Expenditures	\$ 15,492,047	\$ 4,167,217	\$ 6,730,286	\$ 1,713,181
Total Revenues Over/(Under) Expenditures	\$ (13,324,379)	\$ (2,288,792)	\$ (5,071,007)	\$ (149,930)
Beginning Fund Balance	\$ 20,860,987	\$ 7,536,608	\$ 5,247,816	\$ 176,809
<b>ENDING FUND BALANCE</b>	<b>\$ 7,536,608</b>	<b>\$ 5,247,816</b>	<b>\$ 176,809</b>	<b>\$ 26,879</b>

The Greenspace Bond Fund accounts for bond proceeds as well as the debt service due on the bond.

TSPLOST FUND				
	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget
Revenues	\$ 6,912,682	\$ 6,519,726	\$ 8,244,762	\$ 6,908,200
Expenditures	\$ 1,593,440	\$ 2,693,496	\$ 25,564,158	\$ 5,956,808
Total Revenues Over/(Under) Expenditures	\$ 5,319,242	\$ 3,826,230	\$ (17,319,396)	\$ 951,392
Beginning Fund Balance	\$ 8,631,592	\$ 13,950,834	\$ 17,777,064	\$ 457,668
<b>ENDING FUND BALANCE</b>	<b>\$ 13,950,834</b>	<b>\$ 17,777,064</b>	<b>\$ 457,668</b>	<b>\$ 1,409,061</b>

## Capital Projects Funds Budget Summaries Continued

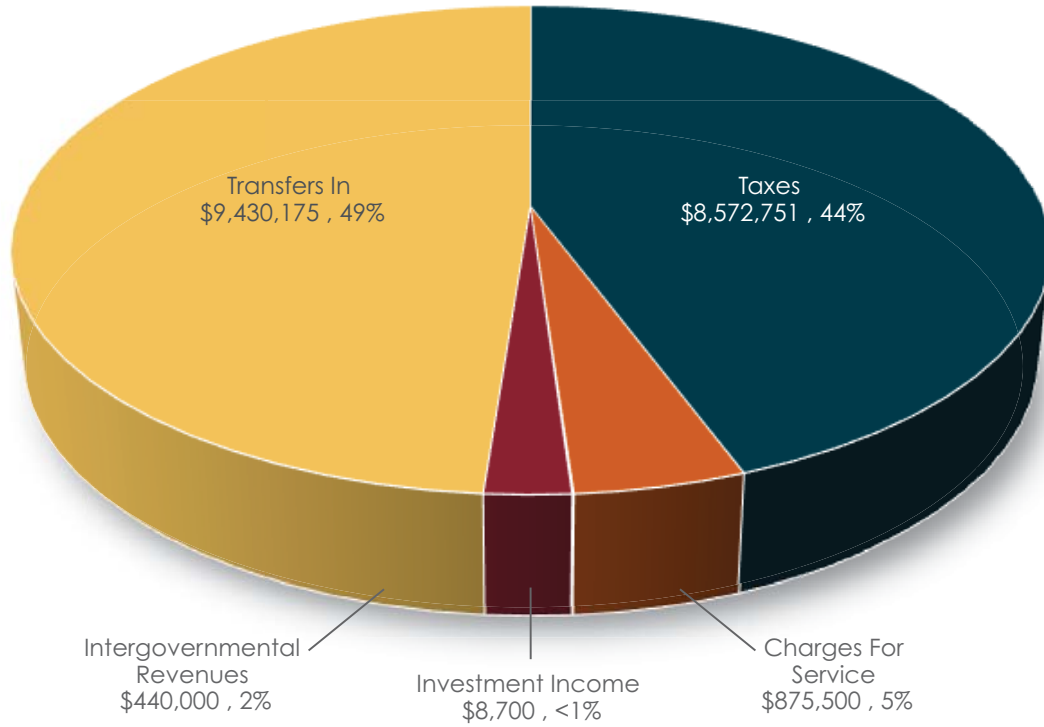
CAPITAL GRANT FUND				
	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget
Revenues	\$ 1,170,867	\$ 559,849	\$ 1,778,003	\$ 440,000
Expenditures	\$ 569,009	\$ 434,379	\$ 2,752,977	\$ 440,000
Total Revenues Over/(Under) Expenditures	\$ 601,858	\$ 125,470	\$ (974,974)	\$ -
Beginning Fund Balance	\$ 248,602	\$ 850,460	\$ 975,930	\$ 956
<b>ENDING FUND BALANCE</b>	<b>\$ 850,460</b>	<b>\$ 975,930</b>	<b>\$ 956</b>	<b>\$ 956</b>

IMPACT FEES FUND				
	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget
Revenues	\$ 1,183,835	\$ 832,351	\$ 1,295,992	\$ 875,500
Expenditures	\$ 57,145	\$ 1,628,428	\$ 3,083,617	\$ 875,500
Total Revenues Over/(Under) Expenditures	\$ 1,126,690	\$ (796,077)	\$ (1,787,625)	\$ -
Beginning Fund Balance	\$ 1,877,503	\$ 3,004,194	\$ 2,208,117	\$ 420,492
<b>ENDING FUND BALANCE</b>	<b>\$ 3,004,194</b>	<b>\$ 2,208,117</b>	<b>\$ 420,492</b>	<b>\$ 420,492</b>

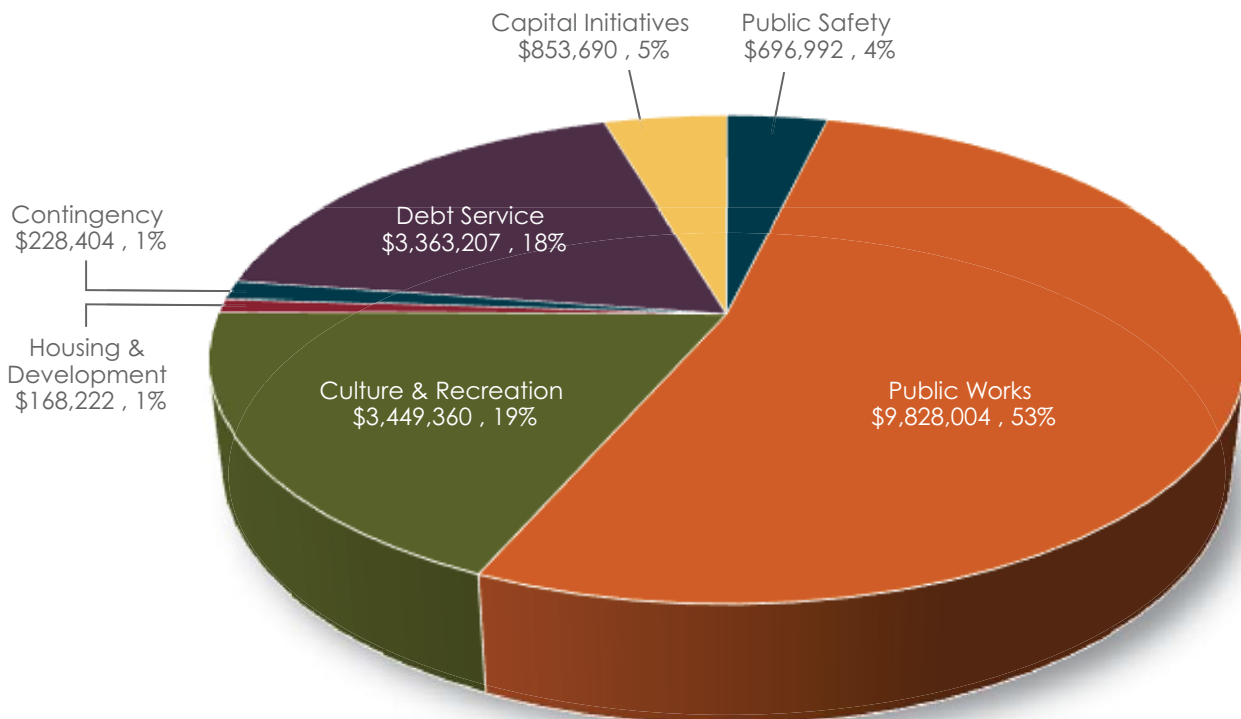
REVENUE BOND FUND				
	FY 2019 Total Activity	FY 2020 Total Activity	FY 2021 Amended Budget	FY 2022 Proposed Budget
Revenues	\$ -	\$ 28,138,879	\$ 1,650,026	\$ 1,650,526
Expenditures	\$ 1,546,653	\$ 22,607,529	\$ 5,525,687	\$ 1,650,526
Total Revenues Over/(Under) Expenditures	\$ (1,546,653)	\$ 5,531,349	\$ (3,875,661)	\$ -
Beginning Fund Balance	\$ 0	\$ (1,546,653)	\$ 3,984,697	\$ 109,036
<b>ENDING FUND BALANCE</b>	<b>\$ (1,546,653)</b>	<b>\$ 3,984,697</b>	<b>\$ 109,036</b>	<b>\$ 109,036</b>

The Revenue Bond Fund accounts for bond proceeds as well as the debt service due on the bond.

## CIP REVENUES BY SOURCE



## CIP EXPENDITURES BY FUNCTION



**Capital Improvement Plan  
FY2022-FY2028 Funding Requests By Department/Project  
All Funding Sources**

DEPARTMENT	PROJECT	Estimated Project Cost	Previously Allocated (All Sources)	Available Balance (All Sources)*	FY22-FY28 Requests By Funding Source						Unfunded Amount / (Over)
					FY22-FY28 Operating Transfers	FY22-FY28 TSPLOST Funding	FY22-FY28 Impact Fees	FY22-FY28 Proposed Debt Financing	FY22-FY28 Other Funding Sources		
<b>FINANCE</b>											
	Software Upgrades	\$ 62,315	\$ 62,315	\$ 2,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL FINANCE</b>		\$ 62,315	\$ 62,315	\$ 2,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>INFORMATION SERVICES</b>											
	Hardware Improvements	\$ 636,113	\$ 636,113	\$ 68,914	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL INFORMATION SERVICES</b>		\$ 636,113	\$ 636,113	\$ 68,914	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>GENERAL GOVERNMENT BUILDINGS</b>											
	Police/Fire/Court Facility	\$ 15,242,482	\$ 15,242,482	\$ 366	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Portable Generator	92,000	92,000	50,085	-	-	-	-	-	-	-
<b>TOTAL GENERAL GOVERNMENT BUILDINGS</b>		\$ 15,334,482	\$ 15,334,482	\$ 50,451	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>POLICE</b>											
	Vehicle Replacement Reserve	\$ -	\$ 1,797,578	\$ 76,321	\$ 1,331,148	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL POLICE</b>		\$ -	\$ 1,797,578	\$ 76,321	\$ 1,331,148	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>FIRE</b>											
	Station 42 Replacement	\$ 4,109,659	\$ 4,109,659	\$ 3,803,546	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Apparatus/Vehicle Replacement	-	5,470,422	2,129,397	1,742,500	-	507,500	-	-	-	-
	Advanced Life Support	-	96,859	1,457	227,311	-	-	-	-	-	-
	AED Units	46,218	46,218	7,019	-	-	-	-	-	-	-
	SCBA Replacement	276,450	276,450	24	-	-	-	-	-	-	-
	West Side Fire Station	4,385,000	-	-	-	-	-	-	4,385,000	-	-
<b>TOTAL FIRE</b>		\$ 8,817,327	\$ 9,999,607	\$ 5,941,443	\$ 1,969,811	\$ -	\$ 507,500	\$ 4,385,000	\$ -	\$ -	\$ -
<b>PUBLIC WORKS</b>											
	Bridge Replacement Program	\$ -	\$ 1,778,690	\$ 401,818	\$ 2,100,000	\$ -	\$ 770,000	\$ -	\$ -	\$ -	\$ -
	Construction Inspectors	-	146,307	(0)	-	-	-	-	-	-	-
	Crabapple SE Connector	150,000	150,000	150,000	-	-	-	-	-	-	-
	Gravel Roads Maintenance	-	1,174,936	350,388	2,119,176	-	-	-	-	-	-
	Pavement Management	-	17,781,533	33,567	12,349,800	-	-	-	-	3,850,000	-
	Repair Major Stormwater Structures	-	1,901,364	621,193	1,925,000	-	-	-	-	-	-
	Sidewalk & Trail Construction & Repair	-	1,862,718	1,026,951	700,000	-	-	-	-	-	-
	Public Works Yard Improvements	808,156	608,156	18,346	200,000	-	-	-	-	-	0
	Traffic Calming	-	1,352,363	1,108,624	-	-	-	-	-	-	-
	Trail Connection to Big Creek Greenway	8,430,000	1,550,000	-	-	880,000	-	-	-	6,000,000	-
	Vehicle Replacement Reserve	-	504,497	-	105,000	-	-	-	-	-	-
	Crabapple Pedestrian Enhancements	629,000	629,000	521,674	-	-	-	-	-	-	-
	Intersection-Crabapple @ Green	125,000	75,000	2,412	-	50,000	-	-	-	-	-
	Traffic Signal Battery Backups	77,511	77,511	-	-	-	-	-	-	-	-
	TSPLOST Program Management	750,000	625,000	65,865	-	125,000	-	-	-	-	-
	Windward Parkway MIL-038	500,000	500,000	500,000	-	-	-	-	-	-	-
	SR140 @ Green MIL-009	1,010,000	1,010,000	991,500	-	-	-	-	-	-	-
	NE Crabapple Connector MIL-005/MIL-030	4,988,300	4,988,300	1,877,397	-	-	-	-	-	-	-
	Hopewell @ Bethany MIL-001	3,880,000	3,880,000	2,926,481	-	-	-	-	-	-	-
	Freemanville @ Birmingham MIL-004	1,990,000	1,990,000	1,822,855	-	-	-	-	-	-	-
	Hopewell @ Thompson MIL-006	3,800,000	3,800,000	1,012,481	-	-	-	-	-	-	-
	Pedestrian 1 MIL-034	2,818,336	1,816,528	1,139,973	-	1,001,808	-	-	-	-	0
	Hopewell @ Hamby MIL-008	3,420,000	3,420,000	1,516,826	-	-	-	-	-	-	-
	Birmingham Middle Bridge MIL-012	2,803,458	2,803,458	2,753,458	-	-	-	-	-	-	-
	Morris Road Widening MIL-031	6,255,000	3,105,000	2,342,671	-	3,150,000	-	-	-	-	-
	Bethany @ Providence MIL-002	1,820,000	700,000	650,700	-	1,120,000	-	-	-	-	-
	Freemanville @ Redd MIL-010	1,020,000	510,000	460,700	-	510,000	-	-	-	-	-
<b>TOTAL PUBLIC WORKS</b>		\$ 45,274,761	\$ 58,740,361	\$ 22,295,878	\$ 19,498,976	\$ 6,836,808	\$ 770,000	\$ -	\$ 9,850,000	\$ 0	\$ 0





**Capital Improvement Plan  
FY2022-FY2028 Funding Requests By Department/Project  
All Funding Sources**

DEPARTMENT	PROJECT	Estimated Project Cost	Previously Allocated (All Sources)	Available Balance (All Sources)*	FY22-FY28 Requests By Funding Source					Unfunded Amount / (Over)
					FY22-FY28 Operating Transfers	FY22-FY28 TSP/LOST Funding	FY22-FY28 Impact Fees	FY22-FY28 Proposed Debt Financing	FY22-FY28 Other Funding Sources	
<b>PARKS &amp; RECREATION (ACTIVE)</b>										
	Park Land Acquisition	\$ -	\$ 4,650,000	\$ 4,650,000	\$ -	\$ -	\$ 4,550,000	\$ -	\$ -	\$ -
	Park & Trail Expansion	-	4,230,742	731,630	-	-	-	-	-	-
	Vehicle Replacement Reserve	-	34,521	7,600	53,200	-	-	-	-	-
	Providence Park	7,161,086	2,913,588	1,871,008	3,168,000	-	-	-	-	1,079,497
	Bell Memorial Park (Turf Field Replacement)	750,000	-	-	750,000	-	-	-	-	-
	Cox Road	1,910,000	1,536,740	519,632	373,260	-	-	-	-	0
	Former Milton Country Club Facility Imp	3,024,000	1,000,000	808,677	2,024,000	-	-	-	-	-
	New Active Athletic Complex	16,000,000	1,000,000	1,000,000	800,000	-	-	-	9,000,000	5,200,000
<b>TOTAL PARKS &amp; RECREATION (ACTIVE)</b>		<b>\$ 28,845,086</b>	<b>\$ 15,365,592</b>	<b>\$ 9,588,547</b>	<b>\$ 7,168,460</b>	<b>\$ -</b>	<b>\$ 4,550,000</b>	<b>\$ -</b>	<b>\$ 9,000,000</b>	<b>\$ 6,279,498</b>
<b>PASSIVE PARKS/GREENSPACE</b>										
	Land Conservation	\$ -	\$ 26,166,163	\$ 4,968,256	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -
	Site Improvements	-	1,265,000	1,265,000	-	-	-	-	-	-
	Birmingham Park	1,500,000	-	-	1,500,000	-	-	-	-	-
	Mayfield Farm Park	35,000	35,000	35,000	-	-	-	-	-	-
	Mayfield Road Stormwater Facility	-	45,722	45,722	-	-	-	-	-	-
	Former Milton Country Club Passive Imp	6,120,000	1,338,188	311,202	1,400,000	-	-	-	-	3,381,812
	Lackey Road	45,000	45,000	45,000	-	-	-	-	-	-
<b>TOTAL PASSIVE PARKS/GREENSPACE</b>		<b>\$ 7,700,000</b>	<b>\$ 28,895,072</b>	<b>\$ 6,670,180</b>	<b>\$ 2,900,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>\$ 3,381,812</b>
<b>COMMUNITY DEVELOPMENT</b>										
	Tree Recompense	\$ -	\$ 374,998	\$ 52,811	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gateway/Wayfinding Signage & Historic Markers	718,313	463,313	251,850	255,000	-	-	-	-	-
	Unified Development Code	195,000	195,000	-	-	-	-	-	-	-
	Permit Tracking Software	271,697	271,697	-	-	-	-	-	-	-
	Equestrian Zoning	35,000	35,000	-	-	-	-	-	-	-
	Smart Communities	62,500	62,500	(0)	-	-	-	-	-	-
	Impact Fees CIE/Methodology Updates	-	91,704	39,298	-	-	210,000	-	-	-
	Comprehensive Plan	173,700	173,700	48,700	-	-	-	-	-	-
	Vehicle Replacement Reserve	-	99,485	66,124	232,554	-	-	-	-	-
<b>TOTAL COMMUNITY DEVELOPMENT</b>		<b>\$ 1,456,210</b>	<b>\$ 1,767,397</b>	<b>\$ 458,783</b>	<b>\$ 487,554</b>	<b>\$ -</b>	<b>\$ 210,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL CAPITAL IMPROVEMENT PLAN</b>		<b>\$ 108,126,294</b>	<b>\$ 132,645,345</b>	<b>\$ 45,153,481</b>	<b>\$ 33,355,949</b>	<b>\$ 6,836,808</b>	<b>\$ 6,037,500</b>	<b>\$ 4,385,000</b>	<b>\$ 18,850,500</b>	<b>\$ 9,661,310</b>

\* The available balance includes all encumbrances to-date.





**Capital Improvement Plan  
FY2022-FY2028 Funding Requests By Department/Project  
Operating Transfers (Pay-As-You-Go) Funding**

DEPARTMENT	PROJECT	Available Balance (All Sources)*	FY 2022 Proposed Budget	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>POLICE</b>									
	Vehicle Replacement Reserve	\$ 76,321	\$ 190,164	\$ 190,164	\$ 190,164	\$ 190,164	\$ 190,164	\$ 190,164	\$ 190,164
<b>TOTAL POLICE</b>		<b>\$ 76,321</b>	<b>\$ 190,164</b>	<b>\$ 190,164</b>	<b>\$ 190,164</b>	<b>\$ 190,164</b>	<b>\$ 190,164</b>	<b>\$ 190,164</b>	<b>\$ 190,164</b>
<b>FIRE</b>									
	Apparatus/Vehicle Replacement	\$ 2,129,397	\$ 377,500	\$ 227,500	\$ 227,500	\$ 227,500	\$ 227,500	\$ 227,500	\$ 227,500
	Advanced Life Support	1,457	56,828	56,828	56,828	56,828	-	-	-
<b>TOTAL FIRE</b>		<b>\$ 2,130,854</b>	<b>\$ 434,328</b>	<b>\$ 284,328</b>	<b>\$ 284,328</b>	<b>\$ 284,328</b>	<b>\$ 227,500</b>	<b>\$ 227,500</b>	<b>\$ 227,500</b>
<b>PUBLIC WORKS</b>									
	Bridge Replacement Program	\$ 401,818	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
	Gravel Roads Maintenance	350,388	274,896	283,693	292,771	302,140	311,808	321,786	332,083
	Pavement Management	33,567	2,033,300	1,980,200	1,536,300	1,700,000	1,700,000	1,700,000	1,700,000
	Repair Major Stormwater Structures	621,193	275,000	275,000	275,000	275,000	275,000	275,000	275,000
	Sidewalk & Trail Construction & Repair	1,026,951	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Public Works Yard Improvements	18,346	200,000	-	-	-	-	-	-
	Vehicle Replacement Reserve	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>TOTAL PUBLIC WORKS</b>		<b>\$ 2,452,262</b>	<b>\$ 3,198,196</b>	<b>\$ 2,953,893</b>	<b>\$ 2,519,071</b>	<b>\$ 2,692,140</b>	<b>\$ 2,701,808</b>	<b>\$ 2,711,786</b>	<b>\$ 2,722,083</b>
<b>PARKS &amp; RECREATION (ACTIVE)</b>									
	Vehicle Replacement Reserve	\$ 7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600
	Providence Park	1,871,008	468,000	450,000	450,000	450,000	450,000	450,000	450,000
	Bell Memorial Park (Turf Field Replacement)	-	200,000	200,000	200,000	150,000	-	-	-
	Cox Road	519,632	373,260	-	-	-	-	-	-
	Former Milton Country Club Facility Imp	808,677	450,000	450,000	450,000	450,000	224,000	-	-
	New Active Athletic Complex	1,000,000	800,000	-	-	-	-	-	-
<b>TOTAL PARKS &amp; RECREATION (ACTIVE)</b>		<b>\$ 4,206,917</b>	<b>\$ 2,298,860</b>	<b>\$ 1,107,600</b>	<b>\$ 1,107,600</b>	<b>\$ 1,057,600</b>	<b>\$ 681,600</b>	<b>\$ 457,600</b>	<b>\$ 457,600</b>
<b>PASSIVE PARKS/GREENSPACE</b>									
	Birmingham Park	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ -
	Former Milton Country Club Passive Park Impr	311,202	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>TOTAL PASSIVE PARKS/GREENSPACE</b>		<b>\$ 311,202</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
<b>COMMUNITY DEVELOPMENT</b>									
	Gateway/Wayfinding Signage & Historic Markers	\$ 251,850	\$ 105,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	Vehicle Replacement Reserve	66,124	33,222	33,222	33,222	33,222	33,222	33,222	33,222
<b>TOTAL COMMUNITY DEVELOPMENT</b>		<b>\$ 317,974</b>	<b>\$ 138,222</b>	<b>\$ 58,222</b>	<b>\$ 58,222</b>	<b>\$ 58,222</b>	<b>\$ 58,222</b>	<b>\$ 58,222</b>	<b>\$ 58,222</b>
<b>TOTAL CAPITAL IMPROVEMENT PLAN</b>		<b>\$ 9,495,529</b>	<b>\$ 6,759,770</b>	<b>\$ 5,094,206</b>	<b>\$ 4,659,385</b>	<b>\$ 4,782,453</b>	<b>\$ 4,359,294</b>	<b>\$ 3,845,272</b>	<b>\$ 3,855,569</b>

\* The available balance includes all encumbrances to-date.



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Vehicle Replacement Reserve (Admin)	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** General Administration **Account #:** 300-1500-542202000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds provide for standard replacement of vehicles other than Police, Fire and Public Works.
--------------------------------------------------	----------------------------------------------------------------------------------------------------

<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>-</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
Cap Proj	
Expended Through FY 21	46,827

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
Cap Proj	
Rollover at FYE 21	-

<b>AVAILABLE BALANCE:</b>	
Cap Proj	
Rollover less current encumbrances at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	46,827	-	-	-	-	-	-	-	46,827	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>46,827</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46,827</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	The impact will involve general vehicle maintenance, insurance, and fuel.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	500
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	<b>500</b>

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Financial Software Upgrades	<b>Estimated Project Cost:</b>	\$62,315
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Finance **Account #:** 300-1510-542401000

**STRATEGIC PLAN STRATEGY:** Strategic, Efficient & Engaged Government

**STRATEGIC ACTION ITEM:** Recognize future challenges or threats and plan for them today. **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	After reviewing options for a complete software replacement it was determined that the current product is the most efficient at our current price point. The funds set aside will be utilized to implement module upgrades and additions in order to enhance the operatins and capabilities of the system we currently have. Remaining funds will be released upcon completion of the upgrades.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	62,315
<b>Total Project Cost:</b>	<b>62,315</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	650

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	61,665

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	2,965

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	62,315		-	-	-	-	-	-	62,315	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>62,315</b>	-	-	-	-	-	-	-	<b>62,315</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	Annual maintenance fees would be similar to those already realized with the current software package.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		-	
		<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Infrastructure Improvements/Hardware Upgrades	<b>Estimated Project Cost:</b>	\$636,113
		<b>Estimated Completion:</b>	2020

**DEPARTMENT:** Information Services

**Account #:** 300-1535-542402000

**STRATEGIC PLAN STRATEGY:** Strategic, Efficient & Engaged Government

**STRATEGIC ACTION ITEM:** Recognize future challenges or threats and plan for them today

**Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	City staff have found that the current hosted desktop solution has limited value and suffers from widespread compatibility issues.
	The costs for this initiative are associated with the transition from an environment hosted by the current managed services provider to a premise-based infrastructure. Staff understands the importance of redundancy and Business Continuity planning. Data backups, security measures, email archiving, and other critical service will continue to be hosted offsite as prescribed by best practices. Hardware costs will be high in this first year, but drop significantly as the city begins a standard 3-5 year lifecycle for the replaced equipment.

<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	636,113
<b>Total Project Cost:</b>	<b>636,113</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
Expended Through FY 21	567,199

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
Rollover at FYE 21	68,914

<b>AVAILABLE BALANCE:</b>	
Rollover less current encumbrances at FYE 21	68,914

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	636,113	-	-	-	-	-	-	-	636,113	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>636,113</b>	-	-	-	-	-	-	-	<b>636,113</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	City Hall Generator	<b>Estimated Project Cost:</b>	\$92,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Public Works **Account #:** 300-1565-542500000

**STRATEGIC PLAN STRATEGY:** Strategic, Efficient & Engaged Government

**STRATEGIC ACTION ITEM:** Facility Operations **Recurring/Non-Recurring:** Non-recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Natural gas powered generator as limited back up power for City Hall in the event of a large scale power outage. Estimate includes the cost of the generator and electrical work for connectivity and landscaping around generator unit.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	82,000
Other	10,000
<b>Total Project Cost:</b>	<b>92,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	169

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	91,831

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	50,085

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	92,000	-	-	-	-	-	-	-	92,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>92,000</b>	-	-	-	-	-	-	-	<b>92,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Annual maintenance will be minimal.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Police/Court/Fire Facility	<b>Estimated Project Cost:</b>	\$15,242,482
		<b>Estimated Completion:</b>	2020

**DEPARTMENT:** General Govt Building **Account #:** 300-1565-541300100  
350-1565-541300100  
360-1565-541300100

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	In order to vacate the currently leased City Hall space, the City will need to design and build a combined police headquarters and court facility along with a fire station. This will be located on Highway 9 on property currently owned by the City.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	800,000
Construction	11,700,000
Land Acquisition	-
Fleet Acquisition	-
Other	2,742,482
<b>Total Project Cost:</b>	<b>15,242,482</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>			
	Cap Proj	Impact Fee	Bond Fund
Expended Through FY 21	679,741	70,012	14,429,846

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>			
	Cap Proj	Impact Fee	Bond Fund
Rollover at FYE 21	-	13,597	49,286

<b>AVAILABLE BALANCE:</b>			
	Cap Proj	Impact Fee	Bond Fund
Rollover less current encumbrances at FYE 21	-	0	366

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	679,741	-	-	-	-	-	-	-	679,741	
Debt Financing	14,479,132	-	-	-	-	-	-	-	14,479,132	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	83,609	-	-	-	-	-	-	-	83,609	
<b>Funding Source Total:</b>	<b>15,242,482</b>	-	-	-	-	-	-	-	<b>15,242,482</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	The impact on the operating budget will consist of general building maintenance, utilities, janitorial services and grounds maintenance.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	200,000
		Other	-
		<b>Revenues</b>	-
		<b>Total:</b>	<b>200,000</b>



3.7 Acre Site on Highway 9

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Vehicle Replacement Reserve (Police)	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Police **Account #:** 300-3210-542202000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Engage in Proactive Planning **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	This will cover costs of replacement vehicles in the Police Department.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	1,548,222

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	249,357

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	76,321

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,702,690	190,164	190,164	190,164	190,164	190,164	190,164	190,164	3,033,838	
Debt Financing	-	-	-	-	-	-	-	-	-	
HIDTA	3,750	-	-	-	-	-	-	-	3,750	
Insurance Proceeds	91,138	-	-	-	-	-	-	-	91,138	
<b>Funding Source Total:</b>	<b>1,797,578</b>	<b>190,164</b>	<b>190,164</b>	<b>190,164</b>	<b>190,164</b>	<b>190,164</b>	<b>190,164</b>	<b>190,164</b>	<b>3,128,726</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	The impact will involve general vehicle maintenance, insurance, and fuel.	<b>Estimated Annual Impact:</b>										
		<table border="0"> <tr> <td><b>Expenditures</b></td> <td></td> </tr> <tr> <td>Personnel</td> <td align="right">-</td> </tr> <tr> <td>Maintenance</td> <td align="right">3,000</td> </tr> <tr> <td>Other</td> <td align="right">-</td> </tr> <tr> <td><b>Revenues</b></td> <td align="right">-</td> </tr> <tr> <td><b>Total:</b></td> <td align="right"><b>3,000</b></td> </tr> </table>	<b>Expenditures</b>		Personnel	-	Maintenance	3,000	Other	-	<b>Revenues</b>	-
<b>Expenditures</b>												
Personnel	-											
Maintenance	3,000											
Other	-											
<b>Revenues</b>	-											
<b>Total:</b>	<b>3,000</b>											



Police Vehicle



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Station 42 Replacement	<b>Estimated Project Cost:</b>	\$4,109,659
		<b>Estimated Completion:</b>	2022

**DEPARTMENT:** Fire

**Account #:** 300-3510-541200001

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Engage in Proactive Planning

**Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	This project is for the replacement of Fire Station 42 on Thompson Rd, which provides critical fire and EMS services to the City. It is also constructed on a piece of land with a deed noting use specifically for the location of a fire station. The current structure on this site was built in the 1970s is mainly of corrugated metal construction with a brick facade. The building is past the end of its life span (Fulton County intended to replace it in 1992) and is in serious need of renovation/reconstruction. As currently configured, it is outside of construction standards (including ADA, National Electrical Code, and various NFPA facility-related codes), to say nothing of the environmental construction. This project anticipates building cost minus site work. Please see Fire Department's Five-Year Plan and Fire Station 42 Assessment document.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	157,000
Construction	3,706,563
Land Acquisition	-
Fleet Acquisition	-
Other	246,096
<b>Total Project Cost:</b>	<b>4,109,659</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>			
	Cap Proj	Impact Fees	Bond fund
Expended Through FY 21	6,000	-	183,782

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>			
	Cap Proj	Impact Fees	Bond Fund
Rollover at FYE 21	-	386,856	3,533,021

<b>AVAILABLE BALANCE:</b>			
	Cap Proj	Impact Fees	Bond Fund
Rollover less current encumbrances at FYE 21	-	386,856	3,416,691

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	6,000	-	-	-	-	-	-	-	6,000	
Impact Fees	386,856	-	-	-	-	-	-	-	386,856	
Debt Financing	3,716,803	-	-	-	-	-	-	-	3,716,803	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>4,109,659</b>	-	-	-	-	-	-	-	<b>4,109,659</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	This project will result in a reduction in M&O costs because of the extreme inefficiency of this facility and costs of upkeep.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
		<b>Revenues</b>	
		<b>Total:</b>	-



Fire Station 42 (15240 Thompson Road)

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Apparatus/Vehicle Replacement Reserve (Fire)	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Fire **Account #:** 300-3510-542202000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Engage in Proactive Planning **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	We have completed the planned replacement of the three front line engines. We still maintain high-mileage quint and engine in our fleet as reserve apparatus. This update of the fire vehicle CIP is based on a fresh analysis of station planning, equipment needs, and eventual replacement of other vehicles in our fleet over the next 11 years. This anticipates a \$0 balance to begin with following the impending purchase of two Pierce engines. If all assumptions hold true, staggering the purchase over the life of this project will provide adequate funding through FY 2026 if we fund at \$450,000 per year (with a shortfall in FY 2027 if the planned purchase of a replacement ladder truck occurs).
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>		
	Cap Proj	Impact Fees
Expended Through FY 21	3,166,114	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Proj	Impact Fees
Rollover at FYE 21	2,304,307	-

<b>AVAILABLE BALANCE:</b>		
	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 21	2,129,397	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount	
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028			
Operating Budget	5,470,422	377,500	227,500	227,500	227,500	227,500	227,500	227,500	227,500	7,212,922	
Debt Financing	-	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	-	
Impact Fees (Apparatus Only)	-	72,500	72,500	72,500	72,500	72,500	72,500	72,500	72,500	507,500	
Other	-	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>5,470,422</b>	<b>450,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>7,720,422</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Preventative maintenance and annual pump testing are budgeted in the M&O budget, no addition cost is expected.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	5,000
		Other	-
		<b>Revenues</b>	
			<b>Total: 5,000</b>



Truck 41 and the Reserve Quint

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Advanced Life Support	<b>Estimated Project Cost:</b>	\$0
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Fire

**Account #:** 300-3510-542507100

**STRATEGIC PLAN STRATEGY:**

**STRATEGIC ACTION ITEM:**

**Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Each of the frontline Milton Fire apparatus offer advanced life support services. This requires an additional capital item of a defibrillator which is used by paramedics to address heart rhythm issues and other diagnostic services. We currently have seven of those items in our department. They currently cost approximately 30,000 each. In order to keep up with the lifesaving technology and provide the best service possible, we are planning to replace these items on a routine basis. This fund will allow us to save up for them rather than develop one-time initiatives of 210,000.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	95,402

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	1,457

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	1,457

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	96,859	56,828	56,828	56,828	56,828	-	-	-	324,170	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>96,859</b>	<b>56,828</b>	<b>56,828</b>	<b>56,828</b>	<b>56,828</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>324,170</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	These items are equipped with modems for wireless connectivity that carries an annual contract as well as callibration and repair requirements.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		-	
		<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	AED Units	<b>Estimated Project Cost:</b>	\$46,218
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Fire **Account #:** 300-3510-542507101

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	<p>This is an enhancement to the Heart Ready City Program already in place. This project is to allow the Fire Department to take total responsibility of all AEDs and supplies. AEDs, with adult and child defibrillation pads, including CPR pocket masks will be placed in all City owned vehicles. City owned facilities will receive AEDs, cabinets, including signage. This plan includes CPR and AED training for all City of Milton employees.</p> <p>City Vehicles include:                  Fire Administrative vehicles - 5                  Police vehicles - 11 (3 CID, 3 Admin, 5 new patrol cars)                  Community Development - 3                  Public Works - 3</p>
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	46,218
<b>Total Project Cost:</b>	<b>46,218</b>

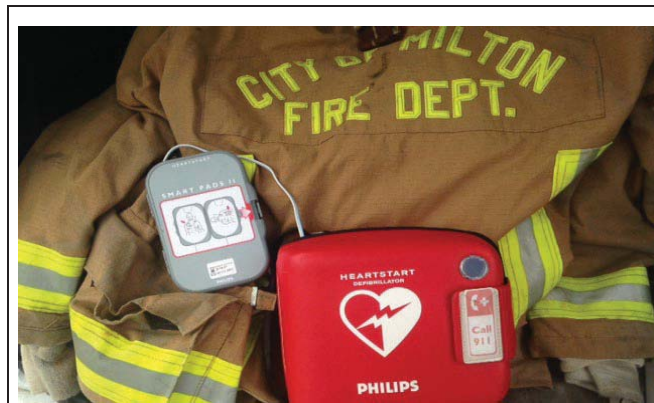
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	39,199

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	7,019

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	7,019

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	46,218	-	-	-	-	-	-	-	46,218	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>46,218</b>	-	-	-	-	-	-	-	<b>46,218</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	CPR training and supplies (training aides, AED batteries, replacement defibrillation pads and pocket masks) are currently budgeted in the M&O. No additional impact will be experienced.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
		<b>Revenues</b>	
	<b>Total:</b>	-	



AED



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Self-Contained Breathing Apparatus (SCBA) Replacement	<b>Estimated Project Cost:</b>	\$276,450
		<b>Estimated Completion:</b>	2035

**DEPARTMENT:** Fire **Account #:** 300-3510-542507103

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Engage in Proactive Planning **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	This project was completed in FY21. However, the SCBAs will need to be replaced again in 15 year. This account should be retained and funding provide closer to the next mandatory replacement date.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	276,450
<b>Total Project Cost:</b>	<b>276,450</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	276,426

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	24

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	24

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	276,450	-	-	-	-	-	-	-	276,450	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>276,450</b>	-	-	-	-	-	-	-	<b>276,450</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	We currently have a maintenance program in place for SCBAs. There should be no new added M&O expenses.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>	-		
		<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	West Side Fire Station (Station 45)	<b>Estimated Project Cost:</b>	\$4,385,000
		<b>Estimated Completion:</b>	2024

**DEPARTMENT:** Fire

**Account #:**

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Engage in Proactive Planning

**Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	<p>With GIS mapping clearly showing the area of Highway 372 and the New Providence Rd outside the 1 1/2 and 2 1/2 road miles from Fire Stations 41 and 43 required by ISO. Community Development is showing this area as having 405 new residents in 2014. With a new City Hall building down the street, a new fire station will be needed in this area. The City has acquired approximately two acres of land in this area. Strategically positioned, fire crews will have easy access in all directions due to the round about. Future residents in this area of the City will benefit from improved response times and an improved ISO rating City-wide.</p> <p>Public Works has expressed interest in utilizing an area behind this proposed fire station to store materials used during snow and ice events due to it's central location in the City.</p>
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	185,000
Construction	4,200,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>4,385,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
Debt	-
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
Debt	-
Rollover at FYE 21	-

<b>AVAILABLE BALANCE:</b>	
Debt	-
Rollover less current encumbrances at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	-	-	-	-	-	-	-	-	-	-
Debt Financing	-	4,385,000	-	-	-	-	-	-	4,385,000	-
Grant Funding	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Funding Source Total:</b>	-	<b>4,385,000</b>	-	-	-	-	-	-	<b>4,385,000</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	When the fire station construction is completed, there will be additional staffing of 12 firefighters needed for operations. There will also be annual maintenance and utility costs.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	705,200
		Maintenance	10,000
		Other	-
		<b>Revenues</b>	
			-
		<b>Total:</b>	<b>715,200</b>



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Construction Inspectors	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Public Works **Account #:** 300-4101-52120500

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds are for assistance in project management and construction inspection for projects in excess of \$50,000.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	134,355

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	11,952

<b>AVAILABLE BALANCE:</b>	
Rollover less current encumbrances at FYE 21	Cap Proj (0)

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	146,307	-	-	-	-	-	-	-	146,307	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>146,307</b>	-	-	-	-	-	-	-	<b>146,307</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
<b>Total:</b>		-	

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Gravel Roads Maintenance	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Public Works **Account #:** 300-4101-522203000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds would be used to provide supplemental grading and maintenance activities for the 13 miles of gravel roads.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	811,436

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	363,500

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	350,388

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,174,936	274,896	283,693	292,771	302,140	311,808	321,786	332,083	3,294,112	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>1,174,936</b>	<b>274,896</b>	<b>283,693</b>	<b>292,771</b>	<b>302,140</b>	<b>311,808</b>	<b>321,786</b>	<b>332,083</b>	<b>3,294,112</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Three seasonal equipment operators.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	55,754
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	<b>55,754</b>





**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Repair Major Stormwater Structures (as needed)	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Public Works **Account #:** 300-4101-522250000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds will include the scoping, design and construction of repairs associated with the City's stormwater infrastructure. It is anticipated that as the stormwater system is inspected and inventoried under the requirements of the NPDES stormwater permit that deficiencies in the system will be identified.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>-</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	1,237,800

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	663,564

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	621,193

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,901,364	275,000	275,000	275,000	275,000	275,000	275,000	275,000	3,826,364	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>1,901,364</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>275,000</b>	<b>3,826,364</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	<b>-</b>

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Pavement Management	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Public Works **Account #:** 300-4101-522260000  
340-4101-522260000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds are used for the annual pavement management contract with IMS Infrastructure Management Services, resurfacing/reconstruction program, pavement rejuvenation, and to provide deep patching and edge of roadway repair for those sections of roads which have been prioritized through the pavement management program. The 5 year plan based on prioritized city-wide evaluation of City streets Pavement Condition Index (PCI) rating for each road. Anticipate LMIG funding from GDOT to supplement costs.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>		
	Cap Proj	Cap Grant
Expended Through FY 21	13,547,090	2,844,594

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Proj	Cap Grant
Rollover at FYE 21	1,389,848	0

<b>AVAILABLE BALANCE:</b>		
	Cap Proj	Cap Grant
Rollover less current encumbrances at FYE 21	33,567	0

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	14,419,024	2,033,300	1,980,200	1,536,300	1,700,000	1,700,000	1,700,000	1,700,000	26,768,824	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding (LMIG)	2,844,594	440,000	440,000	440,000	440,000	440,000	440,000	440,000	5,924,594	
Capital Revenues	517,915	110,000	110,000	110,000	110,000	110,000	110,000	110,000	1,287,915	
<b>Funding Source Total:</b>	<b>17,781,533</b>	<b>2,583,300</b>	<b>2,530,200</b>	<b>2,086,300</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>2,250,000</b>	<b>33,981,333</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No impact on the operating budget anticipated as all paving expenses are booked to the capital accounts listed above.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
<b>Total:</b>	-		

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Public Works Yard Improvements	<b>Estimated Project Cost:</b>	\$808,156
		<b>Estimated Completion:</b>	2022

**DEPARTMENT:** Public Works **Account #:** 300-4101-541200001

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Continuing efforts to improve the Public Works Facility behind Fire Station #43 adjacent to the Birmingham Park. Next phase is to design, permit, construct a pole barn to cover the rock/salt material bins. Weather deteriorates the material. The pole barn will reduce the effect of weathering to extend their life and allow them to be readily available when needed. Future improvements may include fencing, building improvements, etc.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	200,000
Land Acquisition	-
Fleet Acquisition	-
Other	608,156
<b>Total Project Cost:</b>	<b>808,156</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
Expended Through FY 21	582,110

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
Rollover at FYE 21	26,046

<b>AVAILABLE BALANCE:</b>	
Rollover less current encumbrances at FYE 21	18,346

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests						Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
Operating Budget	608,156	200,000	-	-	-	-	-	-	808,156
Debt Financing	-	-	-	-	-	-	-	-	-
Grant Funding	-	-	-	-	-	-	-	-	-
Impact Fees (Fire)	-	-	-	-	-	-	-	-	-
<b>Funding Source Total:</b>	<b>608,156</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>808,156</b>

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>		
		<b>Expenditures</b>		
		Personnel	-	
		Maintenance	-	
		Other	-	
<b>Revenues</b>				
			<b>Total:</b>	-



Public Works Yard

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Traffic Calming	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Public Works **Account #:** 300-4101-541400400  
340-4101-541400400

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Section 48-281 (a) of the City of Milton Code of Ordinances provides for a 50% cost sharing on the part of the City for the installation of basic traffic calming devices. This account provides those funds for potential use on qualifying projects as well as funding to address recommendations from the Local Road Safety Plan.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>		
	Cap Proj	Cap Grant
Expended Through FY 21	98,914	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Proj	Cap Grant
Rollover at FYE 21	1,137,449	116,000

<b>AVAILABLE BALANCE:</b>		
	Cap Proj	Cap Grant
Rollover less current encumbrances at FYE 21	1,108,624	116,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,226,334	-	-	-	-	-	-	-	1,226,334	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	116,000	-	-	-	-	-	-	-	116,000	
Other-Traffic Calming Revenues	10,029	-	-	-	-	-	-	-	10,029	
<b>Funding Source Total:</b>	<b>1,352,363</b>	-	-	-	-	-	-	-	<b>1,352,363</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Bridge Replacement Program	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Public Works **Account #:** 300-4101-541401200

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds will be used for design and construction services related to the bridge replacement and improvement program. Bridges will be repaired and maintained in accordance with the recommendations provided in the URS and GDOT inspection reports.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>		
	Cap Proj	Impact Fees
Expended Through FY 21	1,278,494	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Proj	Impact Fees
Rollover at FYE 21	382,679	117,518

<b>AVAILABLE BALANCE:</b>		
	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 21	284,300	117,518

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,661,172	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,761,172	
Debt Financing	-	-	-	-	-	-	-	-	-	
Impact Fees	117,518	110,000	110,000	110,000	110,000	110,000	110,000	110,000	887,518	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>1,778,690</b>	<b>410,000</b>	<b>410,000</b>	<b>410,000</b>	<b>410,000</b>	<b>410,000</b>	<b>410,000</b>	<b>410,000</b>	<b>4,648,690</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		-	
	<b>Total:</b>	-	



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Crabapple SE Connector Conceptual Work	<b>Estimated Project Cost:</b>	\$150,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Public Works

**Account #:**

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services

**Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	This project is for a new location road at either or both Marstrow Dr and Dunbrody Dr from Broadwell Rd to Mid Broadwell Rd to Charlotte Dr. Initial cost is to develop a conceptual plan. Estimated costs for each option will be determined at a later date. Potential future TSPLOST project.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	150,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>150,000</b>

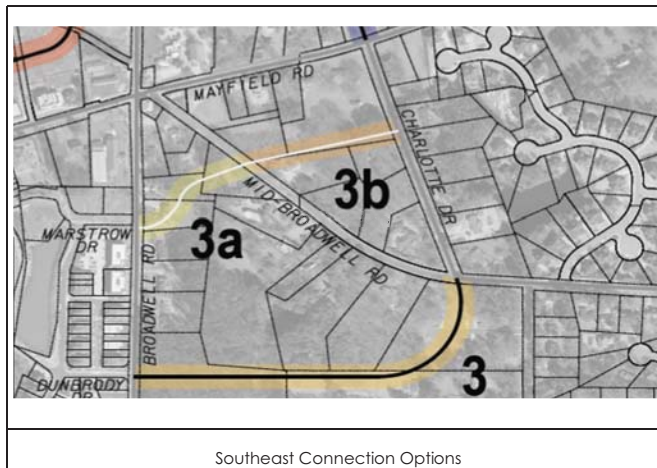
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	150,000

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	150,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	150,000	-	-	-	-	-	-	-	150,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>150,000</b>	-	-	-	-	-	-	-	<b>150,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Concept development has not been finalized. Operating impact to be determined upon final design approval.	<b>Estimated Annual Impact:</b>												
		<table border="1"> <tr> <td colspan="2"><b>Expenditures</b></td> </tr> <tr> <td>Personnel</td> <td align="right">-</td> </tr> <tr> <td>Maintenance</td> <td align="right">-</td> </tr> <tr> <td>Other</td> <td align="right">-</td> </tr> <tr> <td colspan="2"><b>Revenues</b></td> </tr> <tr> <td></td> <td align="right">-</td> </tr> <tr> <td align="right"><b>Total:</b></td> <td align="right">-</td> </tr> </table>	<b>Expenditures</b>		Personnel	-	Maintenance	-	Other	-	<b>Revenues</b>			-
<b>Expenditures</b>														
Personnel	-													
Maintenance	-													
Other	-													
<b>Revenues</b>														
	-													
<b>Total:</b>	-													



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Sidewalk & Trail Construction and Repair	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Public Works **Account #:** 300-4101-541301300

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	City-wide sidewalk, trail and curb & gutter construction and repairs.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>		
	Cap Proj	Cap Grant
Expended Through FY 21	713,005	32,619

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Proj	Cap Grant
Rollover at FYE 21	1,117,094	-

<b>AVAILABLE BALANCE:</b>		
	Cap Proj	Cap Grant
Rollover less current encumbrances at FYE 21	1,026,951	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,717,382	100,000	100,000	100,000	100,000	100,000	100,000	100,000	2,417,382	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding-CDBG	32,619	-	-	-	-	-	-	-	32,619	
Other-Sidewalk Replacement Fund	112,717	-	-	-	-	-	-	-	112,717	
<b>Funding Source Total:</b>	<b>1,862,718</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>2,562,718</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	Impact is neutral as any costs to edge/mow around the new sidewalks/trails will be offset by a decrease in overall right of way mowing expenses.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
<b>Total:</b>	<b>-</b>		

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Crabapple Pedestrian Enhancements	<b>Estimated Project Cost:</b>	\$629,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Public Works

**Account #:** 300-4101-541401708

**STRATEGIC PLAN STRATEGY:** Strategic, Efficient & Engaged Government

**STRATEGIC ACTION ITEM:** Create a safer commute for pedestrians

**Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	To provide enhanced pedestrian mobility within the Crabapple area. Adds crosswalks on Heritage Walk, and Crabapple Road (SR372), refuge islands on Crabapple Road (SR372) and additional parking where possible.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	100,000
Construction	529,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>629,000</b>

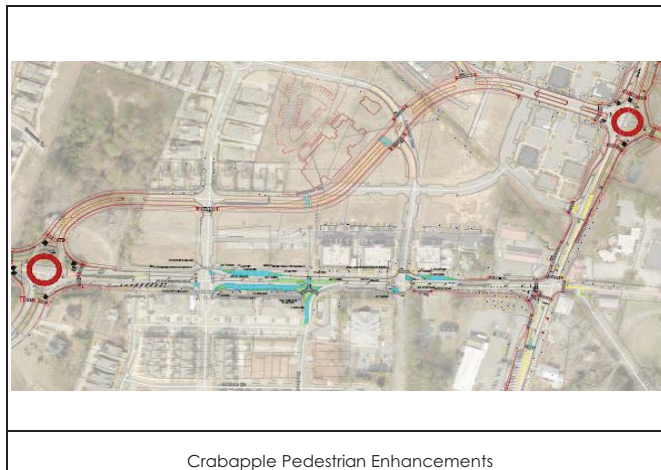
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	102,576

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	526,424

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	521,674

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	629,000	-	-	-	-	-	-	-	629,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>629,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>629,000</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>	-		
	<b>Total:</b>	-	



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Trail Connection to Big Creek Greenway	<b>Estimated Project Cost:</b>	\$8,430,000
		<b>Estimated Completion:</b>	2025

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400007

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	The City of Milton has completed a local Comprehensive Transportation Plan, North Fulton Comprehensive Transportation Plan, and Livable Centers Initiative that all looked at multi-use connections in areas of the City and regional connections. Milton's Multi-use Trail Connection to the Big Creek Greenway is a project that creates multi-use connections in the Windward Parkway Activity Center and surrounding areas between regional thoroughfare networks, schools, parks, senior centers, retail, MARTA bus routes, and greenways. Given the potential scope of this project, both short and long term connections to the Big Creek Greenway will be evaluated.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	750,000
Construction	2,500,000
Land Acquisition	5,000,000
Fleet Acquisition	-
Other	180,000
<b>Total Project Cost:</b>	<b>8,430,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>		
	Cap Grant	TSPLOST
Expended Through FY 21	295,318	82,520

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Grant	TSPLOST
Rollover at FYE 21	-	1,172,162

<b>AVAILABLE BALANCE:</b>		
	Cap Grant	TSPLOST
Rollover less current encumbrances at FYE 21	-	809,706

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	320,318	-	-	-	-	-	-	-	320,318	
TSPLOST Funding	599,682	-	880,000	-	-	-	-	-	1,479,682	
Grant Funding	400,000	-	4,000,000	2,000,000	-	-	-	-	6,400,000	
Alpharetta, NFCID & GDOT TAP	230,000	-	-	-	-	-	-	-	230,000	
<b>Funding Source Total:</b>	<b>1,550,000</b>	-	<b>4,880,000</b>	<b>2,000,000</b>	-	-	-	-	<b>8,430,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Upon completion of a trail connection, additional maintenance needs is anticipated at approx. \$5000/mile to include trimming, edging, vegetation control, blowing, trash service etc.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	5,000
<b>Revenues</b>			
	-		
<b>Total:</b>		<b>5,000</b>	



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Crabapple @ Green Intersection Improvements	<b>Estimated Project Cost:</b>	\$125,000
		<b>Estimated Completion:</b>	2022

**DEPARTMENT:** Public Works

**Account #:** 300-4101-541401709  
335-4101-541401709

**STRATEGIC PLAN STRATEGY:** Strategic, Efficient & Engaged Government

**STRATEGIC ACTION ITEM:** Create a safer commute for pedestrians

**Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Supplemental costs to assist the GDOT project to include a right turn on Green and raised median with extra pavement width to create the Florida T on Crabapple. Design funding to support future partnership improvement project with GDOT.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	50,000
Construction	75,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>125,000</b>

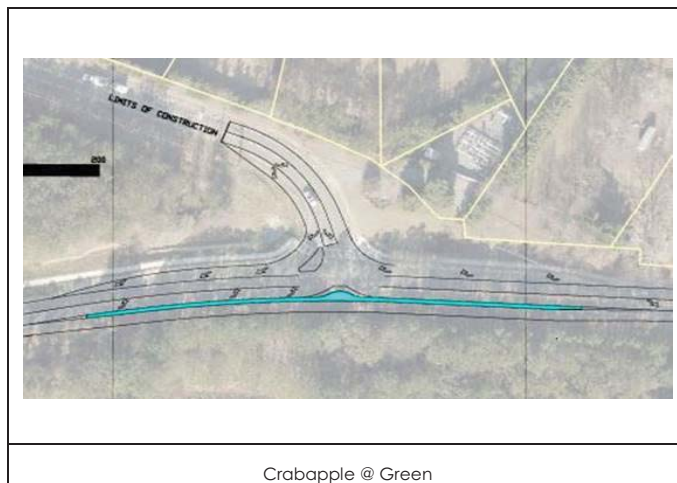
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	72,588

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	2,412

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	2,412

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	75,000	-	-	-	-	-	-	-	75,000	
TSPLOST Funding	-	50,000	-	-	-	-	-	-	50,000	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>75,000</b>	<b>50,000</b>	-	-	-	-	-	-	<b>125,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



Crabapple @ Green



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Vehicle Replacement Reserve (Public Works)	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Public Works **Account #:** 300-4101-542201000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds provide for standard replacement of Public Works vehicles.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	251,497

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	253,000

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	168,486

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	494,272	15,000	15,000	15,000	15,000	15,000	15,000	15,000	599,272	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other - Insurance Proceeds	10,225	-	-	-	-	-	-	-	10,225	
<b>Funding Source Total:</b>	<b>504,497</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>609,497</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	The impact will involve general vehicle maintenance, insurance, and fuel.	<b>Estimated Annual Impact:</b>										
		<table border="0"> <tr> <td><b>Expenditures</b></td> <td></td> </tr> <tr> <td>Personnel</td> <td align="right">-</td> </tr> <tr> <td>Maintenance</td> <td align="right">500</td> </tr> <tr> <td>Other</td> <td align="right">-</td> </tr> <tr> <td><b>Revenues</b></td> <td></td> </tr> <tr> <td align="right"><b>Total:</b></td> <td align="right"><b>500</b></td> </tr> </table>	<b>Expenditures</b>		Personnel	-	Maintenance	500	Other	-	<b>Revenues</b>	
<b>Expenditures</b>												
Personnel	-											
Maintenance	500											
Other	-											
<b>Revenues</b>												
<b>Total:</b>	<b>500</b>											

**CAPITAL INITIATIVE REQUEST FORM**

<b>PROJECT NAME:</b>	Traffic Signal Battery Backups	<b>Estimated Project Cost:</b>	\$39,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Public Works

**Account #:** 300-4101-542500000

**STRATEGIC PLAN STRATEGY:** Strategic, Efficient & Engaged Government

**STRATEGIC ACTION ITEM:** Mobility

**Recurring/Non-Recurring:** Non-recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Purchase and install new battery backups for 5 additional traffic signals in the city. The remaining traffic signals are LED lights and draw much less power to keep them running in the event of a power outage. A common occurrence is a power surge or brown out that changes the power flow going into the cabinet and causes signals to go into flash mode. With battery backups, the power can continue to run for at least 3 more hours during an outage and does not send signals into flash.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	77,511
<b>Total Project Cost:</b>	<b>77,511</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	38,511

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	39,000

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	7,653

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	77,511	-	-	-	-	-	-	-	77,511	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>77,511</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>77,511</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	TSPLOST Program Management	<b>Estimated Project Cost:</b>	\$750,000
		<b>Estimated Completion:</b>	2023

**DEPARTMENT:** Public Works

**Account #:** 335-4101-541000000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services

**Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	With the passage of the November 2016 TSPLOST Referendum, as well as a need for support of the existing capital improvement program and land development, the Department of Public Works requested proposals for City Program Management Services. In accordance with our standard procurement practices a Request for Qualifications (RFQ) was issued to identify the most qualified team to provide the required services and BM&K was awarded the City Program Management contract. The services to be provided could include overall program management, design project management, right of way management and acquisition, construction project management, construction inspection, and materials and testing services.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	750,000
<b>Total Project Cost:</b>	<b>750,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	440,763

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	184,237

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	65,865

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	625,000	125,000	-	-	-	-	-	-	750,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>625,000</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>750,000</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact.	<b>Estimated Annual Impact:</b>											
		<table border="1"> <tr> <td colspan="2"><b>Expenditures</b></td> </tr> <tr> <td>Personnel</td> <td align="right">-</td> </tr> <tr> <td>Maintenance</td> <td align="right">-</td> </tr> <tr> <td>Other</td> <td align="right">-</td> </tr> <tr> <td><b>Revenues</b></td> <td align="right">-</td> </tr> <tr> <td align="right"><b>Total:</b></td> <td align="right"><b>-</b></td> </tr> </table>	<b>Expenditures</b>		Personnel	-	Maintenance	-	Other	-	<b>Revenues</b>	-	<b>Total:</b>
<b>Expenditures</b>													
Personnel	-												
Maintenance	-												
Other	-												
<b>Revenues</b>	-												
<b>Total:</b>	<b>-</b>												



Program Management, Right of Way and Construction Inspection by BM&K

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Windward Parkway MIL-038	<b>Estimated Project Cost:</b>	\$500,000
		<b>Estimated Completion:</b>	Beyond 2022

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400001

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Financial support of Alpharetta project ALP-005 Windward Parkway improvements including the addition of one travel lane in each direction from State Route 9 to Westside Parkway to improve traffic flow and safety.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	500,000
<b>Total Project Cost:</b>	<b>500,000</b>

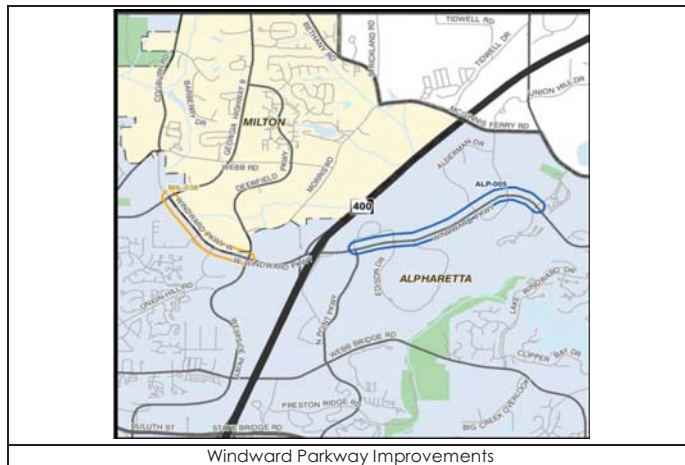
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	500,000

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	500,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	500,000	-	-	-	-	-	-	-	500,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>500,000</b>	-	-	-	-	-	-	-	<b>500,000</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	Concept development has not been finalized. Operating impact to be determined upon final design approval.	<b>Estimated Annual Impact:</b>												
		<table border="1"> <tr> <td><b>Expenditures</b></td> <td></td> </tr> <tr> <td>Personnel</td> <td align="right">-</td> </tr> <tr> <td>Maintenance</td> <td align="right">-</td> </tr> <tr> <td>Other</td> <td align="right">-</td> </tr> <tr> <td><b>Revenues</b></td> <td></td> </tr> <tr> <td></td> <td align="right">-</td> </tr> <tr> <td align="right"><b>Total:</b></td> <td align="right">-</td> </tr> </table>	<b>Expenditures</b>		Personnel	-	Maintenance	-	Other	-	<b>Revenues</b>			-
<b>Expenditures</b>														
Personnel	-													
Maintenance	-													
Other	-													
<b>Revenues</b>														
	-													
<b>Total:</b>	-													



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	SR140 @ Green MIL-009	<b>Estimated Project Cost:</b>	\$1,010,000
		<b>Estimated Completion:</b>	Beyond 2022

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400002

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	This project will consider a new traffic signal for SR 140/Arnold Mill Road at Green Road in response to identification of the project in the 2016 City of Milton Comprehensive Transportation Plan, the 2016 Fulton County TSPLOST initiative project list, and the 2018 North Fulton Comprehensive Transportation Plan. Other improvement alternatives may be considered in coordination with GDOT.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	150,000
Construction	860,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>1,010,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	10,133

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	999,868

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	991,500

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	1,010,000	-	-	-	-	-	-	-	1,010,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>1,010,000</b>	-	-	-	-	-	-	-	<b>1,010,000</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	Concept development has not been finalized. Operating impact to be determined upon final design approval.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-





**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	NE Crabapple Connector MIL005/MIL030	<b>Estimated Project Cost:</b>	\$4,988,300
		<b>Estimated Completion:</b>	2023

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400003

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Provides for the design and construction of the Crabapple northeast connector road from Charlotte Rd to SR 372 and intersection improvements at Charlotte Road and Mayfield Road as identified in the Crabapple Master Plan. <span style="float: right;">\$2,211,700 = right of way donations</span>
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	188,300
Construction	4,445,000
Land Acquisition	200,000
Fleet Acquisition	-
Other	155,000
<b>Total Project Cost:</b>	<b>4,988,300</b>

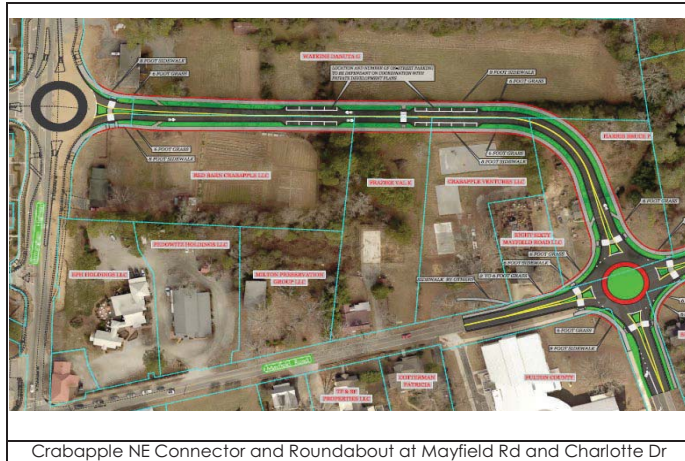
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	3,100,860

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	1,887,440

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	1,877,397

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	4,988,300	-	-	-	-	-	-	-	4,988,300	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>4,988,300</b>	-	-	-	-	-	-	-	<b>4,988,300</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	Operating impact will include right of way mowing, sidewalk maintenance, and landscaping.	<b>Estimated Annual Impact:</b>										
		<table border="1"> <tr> <td><b>Expenditures</b></td> <td></td> </tr> <tr> <td>Personnel</td> <td align="right">-</td> </tr> <tr> <td>Maintenance</td> <td align="right">5,000</td> </tr> <tr> <td>Other</td> <td align="right">-</td> </tr> <tr> <td><b>Revenues</b></td> <td align="right">-</td> </tr> <tr> <td align="right"><b>Total:</b></td> <td align="right"><b>5,000</b></td> </tr> </table>	<b>Expenditures</b>		Personnel	-	Maintenance	5,000	Other	-	<b>Revenues</b>	-
<b>Expenditures</b>												
Personnel	-											
Maintenance	5,000											
Other	-											
<b>Revenues</b>	-											
<b>Total:</b>	<b>5,000</b>											



Crabapple NE Connector and Roundabout at Mayfield Rd and Charlotte Dr

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Hopewell @ Bethany MIL-001	<b>Estimated Project Cost:</b>	\$3,880,000
		<b>Estimated Completion:</b>	2022

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400004

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Operational improvements that will address the intersections of Hopewell Road with Bethany Bend, Bethany Oaks Pointe, and Bethany Way. Includes roundabout at Hopewell Road and Bethany Bend, exit lane from Bethany Oaks Pointe to Bethany Bend, and turn lanes at Hopewell Road and Bethany Way.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	180,000
Construction	3,200,000
Land Acquisition	500,000
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>3,880,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	836,447

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	3,043,553

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	2,926,481

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	3,880,000	-	-	-	-	-	-	-	3,880,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>3,880,000</b>	-	-	-	-	-	-	-	<b>3,880,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Operating impact will include roundabout landscaping maintenance.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	5,000
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	<b>5,000</b>



Project Location

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Freemanville @ B'Ham MIL-004	<b>Estimated Project Cost:</b>	\$1,990,000
		<b>Estimated Completion:</b>	2022

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400005

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Operational improvements of a roundabout that will address the all way stop controlled intersection.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	150,000
Construction	1,385,000
Land Acquisition	100,000
Fleet Acquisition	-
Other	355,000
<b>Total Project Cost:</b>	<b>1,990,000</b>

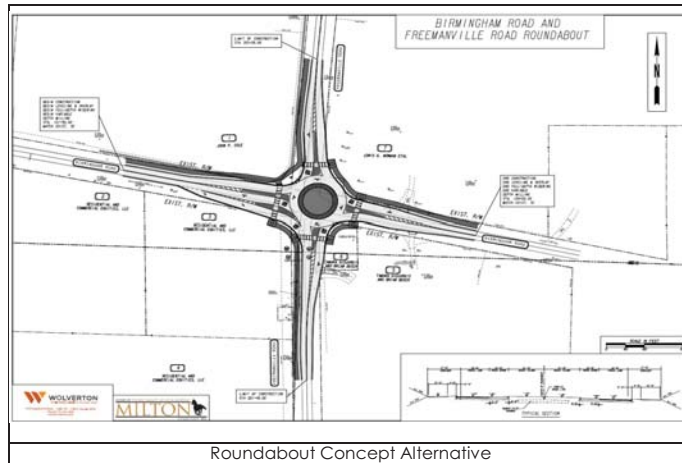
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	114,802

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	1,875,198

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	1,822,855

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	1,990,000	-	-	-	-	-	-	-	1,990,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>1,990,000</b>	-	-	-	-	-	-	-	<b>1,990,000</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	Operating impact will include roundabout landscaping maintenance.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	5,000
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	<b>5,000</b>



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Hopewell @ Thompson MIL-006	<b>Estimated Project Cost:</b>	\$3,800,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400006

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Realignment of offset intersections and operational improvement of a roundabout.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	200,000
Construction	2,435,000
Land Acquisition	500,000
Fleet Acquisition	-
Other	665,000
<b>Total Project Cost:</b>	<b>3,800,000</b>

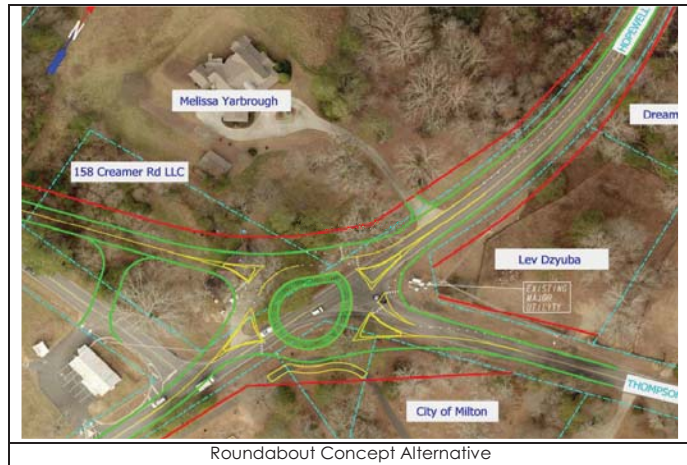
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	1,247,084

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	2,552,916

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	1,012,481

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	3,800,000	-	-	-	-	-	-	-	3,800,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
GDOT HPP Funds	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>3,800,000</b>	-	-	-	-	-	-	-	<b>3,800,000</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	Operating impact will include roundabout landscaping maintenance.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	5,000
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	<b>5,000</b>



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Pedestrian 1 MIL-034	<b>Estimated Project Cost:</b>	\$2,818,336
		<b>Estimated Completion:</b>	2025

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400007

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Develop a multi-purpose, connecting trail system Including determination of shared or separate uses of the proposed trails as it relates to vehicle, pedestrian, bicycle and equestrian uses.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	171,000
Construction	1,847,018
Land Acquisition	800,318
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>2,818,336</b>

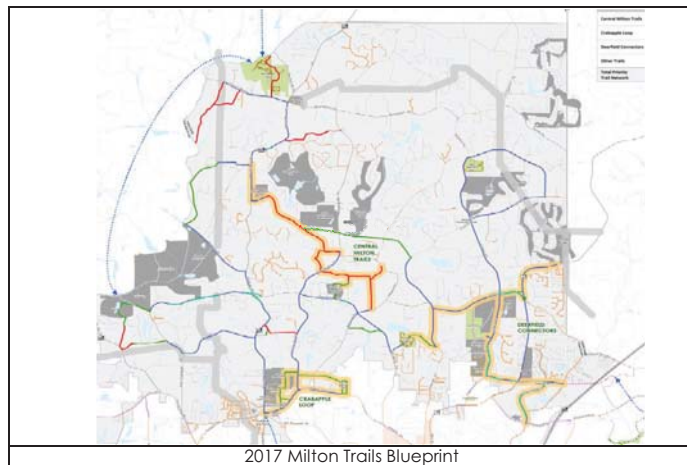
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	323,688

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	1,492,840

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	1,139,973

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	1,816,528	1,001,808	-	-	-	-	-	-	2,818,336	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>1,816,528</b>	<b>1,001,808</b>	-	-	-	-	-	-	<b>2,818,336</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	Trail maintenance will be subject to the type of trail installed.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



2017 Milton Trails Blueprint



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Hopewell @ Hamby MIL-008	<b>Estimated Project Cost:</b>	\$3,420,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400008

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Operational improvement of a roundabout.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	200,000
Construction	2,127,000
Land Acquisition	500,000
Fleet Acquisition	-
Other	593,000
<b>Total Project Cost:</b>	<b>3,420,000</b>

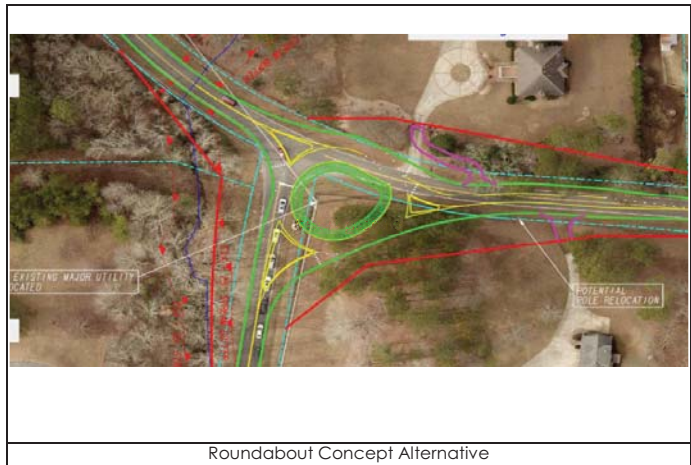
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	1,139,400

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	2,280,600

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	1,516,826

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	3,420,000	-	-	-	-	-	-	-	3,420,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>3,420,000</b>	-	-	-	-	-	-	-	<b>3,420,000</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	Operating impact will include roundabout landscaping maintenance.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	5,000
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	<b>5,000</b>



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Birmingham Middle Bridge MIL-012	<b>Estimated Project Cost:</b>	\$2,803,458
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400009

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	The concept recommendation for improvement is replacing the existing bridge with a triple 10'x10' box culvert and raising the existing road up to six feet at the deepest section to prevent flooding of the roadway for the major storm events. The raising of Birmingham Road will necessitate raising Manor Trace due to the proximity to the intersection. Information regarding additional costs to improve this bridge have been received by staff. The exact estimate is not yet available so additional funds are being allocated in anticipation of the cost increase.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	150,000
Construction	1,450,000
Land Acquisition	10,000
Fleet Acquisition	-
Other	1,193,458
<b>Total Project Cost:</b>	<b>2,803,458</b>

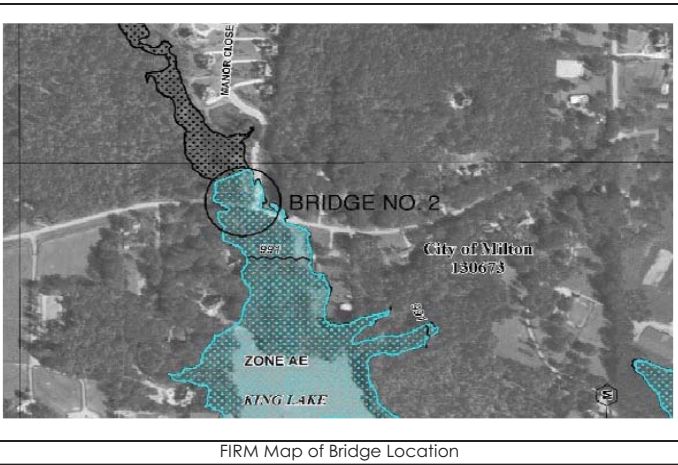
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOT
Rollover at FYE 21	2,803,458

<b>AVAILABLE BALANCE:</b>	
	TSPLOT
Rollover less current encumbrances at FYE 21	2,753,458

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	2,803,458	-	-	-	-	-	-	-	2,803,458	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>2,803,458</b>	-	-	-	-	-	-	-	<b>2,803,458</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Morris Road Widening MIL-031	<b>Estimated Project Cost:</b>	\$6,255,000
		<b>Estimated Completion:</b>	2023

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400010

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	The overall project is for a proposed widening of Morris Road from Webb Road to Bethany Bend tying into McGinnis Ferry Road widening at Bethany Bend. The cross section is proposed as a 4 lane divided roadway with landscaped median/turn lanes and multiuse trail on the north side, including intersection improvements at Webb Road.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	300,000
Construction	3,965,000
Land Acquisition	1,601,163
Fleet Acquisition	-
Other	388,837
<b>Total Project Cost:</b>	<b>6,255,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	677,723

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	2,427,277

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	2,342,671

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	3,105,000	3,150,000	-	-	-	-	-	-	6,255,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding-CDBG	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>3,105,000</b>	<b>3,150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,255,000</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	Concept development has not been finalized. Operating impact to be determined upon final design approval.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Freemanville @ Redd MIL-010	<b>Estimated Project Cost:</b>	\$1,020,000
		<b>Estimated Completion:</b>	2023

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400011

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Operational improvements at the intersection and may include turn lanes, traffic signal or roundabout.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	100,000
Construction	870,000
Land Acquisition	50,000
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>1,020,000</b>

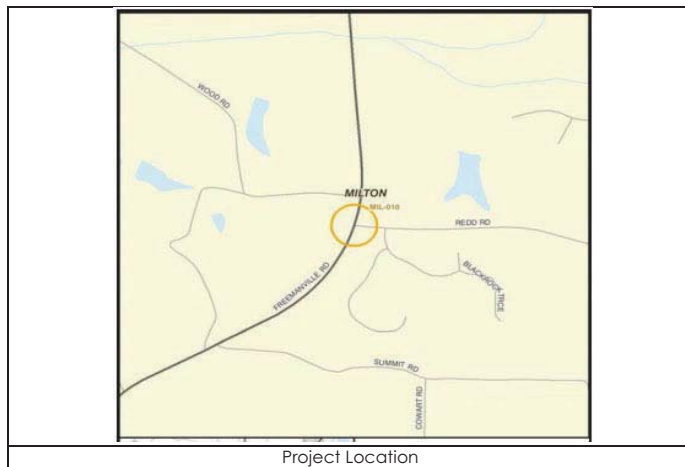
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	19,300

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	490,700

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	460,700

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	510,000	510,000	-	-	-	-	-	-	1,020,000	
Operating Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>510,000</b>	<b>510,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,020,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Concept development has not been finalized. Operating impact to be determined upon final design approval.	<b>Estimated Annual Impact:</b>		
		<b>Expenditures</b>		
		Personnel	-	
		Maintenance	-	
		Other	-	
<b>Revenues</b>				
			<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Bethany @ Providence MIL-002	<b>Estimated Project Cost:</b>	\$1,820,000
		<b>Estimated Completion:</b>	2023

**DEPARTMENT:** Public Works **Account #:** 335-4101-541400012

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Operational improvements at the intersection and may include turn lanes, traffic signal or roundabout.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	150,000
Construction	1,520,000
Land Acquisition	150,000
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>1,820,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	TSPLOST
Expended Through FY 21	19,300

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	TSPLOST
Rollover at FYE 21	680,700

<b>AVAILABLE BALANCE:</b>	
	TSPLOST
Rollover less current encumbrances at FYE 21	650,700

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
TSPLOST Funding	700,000	1,120,000	-	-	-	-	-	-	1,820,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>700,000</b>	<b>1,120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,820,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Concept development has not been finalized. Operating impact to be determined upon final design approval.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-





**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Sites/Park Land Acquisition	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Parks & Recreation

**Account #:** 300-6110-541101000

**STRATEGIC PLAN STRATEGY:** Park & Recreation Enrichment

**STRATEGIC ACTION ITEM:** Increase our capacity for active, passive and linear parks.

**Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	This money will be used to address opportunities to acquire active park land.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>		
	Cap Proj	Impact Fees
Expended Through FY 21	-	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Proj	Impact Fees
Rollover at FYE 21	4,000,000	650,000

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 21	4,000,000	650,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	4,000,000	-	-	-	-	-	-	-	4,000,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	5,200,000	
<b>Funding Source Total:</b>	<b>4,650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>9,200,000</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	The operating impact will depend on the type of land purchased and the end-use of the land.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		-	
		<b>Total:</b>	-

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Park and Trail Expansion	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Parks & Recreation (Active) **Account #:** 300-6110-541401401

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	The funds in this account are allocated for the acquisition or expansion of the City's parks and trails. Trail Master Plan: City staff and the consultant team will work together with community leaders, Milton's Trail Advisory Committee, and the general public to prepare a Trails Master Plan. The purpose of the Trail Master Plan is to develop a vision for the physical infrastructure of trails in order to make walking, bicycling, and equestrian movements convenient and safe for people of all ages. The Master Plan will also refine the existing system of sidewalks, bike lanes, paths, sidewalks, greenways and trails within the City (funding for this project includes \$171,000 from the TSPLOST Pedestrian project account).
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>-</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>		
	Cap Proj	Impact Fees
Expended Through FY 21	1,265,840	2,184,985

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Proj	Impact Fees
Rollover at FYE 21	57,484	722,434

<b>AVAILABLE BALANCE:</b>		
	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 21	9,196	722,434

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget (Capital Projects Fund)	1,323,324	-	-	-	-	-	-	-	1,323,324	
Operating Budget (Capital Grant Fund)	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	2,907,419	-	-	-	-	-	-	-	2,907,419	
<b>Funding Source Total:</b>	<b>4,230,742</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,230,742</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	The operating impact will depend on the type of land purchased and the end-use of the land.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		-	
		<b>Total:</b>	<b>-</b>

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Vehicle Replacement Reserve (Parks & Recreation)	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Parks & Recreation (Active) **Account #:** 300-6110-542201000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds provide for standard replacement of vehicles for Parks & Recreation.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>-</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	26,921

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	7,600

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	7,600

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount	
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028			
Operating Budget	34,521	7,600	7,600	7,600	7,600	7,600	7,600	7,600	7,600	87,721	
Debt Financing	-	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>34,521</b>	<b>7,600</b>	<b>7,600</b>	<b>7,600</b>	<b>7,600</b>	<b>7,600</b>	<b>7,600</b>	<b>7,600</b>	<b>7,600</b>	<b>87,721</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	The impact will involve general vehicle maintenance, insurance, and fuel.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	500
		Other	-
<b>Revenues</b>			
		-	
	<b>Total:</b>	<b>500</b>	

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Site Improvements/Providence Park	<b>Estimated Project Cost:</b>	\$7,161,086
		<b>Estimated Completion:</b>	Beyond 2027

**DEPARTMENT:** Parks & Recreation (Active) **Account #:** 300-6110-541200003  
 340-6110-541200001  
 340-6110-541300100

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Providence Park occupies 42 acres of land off Providence Rd. It has been closed to the public since 2004 to cleanup toxic waste found in the soil. Fulton County completed the remediation of the waste spill in 2015 and turned the park over to the City of Milton. During the years the park was closed, it fell into disrepair. The park was opened in fall 2016 for passive use. A master plan was completed in 2018. Included in this 2 phased plan was the addition of restroom facilities, ADA accessible trails, a boardwalk, two building features for recreational use, a fishing pier, a playground, camping areas and the draining of water out of the rock quarry. In FY2020, trail, restroom and the fishing pier projects will begin. Grant funds were acquired for the ADA trails, restrooms and fishing pier.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	100,000
Construction	7,056,886
Land Acquisition	4,200
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>7,161,086</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>			
	Cap Proj	Grant Fund	Impact Fees
Expended Through FY 21	101,980	159,632	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>			
	Cap Proj	Grant Fund	Impact Fees
Rollover at FYE 21	1,686,436	868,559	96,982

**4,956,416**

<b>AVAILABLE BALANCE:</b>			
	Cap Proj	Grant Fund	Impact Fees
Rollover less current encumbrances at FYE 21	1,646,436	127,590	96,982

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget (Capital Projects Fund)	1,788,416	468,000	450,000	450,000	450,000	450,000	450,000	450,000	4,956,416	
Operating Budget (Capital Grant Fund)*	628,190	-	-	-	-	-	-	-	628,190	
Grant Funding*	400,000	-	-	-	-	-	-	-	400,000	
Impact Fees**	96,982	-	-	-	-	-	-	-	96,982	
<b>Funding Source Total:</b>	<b>2,913,588</b>	<b>468,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>6,081,588</b>	<b>1,079,497</b>

\*The Capital Grant Fund includes funding for the following projects: bathroom renovation/lake pier/trail construction.

\*\*Impact Fees will be used toward trail construction costs beyond the approved grant funding.

<b>IMPACT ON OPERATING BUDGET:</b>	Final operating costs and cleaning costs will be determined upon concept/design approval.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Bell Memorial Park (Turf Field Replacement)	<b>Estimated Project Cost:</b>	\$750,000
		<b>Estimated Completion:</b>	2026

**DEPARTMENT:** Park & Recreation Enrichment **Account #:** 300-6110-541401500

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds will be used to implement capital improvements at Bell Memorial Park. The two artificial turf fields were constructed in 2015. The average lifespan of the carpet with the usage that occurs at Bell Memorial Park (playing surface) is 8-12 years. Currently, in 2021, the fields are still wearing quite well. These funds will be utilized to replace the carpet and infill.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	750,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>750,000</b>

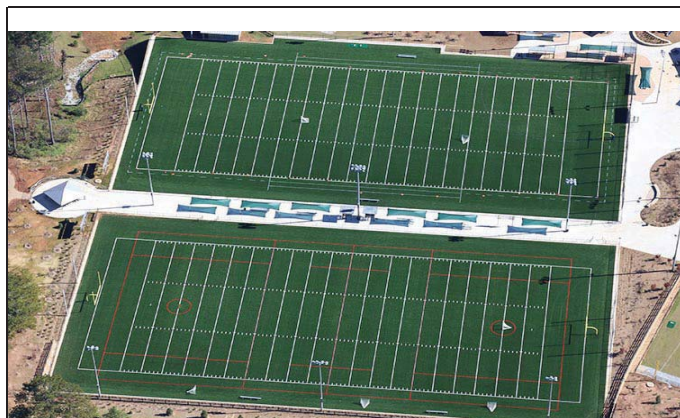
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	-

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	-	200,000	200,000	200,000	150,000	-	-	-	750,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other Funding	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>750,000</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	Annual maintenance for the listed improvement is minimal.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



Bell Memorial Park Fields 1 & 2



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Site Improvements/Cox Road	<b>Estimated Project Cost:</b>	\$1,910,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Parks & Recreation (Active) **Account #:** 300-6110-541200004

**STRATEGIC PLAN STRATEGY:** Park & Recreation Enrichment

**STRATEGIC ACTION ITEM:** Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds will be used to implement capital improvements to the facility on Cox Road. The improvements will focus on fencing and netting needs around the newly turfed fields. The majority of the expenses will go towards the turfing of both rectangular fields.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	35,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	1,875,000
<b>Total Project Cost:</b>	<b>1,910,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>		
	Cap Proj	Impact Fees
Expended Through FY 21	-	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>		
	Cap Proj	Impact Fees
Rollover at FYE 21	519,632	1,017,108

<b>AVAILABLE BALANCE:</b>		
	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 21	519,632	1,017,108

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	519,632	373,260	-	-	-	-	-	-	892,892	
Other Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	1,017,108	-	-	-	-	-	-	-	1,017,108	
<b>Funding Source Total:</b>	<b>1,536,740</b>	<b>373,260</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,910,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Annual maintenance to the netting and fencing will be minimal. Revenue forecasts are based on field rentals once all facilities are in place (including the new athletic park scheduled to open in FY 2024).	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>	(20,000)		
	<b>Total:</b>	<b>(20,000)</b>	



Cox Road Facility

**CAPITAL IMPROVEMENT PLAN**

<b>Land Conservation</b>	New Active Athletic Complex	<b>Estimated Project Cost:</b>	\$16,000,000
		<b>Estimated Completion:</b>	2024

**DEPARTMENT:** Parks & Recreation (Active)

**Account #:** [Finance will create account #]

**STRATEGIC PLAN STRATEGY:** Park & Recreation Enrichment

**STRATEGIC ACTION ITEM:**

**Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	The next step in the development of our Parks facilities is the development of another athletic park, similar to Bell Memorial Park, with the addition of an indoor community center. The needs of the community include 3-4 baseball fields, another 1-2 rectangular fields and a community center with at least 2 gymnasiums and some classroom space. This indoor space could be used for basketball, exercise classes, summer camps, art classes, dance classes, active senior activities and adult activities. The comprehensive master plan found an immediate need for the athletic fields as well as an additional 60,216 square feet of indoor recreation center space. While the master plan calls for over 60,000 square foot of space, staff recommends a Community Center with roughly 30,000-40,000 square feet of space. The master plan plan recommends a multi-generational community center that would provide programming for all age ranges from youth to active seniors (active seniors being a gap in our programming). Next steps would be planning, design then construction.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	525,000
Construction	15,475,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>16,000,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Debt
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Debt
Rollover at FYE 21	1,000,000

<b>AVAILABLE BALANCE:</b>	
	Debt
Rollover less current encumbrances at FYE 21	1,000,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,000,000	800,000	-	-	-	-	-	-	1,800,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	3,000,000	3,000,000	3,000,000	-	-	-	-	9,000,000	
<b>Funding Source Total:</b>	<b>1,000,000</b>	<b>3,800,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,800,000</b>	<b>5,200,000</b>

<b>IMPACT ON OPERATING BUDGET:</b>	Forecasted expenses are based on the annual cost to maintain the facility including landscaping, grounds maintenance, facility upkeep, staffing, operations, utilities, etc. Revenue forecasts are based on potential programming and field rentals.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	198,699
		Maintenance	195,000
		Other	-
<b>Revenues</b>			
		(30,000)	
		<b>Total:</b>	<b>363,699</b>



Rendering of a Community Center and Active Park

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Former Milton Country Club Facility Improvements (Active)	<b>Estimated Project Cost:</b>	\$3,024,000
		<b>Estimated Completion:</b>	Beyond 2026

**DEPARTMENT:** Parks & Recreation (Active) **Account #:** 300-6110-541300102

**STRATEGIC PLAN STRATEGY:** Park & Recreation Enrichment

**STRATEGIC ACTION ITEM:** Increase our capacity for active, passive and linear parks **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	A master plan for the Former Milton Country Club was completed and adopted in August of 2019. For the active acres, the master plan called for the renovation of the clubhouse to support active, indoor recreation programming. As part of this renovation, the existing cart barn to the east of the building along with other structures are to be removed. Throughout the phasing, the plan suggests for additional parking, tennis courts, pool improvements, sand volleyball courts and a covered addition onto the back side of the clubhouse.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	3,014,000
Land Acquisition	-
Fleet Acquisition	-
Other	10,000
<b>Total Project Cost:</b>	<b>3,024,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	114,873

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	885,127

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	808,677

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,000,000	450,000	450,000	450,000	450,000	224,000	-	-	3,024,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>1,000,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>224,000</b>	<b>-</b>	<b>-</b>	<b>3,024,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Cleaning and maintenance forecasts have been accounted for based on current building layout projections. Revenue forecasts are based on planned programming in the new clubhouse and facility rental fees will be assessed if approved by Council.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	14,000
		Other	-
<b>Revenues</b>	(14,200)		
	<b>Total:</b>	<b>(200)</b>	



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Land Conservation	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	2030

**DEPARTMENT:** Passive Parks/Greenspace **Account #:** 310-6210-541100001

**STRATEGIC PLAN STRATEGY:** Protect and Preserve Open Space

**STRATEGIC ACTION ITEM:** Open Space Preservation **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Since a \$25 million greenspace bond was approved by our citizens in November 2017, the City and the Milton Greenspace Advisory Committee (MGAC) are now working on the creation of a viable conservation plan. All bond funds used to purchase greenspace will be accounted for in this conservation account within the Passive Parks/Greenspace Department.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>-</b>

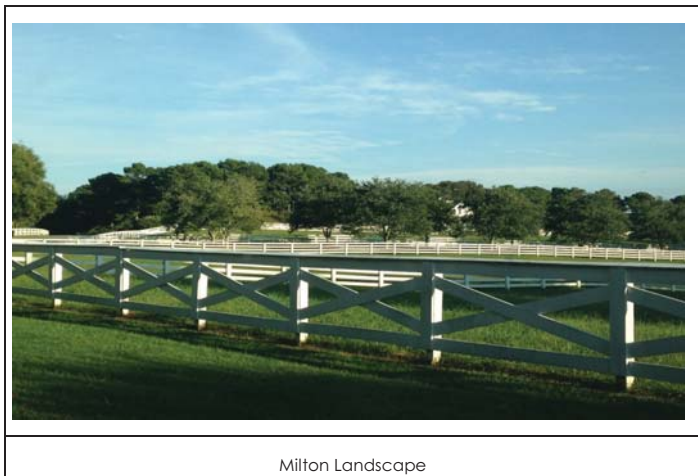
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	G.O. Bond Fd
Expended Through FY 21	21,150,645

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	G.O. Bond Fd
Rollover at FYE 21	5,015,518

<b>AVAILABLE BALANCE:</b>	
	G.O. Bond Fd
Rollover less current encumbrances at FYE 21	4,968,256

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Other Revenue	37,350	-	-	-	-	-	-	-	37,350	
GO Bond	25,376,842	-	-	-	-	-	-	-	25,376,842	
Interest Earnings	751,970	500	-	-	-	-	-	-	752,470	
<b>Funding Source Total:</b>	<b>26,166,163</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,166,663</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	The cost of maintenance (mowing, litter pickup, etc) for each parcel purchased will have an impact on the operating fund.	<b>Estimated Annual Impact:</b>										
		<table border="0"> <tr> <td><b>Expenditures</b></td> <td></td> </tr> <tr> <td>Personnel</td> <td align="right">-</td> </tr> <tr> <td>Maintenance</td> <td align="right">-</td> </tr> <tr> <td>Other</td> <td align="right">-</td> </tr> <tr> <td><b>Revenues</b></td> <td align="right">-</td> </tr> <tr> <td><b>Total:</b></td> <td align="right"><b>-</b></td> </tr> </table>	<b>Expenditures</b>		Personnel	-	Maintenance	-	Other	-	<b>Revenues</b>	-
<b>Expenditures</b>												
Personnel	-											
Maintenance	-											
Other	-											
<b>Revenues</b>	-											
<b>Total:</b>	<b>-</b>											



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Site Improvements/Passive Parks	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Passive Parks/Greenspace **Account #:** 300-6210-541200000

**STRATEGIC PLAN STRATEGY:** Park & Recreation Enrichment

**STRATEGIC ACTION ITEM:** Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Funding will accrue in this account for the purposes of improving Milton's passive parks/greenspace. As project proposals/plans are approved by Mayor and Council the funds will be allocated to the line item for that specific park.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>-</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	1,265,000

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	1,265,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,265,000	-	-	-	-	-	-	-	1,265,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>1,265,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,265,000</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	TBD once the implementation for the approved plans have been determined.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	<b>-</b>



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Site Improvements/Birmingham Park	<b>Estimated Project Cost:</b>	\$1,500,000
		<b>Estimated Completion:</b>	Beyond 2026

**DEPARTMENT:** Passive Parks/Greenspace **Account #:** 300-6210-541200003

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	This 200+ acre site is on the north end of the City behind Fire Station 43 (750 Hickory Flat Rd). It is currently an undeveloped, passive park that is open to the public for activities like hiking, horseback riding, dog walking, etc. Improvements and improvement phases for the Park are proposed in the Comprehensive Trail Master Plan 2020.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	250,000
Construction	1,250,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>1,500,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	-

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests						Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
Operating Budget	-	300,000	300,000	300,000	300,000	300,000	-	-	1,500,000
Debt Financing	-	-	-	-	-	-	-	-	-
Grant Funding	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Funding Source Total:</b>	-	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	-	-	<b>1,500,000</b>

<b>IMPACT ON OPERATING BUDGET:</b>	Operating impact will be determined upon final concept/design approval.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		<b>Revenues</b>	
		Other	-
		<b>Total:</b>	-



Birmingham Park

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Site Improvements/Mayfield Farm Park	<b>Estimated Project Cost:</b>	\$35,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Passive Parks/Greenspace **Account #:** 300-6210-541200004

**STRATEGIC PLAN STRATEGY:** Park & Recreation Enrichment

**STRATEGIC ACTION ITEM:** Explore partnerships and relationships to meet the needs of the community. **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Planning initiatives for Mayfield Farm Park in cooperation with the City of Alpharetta.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	35,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>35,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	35,000

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	35,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	35,000	-	-	-	-	-	-	-	35,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>35,000</b>	-	-	-	-	-	-	-	<b>35,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	The operating costs for this park will be determined once final concept/design have been approved.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Facility Repair & maintenance/Mayfield Road Stormwater Facility	<b>Estimated Project Cost:</b>	\$0
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Passive Parks/Greenspace

**Account #:** 300-6210-522220010

**STRATEGIC PLAN STRATEGY:**

**STRATEGIC ACTION ITEM:**

**Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds were collected as part of the development agreement for the Lakeside Park property on Mayfield Road. They have been set aside to be spent on major repairs to the stormwater structure when required.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	45,722

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	45,722

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Capital Revenues	45,722	-	-	-	-	-	-	-	45,722	
<b>Funding Source Total:</b>	<b>45,722</b>	-	-	-	-	-	-	-	<b>45,722</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	<b>Estimated Annual Impact:</b>	
	<b>Expenditures</b>	
	Personnel	-
	Maintenance	-
	Other	-
<b>Revenues</b>		
	<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Site Improvements/Former Milton Country Club Passive	<b>Estimated Project Cost:</b>	\$6,120,000
		<b>Estimated Completion:</b>	Beyond 2026

**DEPARTMENT:** Passive Parks/Greenspace **Account #:** 300-6210-541200001

**STRATEGIC PLAN STRATEGY:** Park & Recreation Enrichment

**STRATEGIC ACTION ITEM:** Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	The Former Milton Country Club Master Plan was adopted August 19, 2019. The funding outlined in this project represents the anticipated costs associated with carrying out phases 1 (A, B, C, D), 2, 3, and hydrology improvements of the approved master plan.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	6,120,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>6,120,000</b>

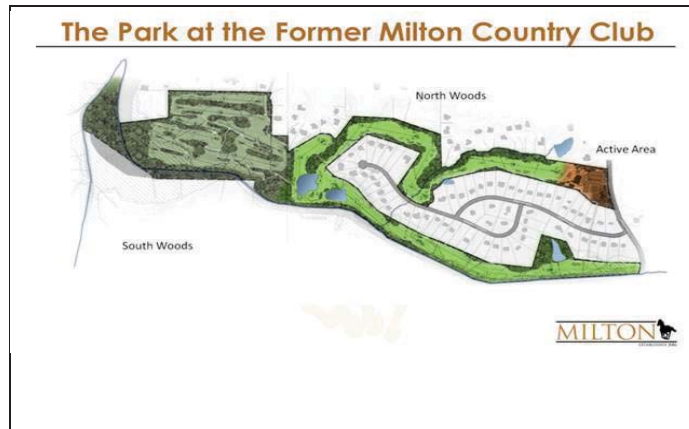
<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	28,108

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	1,310,080

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	311,202

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	1,338,188	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,738,188	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>1,338,188</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>2,738,188</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	TBD once the implementation for the approved plan has been determined.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
	-		
	<b>Total:</b>	-	



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Site Improvements/Lackey Road	<b>Estimated Project Cost:</b>	\$45,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Passive Parks/Greenspace **Account #:** 300-6210-541200001

**STRATEGIC PLAN STRATEGY:** Park & Recreation Enrichment

**STRATEGIC ACTION ITEM:** Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	The Lackey Road property dam outfall structure is showing signs of leakage. Staff wants to hire an engineer specializing and credentialed in dam work to investigate, analyze and draft plan to rehab and repair. Staff anticipates having to hire a contractor to make repairs once the engineering work is completed. Estimating the repair work is not possible until then.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	45,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>45,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	45,000

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	45,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	45,000	-	-	-	-	-	-	-	45,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>45,000</b>	-	-	-	-	-	-	-	<b>45,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Additional impact will be determined upon completion of the inspection.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



Lackey Road Property



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Tree Recompense Fund	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Community Development **Account #:** 300-7410-541200001

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	<p>To provide for an on-call contract for the purchase of trees, including installation and maintenance costs to service such trees. Said trees to be located within public spaces.</p> <p>These funds are generated from tree recompense fees paid by developers.</p>
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>-</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	322,187

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	52,811

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	52,811

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Tree Recompense Fees	374,998	-	-	-	-	-	-	-	374,998	
<b>Funding Source Total:</b>	<b>374,998</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>374,998</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
		<b>Revenues</b>	-
		<b>Total:</b>	<b>-</b>

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Gateway/Wayfinding Signage and Historic Markers	<b>Estimated Project Cost:</b>	\$718,313
		<b>Estimated Completion:</b>	2023

**DEPARTMENT:** Community Development **Account #:** 300-7410-521200007

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	This is a continuation of the wayfinding signage program. It includes planning and construction of signage for the Deerfield area. Additionally, it includes "welcome" signage at the entrances to the City; and, additional historic markers for the City.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	60,000
Construction	658,313
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>718,313</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	205,755

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	254,430

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	251,850

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	463,313	105,000	25,000	25,000	25,000	25,000	25,000	25,000	718,313	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding - GDOT	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>463,313</b>	<b>105,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>718,313</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	Annual maintenance is minimal.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
		<b>Revenues</b>	-
		<b>Total:</b>	<b>-</b>



Gateway Signage

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Unified Development Code	<b>Estimated Project Cost:</b>	\$195,000
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Community Development **Account #:** 300-7410-521200008

**STRATEGIC PLAN STRATEGY:** Strategic, Efficient & Engaged Government

**STRATEGIC ACTION ITEM:** Establish a Unified Development Code **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Through the use of professional services, the intent of this project is to create a Unified Development Code that will re-organize and update the City's zoning code, tree ordinance, subdivision regulations, development regulations, and sign ordinance into one coordinated document. By reorganizing and coordinating all of the City's development regulations into one "master" document, confusion regarding our regulations will be eliminated and clarity will be achieved. This will relate to enhanced customer service. Measurement of performance will relate to the completion of the document which is estimated to be completed by 2021.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	195,000
<b>Total Project Cost:</b>	<b>195,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	128,565

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	66,435

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	(0)

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	195,000	-	-	-	-	-	-	-	195,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>195,000</b>	-	-	-	-	-	-	-	<b>195,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact outside of periodic updates.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Permit Tracking Software	<b>Estimated Project Cost:</b>	\$271,697
		<b>Estimated Completion:</b>	Nov-20

**DEPARTMENT:** Community Development **Account #:** 300-7410-542401000

**STRATEGIC PLAN STRATEGY:** Strategic, Efficient & Engaged Government

**STRATEGIC ACTION ITEM:** Create Program to Allow Online Tracking and Submission of Permits **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Funding will go towards the purchase of new permit tracking software which will allow for electronic plan review and other workflow enhancements.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	271,697
<b>Total Project Cost:</b>	<b>271,697</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	174,478

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	97,219

<b>AVAILABLE BALANCE:</b>	
Rollover less current encumbrances at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	271,697	-	-	-	-	-	-	-	271,697	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>271,697</b>	-	-	-	-	-	-	-	<b>271,697</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Annual maintenance costs for year 1-5:	<b>Estimated Annual Impact:</b>	
	Year 1 - \$28,236 (included in original project cost; to be moved to the General Fund when project is complete)	<b>Expenditures</b>	
	Year 2 - \$30,213	Personnel	-
	Year 3 - \$31,723	Maintenance	28,236
	Year 4 - \$33,309	Other	-
Year 5 - \$33,986	<b>Revenues</b>		
		<b>Total:</b>	<b>28,236</b>

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Equestrian Zoning and Large Lot Incentive Study	<b>Estimated Project Cost:</b>	\$35,000
		<b>Estimated Completion:</b>	Fall 2020

**DEPARTMENT:** Community Development

**Account #:** 300-7410-521200000

**STRATEGIC PLAN STRATEGY:** Preserve What Makes Milton Unique

**STRATEGIC ACTION ITEM:** Safeguard historic landmarks, farms, woodlands, streams and open spaces.

**Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Equestrian Zoning and Large Lot Incentive Study - The goal of this study is to strengthen the Milton's equestrian character through long-range planning and land-use practices. The study will explore various options to update the City's zoning code like creating a separate zoning category called "Equestrian Estates", creating an Equestrian Estate Overlay District, text amendments to AG1 zoning category to make it more equestrian friendly, or propose use permits for property owners with horses on AG1. The study will also explore various incentives that could be offered to the large lot property owners, like property tax incentives, and administrative project approvals. The consultant will take community input through stakeholder sessions and will work collaboratively with the Equestrian Committee.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	35,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>35,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	24,945

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	10,055

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	35,000	-	-	-	-	-	-	-	35,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>35,000</b>	-	-	-	-	-	-	-	<b>35,000</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	No future impact known at this time.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Georgia Smart Communities Challenge Grant (Technology-Enabled Smarter Safer Routes to School for the City of Milton, GA)	<b>Estimated Project Cost:</b>	\$125,000
		<b>Estimated Completion:</b>	Fall 2020

**DEPARTMENT:** Community Development **Account #:** 340-7410-521200004

**STRATEGIC PLAN STRATEGY:** Economic Development

**STRATEGIC ACTION ITEM:** Maximize available commercial capacity in appropriately defined areas **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	The City of Milton is one of the four communities in the State that received the Georgia Smart Communities Challenge Grant for FY 2019-2020. Through this grant, the City will study and develop a smart-communication application for smart phones that would build upon and enhance the previously implemented Safe Routes to Schools (SRTS) program in the downtown Milton/ Crabapple area. This smart phone app would be developed to provide a real-time group communication mechanism for parents of kids who want to walk to school in a group with other kids, also known as a walking school bus. The app would serve three primary purposes: 1. Connect parents with each other and with tools to schedule supervised groups walking and biking to school together 2. Designate and map primary walking and biking corridors to enhance the safety in numbers aspect of trips to school 3. Provide walking school bus wait time information to parents using GPS locations of the leader parents This project will be a planning and pilot study in the area of Smart Mobility. One of the most prevalent sentiments aiding the resistance to walking and biking to school is the perception that it may be unsafe.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	62,500
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>62,500</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Grant
Expended Through FY 21	61,648

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Grant
Rollover at FYE 21	852

<b>AVAILABLE BALANCE:</b>	
	Cap Grant
Rollover less current encumbrances at FYE 21	(0)

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	12,500	-	-	-	-	-	-	-	12,500	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	50,000	-	-	-	-	-	-	-	50,000	
Other (in-kind)	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>62,500</b>	-	-	-	-	-	-	-	<b>62,500</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	No future impact known at this time.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
		<b>Revenues</b>	-
	<b>Total:</b>	-	



**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Impact Fee CIE/Methodology Updates/Impact Fee Administration	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Community Development **Account #:** 350-7410-521200000

**STRATEGIC PLAN STRATEGY:** Strategic, Efficient & Engaged Government

**STRATEGIC ACTION ITEM:** Streamline Processes **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	The original Impact Fee Ordinance and methodology were adopted in 2015. The 2012 Parks and Rec Plan and Trails Plan were the basis for the original ordinance. These plans have been updated, and others have been adopted as well. Therefore, the updated plans and their projects need to be reflected in a updated Impact Fee Ordinance and methodology plan. In addition, the ordinance will update the proration of population, housing, employment, and traffic generation forecasts for the City to the target year 2040. It will provide an amended Capital Improvements Element and prepare of a revised schedule of impact fees. Annual updates to the CIE will also be funded from this account. Funding may also be utilized for any impact fee related administrative costs such as employee salaries, consultant review, etc.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>-</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Impact Fees
Expended Through FY 21	15,451

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Impact Fees
Rollover at FYE 21	76,253

<b>AVAILABLE BALANCE:</b>	
	Impact Fees
Rollover less current encumbrances at FYE 21	39,298

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	91,704	30,000	30,000	30,000	30,000	30,000	30,000	30,000	301,704	
<b>Funding Source Total:</b>	<b>91,704</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>301,704</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	No additional impact anticipated.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		-	
		<b>Total:</b>	-

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	City of Milton 10-Year Comprehensive Plan	<b>Estimated Project Cost:</b>	\$173,700
		<b>Estimated Completion:</b>	2021

**DEPARTMENT:** Community Development **Account #:** 300-7410-521207400

**STRATEGIC PLAN STRATEGY:** Preserve What Makes Milton Unique

**STRATEGIC ACTION ITEM:** Stay compliant with DCA Qualified Local Government Status **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	<p>Every 10 years, the Department of Community Affairs requires that Qualified Local Governments complete a new comprehensive plan. The City of Milton will be required to have the plan completed in October 2021. The plan will need to be transmitted to the Atlanta Regional Commission in July 2021. This includes professional services and incidental costs for:</p> <ul style="list-style-type: none"> <li>•Community engagement and workshops</li> <li>•Media materials</li> <li>•Stakeholder (CPAC) meetings</li> <li>•Data collection</li> <li>•Research data</li> <li>•GIS services</li> <li>•Draft documents and edits</li> <li>•Council meeting presentations</li> </ul>
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	173,700
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>173,700</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	108,257

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	65,443

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	48,700

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	173,700	-	-	-	-	-	-	-	173,700	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>173,700</b>	-	-	-	-	-	-	-	<b>173,700</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	There will be a new plan every 10 years.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		-	
		<b>Total:</b>	-

**CAPITAL IMPROVEMENT PLAN**

<b>PROJECT NAME:</b>	Vehicle Replacement Reserve (Community Development)	<b>Estimated Project Cost:</b>	N/A
		<b>Estimated Completion:</b>	N/A

**DEPARTMENT:** Community Development **Account #:** 300-7410-542201000

**STRATEGIC PLAN STRATEGY:** Provide Responsible and Responsive Government

**STRATEGIC ACTION ITEM:** Provide Quality Services **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	These funds provide for standard replacement of vehicles for Community Development.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	-

<b>ACTUAL EXPENDITURES TO DATE:</b>	
	Cap Proj
Expended Through FY 21	33,361

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
	Cap Proj
Rollover at FYE 21	66,124

<b>AVAILABLE BALANCE:</b>	
	Cap Proj
Rollover less current encumbrances at FYE 21	66,124

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	99,485	33,222	33,222	33,222	33,222	33,222	33,222	33,222	332,039	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>99,485</b>	<b>33,222</b>	<b>33,222</b>	<b>33,222</b>	<b>33,222</b>	<b>33,222</b>	<b>33,222</b>	<b>33,222</b>	<b>332,039</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	The impact will involve general vehicle maintenance, insurance, and fuel.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	500
		Other	-
<b>Revenues</b>			
		-	
	<b>Total:</b>	<b>500</b>	

## Capital Initiatives Summary

Initiative	FY 2022 Proposed Capital Projects Fund
<b>POLICE</b>	
Traffic Enforcement Personnel - Vehicles	172,398
<b>TOTAL POLICE</b>	<b>\$ 172,398</b>
<b>FIRE</b>	
Auto Pulse	\$ 105,000
Fixed Cascade System	47,549
Public Safety Greenspace Access	28,743
<b>TOTAL FIRE</b>	<b>\$ 181,292</b>
<b>PUBLIC WORKS</b>	
Lower Hopewell Traffic Calming	\$ 400,000
Slope Landscaping at Thomas Byrd House	100,000
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 500,000</b>
<b>TOTAL CAPITAL INITIATIVES</b>	<b>\$ 853,690</b>





**CITY OF MILTON**  
**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Police**  
**Traffic Enforcement Personnel**

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:	
<b>Strategic Priority: Sustainability and Resiliency</b>	ACCOUNT DESCRIPTION	BUDGET REQUEST
<b>Strategic Action Item/Goal: Safe and Secure Community</b>	ACCOUNT DESCRIPTION	BUDGET REQUEST
Brief Description of New Program/Service or Improvement of Existing Service Level:	Salary	135,015
	Benefits	52,278
Addition of a Sergeant and two officers to add to the department's traffic enforcement efforts. This would increase the departments Traffic Unit to one sergeant and five officers.	Professional Fees	2,325
	Repairs & Maintenance	-
	Communications	13,968
	Advertising	-
	Printing	-
	Travel	-
	Dues & Fees	-
	Education & Training	-
	Contract Labor	-
	Maintenance Contract	-
	General Supplies	6,345
	Utilities	-
	Gasoline/Diesel	-
	Food/Meals	-
	Uniforms	6,750
Machinery	-	
	<b>Vehicles</b>	<b>172,398</b>
	Furniture/Fixtures	-
	Computer Software	-
	Computer Hardware	9,900
	Other Equipment	-
		-
		-
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		-
Salary and benefits		-
	<b>TOTAL</b>	<b>398,979</b>
	Salary/Benefits	187,293
	Maintenance & Operating	211,686

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	192,120	197,883	203,820	209,934
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>192,120</b>	<b>197,883</b>	<b>203,820</b>	<b>209,934</b>

Notes:

**CAPITAL INITIATIVE REQUEST FORM**

<b>PROJECT NAME:</b>	Auto-Pulse Resuscitation System	<b>Estimated Project Cost:</b>	\$105,000
		<b>Estimated Completion:</b>	2022

**DEPARTMENT:** Fire **Account #:** [Finance will create account #]

**STRATEGIC PRIORITY:** Sustainability and Resiliency

**STRATEGIC ACTION ITEM:** Safe and Secure Community **Recurring/Non-Recurring:** Recurring

**PROJECT DESCRIPTION and/or JUSTIFICATION:** The AutoPulse Resuscitation System provides uninterrupted high-quality automated CPR to victims of sudden cardiac arrest. AutoPulse squeezes the patient’s entire chest to improve blood flow to the heart and brain. AutoPulse automatically sizes to the patient, and has shown improved outcomes in numerous clinical trials. Designed for patient movement and transport. When the AutoPulse Resuscitation System’s stabilizing board is placed on a soft stretcher, rescuers can continue providing high-quality CPR down steep stairwells, around sharp corners, or even in a cramped elevator. Compared with manual CPR, AutoPulse has been shown to reduce interruptions in compressions during transport by more than 85%. AutoPulse unit cost is \$15,000. Milton Fire-Rescue plans to equip each apparatus with an AutoPulse and two (2) units for training and back-up for a total of (7) AutoPulse units with an estimated total cost of \$105,000 .

Outcomes and measurements:  
 Advanced Cardiac Resuscitation Symposium. Host the  
 Survivability Tools and Advanced Cardiac Resuscitation protocol and training standard. Adopt the Cardiac  
 City of Milton cardiac arrest survivability above the national average of 10%. based on 2020, Milton’s cardiac arrest survivability rate is below national average at 8.3%. Increase the

<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	105,000
<b>Total Project Cost:</b>	<b>105,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
Rollover at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests						Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
Operating Budget	-	105,000						105,000	
Debt Financing	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	<b>-</b>	<b>105,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>105,000</b>	<b>-</b>

<b>IMPACT ON OPERATING BUDGET:</b>	Initial Capital purchase of the Auto Pulse and an annual CPR Bands expense of \$3,000 FY2023- FY2024 and an anticipated average increase of 12%-14% increase for FY2025-FY2028. This initiative supports MFRD’s Strategic Plan initiative #2 goals and outcomes.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
		<b>Total:</b>	-



**CAPITAL INITIATIVE REQUEST FORM**

<b>PROJECT NAME:</b>	Fixed Cascade System	<b>Estimated Project Cost:</b>	\$47,549
		<b>Estimated Completion:</b>	2022

**DEPARTMENT:** Fire **Account #:** [Finance will create account #]

**STRATEGIC PRIORITY:** Sustainability and Resiliency

**STRATEGIC ACTION ITEM:** Safe and Secure Community **Recurring/Non-Recurring:** Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	This initiative is for a fixed Air Compressor/Fill Station/Cascade System to be installed at Station 44. A single 12 year-old trailer-mounted unit currently provides the department with the ability to fill SCBA cylinders (compressed air for firefighting). The current unit is in disparate need of replacement. This critical equipment will enhance both operational capabilities and firefighter health and safety. The benefits of this project offers: <ul style="list-style-type: none"> <li>• Ability to operate in an IDHL (unsafe, unhealthy) environment without changing fireground tactics to accommodate cylinder air amounts</li> <li>• Lowered fuel costs by eliminating travel to fill cylinders</li> <li>• Decreased risk of injury, illness, or death</li> <li>• Increased efficiency on fireground with greater confidence that stems from enhanced protection and safety</li> <li>• Health and safety are increased by providing quality, clean breathing air.</li> </ul> * The new equipment will be compliant with OSHA standard 29CFR part 1910.134 and 1910.120 and NFPA 1989 and 1500.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	750
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	46,799
<b>Total Project Cost:</b>	<b>47,549</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
Rollover at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	-	47,549	-	-	-	-	-	-	47,549	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	-	<b>47,549</b>	-	-	-	-	-	-	<b>47,549</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	This unit will require periodic testing of the air to ensure that it is healthy and breathable. This will be offset somewhat by taking the current unit out of service. It may require repair as it ages, which we will fund from our normal R&M budget, and will likely require replacement in 10 to 15 years.	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	500
		<b>Revenues</b>	
			<b>Total: 500</b>



**CITY OF MILTON**

**MAINTENANCE & OPERATING INITIATIVE REQUEST FORM**

**Fire**

**Public Safety & Greenspace Access Initiative**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:	
<b>Strategic Priority:</b>	<b>Public Land and Resources</b>	ACCOUNT DESCRIPTION	BUDGET REQUEST
<b>Strategic Action Item/Goal:</b>	<b>Passive Parks</b>		
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-
The City currently owns several tracks of land that have trails and other publicly available - or soon to be publicly available - facilities on them. Fire, police, and parks personnel could have an issue accessing these properties in emergency situations due to their remoteness and topography. The fire department currently has a gas-powered ATV and other items to support emergency response. It is staged at Birmingham park and has been used to perform rescues and other city-related activities in that park. However, there are other areas that require the same accessibility. This initiative will support vehicular access and mapping of those parks.		Benefits	-
		Professional Fees	-
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).		Repairs & Maintenance	-
		Communications	-
Deployment of the resources and active engagement of the Lackey Road, Milton Country Club, and Providence Park by Milton Police, Firefighters, and Public Safety Ambassadors. This will have both a safety benefit as well as a public relations benefit for community engagement by making patrolling these facilities a part of the various department's regular activities.		Advertising	-
		Printing	-
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		Travel	-
		Dues & Fees	-
These items will require periodic maintenance like any vehicle and will eventually need to be replaced. Expected usable life is 10+ years (barring an accident). The items include two Kawasaki Mules with EMS conversion and lights/graphics to stage at MCC and Lackey Road facilities as well as a wheeled stokes basket (stretcher) for hard-to reach areas on our trail systems, staged a MCC, Lackey, and Providence Park. Each item was priced on the 2018 purchase of the same vehicles for Birmingham Park as well as money for marking trails at Lackey.		Education & Training	-
		Contract Labor	-
		Maintenance Contract	-
		General Supplies	1,500
		Utilities	-
		Gasoline/Diesel	-
		Food/Meals	-
		Uniforms	-
		Machinery	5,740
		<b>Vehicles</b>	<b>28,743</b>
		Furniture/Fixtures	-
		Computer Software	-
		Computer Hardware	-
		Other Equipment	-
			-
			-
			-
		<b>TOTAL</b>	<b>35,983</b>
		Salary/Benefits	-
		Maintenance & Operating	35,983

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	1,000	1,030	1,061	1,093
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
<b>Total Operating Impact</b>	<b>1,000</b>	<b>1,030</b>	<b>1,061</b>	<b>1,093</b>

Notes:

**CAPITAL INITIATIVE REQUEST FORM**

<b>PROJECT NAME:</b>	Lower Hopewell Traffic Calming	<b>Estimated Project Cost:</b>	\$400,000
		<b>Estimated Completion:</b>	2022

**DEPARTMENT:** Public Works **Account #:** [Finance will create account #]

**STRATEGIC PRIORITY:** Sustainability and Resiliency

**STRATEGIC ACTION ITEM:** Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Provide strategic medians for traffic calming and pedestrian refuge for crossing locations on Hopewell Road from Hopewell Close Drive to Vaughn Drive. The sidewalk network alternates side of the roadway and there are neighborhoods on both sides along this segment. This will expand the walkability options and reduce vehicular speeds.
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<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	40,000
Construction	360,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>400,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
Rollover at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	-	400,000	-	-	-	-	-	-	400,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	-	<b>400,000</b>	-	-	-	-	-	-	<b>400,000</b>	-

<b>IMPACT ON OPERATING BUDGET:</b>	<b>Estimated Annual Impact:</b>	
	<b>Expenditures</b>	
	Personnel	-
	Maintenance	-
	Other	-
<b>Revenues</b>		
	-	
	<b>Total:</b>	-





**CAPITAL INITIATIVE REQUEST FORM**

<b>PROJECT NAME:</b>	Slope Landscaping at Thomas Byrd House	<b>Estimated Project Cost:</b>	\$100,000
		<b>Estimated Completion:</b>	2022

**DEPARTMENT:** General Govt Building **Account #:** [Finance will create account #]

**STRATEGIC PRIORITY:** Public Land and Resources

**STRATEGIC ACTION ITEM:** Culture in Public Spaces **Recurring/Non-Recurring:** Non-Recurring

<b>PROJECT DESCRIPTION and/or JUSTIFICATION:</b>	Extend rubble wall and re-grade slope to accommodate landscape growth. Plant slope with appropriate landscape materials. Incorporate public art where applicable.
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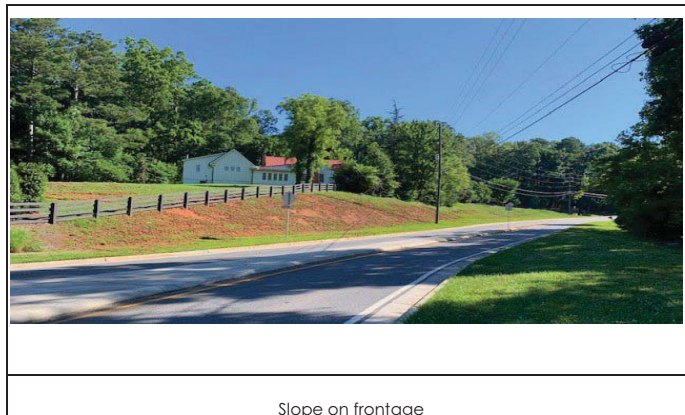
<b>ESTIMATED PROJECT COST:</b>	
Planning & Design	15,000
Construction	85,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
<b>Total Project Cost:</b>	<b>100,000</b>

<b>ACTUAL EXPENDITURES TO DATE:</b>	
Expended Through FY 21	-

<b>BUDGET ROLLOVER FROM PRIOR YEAR:</b>	
Rollover at FYE 21	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028		
Operating Budget	-	100,000	-	-	-	-	-	-	100,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
<b>Funding Source Total:</b>	-	<b>100,000</b>	-	-	-	-	-	-	<b>100,000</b>	

<b>IMPACT ON OPERATING BUDGET:</b>	Future mowing and maintenance	<b>Estimated Annual Impact:</b>	
		<b>Expenditures</b>	
		Personnel	-
		Maintenance	-
		Other	-
<b>Revenues</b>			
			-
		<b>Total:</b>	-



Slope on frontage

The image features a dark teal background. In the center, the word "DEBT" is written in a gold, serif font. Surrounding the text is a circular graphic composed of three large, dark teal arrows that form a continuous clockwise cycle. The arrows are positioned at approximately the 10, 2, and 6 o'clock positions, with their heads pointing towards the center where the word "DEBT" is located.

# DEBT

# DEBT ISSUANCE AND MANAGEMENT

As mentioned earlier, the City's main priorities with regard to issuing debt are:



- ✓ Maintaining a sound financial position. This means that long-term tax-exempt debt will only be utilized to provide resources to finance needed capital improvements. Simultaneously, the City will accumulate adequate resources to repay the debt.
- ✓ To maintain and improve the City's credit rating through strong financial administration.
- ✓ Complying with all applicable federal and state laws, rules and regulations related to the issuance of debt.

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 the Debt Management 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. Each of the rating agencies believes that debt management is a positive factor in evaluating issuers and assigning credit ratings.

Milton's adherence to federal and state laws, rules and regulations as well as its strong financial policies and procedures made it possible to obtain a triple A rating, the highest credit quality given by the rating agencies, on its first attempt to secure a credit rating. With virtually no credit history due to the pay-as-you-go nature of purchases in the past, the City received a triple-A rating from Standard & Poor's (AAA) and Moody's (Aaa) in 2017. We were successful in retaining these rating as the City issued revenue bond series, 2019 in October 2019.

The City recognizes that there are advantages and disadvantages to both the pay-as-you-go method of financing purchases and to issuing debt. Milton staff weighs out these factors each year during the update to the seven-year Capital Improvement Plan. The matrix below outlines some of the main advantages and disadvantages taken into consideration during the planning process:

	<b>PAY-AS-YOU-GO</b>	<b>DEBT FINANCING</b>
 <b>Advantages</b>	Future funds are not tied up in servicing debt payments	Infrastructure is delivered when it is needed
	Interest savings can be put towards other projects	Spreads costs over the useful life of the asset
	Greater budget transparency	Increases capacity to invest
	Avoid the risk of default	Allocates costs to citizens who receive the related benefits
 <b>Disadvantages</b>	Long wait time for new infrastructure	Potentially high borrowing rate/interest costs
	Large projects may exhaust the entire budget for capital projects	Debt payments limit future budget flexibility
	Inflation risk	Generations forced to service debt requirements
	Allocates costs of project to citizens that may not benefit	Additional tax levy may be required to repay debt

# GENERAL OBLIGATION DEBT

Under Georgia financing laws, the City's outstanding general obligation debt shall not exceed 10 percent of total assessed property value. By law, the general obligation debt subject to the limitation may be offset by amounts set aside for repaying the general obligation bonds. Calculation of the legal debt limit based on audited data contained in the Fiscal Year 2020 Comprehensive Annual Financial Report (AFR):

Assessed Value:	\$3,088,597,687
10% of Assessed value (Legal Debt Limit):	\$ 308,859,769
Milton Debt Applicable to Debt Limit:	\$ 21,830,000
Legal Debt Margin:	\$ 287,029,769

Milton's current net debt applicable to the debt limit is 7.07%, leaving significant room for growth if the voters choose to approve future general obligation bonds. The only project currently identified for potential bond funding in the seven-year Capital Improvement Plan is the West Side Fire Station (Station 45). Should this project be funded by general obligation bonds, the City would remain well below the legal debt margin. The Georgia Constitution (Article 9, Section 5, Paragraph 1) states that only debt approved by the majority of qualified voters voting in an election held for that purpose is subject to the debt limit calculation. Therefore, the City's other long-term debt related to revenue bonds and capital leases are excluded from the debt limit calculation.

Milton's current G.O. bond debt was issued in 2017. Milton voter's resoundingly approved the referendum authorizing \$25 M for greenspace acquisition. Debt service payments on the City's G.O. bond debt are funded by a separate bond millage rate outlined in the table below.

Fiscal Year	Bond Millage Rate
2018	0.321
2019	0.671
2020	0.588
2021	0.538
2022	0.487

General Obligation Bond Debt Service		
Fiscal Year	Principal	Interest
2022	940,000	771,375
2023	985,000	724,375
2024	1,035,000	675,125
2025	1,090,000	623,375
2026	1,145,000	568,875
2027	1,200,000	511,625
2028	1,260,000	451,625
2029	1,295,000	413,825
2030	1,335,000	374,975
2031	1,390,000	321,575
2032	1,430,000	279,875
2033	1,475,000	236,975
2034	1,520,000	192,725
2035	1,565,000	147,125
2036	1,610,000	100,175
2037	1,660,000	51,875
	<b>\$20,935,000</b>	<b>\$6,445,500</b>

# REVENUE BOND DEBT

Revenue bond debt finances projects secured by a specified revenue source faster than is possible utilizing a pay-as-you-go financing strategy. Milton's current revenue bond debt is funded by general operating revenues collected in the General Fund and transferred to the Revenue Bond Fund through an operating transfer.

In 2014, Milton issued revenue bond series 2014 in the amount of \$9.6 M for the renovation and expansion of Bell Memorial Park. The remaining debt on this issuance was refunded (refinanced) in 2019. This refunding will save taxpayers approximately \$443,059 over the next 11 years.

Debt issued as part of bond series 2019 will also fund the construction of the Public Safety Complex on Highway 9 (completed August 2020), the reconstruction of Fire Station #42 on Thompson Road, and an alerting system for the fire department.

The seven-year Capital Improvement Plan does not currently contemplate any additional revenue bond funded projects.

Revenue Bond Debt Service		
Fiscal Year	Principal	Interest
2022	810,000	838,719
2023	850,000	797,219
2024	895,000	753,594
2025	940,000	707,719
2026	990,000	659,469
2027	1,040,000	608,719
2028	1,095,000	555,344
2029	1,150,000	499,219
2030	1,205,000	440,344
2031	1,265,000	384,919
2032	1,315,000	333,319
2033	1,355,000	292,622
2034	1,385,000	262,644
2035	1,420,000	225,763
2036	1,465,000	182,488
2037	1,505,000	141,700
2038	1,545,000	103,575
2039	1,585,000	63,459
2040	1,625,000	21,328
	<b>\$23,440,000</b>	<b>\$7,872,160</b>







GLOSSARY/  
ACRONYMS

# GLOSSARY

## A

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**Abatement** – A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System** – The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrual Basis of Accounting** – A method of accounting where revenues are recorded when they are earned and expenditures are recorded when goods or services are received.

**Accrued Interest** – The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Ad Valorem Tax** – A tax based on the assessed value of an item, such as real or personal property. (See Tax)

**Amortization** – The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation** – A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage** – As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation** – The value placed on the property for tax purposes. The assessed value of property in Milton is 40% of the fair market value.

**Audit** – An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report** – Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

## B

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**Balance Sheet** – A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Balanced Budget** – Total anticipated revenues plus that portion of the fund balance in excess of required reserves that is designated as a funding source shall equal the total estimated expenditures for each fund.

**Basis of Accounting** – Timing of recognition for financial reporting purposes.

**Basis of Budgeting** – Method used to determine when revenues and expenditures are recognized for budgeting purposes.

**Bond** – A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond Issue** – Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bond Rating (Municipal)** – A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA/Aaa is the highest rating and C1 is a very low rating.

**Budget** – A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Budget Amendment** – A revision of the adopted budget that, when approved, replaces the original provision and increases or decreases the budget appropriation.

## C

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**Capital Assets** – All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget** – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets, Capital Improvement Plan)

**Capital Improvement Plan (CIP)** – A comprehensive long-term capital budget, updated annually, of the capital projects for the city. (See Capital Budget)

**Capital Outlay** – An expenditure for the acquisition of, or addition to, a fixed asset.

**Capital Projects Fund** – Fund type used to account for financial resources that are restricted, committed or assigned to expenditure for capital outlays.

**Cash Management** – The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

**Certificate of Deposit (CD)** – A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Chart of Accounts** – A listing of all accounts utilized to record transactions on the general ledger. Milton utilizes the Uniform Chart of Accounts (UCOA) as mandated by the Georgia Department of Community Affairs (DCA). (See General Ledger)

**Charter** – Manual that establishes the government structure and defines boundaries, specific powers, functions, essential procedures, and legal control. In Georgia, a charter is created through a legislative act of the Georgia General Assembly.

**Comprehensive Plan** – A community-driven, long-term vision and living document that outlines how those who live, work, and play in a municipality want it to develop over a 20-year period. In Georgia, comprehensive planning is required under the Georgia Planning Act to help shape future growth.

**Consumer Price Index** – The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Contingency** – Funds set aside for unforeseen future needs and budgeted in a "non-departmental" account. Contingency funds can be transferred to a department budget according to the city's budgetary policies.

**Cost-Benefit Analysis** – A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.  
**Credit Risk:** Risk that an issuer or other counterparty to an investment will not fulfill its obligations.

## D

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**Debt** – An obligation resulting from the borrowing of money or from the purchase of goods and services.

**Debt Burden** – The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget. (see Debt)

**Debt Service** – The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**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** – The portion of the cost of a fixed asset charged as an expense during a particular period. The cost of a fixed asset is prorated over the estimated useful life of the asset.

## E

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**Encumbrance** – A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Expenditure (Expense)** – An outlay of money made by municipalities to provide the programs and services within their approved budget.

## F

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**Fair Market Value** – An estimate of the market value of the property. In Milton, a property's fair market value is determined by the Fulton County Board of Assessors.

**Fiduciary Funds** – Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

**Fiscal Year** – The twelve-month period designated by the city council signifying the beginning and ending period for recording financial transactions. Milton's fiscal year runs October 1 through September 30.

**Fixed Assets** – Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs** – Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Franchise Fee** – Routine charges to utility companies for the privilege of operating within municipal boundaries, generally in lieu of licenses or permits that would otherwise be required.

**Full Faith and Credit** – A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Function** – Group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

**Fund** – An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting** – Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**Fund Balance** – Net position of a governmental fund (difference between assets, liabilities, deferred outflows of resources and deferred inflows of resources).

## G

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**General Fund** – The fund used to account for most financial resources and activities governed by the normal appropriation process and not required to be accounted for in a separate fund by law.

**General Ledger** – The main accounting record of an organization.

**General Obligation Bonds** – Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Generally Accepted Accounting Principles (GAAP)** – Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

**Goal** – A desired result that supports the organization's mission and is achievable and measurable.

**Governing Body** – A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**Governmental Accounting Standards Board (GASB)** – Ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

**Governmental Funds** – Funds generally used to account for tax-supported activities. There are five types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

## I

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**Impact Fee** – A one-time payment assessed to property developers to pay for infrastructure improvements and service needs that must be built, or provided to, a new property.

**Indirect Cost** – Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Interest** – Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate** – The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Interest Rate Risk** – Risk that changes in interest rates will adversely affect the fair value of an investment.

**Interfund Transfers** – Flows of assets (such as cash or goods) between funds and blended component units of the primary government without equivalent flows of assets in return and without a requirement for repayment.

**Investments** – Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.



## L

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**Legal Level of Budgetary Control** – Level at which a government's management may not reallocate resources without approval from the legislative body.

**Levy** – To impose taxes, special assessments or service charges for the support of government activities.

**Line Item Budget** – A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid** – Revenue allocated by the state or counties to municipalities and school districts.

**Local Road Safety Plan** – A plan that provides a framework for identifying, analyzing, and prioritizing roadway safety improvements on local roads.

**Long-term Debt** – Debt with a maturity date of more than one year after the date of issuance.

## M

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**Maturity Date** – The date that the principal of a bond becomes due and payable in full.

**Millage Rate/Tax Rate** – The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$1 per \$1,000 of assessed valuation of taxable real and personal property.

**Modified Accrual Basis of Accounting** – Basis of accounting where revenues are recorded when they become measurable and available and expenditures are recorded in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

**Municipal(s)** – (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

## N

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**Note** – A short-term loan, typically with a maturity date of a year or less.

## O

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**Objects of Expenditures** – A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Objectives** – Unambiguous, measurable statements of performance intentions expressed to achieve a goal. (See Goal)

**Operating Budget** – A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Ordinance** – A formal piece of legislation enacted by the governing body of a municipality.

**Overlapping Debt** – A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

## P

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**Performance Budget** – A budget that stresses output both in terms of economy and efficiency.

**Performance Measure** – Specific quantitative calculations of work, resources, or productivity that reflect whether or not an objective is being met. May include input, output, and outcome measures. (See Objectives, Strategies)

**Personal Property** – Property that can be moved with relative ease such as boats, machinery and inventoried goods.

**Principal** – The face amount of a bond, exclusive of accrued interest.

**Placemaking** – A collaborative process by which a government and its stakeholders can shape the public realm in order to maximize shared values by strengthening the connection between people and the places they share.

**Property Taxes** – Tax based on the assessed value of a property, either real or personal. Tax liability falls on the owner of record as of the appraisal date.

**Public Hearing** – A specifically designated time, place and opportunity for citizens, community groups, businesses, and other stakeholders to address the legislative body on a particular issue. It allows interested parties to express their opinions and the legislative body and/or staff to hear their concerns and advice.

**Purchased Services** – The cost of services that are provided by a vendor.

## R

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**Refunding of Debt** – Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Resolution** – A statement of policy, or an order, by the governing body that a specific action be taken.

**Revaluation** – The assessors of each County are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue Bond** – A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Right-of-Way** – The property required for the public use of roads, sidewalks, and utilities.

## S

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**Short-term Debt** – Debt with a maturity date of less than one year after the date of issuance.

**Short Term Work Program** – A listing of specific tasks that the community plans to undertake during the next five-year period.

**Special Revenue Fund** – Governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations or other governments.

**Strategies** – (See Objectives)

## T

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**Tax** – A charge usually of money imposed by authority on persons or property for public purposes.

**Trust Fund** – In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

## W

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**Working Capital** – A dollar amount reserved in the (general fund) fund balance that is available for unforeseen emergencies, to handle shortfalls caused by revenue declines and to provide cash liquidity during periods of low cash flow.

# ACRONYMS

## A

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AAVT – Alternative Ad Valorem Tax  
ADA – Americans with Disabilities Act  
AED – Automated External Defibrillator  
AFG – Assistance to Firefighters Grants  
ACFR – Comprehensive Annual Financial Report  
ARC – Atlanta Regional Commission

## B

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BZA – Board of Zoning Appeals

## C

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CD – Community Development  
CDBG – Community Development Block Grant  
CGA – Citizen's Government Academy  
CID – Criminal Investigations Division  
CIE – Capital Improvements Element  
CIP – Capital Improvement Plan  
CPAC – Comprehensive Plan Advisory Committee  
CPI – Consumer Price Index  
CUVA – Conservation Use Valuation Assessment

## D

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DEI – Diversity, Equity, and Inclusion  
DRB – Design Review Board

## E

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EM – Emergency Management  
EMS – Emergency Medical Services  
EMT – Emergency Medical Technician  
EPD – Environmental Protection Division

## F

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FAO – Fire Apparatus Operator  
FD – Fire Department  
FEMA – Federal Emergency Management Agency  
FMCC – Former Milton Country Club  
FT – Full Time  
FTA – Failure to Appear  
FTE – Full Time Equivalent  
FY – Fiscal Year

## G

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GAAP – Generally Accepted Accounting Principles  
GASB – Governmental Accounting Standards Board  
GDOT – Georgia Department of Transportation  
GFOA – Government Finance Officers Association  
GGB – General Government Buildings  
GIS – Geographic Information Systems  
GNFCC – Greater North Fulton Chamber of Commerce  
GO/G.O. – General Obligation

## H

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HR – Human Resources  
HRIS – Human Resource Information System  
HSEEP – Homeland Security Exercise and Evaluation Program

## I

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IGA – Intergovernmental Agreement  
IS – Information Services  
ISO – Insurance Services Office  
IT – Information Technology  
ITB – Invitation to Bid

## L

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LCI – Livable Centers Initiative  
LOST – Local Option Sales Tax  
LRSP – Local Road Safety Plan

## M

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M & O – Maintenance & Operating  
MDA – Muscular Dystrophy Association  
MEC – Milton Equestrian Committee  
MGAC – Milton Greenspace Advisory Committee  
MOU – Memorandum of Understanding  
MS4 – Municipal Separate Storm Sewer System

## N

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NCS – National Citizen Survey  
NFPA – National Fire Protection Association  
NIMS – National Incident Management System  
NPDES – National Pollutant Discharge Elimination System

P

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P & I – Principal & Interest  
PAFR – Popular Annual Financial Report  
PCI – Pavement Condition Index  
PD – Police Department  
PRAB – Parks and Recreation Advisory Board  
PS – Public Safety  
PT – Part Time  
PW – Public Works

R

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RFP – Request for Proposal

S

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SAFER – Staffing for Adequate Fire and Emergency Response  
SASD – Support and Administrative Services Division  
SCBA – Self-Contained Breathing Apparatus  
SLA – Service-Level Agreement  
STWP – Short Term Work Program

T

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TAVT – Title Ad Valorem Tax  
TSPLOST – Transportation Special Local Option Sales Tax

U

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UPD – Uniform Patrol Division

V

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VOIP – Voice Over Internet Protocol