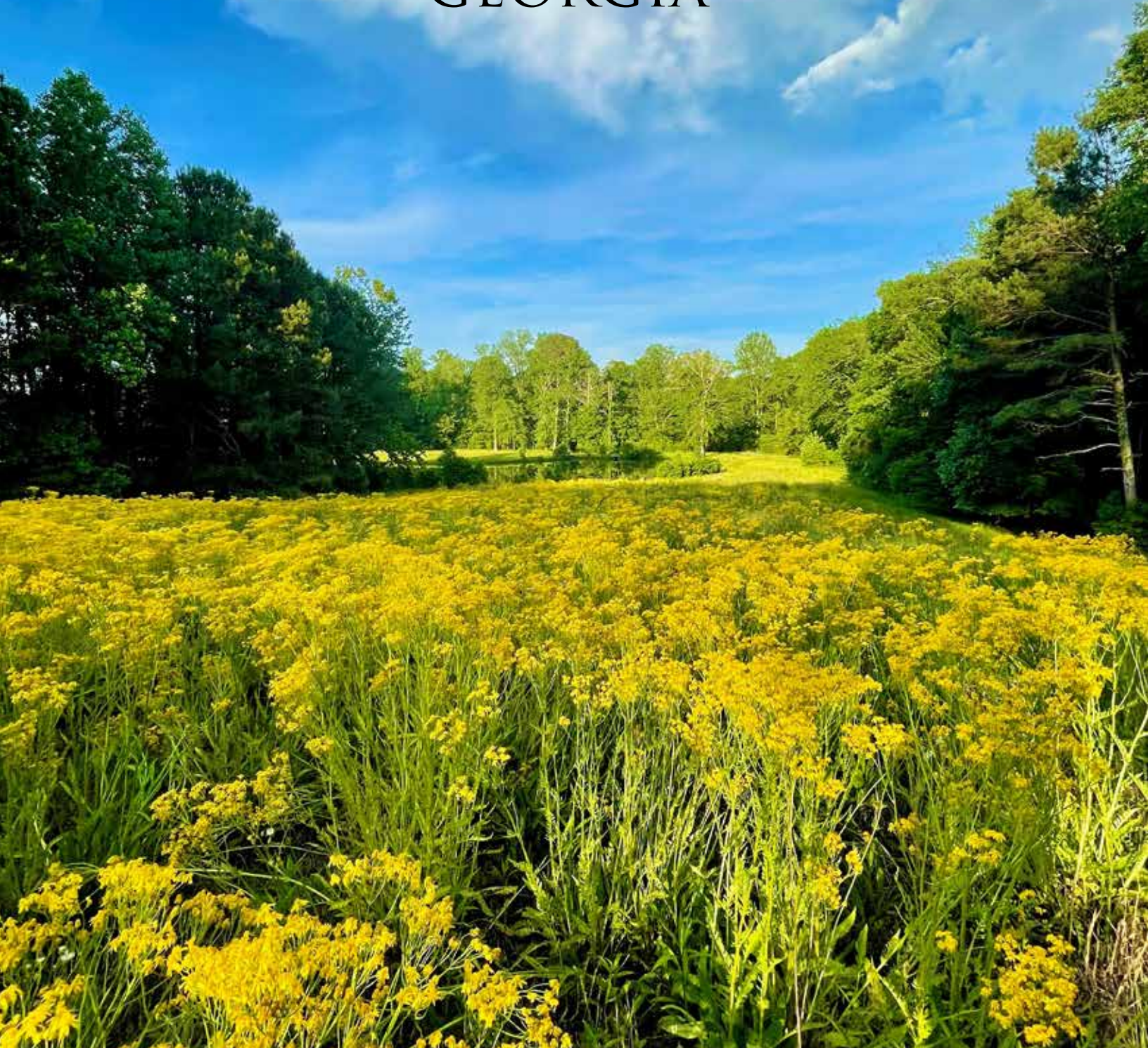


CITY OF
MILTON
GEORGIA



FY 2024 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, 2022.

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, 2022

Christopher P. Morill

Executive Director





INTRODUCTION AND OVERVIEW

September 18, 2023

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

I am pleased to submit the proposed Fiscal Year 2024 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 key elements of master plans, including the [Comprehensive Parks and Recreation Master Plan](#), [the Milton Community Trail Prioritization Plan](#), [the Comprehensive Transportation Plan](#), and [the 2040 Comprehensive Plan](#).

Our dedication to transparency and accountability remains unwavering as we continue to work towards building a vibrant and sustainable future for Milton.

Your trust and support are invaluable, and we remain committed to serving with integrity and diligence.

BUDGET PROCESS: OBJECTIVES AND CHALLENGES

At the heart of our commitment to serving the community, we strive to uphold transparency in all facets of our operations. In this, we wish to provide you with a comprehensive understanding of how we meticulously prepare our strategically-focused budget at the City of Milton.

Our approach to budgeting embodies a deep understanding of our collective aspirations and the needs of our vibrant community. We firmly believe that every financial decision should reflect our shared vision for a prosperous and thriving city.

Here is an overview of the objectives of our process:

- 1. Community-Centric Assessment:** We begin by conducting a thorough assessment of the priorities and aspirations of our community. Understanding your needs and expectations is central to our budget planning process. This is achieved through a review of community surveys - including the biennial National Community Survey (NCS) – contemplation of community input in the many City planning documents, as well as taking into account community input at the numerous public meetings held throughout the budget process (see the budget calendar for details).
- 2. Inclusive Dialogue and Collaboration:** We value your input and actively engage in discussions with community representatives, local leaders, and stakeholders. Your insights play a pivotal role in shaping the budget, ensuring that it remains aligned with the vision of our City.
- 3. Accountable Resource Allocation:** Our budgeting process is underpinned by a commitment to our fiduciary obligation to the community, which is achieved through allocating resources judiciously and responsibly. We strive to optimize every dollar spent to maximize the benefits for our residents within the guidance that has been provided through the City Planning Process and Council feedback.
- 4. Sustainable Growth and Development:** Emphasizing sustainable growth and development, we integrate long-term planning into our budget framework. We aim to invest in projects that not only yield immediate benefits but also lay the foundation for a prosperous and resilient future for Milton. Our Budget Book includes a five-year operating forecast as well as a seven-year capital plan inclusive of an annual review of each to re-prioritize based on current circumstances, if needed.

SERVICE • TEAMWORK • OWNERSHIP • LEADERSHIP • RURAL HERITAGE

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5. Efficient Service Delivery: We prioritize efficient service delivery to ensure that essential municipal services are readily accessible to all residents. Our budget reflects our dedication to providing quality services that enhance the overall well-being and satisfaction of our community through an annual review of existing service levels as well as consideration for enhanced or expanded service levels based on Council and community feedback.

The City of Milton differs from 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.

Here is an overview of the challenges of our process:

Milton's purposefully 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 restricts 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.

Milton's 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 general fund revenues to fund its capital improvement program. Unlike many other cities, the City of Milton funds large expenditures (such as vehicle and fire apparatus acquisition, street paving, and park and trail expansion) by saving for them instead of issuing bonds and incurring long-term debt. Recognizing that Milton's primary revenue source is residential real property taxes, and understanding this tradition of utilizing a pay-as-you-go funding strategy versus taking on debt to pay for major capital projects, means long-term considerations must be taken into account when balancing millage rate decisions along with the expectation of the timing in which services can be delivered.

Milton also aims to provide requested service enhancements/additions with current resources, including staffing and funding. This includes leveraging technology versus requesting additional resources when possible and weighing each staffing request diligently to include service growth potential as well as the long-term financial implications.

Another challenge faced during the budget decision-making process is that of addressing, and balancing, the meaningful requests coming from different segments of the community. Throughout the summer, finding ways to balance the priorities of both active and passive park development was at the forefront of our budget process as we engaged the Council and the community in a series of budget feedback meetings. These additional eight public meetings covered parks and recreation considerations as well as environmental sustainability, infrastructure improvement needs, economic development, and a detailed review of the City's long-term financial forecast for both revenues and expenditures.

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 amending the City's charter.

CURRENT FINANCIAL CONDITION

Our current financial condition is strong. Forecasted revenues of \$42,843,765 will adequately cover forecasted maintenance and operating costs of \$33,047,916 including the required contingency funds. Additionally, forecasted revenues fund our capital improvement plan (CIP) for 2024 in the amount of \$7,954,963 and our long-term debt service of \$1,650,400 (Greenspace bond debt is funded separately).

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.



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%. Coupled with the Council's and the voter's approval of updates to Milton's senior homestead exemptions, which expanded eligibility as well as exemption values, the gross effect has been that Milton's exemptions have more than doubled since tax year 2021, impacting potential growth in this revenue category. New construction coupled with increased valuations for existing real property continue to increase the gross digest forecast even when taking these additional exemptions into consideration. For tax year 2023, which will fund activity for FY 2024, the Council has adopted a reduced millage rate for a second year in a row, from 4.731 mills in 2021 to 4.469 mills in 2022 and now 4.389 mills in 2023. Even when taking each of these factors into consideration, the FY 2024 forecast for real property taxes-current year represents a \$1.1 million or 8.3% increase over the amended FY 2023 Budget.

For information on opportunities for tax savings please see the 2023 City of Milton Property Tax Guide at: www.miltonga.gov/government/finance/property-taxes

GENERAL FUND PROPOSED BUDGET

The forecasted General Fund revenues of \$42,843,765 for FY 2024 exceed our anticipated expenditures of \$42,653,279, with an anticipated addition of \$190,486 to fund balance to ensure required reserves are sufficient at 25% of the subsequent year's revenues throughout the five-year forecast. These funds result from Milton's continued conservative budgeting of revenues and City staff's dedication to identifying cost savings whenever possible.

The total proposed General Fund budget is \$42,653,279 — a decrease of \$2,615,826 or 5.8% over the FY 2023 amended budget. A substantial portion of this decrease is driven by the operating transfers out to other funds which occurred in FY 2023 (down \$5,070,118 year over year). In FY 2023, Council approved one-time transfers to the Capital Projects fund in the amount of \$5,711,030 through the budget amendment process, which will not recur in FY 2024. Those transfers were inclusive of \$3.4 million to design, construct, and equip Fire Station 45 (which will be located at the Providence Road/New Providence Road/SR 372 roundabout), \$1 million towards the design and construction of a new indoor community center (site yet to be determined), \$951,330 for the purchase of a new fire apparatus (these funds will be offset by an ARPA eligible salary reimbursement to the General Fund), \$227,869 for a new CAD/RMS system in Police, and other transfers related primarily to recognition of proceeds from the sale of vehicles (\$1 million of which came directly from the recognition of the ARPA-approved salary expenses and the remaining \$4.7 million from a combination of revenues coming in higher than anticipated in FY 2023 and application of fund balance in excess of required reserves from FY 2022 being transferred to one-time projects per the City's fund balance policy).

Year-over-year continuing operations in the General Fund are up \$1,513,126 or 5%, the majority of which is driven by requested salary adjustments in the amount of 4.7% related to the City's recently updated market adjustment to salaries approach aimed at upholding the City's compensation philosophy which is to maintain a competitive pay structure for the purpose of recruiting and retaining an effective and efficient workforce.

The \$1,481,944 increase in estimated revenues (excluding operating transfers in), as seen in the table below, is primarily driven by a forecasted increase in current year Real Property Tax and Local Option Sales Tax (LOST) revenue. Staff continues to closely monitor economic conditions as a cooling economy may affect our revenue forecasts (please see the 'Major Revenues – 10-Year History' and 'Five-Year Operating Projections' sections of this budget book for additional information on how Milton forecasts revenues).

The proposed maintenance and operating (M & O) expenses (excluding operating transfers out) are \$33,047,916 — an increase of \$2,454,293 or 8% over the FY 2023 amended budget. (Please note, the change in M&O expenses from the adopted budget in FY 2023 to the final amended budget in FY 2023 was a decrease of \$233,526 or 1%.) The year-over-year increase of 8% is the result of a few key factors, including:



- Market adjustments to salaries of approximately \$1.7 million. This proposal will support Milton's goal of retaining and recruiting the best workforce to serve our citizens and community. Our staff is critical to carrying out the City's mission, vision, and values. Ensuring that we offer a competitive employment package – including wages, benefits, facilities, equipment, staff support, and more – is vital to this effort.
- New initiatives proposed by staff, guided by the City's Planning Process, that will support enhanced services or programs within their departments are in the amount of \$941,167. Included in these requests is \$253,894 to support a new Performance Management System approved by Council in the budget planning process. This system is aimed at motivating and engaging employees while incentivizing optimum performance through a merit pay program based on the City's core values. Please see 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.

The Executive Summary provides additional in-depth information regarding year-over-year variances in this budget proposal.

	FY 2023 Amended Budget	FY 2024 Proposed Budget	\$ Variance	% Variance
Revenues	\$ 41,316,321	\$ 42,798,265	\$ 1,481,944	3.6
Transfers In	1,134,879	45,500	(1,089,379)	(96.0)
Budgeted Fund Balance	2,817,904	-	(2,817,904)	(100.0)
TOTAL SOURCE OF FUNDS	\$ 45,269,104	\$ 42,843,765	\$ (2,425,339)	(5.4)
Maintenance & Operating (M&O)	\$ 30,593,623	\$ 33,047,916	\$ 2,454,293	8.0
Transfers Out	14,675,481	9,605,363	(5,070,118)	(34.5)
Additions To Fund Balance	-	190,486	190,486	-
TOTAL USE OF FUNDS	\$ 45,269,104	\$ 42,843,765	\$ (2,425,339)	(5.4)

FINANCIAL OUTLOOK

Risks remain regarding future revenue collections. Taxes, including real property, personal property, sales and use, and a handful of other categories, make up roughly 90% of Milton's FY 2024 revenues – a significantly higher proportion than many North Fulton cities. Staff will continue strategizing to reduce the City's reliance on property tax revenue as prescribed by the City's Revenue Administration Policy and 2021-2025 Strategic Plan (please see the Strategic Plan Outcome Measures on p. 43).

Some of the City's significant revenue streams may become susceptible to a possible economic downturn as suggested by some experts. Should sales drop, Local Option Sales Tax (LOST) and Title Ad Valorem Tax revenues could fall quickly, forcing us to revise forecasts. And, should a prolonged downturn occur, we can expect some lagging tax revenue categories to be impacted, such as Real Property Tax. Fortunately, the City's pay-as-you-go program generally insulates us from short-term economic shocks.

Finally, adverse court decisions could impact Milton's long-term financial standing. The City will need to remain vigilant concerning such negative outcomes.

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 (please see [ClearGov](#) for additional comparable metrics being tracked as part of our Strategic Plan objectives), which is quite an accomplishment when considering our capped millage rate, millage rate reductions over the past two years, limited commercial footprint, and "rural by design" community vision. Our conservative fiscal policies have provided a solid foundation, and continued adherence to these policies should produce the desired effect. Our financial outlook remains excellent.



ACKNOWLEDGMENT

The development of this Proposed FY 2024 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 Deputy 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, FY 2021, FY 2022, and FY 2023 submissions.

Efforts such as these undoubtedly contribute to our citizens' improved trust that the City government acts in their best interests (as indicated in [Milton's 2022 National Community Survey](#)).

Finally, I would like to thank Mayor Peyton Jamison and our City Council members 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

Note: On September 18, 2023, Council adopted the proposed budget with no changes. References throughout the remainder of this budget book have been updated to reflect the term 'adopted budget' as opposed to 'proposed budget'.



TOP 10 BUDGET QUESTIONS

1

What is the Milton millage rate?

The maintenance and operating (M&O) millage rate for FY 2024 is 4.389. 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 2024, \$15,365,055 is budgeted for real and personal property taxes in the General Fund. This figure is based on the M&O millage rate of 4.389 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 2024, \$13,610,000 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 52.3% of the budgeted operating expenditures in FY 2024 (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 74 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 172 budgeted full-time employees, 17 budgeted part-time employees, and 30 budgeted seasonal employees. For a complete listing of employees by department and new position requests please refer to page 27.



EXECUTIVE SUMMARY

The City of Milton's Fiscal Year 2024 budget is based on anticipated citywide revenue collections of \$58.3 million. The City's budget is comprised of one general fund, six special revenue funds, and six capital projects funds.

✓ General Fund

✓ Special Revenue Funds

- Special Events Fund
- Confiscated Assets Fund
- E-911 Fund
- Operating Grant Fund
- American Rescue Plan Act Fund
- Hotel/Motel Tax 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 \$42.8 million in projected revenues or 73.5% of the citywide total. This represents a \$1,481,944 or 3.6% increase in operating revenues (excluding operating transfers in and budgeted fund balance) as compared to the Fiscal Year 2023 amended budget. This increase is primarily a result of anticipated real property taxes for the current year coming in higher than FY 2023 (real property tax anticipations were reduced by \$723,456 in FY 2023 due to the floating homestead exemption) (\$1,141,578), local option sales tax revenue anticipations (\$648,451), projections for interest earnings related to the investment of idle funds (\$350,000) and building permit revenue forecasts for the coming year (\$200,133).

KEY GENERAL FUND REVENUE FACTS

- The FY 2024 maintenance & operating (M&O) millage rate is 4.389 mills. This rate represents a decrease of 0.08 mills or 1.8% from last year's millage rate.
- Property taxes for the 2023 calendar year will fund the FY 2024 budget.
- The budget anticipates \$190,486 in revenues that exceed forecasted spending. These funds will contribute to the City's minimum unassigned fund balance of twenty-five percent (25%) of the subsequent year's budgeted revenues – Revenues for fiscal year 2025 are forecasted at \$44.5 million (please see Milton's five-year operating projections for more details).
- 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. Distribution negotiations were finalized in December 2022 and Milton has updated forecasts for this revenue source based on the City's negotiated share of the revenues as well as current collections and economic forecasts. Our commitment to conservative forecasting led us to the project growth of \$648,451 based on those recent collections and trends.
- In FY 2023, operating transfers in accounted for a reimbursement to the General Fund for American Rescue Plan Act (ARP) Act eligible expenses (\$1,000,000), a reimbursement from the operating grant fund for a public safety grant supplied by the State in 2022 (\$103,479), and funding from the impact fees fund to reimburse eligible expenses associated with constructing the Public Safety Complex (\$15,500) as well as staff time related to impact fee administration (\$30,000). With the exception of the impact fee transfers, these are one-time revenue transfers that will not recur in FY 2024.



General Fund Revenues (Excluding Interfund Transfers)

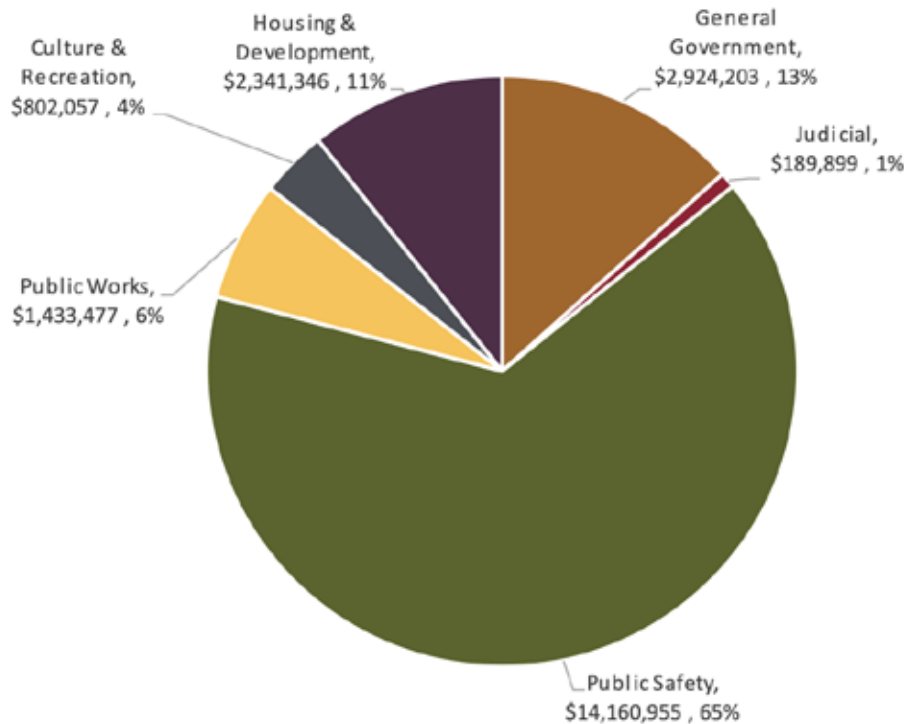
	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
REVENUES				
Taxes	\$ 36,878,539	\$ 38,417,210	\$ 1,538,671	4.2
Licenses & Permits	1,527,030	1,554,174	27,144	1.8
Intergovernmental Revenues	5,000	5,000	-	-
Charges for Services	756,005	524,274	(231,731)	(30.7)
Fines & Forfeitures	661,665	650,000	(11,665)	(1.8)
Investment Income	1,034,540	1,385,709	351,169	33.9
Contributions & Donations	45,950	-	(45,950)	(100.0)
Miscellaneous Revenue	379,238	241,298	(137,940)	(36.4)
Proceeds From Sale Of Assets	28,354	20,600	(7,754)	(27.3)
TOTAL REVENUES	\$ 41,316,321	\$ 42,798,265	\$ 1,481,944	3.6

KEY GENERAL FUND EXPENDITURE FACTS

- Milton's Mayor and Council passed a new strategic plan in March 2021. Strategic Plan 2021-2025 has been instrumental in guiding decision-making throughout the FY 2022, FY 2023, and FY 2024 budget processes. 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 (including the required 1% contingency) have increased by approximately 5% -- including the requested market adjustments to salaries explained in detail below.
- The Salaries and Employee Benefits category (excluding new position requests) increased \$1,110,467, or 5.4%, year-over-year. Primary contributors to this increase include a 4.7% requested market adjustment to salaries included in the FY 2024 budget. The impact of this request, inclusive of salary-dependent benefits, is approximately \$732,180, of which \$628,157 is attributable to salaries & wages. The 4.7% requested adjustment is based on the U.S. Bureau of Labor Statistics Employment Cost Index (ECI) state and local government wages and salaries figures that were reported in March 2023.

Salaries and benefits make up the largest portion of the maintenance & operating budget. At \$21,851,937 for continuing operation and \$780,072 for new initiatives, salaries and benefits are 53% of expenditures including interfund transfers and 68% when excluding those same transfers. (M & O initiatives related to salaries and benefits will be discussed in detail 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 \$9,927,604. This is approximately \$75,451 or 0.8% higher than FY 2023's amended budget. The most significant driver of this increase is related to the maintenance contracts category:
 - Milton is part of the N. Fulton Regional Radio System Authority along with Alpharetta, Roswell, and Sandy Springs. Planning for future capital outlays has increased dues owed in FY 2024 in the amount of \$113,426 to be split across the Police and Fire departments.
 - The Police department is also requesting to migrate their current records management/I-CAD system that will result in an increase to the annual contract maintenance costs in the amount of \$84,173.
 - Anticipated savings in legal (\$105,000) have offset some of these forecasted maintenance contract increases.
- Transfers out of the General Fund include \$7,954,963 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 38% from FY 2023's amended budget.

The main contributing factor to this decrease related to one-time transfers that will not recur in FY 2024 is Milton's conservative budgeting and responsible spending in the General Fund, coupled with higher than anticipated revenues which 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 2023 operating transfer out to the Capital Projects Fund in the amount of \$5.7 million. Transferred funds were allocated among several projects including: planning, design, and construction of Fire Station 45 (\$3,440,696), planning, design, and construction of an indoor community center (\$1,000,000), the purchase and equipping of a stock engine for Fire's ladder tender deployment (\$951,330), Police's migration to a new records management/I-CAD system (\$227,869), and more (please see the City's published budget amendments for Fiscal Year 2023 for additional details).

Additionally, there is a request to transfer \$1,650,025 to the Revenue Bond Fund to cover debt service payments due in FY 2024. 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.

General Fund Expenditures by Function (Excluding Interfund Transfers)

	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
EXPENDITURES BY FUNCTION				
General Government	\$ 5,711,127	\$ 6,199,604	\$ 488,477	8.6
Judicial	436,836	445,459	8,623	2.0
Public Safety	16,494,504	16,858,756	364,252	2.2
Public Works	3,504,194	3,494,095	(10,099)	(0.3)
Culture & Recreation	2,093,264	2,247,783	154,519	7.4
Housing & Development	2,353,698	2,533,844	180,146	7.7
Contingency	-	327,207	327,207	-
M&O Initiatives	-	941,167	941,167	-
TOTAL EXPENDITURES	\$ 30,593,623	\$ 33,047,916	\$ 2,454,293	8.0

General Fund Expenditures by Category (Excluding Interfund Transfers and New Initiatives)

	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS				
Salaries & Wages	\$ 15,115,679	\$ 15,997,610	\$ 881,931	5.8
Employee Benefits	5,625,791	5,854,327	228,536	4.1
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 20,741,470	\$ 21,851,937	\$ 1,110,467	5.4
MAINTENANCE & OPERATIONS				
Professional Services	\$ 1,459,781	\$ 1,326,322	\$ (133,459)	(9.1)
Property Services	1,756,854	1,770,800	13,946	0.8
Other Purchased Services	4,038,558	4,511,685	473,127	11.7
Supplies	774,482	607,330	(167,152)	(21.6)
Utilities	726,474	763,719	37,245	5.1
Fuel	236,044	238,442	2,398	1.0
Capital Outlay	851,060	701,906	(149,154)	(17.5)
Other Costs	8,900	7,400	(1,500)	(16.9)
TOTAL MAINTENANCE & OPERATIONS	\$ 9,852,153	\$ 9,927,604	\$ 75,451	0.8
OTHER COSTS				
Contingency	\$ -	\$ 327,207	\$ 327,207	-
TOTAL OTHER COSTS	\$ -	\$ 327,207	\$ 327,207	-
TOTAL EXPENDITURES	\$ 30,593,623	\$ 32,106,748	\$ 1,513,125	4.9

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 #6: Diverse, Engaged, Healthy Workforce, part of objective #4 is to attract and retain a first-rate workforce. With this in mind, Staff has proposed two new initiatives:
 - The first, a retiree health benefit, is aimed at attracting and retaining a best-in-class team by offering a way for staff to build assets through a tax-advantaged savings program to cover eligible medical expenses in retirement.
 - Additionally, at the request of Council, staff has been working on an enhanced employee performance management system. As part of this process, the second initiative request would implement a merit incentive payment structure in addition to the existing market adjustment to salaries. This dual approach would foster a comprehensive system that includes maintaining salaries that are competitive with the market as well as implementing tools designed to motivate and engage employees and incentivize optimum performance through both developmental and evaluation-based approaches.
- The Court and Police departments also have staffing requests that will help support their ability to fulfill Strategic Priority #1, Goal #4: Safe and Secure Community. These requests include funding for a Court Administrative Assistant to be managed through the IGA with the City of Alpharetta to help with the increased case load experienced over the past few years as well as additional clerical duties across both cities, a Community Outreach/School Liaison Officer in Police that will serve as the primary contact between the schools located in the City and the Police department fostering enhanced prevention and safety, and two Police Sergeants to support supervisory functions within the department while maintaining a span of control in line with industry standards.
- Police have also requested a tethered Unmanned Aircraft System (UAS) that will aid in search and rescue efforts for critical events thereby supporting Strategic Priority #1, Goal #2: Critical Event Preparedness.
- Public Works has been working on efforts to address Strategic Priority #1, Goal #3: Environmental Sustainability and their request to fund \$35,000 for a consultant to aid the team in updating the Recycling and Solid Waste Management Plan will address changes in the population, landfill capacity, land use, and utilization and demand for recycling infrastructure seen since the last update in 2009.
- Lastly, under Strategic Priority #1, Goal #7: Effective Information Technology, Community Development has requested funding to obtain access to a commercial real estate availability listing that will provide real time data related to available business spaces and layouts. This will help staff with vital decision making and planning related to economic development.

Please see the detailed requests associated with all new M&O Initiatives beginning on page 176.

Special Revenue Funds Overview

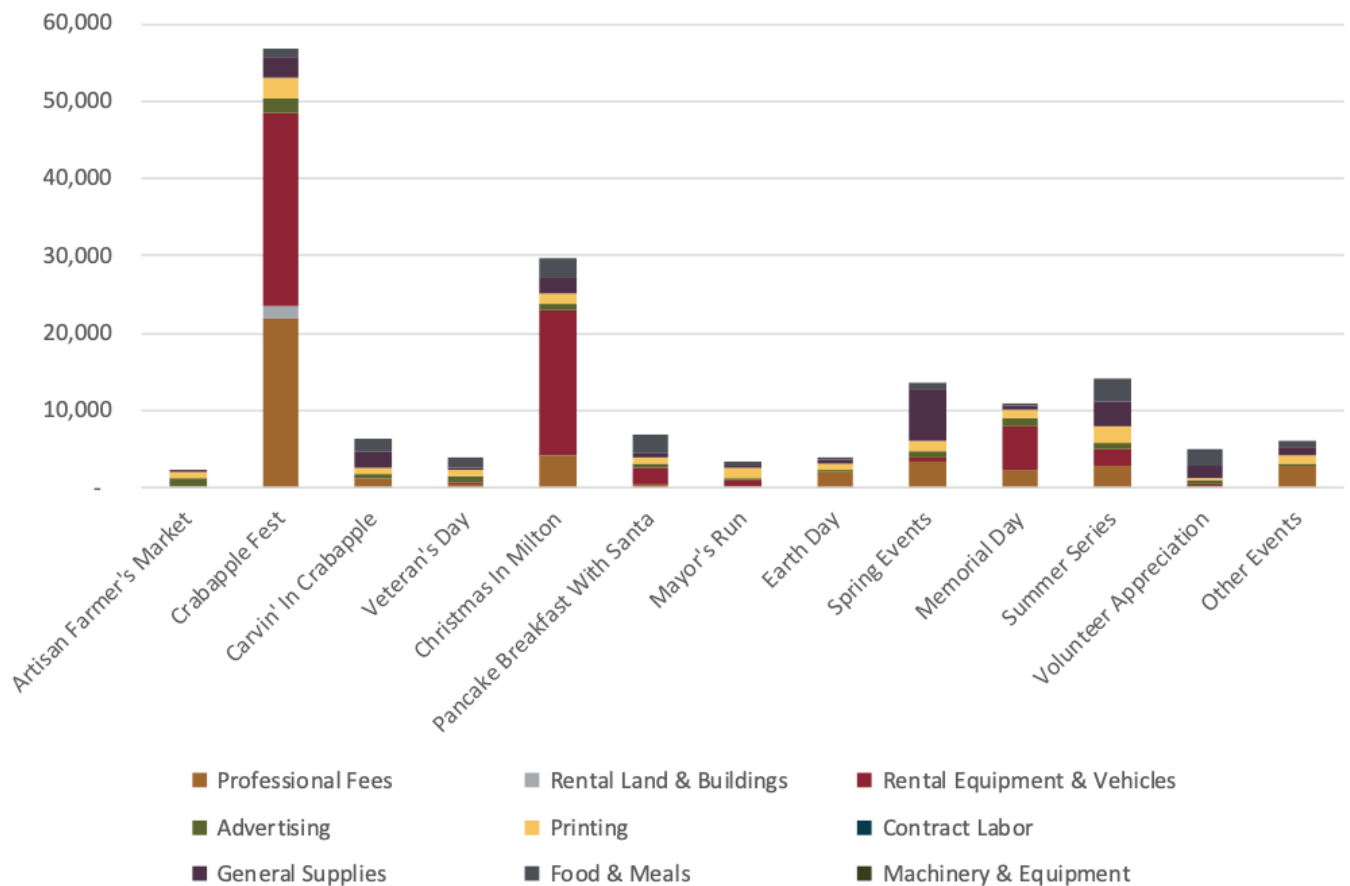
The City adopts annual budgets for each Special Revenue Fund that demonstrate any legally restricted revenue sources and anticipates activity in the given year. In FY 2024, \$1.3 million in anticipated revenues are attributable to the four Special Revenue Funds with budgeted appropriations (excluding 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 (\$67,000). Revenues, excluding budgeted fund balance, are expected to increase by \$1,785 or 1.9% from FY 2023's amended budget. This increase is being driven by anticipated hotel/motel tax revenues forecasted for FY 2024.

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. Event costs in FY 2024 are projected to be \$25,485 or 18.5% higher than FY 2023's amended forecasts. Included in these increases are additional holiday decorations at the Public Safety Complex on Highway 9 as part of the City's Christmas in Milton celebration, additional eggs for the annual egg hunt co-hosted with Stonecreek Church to address increased participation over the years, and funding in the "other events" category to allow for new opportunities for events in the Milton.

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 2024 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 for such services. 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 at \$1,200,000 and a corresponding consistency to expenditures for payments to Alpharetta has also been budgeted at \$1,200,000.

OPERATING GRANT FUND

When Milton receives operating grants in excess of 2% of the General Fund's expenditures, it must account for them in the Operating Grant Fund. The Police Department has been the recipient of funding from the Criminal Justice Coordinating Council in FY 2023, which is currently being accounted for in this fund. Any eligible spending that carries over to FY 2024 will be allocated through the amendment process.

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 has received \$14.8 million to-date and has spent approximately \$12.4 million. Revenues will be recognized as available once eligible expenses are incurred. In FY 2024, staff anticipates earning approximately \$50,000 in investment income and has also recognized a transfer out of all investment income earnings received from FY 2021-FY 2024 in an operating transfer out to the General Fund in the amount of \$245,064 according to program rules.

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 slightly from the amended FY 2023 forecast of \$65,000 to \$67,000 in FY 2024.

Capital Projects Funds Overview

Annually, the City reviews its seven-year capital improvement program and submits updates to the 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 2024, all six budgeted capital projects funds have been incorporated into the seven-year Capital Improvement Plan and account for \$14.1 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 2024'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 one other revenue source, infrastructure maintenance fees, that makes up about 1% of the anticipated revenues for this fund in FY 2024. Infrastructure maintenance fees are charged to solid waste haulers at a rate of 5% of the company's gross receipts and 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 2024 includes debt service for both principal and interest in the amount of \$1,710,125. The millage rate to collect tax revenues to make these payments is 0.364 mills (down from 0.452 in FY 2023). 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 (MGAC).

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. Both TSPLOST initiatives – which were approved by voters in the November 2016 and November 2021 elections – include a dedicated project list. The TSPLOST Fund is budgeted to bring in approximately \$8.4 million in revenues in FY 2024 excluding operating transfers in. These funds will go towards infrastructure projects including and program management including: a project inspector, a roadside multi-use path on Dinsmore Road, bridge maintenance, a trail connection to the Big Creek Greenway, and road paving throughout the city. The Comprehensive Transportation Plan (CTP) is currently underway and will aid in decision-making with regards to the remaining TSPLOST II collections. Funding for projects not yet underway will be earmarked to the Program Management - Infrastructure account. Once the CTP is complete and Council has provided guidance on projects, staff will allocate the funding accordingly and provide budgetary updates at each budget amendment hearing.

CAPITAL GRANT FUND

The Capital Grant Fund was set up to account for capital grant revenue and expenditures made by the City. Staff are seeking two grants to aid with costs at the Milton City Park and Preserve. Upon final approval, the active acres will see site improvements including construction of six tennis courts, a tennis viewing pavilion, and a playground as well as the reconfiguration and renovation of the parking lot (\$500,000). Additionally, the passive acres will receive funding towards further development of the recreational trails, hydrology work, land management, and habitat restoration (\$1,500,000). The FY 2024 budget also contemplates \$440,000 related to the Local Maintenance and Improvement Grant (LMIG) which will go towards funding the FY 2024 pavement maintenance program and \$523,200 in TAP funds that will be transferred to the TSPLOST Fund to support the trail connection to the Big Creek Greenway project.

IMPACT FEES FUND

In October 2015, Milton began collecting impact fees on new development projects to offset 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 came in lower than anticipated in FY 2023 and are estimated to return to earlier projections in FY 2024. The City is working on updates the methodology for the program which may impact revenue collections. Anticipated changes that come out of the study will be addressed through the City's budget amendment process in FY 2024. 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 (Legacy Park), the active acres on Dinsmore Road (MCPD), land at Bethany Bend and Hopewell 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;
- Reconstruction of Fire Station #42;
- Turf fields at Legacy Park.

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 saving the City approximately \$443,059. The debt service for this new issuance will be funded through an operating transfer from the General Fund in the amount of \$1,650,400 in FY 2024.

CONCLUSION

The Fiscal Year 2024 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@miltonga.gov.

DEPARTMENT-FUNCTION RELATIONSHIP

General Government

- Mayor & Council
- City Clerk
- City Manager
- General Administration
- Finance
- Legal
- Information Services
- Human Resources
- Risk Management

Judicial

- Municipal Court

Public Safety

- Police
- Fire

Public Works

- General Government Buildings
- Public Works

Culture & Recreation

- Parks & Recreation (Active)
- Passive Parks/Greenspace

Housing & Development

- Community Development

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



CITY LOCATION & KEY DEMOGRAPHICS

CITY HALL

2006 Heritage Walk,
Milton, Georgia 30004
678.242.2500

cityofmiltonga.gov

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 received many recognitions from high-profile international media for its high quality of life, including as one of the "9 Best Places to Live in Georgia" (Travel + Leisure) and "Best 20 Suburbs" nationwide (HGTV). Milton also consistently ranks as one of the safest cities in not just Georgia but the entire United States.



CITY OF MILTON, GA

AT A GLANCE

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

- Area – **39.1 square miles**
- Total Adopted Fiscal Year 2024 Budget - **\$58.3M**

Demographics

- Population = **41,922**
- By Sex = Males, **20,392** and Females, **21,530**
- Median Age = **38.5**
- Average Family Size = **3.42**
- Median Home Value = **\$564,469**
- Average Home Value = **\$602,949**
- Median Household Income = **\$164,184**
- Per Capita Income = **\$72,059**

EDUCATIONAL ATTAINMENT

- High School Graduate or More = **98%**
- Bachelor's Degree or Higher = **73%**
(Note: Percentages calculated for 25 years or older age category.)

Business Statistics

DESCRIPTION	NUMBERS
Home-Based Business	389
Gross Receipts	437
# of Employees	28
Professional Practitioner	38
Non-Profit	16
	908

TOP MILTON EMPLOYERS

Fulton County Schools	893
Infor (US), Inc	312
Walmart	267
Home Depot	219
Target	213
Publix	190

Existing Land Usage

Land Use	Acres	Land Use Percentage	Land Use	Acres	Land Use Percentage
Ag/Equestrian	9,062	36.22%	Private Recreation/ Golf Course	950	3.80%
City Owned/ Parks/Greenspace	683	2.73%	Residential	8,492	33.94%
Commercial	598	2.39%	Right of Way	1,399	5.59%
Forested/Undeveloped	2,528	10.63%	Senior Living	8	0.03%
Institutional	690	2.75%	Transportation/ Communication/Utility	55	0.22%
Lakes/Ponds	472	1.89%			
Mixed-Use	69	0.28%	TOTAL	25,022	100%



ELECTED OFFICIALS



MAYOR

Peyton Jamison



DISTRICT 1/POST 1

Andrea Verhoff



DISTRICT 2/POST 1

Juliette Johnson



DISTRICT 3/POST 1

Jan Jacobus



DISTRICT 1/POST 2

Carol Cookerly



DISTRICT 2/POST 2

Paul Moore



DISTRICT 3/POST 2

Rick Mohrig

LEADERSHIP TEAM



City Manager
Steven Krokoff



**Deputy City Manager
/City Treasurer**
Stacey Inglis



Deputy City Manager
Bernadette Harvill



Finance Director
Karen Ellis



**Public Works
Director**
Sara Leaders



**Human Resources
Director**
Niki Graham



**Parks and Recreation
Director**
Tom McKlveen



**Community
Development Director**
Robert Buscemi



**Communications
Director**
Greg Botelho



Chief of Police
G. Rich Austin



Fire Chief
Gabriel Benmoussa



City Clerk
Tammy Lowit



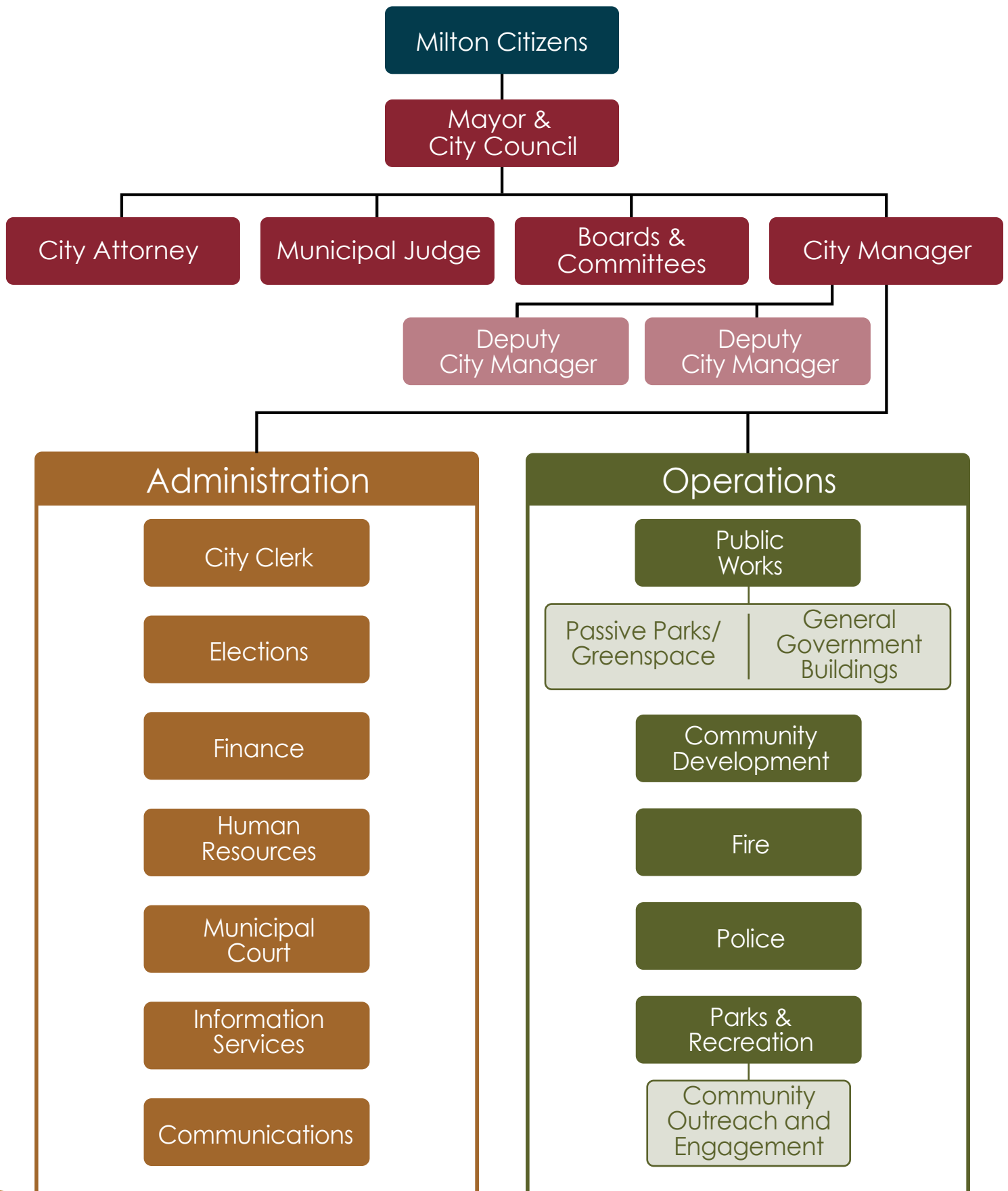
Court Clerk
Brooke Lappin



**Information Services
Director**
Ashley Smith

City Attorney
Ken E. Jarrard, Esq.

ORGANIZATIONAL CHART



FY 2024 Staffing Summary By Department

Department Name	FY 2022	FY 2023	FY 2024 Requests	FY 2024 Total	FY23/FY24 Variance
FULL-TIME					
City Clerk	1	1	0	1	0
City Manager	4	4	0	4	0
Finance	5	5	0	5	0
Information Services	1	2	0	2	0
Human Resources	2	2	0	2	0
Communications	2	3	0	3	0
Municipal Court	1	1	0	1	0
Police	50	50	3	53	3
Fire	67	69	0	69	0
Public Works	10	10	1	11	1
Parks & Recreation (Active)	4	5	0	5	0
Community Development	18	20	0	20	0
TOTAL FULL-TIME	165	172	4	176	4
PART-TIME					
Mayor & Council	7	7	0	7	0
Finance	2	2	0	2	0
Municipal Court	2	2	0	2	0
Police	4	5	0	5	0
Public Works	3	0	0	0	0
Parks & Recreation (Active)*	1	1	0	1	0
Economic Development	0	0	0	0	0
TOTAL PART-TIME	19	17	0	17	0
SEASONAL					
Public Works	0	3	0	3	0
Parks & Recreation (Active)*	12	27	0	27	0
TOTAL SEASONAL	12	30	0	30	0
TOTAL CITY EMPLOYEES (ALL SCHEDULES)	196	219	4	223	4

FY 2024 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.
- The FY 2023 final position count incorporates changes that were made through the formal budget amendment process in September 2023 including position additions, deletions, and mergers.

FY23 to FY24 Variances Explained:

- Police has requested two full-time Sergeants and one full-time Police Officer for FY24.
- Public Works has requested a full-time Project Manager which will be funded by TSPLOST revenues if approved.
- Community Development has requested one full-time Site Development Inspector and one full-time Zoning Technician to provide needed support in those areas necessary to meet current workload requirements.

Please see the FY24 Maintenance and Operating Initiatives for a detailed listing of requested positions and reclassifications.



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
Strategic Plan 2021-2025	A comprehensive, high-level five year road map to accomplishing key community goals.	Outline future goals and strategies for the Milton community and the City organization.	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.
Comprehensive Plan	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.	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.	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.
Deerfield LCI (Livable Centers Initiative)	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.	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.	The directives from the project recommendation lists may require budgeting for consulting services, staff, equipment, facilities, and real estate.

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
Crabapple LCI (Livable Center Initiatives)	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.
Capital Improvements Element (related to Impact Fees)	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.
Local Road Safety Plan	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.
Milton Comprehensive Transportation Plan	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.
Fulton County Transit Master Plan	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.
North Fulton Comprehensive Transportation Plan	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.

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
Transportation Project Improvement Plans	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.
Pavement Management Plan	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.
Stormwater Management Plan	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.
TSPLOST Project List	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.
Milton Community Trail Prioritization Plan	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.
2027 Parks and Recreation Master Plan	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.
Providence Park Master Plan	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.

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
The Park at the Former Milton Country Club Master Plan	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.
IT Strategic Plan	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.
Emergency Operations Plan	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.
Local Emergency Operations Plan	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 Funding of strategies and action plan to implement identified solutions. 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.
Hazard Mitigation Plan	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.
Milton Fire-Rescue Department Five-Year Strategic Plan	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.

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 period. 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 and achieving its intended outcomes.

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 updated 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.

The following 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." Each strategic objective has been broken down into action plans by staff which are placed into one of the four project prioritization matrix quadrants below in order to determine the timeline and resource requirements needed to accomplish each given plan:

Project Prioritization Matrix

Time Sensitive High	I	II
Time Sensitive Low	III	IV
	Labor Intensive Low	Labor Intensive High

To learn more about this process and read Milton's 2021-2025 Strategic Plan, go to www.miltonga.gov/StrategicPlan.

To track progress on the plan's objectives and action plans, go to <https://cleargov.com/georgia/fulton/city/milton/dashboards>



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 2024 budget funds this biennial survey, which should be completed in time for its results to inform planning for the FY 2025-FY2027 budget years. Please see www.miltonga.gov/2022ncs for a complete overview of the responses received in the NCS's conducted in 2009, 2012, 2014, 2016, 2019, and 2022 as well as information regarding the forthcoming 2024 survey.

TRACKING PERFORMANCE



Starting in FY 2023, each department 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 each 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.

As Milton works to enhance its performance measurement system for FY 2024, staff have reviewed dozens of budget books from jurisdictions recognized by GFOA for having special recognition for their performance measures and strategic goals and strategies. In this year's budget book Team Milton has added the following:

- **Balanced Scorecard** – Through the use of four strategic perspectives, the team will ensure that all strategic priorities, and thereby goals, objectives, and outcomes, aim to maintain a balanced approach towards achieving the City's mission and vision.
- **Strategic Perspectives** – The four categories that all City priorities, goals, objectives, and outcomes should tie back to:



Citizen/Stakeholder Focus



Financial Sustainability Focus



Internal Process Improvement Focus



**Organizational Capacity/
Learning and Growth Focus**

- **Measure Types** – The methods by which Milton staff will measure performance (based on GASB categorizations published by the NSAA in Best Practices in Performance Measurement) including:
 - **Input measures:** The amount of resources, either financial or otherwise, used for a specific service or program (including demand for governmental services).
Examples: budget allocation, number of employees, number of citizens eligible for the program, number of miles of highway, amount of grant funds received, etc.
 - **Output measures:** The amount of products or services provided, the number of citizens served, and the level of activity to provide those services.
Examples: miles of highway resurfaced, police reports filed, number of permit applications reviewed, traffic citations issued, etc.
 - **Outcome measures:** The results of the services provided, program impact and effectiveness including whether expected results have been achieved.
Examples: increase in new businesses, change in accident injury or death rate, change in water quality, change in criminal activity, etc.
 - **Efficiency measures:** The cost per unit of output or outcome.
Examples: Average expenditure per employee, average cost per mile of construction or maintenance of roadways, turnaround time per application processed, number of citizens receiving a service compared to the total number eligible for the service, etc.
 - **Quality indicator:** The effectiveness in meeting expectations of citizens, stakeholders, or other groups/the quality of services delivered.
Examples: accreditation of institutions or programs, awards or recognition for excellence, number of complaints, accuracy of information, average life of roadway, survey and customer feedback, etc.
- **KPI target to actual comparisons** – Staff have incorporated the initial target and a color coded indicator of whether the target was met for each KPI beginning in FY 2022 when Milton began setting targets for performance measures.

These enhancements to the Budget Book add transparency for Milton's residents and stakeholders. These goals, strategies, and performance measures 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

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

Objective #1 Develop cross-disciplinary systems that can respond to unanticipated emergencies, including specialized training and the leveraging of suitable technology			✓			
Objective #2 Identify and plan for natural and manmade disaster mitigation opportunities and recovery needs	✓		✓			
Objective #3 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

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

MILTON STRATEGIC PLAN 2021-2025

General
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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

Objective #1 Deliver effective, efficient emergency and nonemergency services to minimize fatalities, severe injuries, and loss			✓			
Objective #2 Identify and prioritize notable risk-threat hazards in Milton, develop a strategy to reduce their potential harm, implement this strategy, then evaluate its impact			✓			
Objective #3 Establish a sustainable Safety Crisis Intervention Team (SCIT) within the Police Department to collaboratively, efficiently, and effectively respond to crises			✓			
Objective #4 - Rebrand the Milton Fire Department's Community Paramedicine program - expanding its scope, mission, and service to citizens			✓			
Objective #5 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

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

MILTON STRATEGIC PLAN 2021-2025

General
Government
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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

Objective #1 Provide continuous development of all Milton staff so that skills and competencies are strengthened, work quality increases, and the City becomes a learning organization	✓	✓	✓	✓	✓	✓
Objective #2 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	✓	✓	✓	✓	✓	✓
Objective #3 Strengthen the on-boarding and leadership competencies of those serving on City boards and commissions, as well as in volunteer leadership roles	✓				✓	✓
Objective #4 Attract and retain a first-rate workforce that is more closely reflective of the community's diversity and prepared to lead into the future	✓	✓	✓	✓	✓	✓
Objective #5 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

Objective #1 Increase the reliability of technology support to the organization through technology service reporting, domain migration, and the enhancement of a disaster recovery plan	✓					
Objective #2 Establish a plan to create an intranet for City employees by December 31, 2021	✓					
Objective #3 Enhance the system for inventory management and "lifecycle" replacement of the City's hardware by December 31, 2021	✓					
Objective #4 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 #1 Explore the establishment of equestrian character area zones around Milton							✓
Objective #2 Identify and encourage equestrian lifestyle, heritage, and visitor experiences							✓
Objective #3 Establish a national marketing campaign to promote Milton's equestrian lifestyle							✓
Objective #4 Establish Birmingham Park as an equestrian destination				✓	✓		
Objective #5 Offer incentives and increase/reduce regulations that make it easy to build and maintain a farm							✓
Objective #6 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

Objective #1 Stop sprawl from eroding Milton's distinctive rural look and feel							✓
Objective #2 Interweave the City's architectural standards with its land use plan to preserve Milton's unique character	✓						✓
Objective #3 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

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

Objective #1 Create plan to enhance Birmingham Park for equestrian use by December 31, 2021				✓	✓	
Objective #2 Phase in the Providence Park Master Plan to improve Providence Park as identified in the City's Capital Improvement Plan				✓	✓	
Objective #3 Add aesthetically pleasing, informative, educational signage at City-owned natural areas and habitats				✓	✓	
Objective #4 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
Objective #1 Connect neighborhoods, character areas, retail nodes, and open spaces in accordance with the Milton Community Trail Prioritization Plan				✓		
Objective #2 Create interactive maps, trail heads, standard signage and markers, and public education campaigns that show how to access Milton's trail and bike system	✓			✓		
Objective #3 Create a standing Trails Advisory Committee to help prioritize and guide the build-out of Milton's trail system					✓	
Objective #4 Implement plan for multi-use (i.e. walking, biking) connections to the Big Creek Greenway				✓		
Objective #5 Establish an "Adopt-a-Trail Program" to assist with the City's trail system maintenance					✓	
Objective #6 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
Objective #1 Explore adding an outdoor performing arts space/venue				✓		✓
Objective #2 Explore the addition of more public art to parks and community spaces				✓	✓	✓
Objective #3 Distribute community spaces so there is more equitable access throughout Milton	✓			✓	✓	✓
Objective #4 Create technologically interactive spaces	✓					
Objective #5 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

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

Milton Strategic Plan 2021-2025: Outcome Measures Tracking

Reference Key:

Complete (complete outcome measures may have an ongoing tracking component)

In progress/no delay

In progress/delayed

Not started

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

SP #1/Goal #1: Long-term Financial Stability

Outcome Measures

- Chart percentage of revenue across different categories, aiming for a higher percentage (relative to total revenues) derived from non-property taxes year-over-year

Complete: Staff will continue to monitor the ratio of property tax revenues to non-property tax revenues in order to maintain the goal of increasing those non-property tax revenues year-over-year.



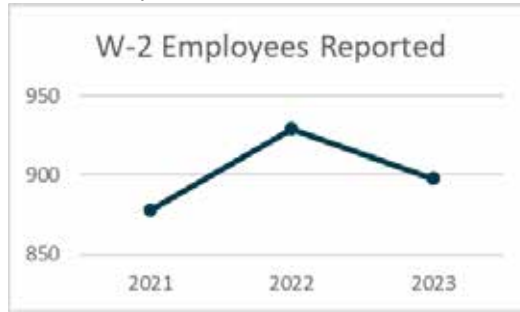
- Develop a 5-year financial plan
Complete: See p. 186 for the City's five-year operating projections and p. 203 for the seven-year Capital Improvement Plan (CIP)

FIVE-YEAR OPERATING PROJECTIONS FY24-FY28

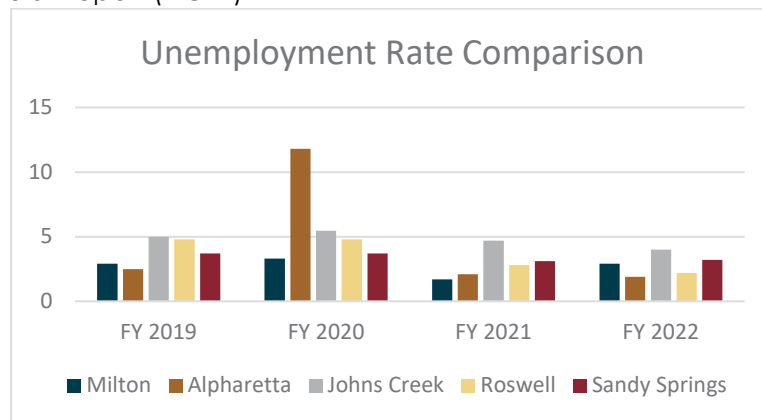
SEVEN-YEAR CAPITAL IMPROVEMENT PLAN FY24-FY30

- Assess the following, aiming for year-over-year stability and/or improvements:
 - Number of new jobs added (trend over a 10-year period)
In progress: The current Occupational Tax Certificate (OTC) software cannot separate number of employees by new and existing businesses.

The total number of W-2 employees as reported through the application process is being tracked over a 10-year period beginning in 2021 – the first year of the Strategic Plan – (figures exclude City of Milton and Fulton County Schools employees):



- o Unemployment rate (as measured against comparable cities)
Complete: Staff has been tracking these rates and comparing them against figures reported in each city's audited Annual Comprehensive Financial Report (ACFR)



- o Streamlined/reduced permitting time (as measured against comparable cities and by customer satisfaction)
In progress: Plan review was reduced by 67% or 20 days from 30 working days in 2022 down to 10 working days in 2023. This has improved due to adequate staffing. Results reported through the 2022 NCS has Milton in the 97th percentile for customer service by City employees further supporting this measure. Community Development staff is working on gathering similar measures from comparable cities in order to complete this outcome measure).
- o Occupancy rates (as measured against comparable cities)
Complete: Staff is tracking occupancy rates and shows the Milton Office Vacancy Rate at 18% and the Milton Retail Vacancy Rate at 3.7%. This measurement has been compared to the North Fulton total vacancy rate of 15.6% (Office).
- Occupational tax process and fee structure updates completed by December 31, 2022
Complete: Council has provided guidance to retain the current fee structure at this time. Based on feedback from Council and a business owner stakeholder survey, staff has implemented process improvements to include a way for businesses to renew their OTC online annually.

SP #1/Goal #2: Critical Event Preparedness

Outcome Measures

- 100 percent of identified City staff members receive basic ICS training by December 31, 2021
In progress: 100% of Police and Fire staff have completed training, all other identified city employees (Emergency Management Committee Members) will have training completed by first quarter of 2024.
- Complete identified advanced emergency management training for appropriate staff members by December 31, 2023
Complete
- Conduct advanced level emergency management drills for five consecutive years starting in 2021
Complete: These drills have been occurring annually and will continue through the prescribed five-year period.
- Show improvement on interdepartmental cooperation according to the HSEEP model, evaluated in 2021 and again in 2025 (year 1 and year 5 of this Plan)
In progress: Interdepartmental cooperation is being achieved and is on track to yield improvement by year 5 as prescribed.
- Forge five new community partnerships that will support the City in response and recovery by 2025
Complete: Automatic Aid Agreement with North Fulton Cities and Statewide through Georgia Mutual Aid Group (GMAG)



- Produce a different resilience-themed community education campaign each quarter during the full course of this Strategic Plan
Complete: Barn Safety Inspections, CARES At Risk Population Fire and Fall prevention Education, Kitchen Fires Prevention in Apartment Complexes, CPR and Stop The Bleed Community training are all in place and occur annually.
- Fully implement a continuity of operations (COOP) by the end of 2022
In progress: The Emergency Manager is finalizing a draft for consideration by the Emergency Management Committee by December 31, 2023
- Establish and train an Incident Management Team with Milton, Roswell, Alpharetta, and Fulton County Schools representatives by 2023 while showing improved inter-entity cooperation according to the HSEEP model, as evaluated in 2023 and 2025 (year 3 and year 5 of this Plan)
In progress: Training with the North Fulton Cities is complete and our Emergency Manager is coordinating with Fulton County Schools to conduct training in early 2024.

SP #1/Goal #3: Environmental Sustainability

Outcome Measures

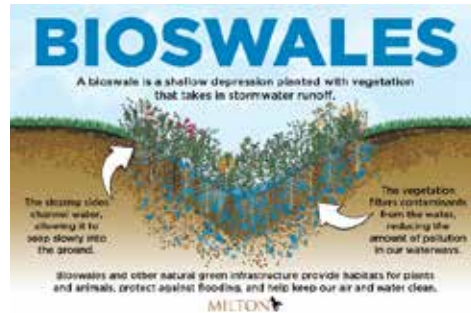
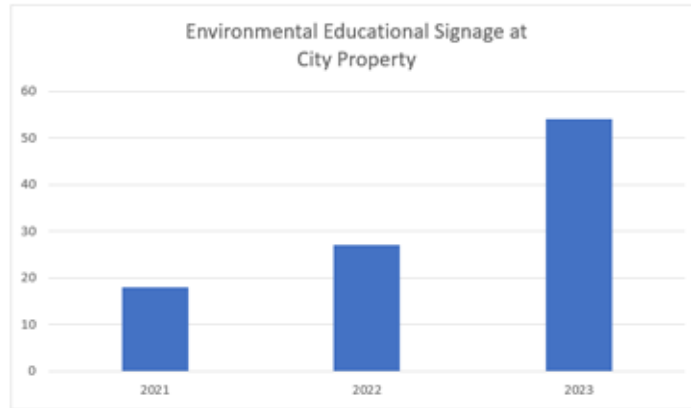
- Increase recycling alternatives – in terms of ease of recycling and the types of items that can be readily recycled – for Milton residents, as measured year-over-year
In progress: Staff has improved both the ease of recycling as well as the types of items that can be readily recycled since 2021 and the Recycling and Solid Waste Management Plan (FY 2024 M&O Initiative) will identify additional resources to continue increasing this measure.



- Improve in Green Communities certification from bronze to silver by the end of this Plan
Complete: Milton achieved Silver status in 2021, four years earlier than anticipated



- Year-over-year increases in the amount of environmental signage and kiosks in greenspaces, parks, and other City properties
Complete: Baseline set and tracking to be continued annually.



- Forge a partnership with Georgia Audubon to conduct a “bird audit” and make recommendations for a bird-focused environmental initiative

Complete:

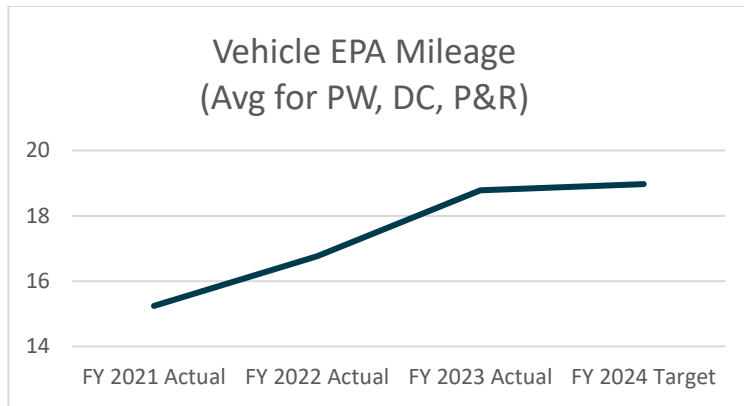
Georgia Audubon, now “Birds Georgia”, is a partner with the City of Milton on various projects

- Phase 2 improvements at the Milton City Park and Preserve
- Stakeholder in the Greenprint

Fall 2022 we offered guided bird walk programs lead by Georgia Audubon/Birds Georgia



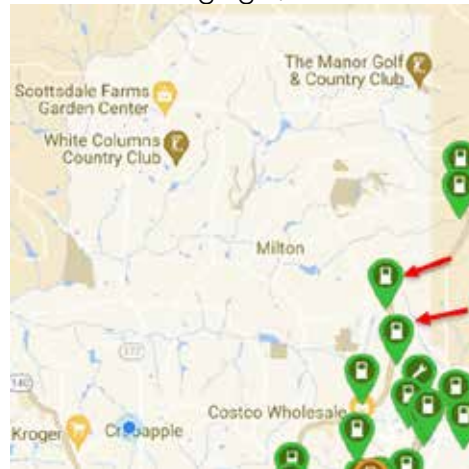
- Establish a baseline EPA mileage average for City vehicles by the end of 2021 and consistently improve that number year-over-year within the City vehicle fleet



- Increase the number of electric vehicle charging stations on public and private property in Milton, with 5% growth by the end of this Plan

In progress:

- We anticipate receiving funding in 2024 from the Energy Efficiency and Conservation Block Grant (EECBG) through the US Department of Energy. These funds will provide a strategy to improve facility efficiencies and an EV charging unit demonstration project on city property.
- Other recommendations from this strategy could include proposed ordinances for private development EV requirements.
- Currently, there are 2 charging units in Milton, both on private property.
- 2021 to present growth in EV charging 0%



SP #1/Goal #4: Safe and Secure Community

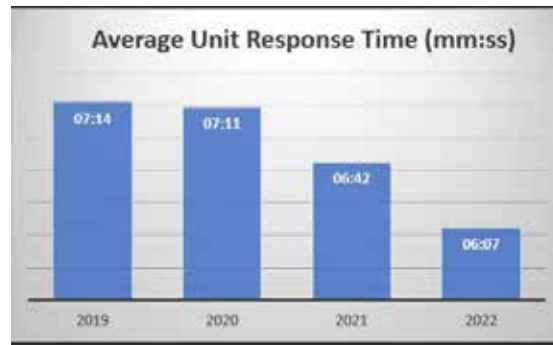
Outcome Measures

- Explore accreditation for Milton's Fire Department through the Center for Public Safety Excellence by December 31, 2021

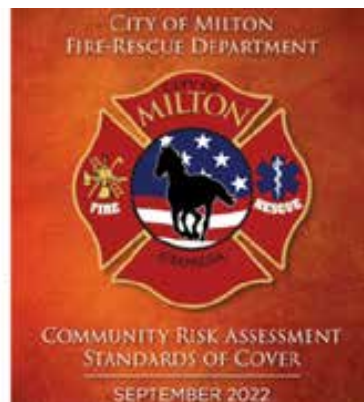
In progress:



- Reduce wait times for emergency response services in the Milton Fire-Rescue Department by meeting the “first alarm assignment” benchmark to 50% of the time by the end of this Plan
Complete: This has been met 100% of the time since the implementation of the automatic aid agreement in early 2022
- Improve response times to emergency calls in all zones by 10% by the end of this Plan (relative to 2021).
In progress:



- Develop and deploy annual scenario-based de-escalation and crisis intervention training for all Milton police officers by December 31, 2022
Complete
- Conduct an initial hazards analysis by December 31, 2021, then reassess annually to increase by 5% year-over-year target police/fire public education programs aimed at resiliency/prevention
Complete: Please click on the icon below for more details.



Establish a functional Safety Crisis Intervention Team (with 100% CIT-trained staff) by December 31, 2023

Complete

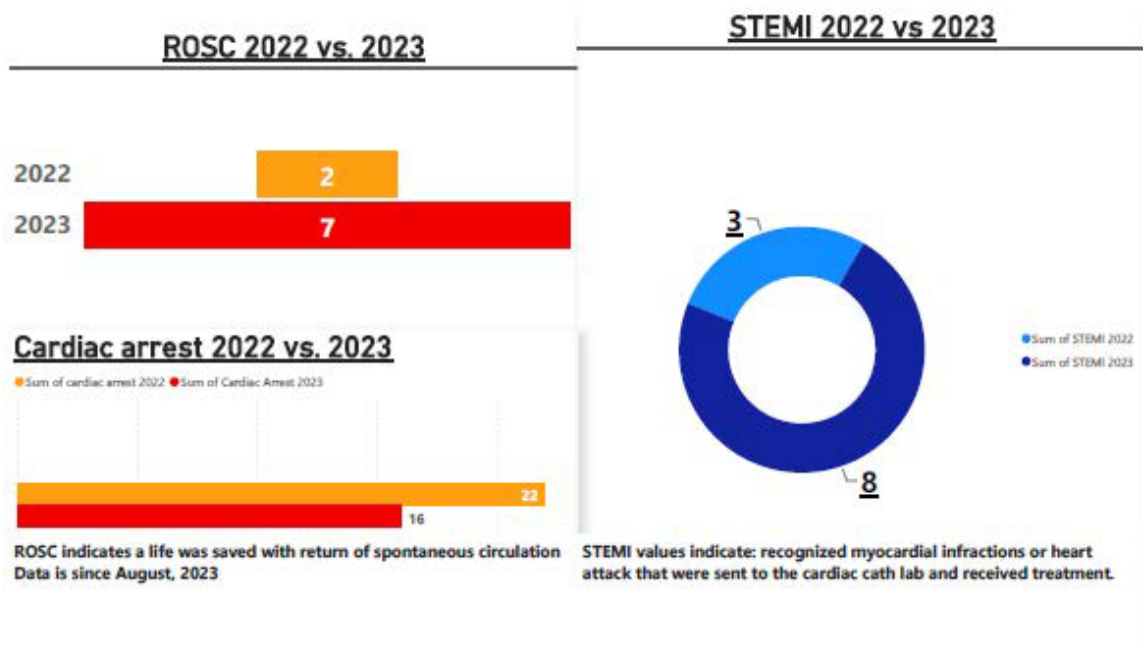
- Identify several police officers per shift for advanced training on crisis response and mental health services by December 31, 2021
In progress: There has been a slight delay due to course availability. Training should be complete by January 2024.
- Develop an expanded, repurposed operational mobile health response unit (tentatively to be called Milton C.A.R.E.S.) by December 31, 2022
Complete: Milton Fire CARES (Community Advocates for Referral and Education Services) launched on December 1, 2021.



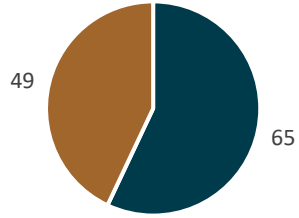
<https://www.miltonga.gov/government/fire/milton-fire-cares>

- Conduct an initial assessment of community needs that might be served by a mobile health unit by December 31, 2021; develop a comprehensive policy within the Fire Department to address those needs (including health and safety engagement) by December 31, 2022

Complete:

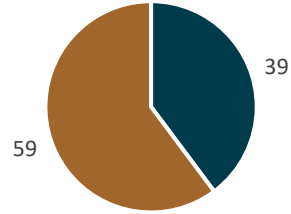


New Patients 2022 vs. 2023



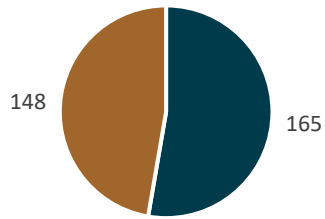
■ Sum of Patients 2022 ■ Sum of Patients 2023

911 Intercept 2022 vs. 2023



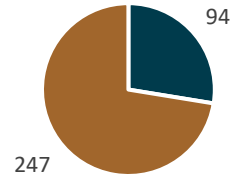
■ Sum of 911 calls 2022 ■ Sum of 911 calls 2023

Visits 2022 vs. 2023



■ Sum of Visits 2022 ■ Sum of Visits 2023

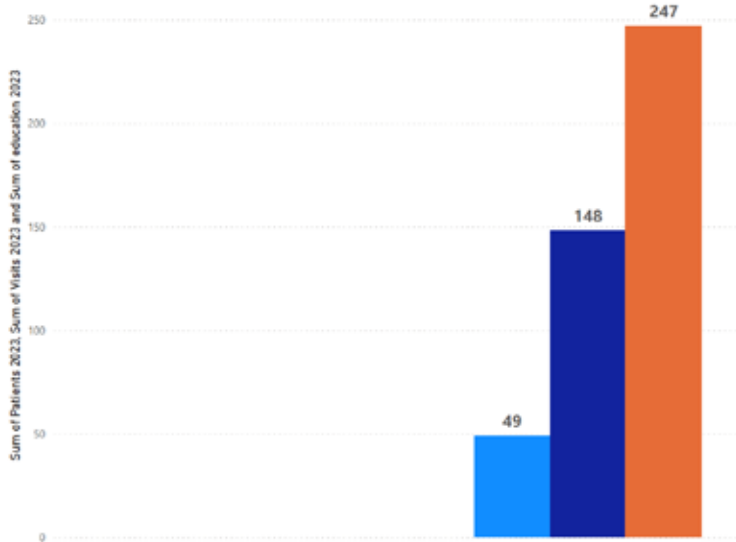
Education/Students 2022 vs. 2023



■ Sum of education 2022 ■ Sum of education 2023

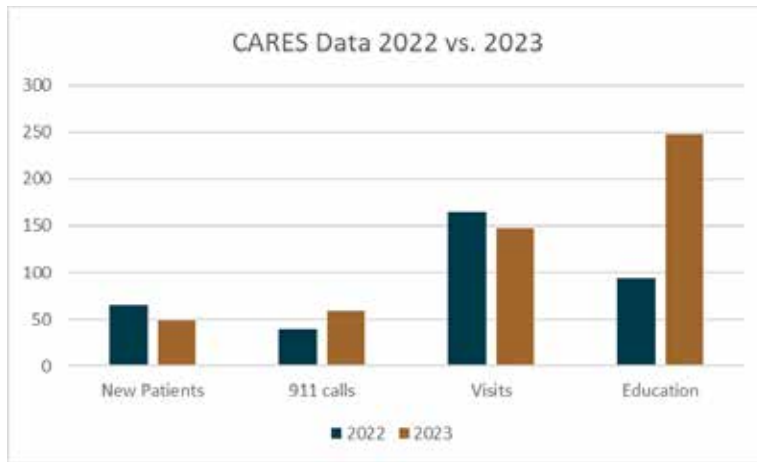
CARES 2023

● Sum of Patients 2023 ● Sum of Visits 2023 ● Sum of education 2023



Average Response Time
3:44





Data Represents:

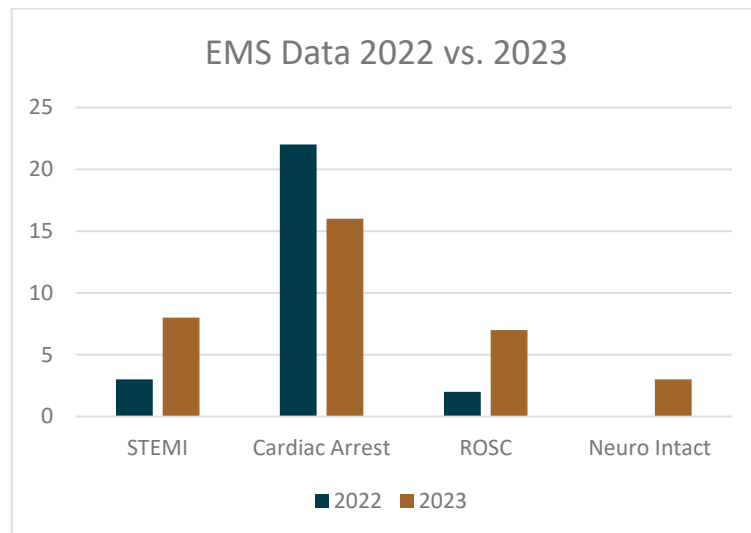
New patients taken into the CARES program.

Number of 911 calls CARES went on to establish patient care and continuity.

Visits performed just on the CARES program for in home patient services.

The number of students that were educated on the follow topics: CPR and Stop the Bleed.

Average response time reflects only during 911 interception.



Data Represents:

Number of confirmed STEMIs ran in the prehospital.

Cardiac Arrest shows the number of actual patients 'worked on' not any obvious death data sets.

ROSC represents the number patient that had a return pulse during a cardiac arrest due to EMS interventions.

Neuro intact represents the number of patients that left the hospital without any neurological deficits.

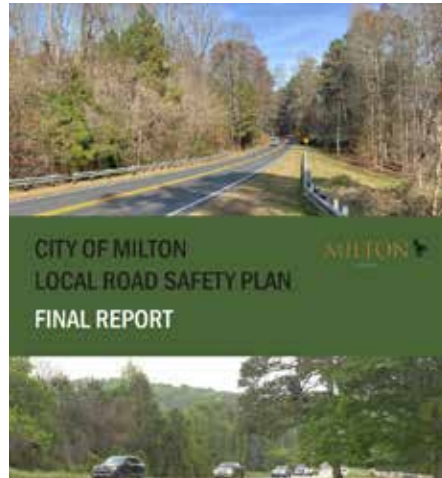
- Create a joint fire-police task force and conduct initial drill/training by the end of this Plan

Complete: Task force has been created/active shooter training and drill conducted in 2022.

SP #1/Goal #5: Calm, Efficient Transportation Infrastructure

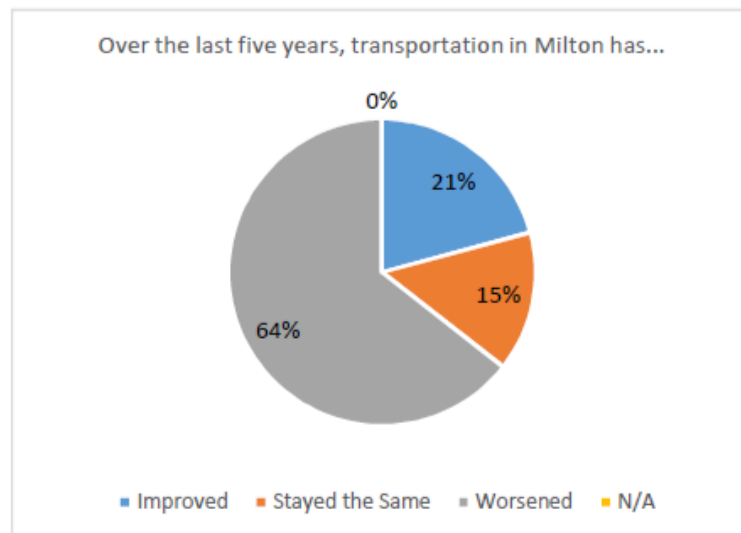
Outcome Measures

- Complete Local Road Safety Plan with executable strategies by December 31, 2021
Complete: Council approved Milton's LRSP on August 1, 2022. Please click the image below to access the plan.



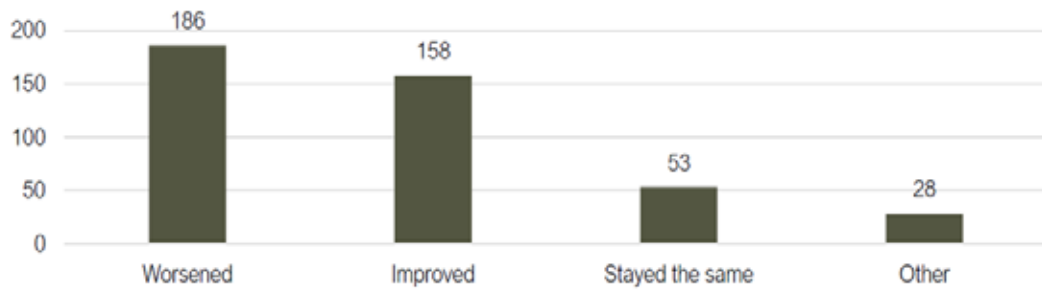
- Improve stakeholders' satisfaction with transportation in Milton as measured by a regularly conducted survey
Complete: [2016 CTP Survey](#)

Over the last five years, transportation in Milton has...		
Response	Count	Percentage
Improved	245	21%
Stayed the Same	174	15%
Worsened	759	64%
N/A	0	0%

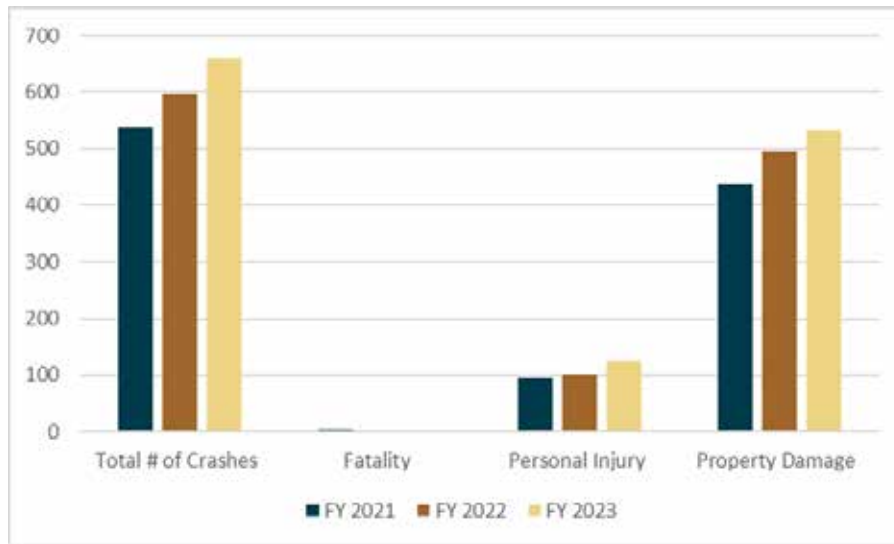


2023 CTP Survey

How has Milton transportation changed over the last 5 years?



- 5% year-over-year decrease in vehicular-related property damage (using 2021 as a baseline given abnormally reduced traffic in 2020 due to the COVID-19 pandemic)
In progress: Please see chart below, PD staff is working in conjunction with PW to identify best approaches to reducing these numbers where possible.
- 5% year-over-year decrease in vehicular-related personal injury and fatal crashes (using 2021 as a baseline given abnormally reduced traffic in 2020 due to the COVID-19 pandemic)
In progress: Please see chart below, PD staff is working in conjunction with PW to identify best approaches to reducing these numbers where possible.

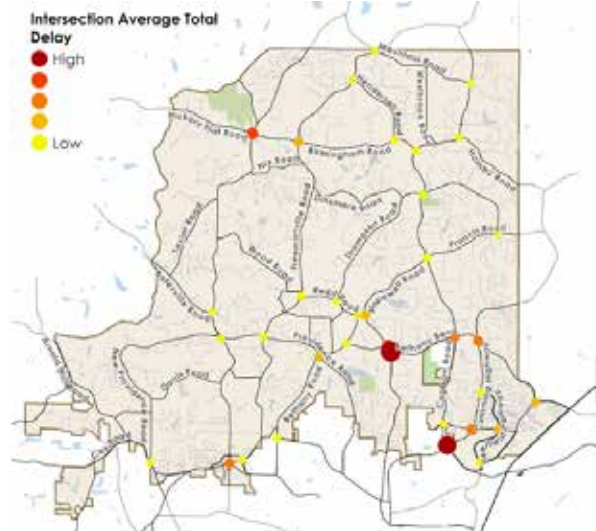


	FY 2021	FY 2022	FY 2023	Variance (#)	Variance (%)
Total # of Crashes	537	596	660	64	11%
Fatality	4	1	1	0	0%
Personal Injury	95	100	126	26	26%
Property Damage	438	495	533	38	8%

- Deploy a bicycle safety initiative by December 31, 2022
Complete: 2023 CTP Policy Recommendations on Bicycle Network

By implementing these policy changes and improvements, Milton can further its commitment to multimodal transportation, cyclist safety, and comprehensive regulations for bicycle and equestrian facilities. These changes will help create a safer and more accessible environment for vulnerable road users while promoting active and sustainable transportation options.

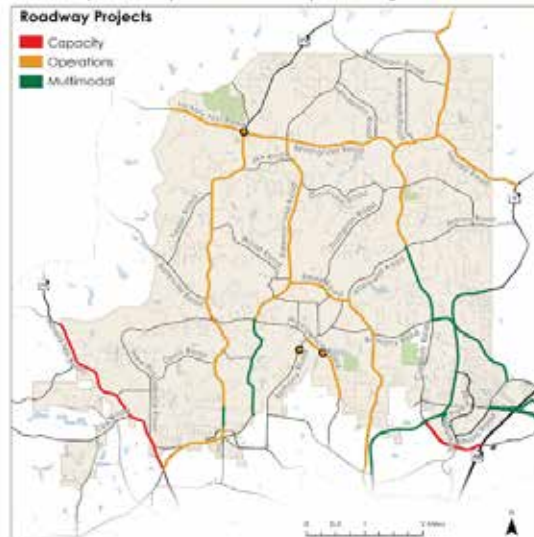
- Ensure effectiveness of intersections does not decrease below level D in the Comprehensive Transportation Plan over each of the next five years
Complete: 2023 CTP evaluates and recommends projects to ensure intersection effectiveness



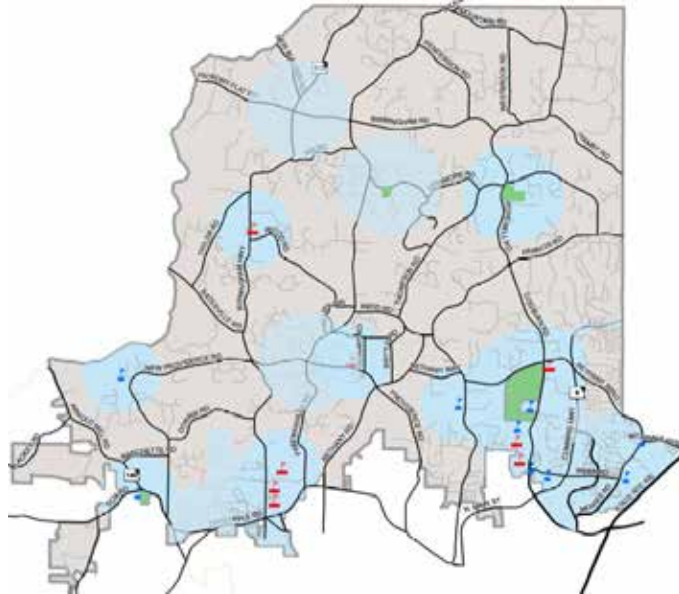
- Establish plan to analyze and develop a means to reduce "red lines" (as seen in widely used mapping software, like Waze) in Milton traffic by December 31, 2023; begin implementing such a plan by December 31, 2024
Complete: 2023 CTP evaluates and recommends capacity and operational projects to reduce delay

Roadway Corridors

The map below shows both capacity and operations projects that were evaluated during this Comprehensive Transportation Plan. Metrics for roadway projects were evaluated with differing levels of priority. The most important criteria was the RTIS delay score and staff identified compatibility of a project, whereas the lowest priority criteria was bike/pedestrian improvements that overlap with existing multimodal features.



- Create a baseline on the extent of “walkability” in Milton by contracting for a walkability study by December 31, 2022
Complete: Walkability map created and baseline of number of families connected to activity nodes with a goal to increase connectivity year over year



- Establish plans for connections to Big Creek Greenway by December 31, 2021
Complete: Concept has been approved and is proceeding with final design for construction in FY24/25



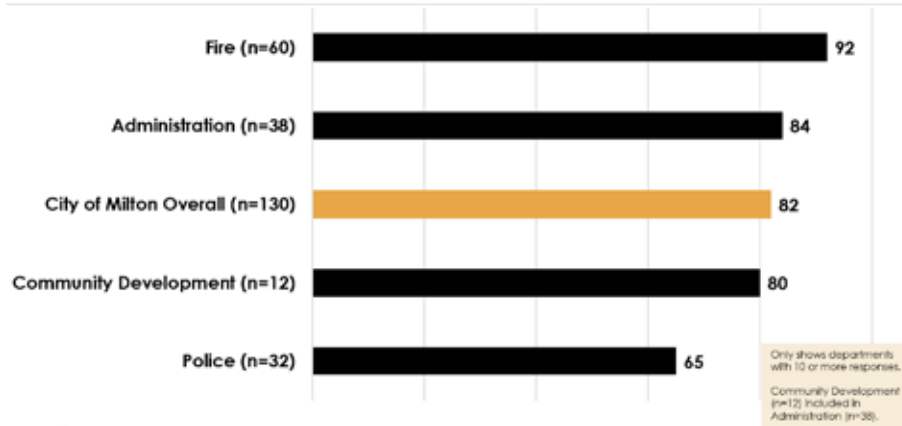
SP #1/Goal #6: Diverse, Engaged, Healthy Workforce

Outcome Measures

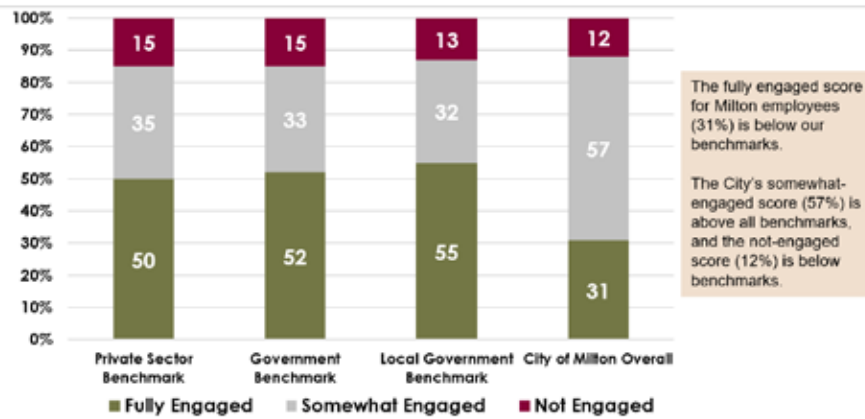
- Conduct engagement and satisfaction surveys for City employees (measured through a customized climate/culture survey or the Gallup Q12) to create baseline measures, followed by incremental year-over-year improvements
Complete: The baseline survey was complete in 2022 and survey results and improvement plans were shared with staff in June 2022. An employee

engagement survey is scheduled to be conducted in 2024 as part of the biennial issuance determined to be best practice in order to give leadership a year to address findings.

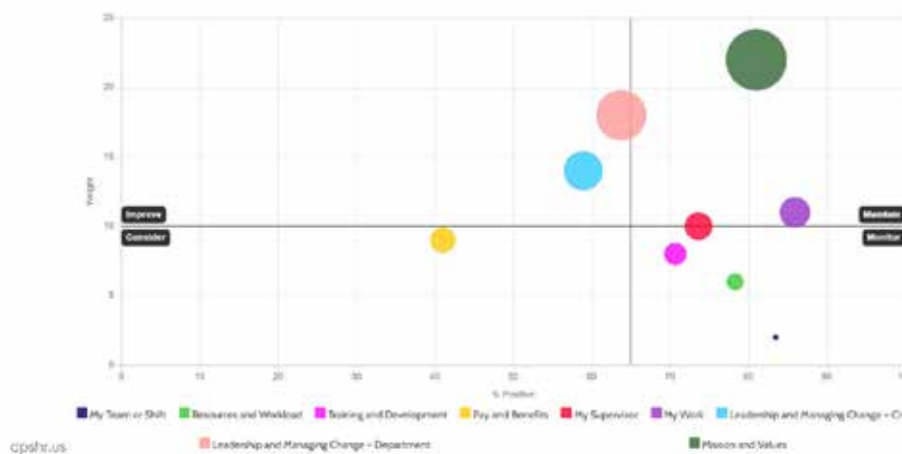
Response Rates (%) – Large Group/Department



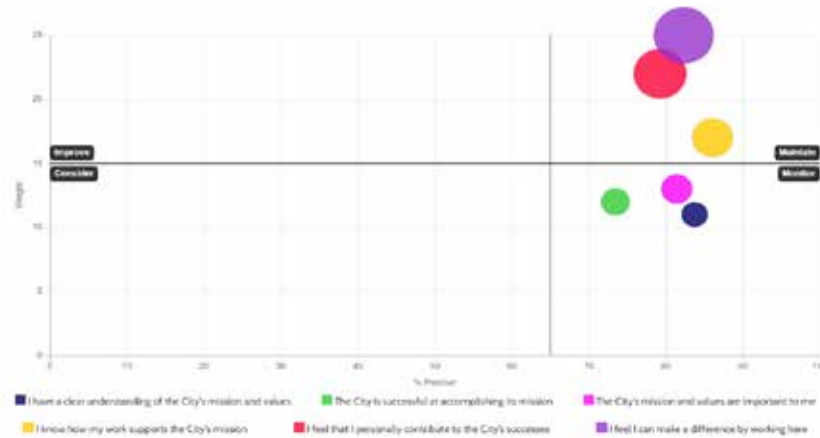
Overall Engagement Levels



Overall Workplace Factors



Mission and Values

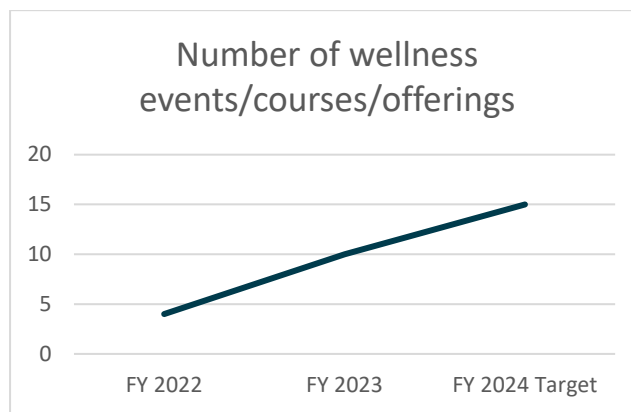


- Year-over-year increases in the percentage of employees achieving their documented professional growth objectives
In progress: The City implemented a formal “Check-In” process in 2020 which includes stated short-term and long-term goals for each employee. The new performance management system, which will commence in FY 2024, will take additional steps to document and track these goals.
- Establish a baseline in 2021, then annually increase the percentage of employees seeking training and mentorship for career advancement
In progress: While this is being handled at the department level a formal tracking system within Human Resources has not yet been implemented. Delays are related to software capabilities as well as change in leadership within HR.
- Conduct survey to establish baseline, then create and accomplish year-over-year goals that attest to contracted service providers having a positive work environment and providing quality services
Not started: Prioritization of new initiatives and day-to-day operations – in a department of two that has had significant turnover within the last few years – has delayed the commencement of this initiative.
- Establish an onboarding plan for all boards and commission members, as well as those in other volunteer leadership roles by December 31, 2021
In progress: HR has overhauled the onboarding program for all FTE, PTE, and seasonal employees with the addition of new leadership to the department. The next step is to work with the City Clerk to update the process for all boards and commission members.
- Reduce accidents and workers compensation claims by analyzing baseline data from 2020, then implement plans to reduce the number of incidents, year-over-year, through the end of this Plan
In progress: HR is working to analyze baseline data as well as introduce related training through the City's learning management system as well as on-site training to be conducted by GIRMA in early FY 2024.
- Year-over-year progress toward goal of making City of Milton's workforce more reflective of the community's demographics
In progress: Human Resources staff continues to identify ways to reach out to a diverse pool of candidates throughout the recruitment process. In FY 2023, HR

moved to NeoGov's recruitment platform which links directly to the GovernmentJobs portal which has a nationwide reach.



- Year-over-year increases in the percentage of Milton staff taking advantage of benefits (and to what degree)
In progress: HR continues to educate staff of the existing benefits as well as make enhancements to current plan designs to increase usability. Some examples include the annual open enrollment benefit fair hosted by HR which brings representatives from each carrier to City Hall to speak directly to staff. Additionally, in FY 2024, the City's HRA plan has been expanded to include co-pays in addition to deductible related expenses and educational information on this change was shared during the open enrollment period.
- 20% year-over-year increases in wellness program offerings available to City staff
In progress: The Milton Wellness Committee formed "Milton Total Wellness" in 2023 and offered a series of educational/informational lunch-and-learns, screenings, and other offerings throughout the year. HR will also begin measuring the % of staff participating in wellness events in FY 2024.



SP #1/Goal #7: Effective Information Technology

Outcome Measures

- Increase in City staff satisfaction with technology tools and services, as measured through a customized work climate/culture study to be conducted annually
In progress: Information Services sends out an annual survey to gather feedback from staff on satisfaction and expectations. This was handled by our third-party service provider who no longer has this application so staff is looking for an in-house alternative to put in place.
- Complete domain migration to miltonga.gov by June 30, 2021
Complete: The domain migration was completed in July 2023.
- Earn a major national IT award (through GovTech, ICMA, Gartner, or Center for Digital Government Innovation Award/GCN) by December 31, 2025
In progress: Staff is tracking progress and achievements and plans to apply for a major national IT award in 2024 and 2025.
- Complete an intranet plan by December 31, 2021
Complete: A plan has been established to initially utilize Vector Solutions as an intranet/learning management system for all training, notifications, form access, etc. with the end goal of creating a city-wide SharePoint as the official intranet.






- Have a fully functioning intranet by December 31, 2022
Complete: The Vector Solutions site was in place in Fall 2022 and training was provided to staff in January 2023.
- Institute IT Glue (or something similar) for inventory management and "lifecycle" planning by December 31, 2021
Complete: IT is using Asset Tiger and NinjaOne to manage inventory.



- Establish a fully functioning Laserfiche public portal by December 31, 2021
Complete:



- Re-establish publicly available GIS mapping by June 30, 2021
Complete: Access was re-established in 2022
- Increased community satisfaction with the City's website, as measured periodically through the ICMA National Citizen Survey
Complete: A baseline has been set with the 2022 NCS and will be monitored biennially.

Please rate overall quality of Milton's website/online services for each of the following.	Overall ease of navigation (to find information you are looking for)		80%
	Overall usefulness (pay taxes, helpful info, needed content, etc.)		80%
	Overall accessibility (on desktop, mobile, different browsers, etc.)		81%

- Increased ratings on municipal website transparency as measured through a generally accepted measurement tool, with 2021 set as the baseline and a follow-up assessment in 2023
In progress: Staffing issues have significantly impacted operations in the Communications Department including the ability to prioritize this initiative. At this time, the only website satisfaction indicators the City has are included in the outcome measure above.

Strategic Priority #2 - Smart Land Planning

SP #2/Goal #1: Equestrian, Farm Lifestyle

Outcome Measures

- Milton is listed/recognized nationally as one of the top places for recreational/hobby equestrian hobbyists by December 31, 2024
Complete: City of Milton listed as the second best city in the state of Georgia as recognized by Travel & Leisure magazine based on its "larger land parcels and unmatched beauty."



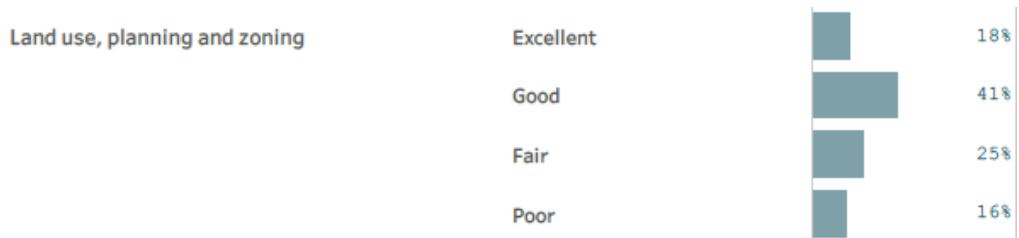
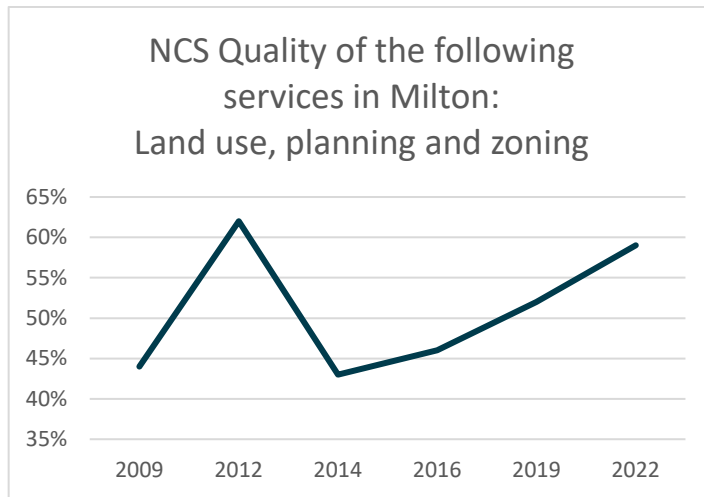
**TRAVEL+
LEISURE**

- Establish baseline of agricultural properties segmented by size and set achievable goals by December 31, 2021
In progress: Community Development is in the process of forming focus groups as part of our large lot incentives project. The result of this study will outline incentives the City may adopt to maintain existing larger agricultural sized properties (5, 10, 20 acres).
- Establish a baseline of satisfaction within the equestrian/agricultural community for goods, services, support, and available experiences by December 31, 2022
In progress: This initiative is on the Milton Equestrian Committee (MEC) agenda for consideration and feedback.

SP #2/Goal #2: Enhance Commercial Nodes

Outcome Measures

- Increases year-over-year in the percentage of large lot subdivisions as a percentage of overall subdivisions created during a given period
Complete: Zero 1-acre lots were developed in 2023. Milton has had a total of 36.012 acres of large lots developed. 100% of the developments in 2023 were large lots. Staff will continue to incentivize large lots with an aim of maintaining this outcome.
- Increased citizen satisfaction with the City's land use policies and decisions (as measured periodically by the ICMA National Citizen Survey)
Complete: In the 2022 NCS the following results were posted related to land use as compared to other communities in the national benchmarks table:



- Milton becomes a regional leader in land development practices as evidenced by positive publicity in regional publications by December 31, 2022
Complete: The City of Milton has been featured positively in Atlanta Business Chronicle in October 2023, Georgia Trend in September 2023, and Chronicle of the Horse.



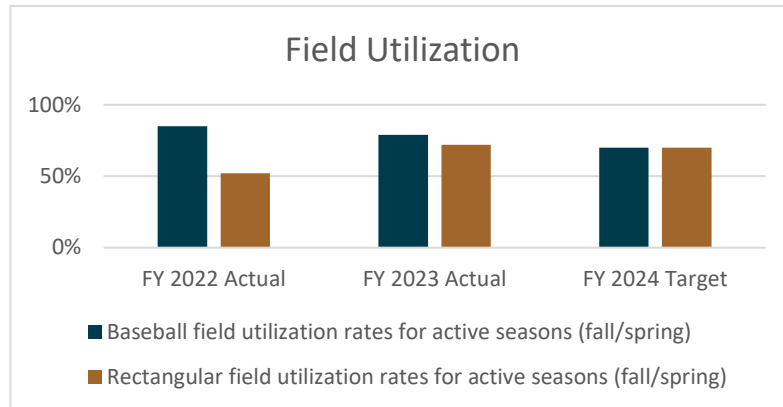
Strategic Priority #3 - Public Land and Resources

SP #3/Goal #1: Active Parks and Recreation

Outcome Measures

- Establish a baseline for utilization rate of parks and recreation facilities, then increase that utilization rate year-over-year

Complete: Staff is monitoring field utilization for the best balance of available space and optimal program needs which may not yield an increase in each given year. Facility usage will be monitored when additional indoor space is brought in-house.

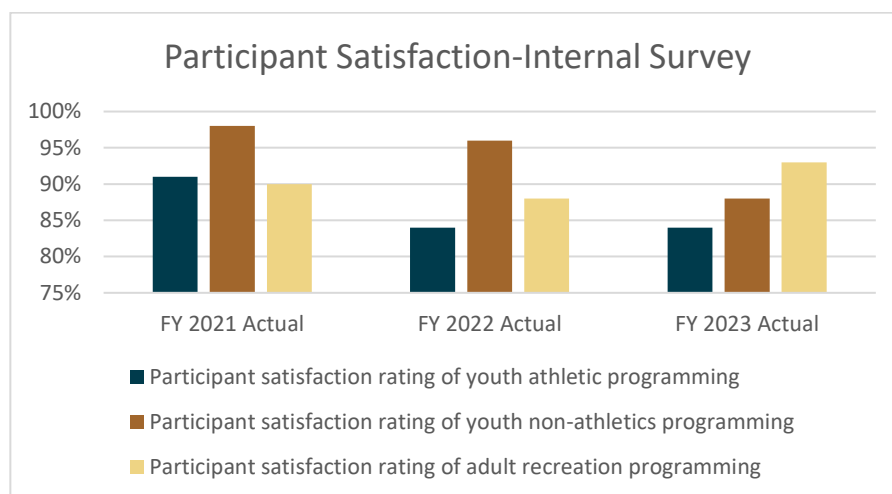


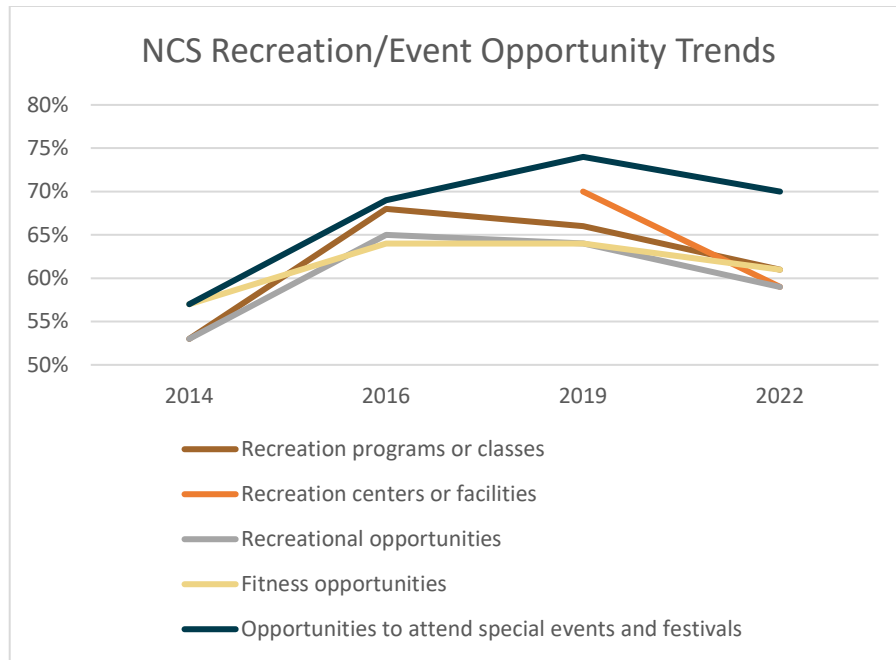
- Increased community satisfaction of parks and recreation facilities and programming as measured periodically through the ICMA National Citizen Survey and/or surveys coordinated by program providers

Complete: The City has tracked these measures through the NCS as well as post-program surveys internally.

In 2022, a new measure was added to the NCS: Overall quality of parks and recreation opportunities. 85% of respondents felt that this was an important focus for the community over the coming two years and 74% found a favorable quality of this characteristic in Milton.

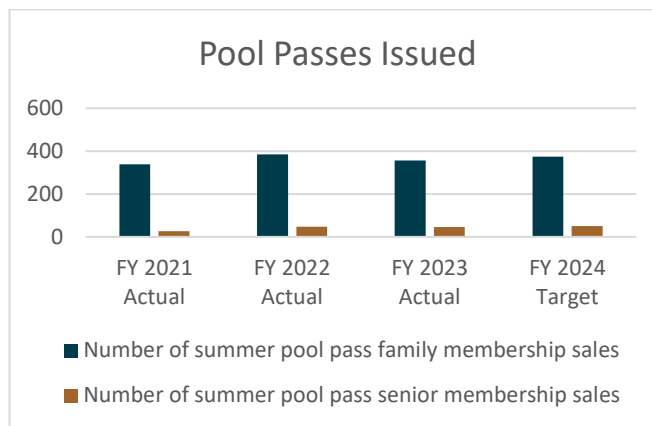
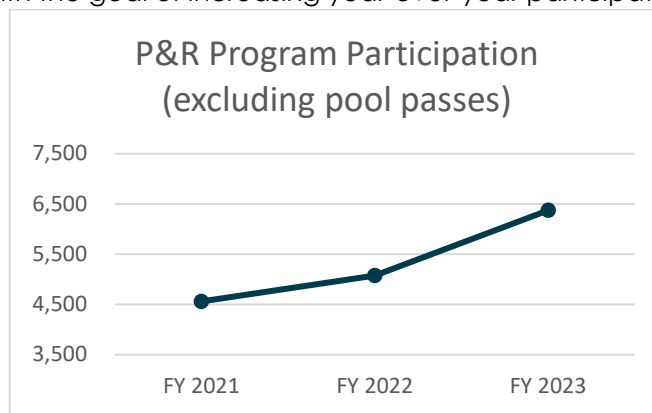
Additional rankings include:





- Year-over-year increases in community participation in Parks and Recreation activities, as measured in the number of individuals enrolled in City-affiliated programs

Complete: Registration for Parks and Recreation programming is being measured and tracked with the goal of increasing year-over-year participation



- Establish a scholarship program for recreational programs based upon generally accepted guidelines
Complete: A formal scholarship program was adopted in FY 2022
- Year-over-year increases in available active indoor recreation space (as measured in total square footage)
In progress: Milton as indoor facilities including the Milton City Park and Preserve Community Center, Community Place next to City Hall, and Bethwell Community Center at approximately 5,447 square feet of recreation space. An indoor community center is under contemplation in the seven-year CIP with completion estimated in FY 2031.



- Year-over-year increases in active outdoor park and recreation space (as measured in total acreage)
Complete: Active outdoor acreage has been measured with the addition of 8 acres at Legacy Park in 2020. The City aims to increase this acreage with the addition of a new active athletic park scheduled to be completed in FY 2026.

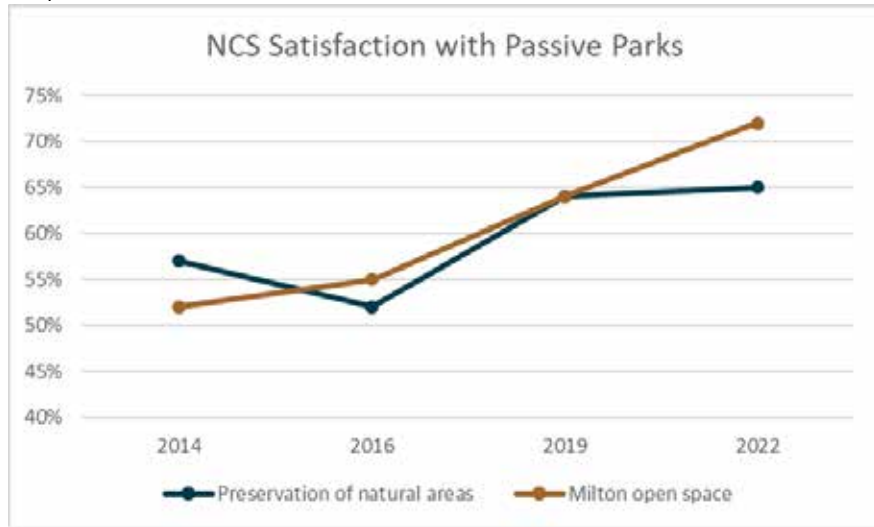


SP #3/Goal #2: Passive Parks

Outcome Measures

- Increased space and trails for equestrian activity by December 31, 2025
in progress:
 - Birmingham Park Phase 1 complete
 - Freemanville at Birmingham initial improvements complete
 - Greenprint planning
 - Future improvements
- Increases in community satisfaction with passive park spaces as measured regularly in ICMA National Citizen Survey and/or other surveys

In progress: The NCS has some key indicators for this measure and staff are seeking additional feedback through internal surveys to gauge satisfaction with passive park spaces.



- Implement significant improvements to transform Birmingham Park into more of an equestrian destination by December 31, 2025

In progress: Phase 1 completed fall 2022, upcoming future phase(s)

- Open bathrooms, pier, and new trail in Providence Park by December 31, 2021

Complete: Pier and new ADA compliance trail opened to the public in November 2021 and the restrooms were opened in February 2023



- Open first trails in former Milton Country Club by October 31, 2021

Complete: The first trail – a 2.5 mile loop – opened in April 2022



SP #3/Goal #3: Mobility and Connectivity

Outcome Measures

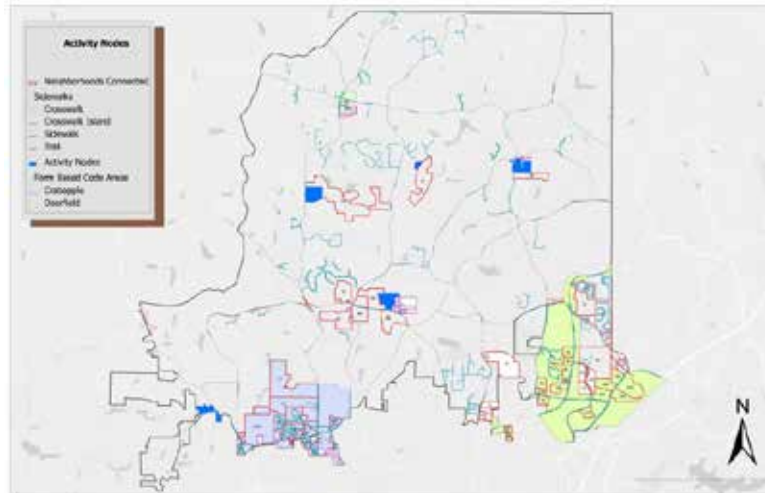
- Increases in community satisfaction with Milton's trail system, as measured periodically in the ICMA National Citizen Survey and/or other surveys

Complete:



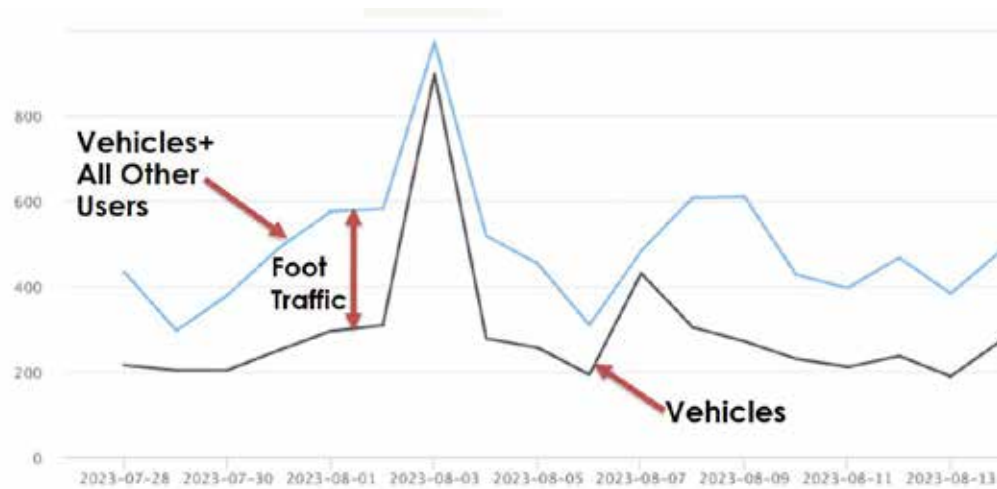
- Establish a baseline and then target for the number of families connected to businesses and activity nodes via a continuous network of trails; increase the number of connected families by December 31, 2025

Complete: Walkability map created and baseline of number of 6,136 homes connected to activity nodes with a goal to increase connectivity year over year



- Develop an interactive trail map to feature on the City's website, then increase the number of visits to that trail webpage by December 31, 2025
- Explore the measurement of foot traffic on city sidewalks and trails by December 31, 2024

Complete: Currently monitoring Wood Rd/Phillips Circle

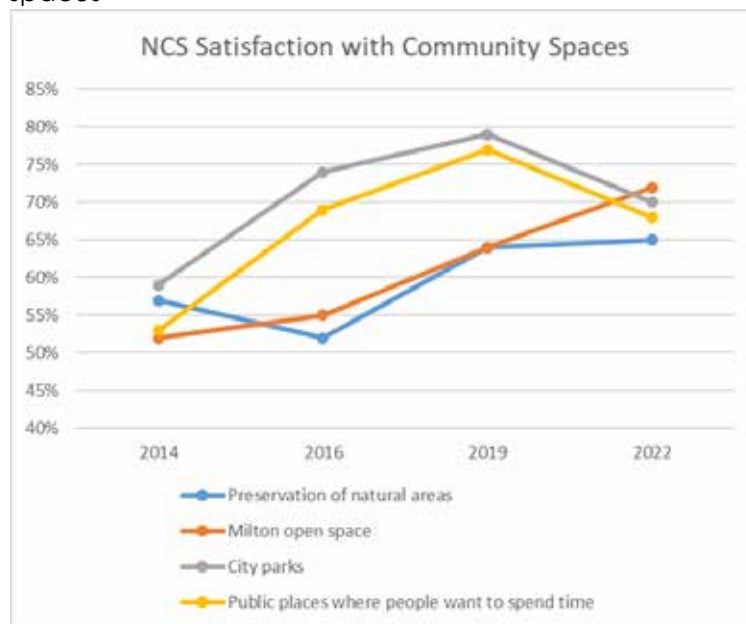


SP #3/Goal #4: Culture in Public Spaces

Outcome Measures

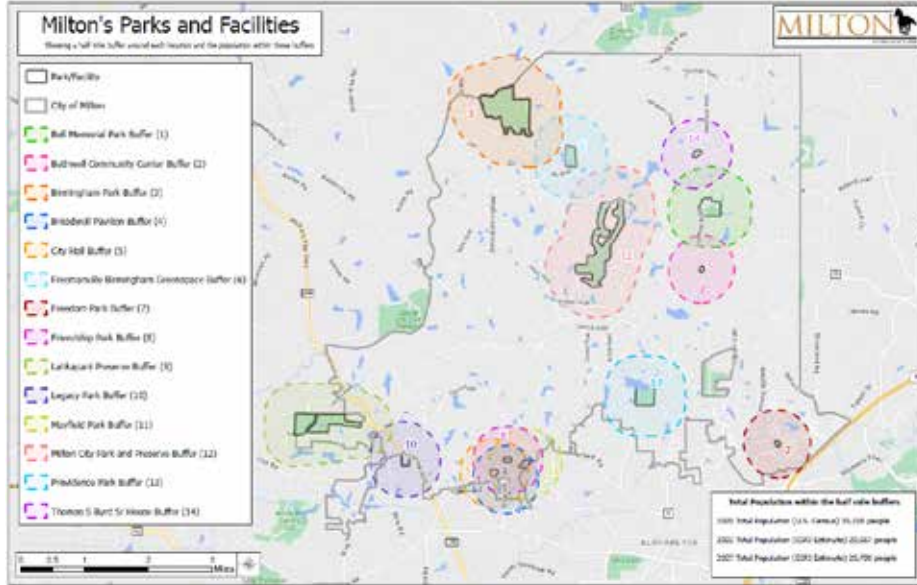
- Establish a baseline of residents' satisfaction with the City's community spaces (as measured in the ICMA National Citizen Survey and/or other surveys), then produce a notable increase in satisfaction by 2025

In progress: Staff continues to implement strategies and create new endeavors in order to improve/continue to improve residents' satisfaction with the City's community spaces



- Year-over-year increases in the number of households that are within a half mile of a community space

Complete: A baseline has been set in GIS utilizing population and will be monitored periodically for intended increases. This figure will increase as the City's greenspaces become open to the public throughout 2024.



- Year-over-year increases in technologically interactive spaces on Milton properties
In Progress: Staff is working towards adding technologically interactive spaces on Milton properties as well as a way to measure the availability of these resources through GIS.

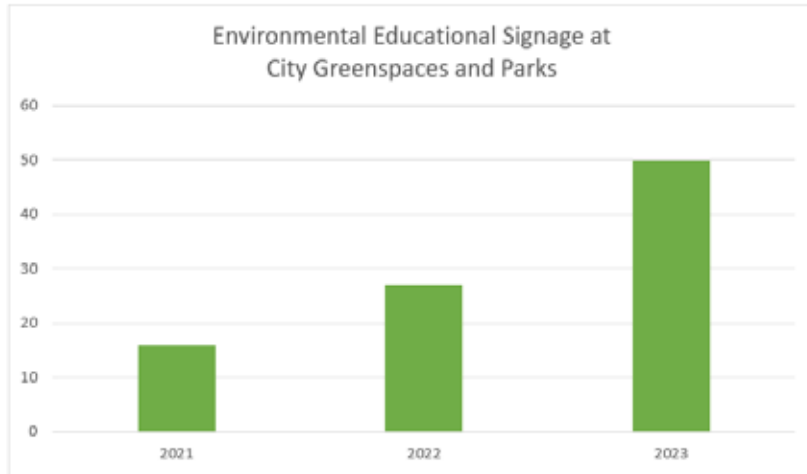
SP #3/Goal #5: Greenspaces

Outcome Measures

- Complete a greenspace plan/strategy by March 31, 2022
In progress: (please click the image below for more details):



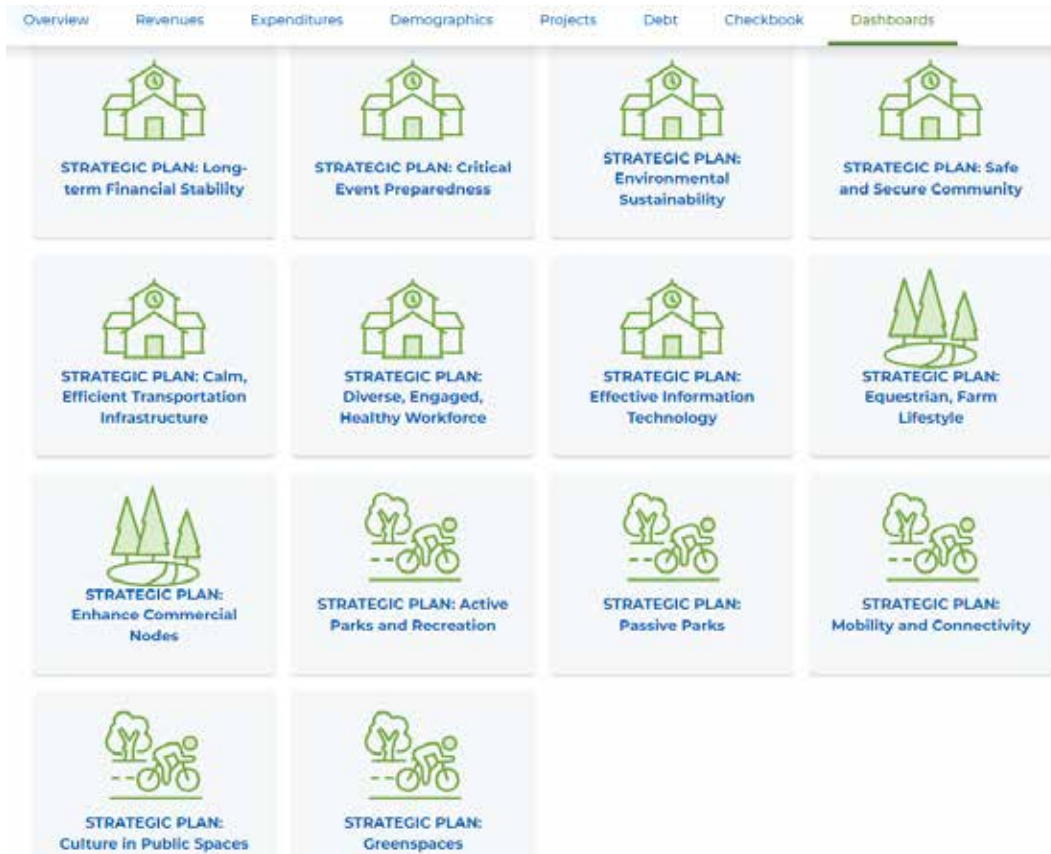
- Year-over-year increases in signage and other educational components at City-owned greenspaces and parks (same answer as sustainability section)
Complete: Staff will continue to track annually



- Identify opportunities to acquire/add more City-owned greenspaces
In progress: MGAC meets as potential properties become available and provide recommendations to Council for potential acquisitions.
- Incorporate greenspaces into Milton's interactive maps, trail heads, standard signage and markers, and public education programs
In progress:
 - Include as additional greenspaces are opened
 - Multimedia coverage this summer of Milton's greenspaces (in-house video and interview with Neighborhood TV)



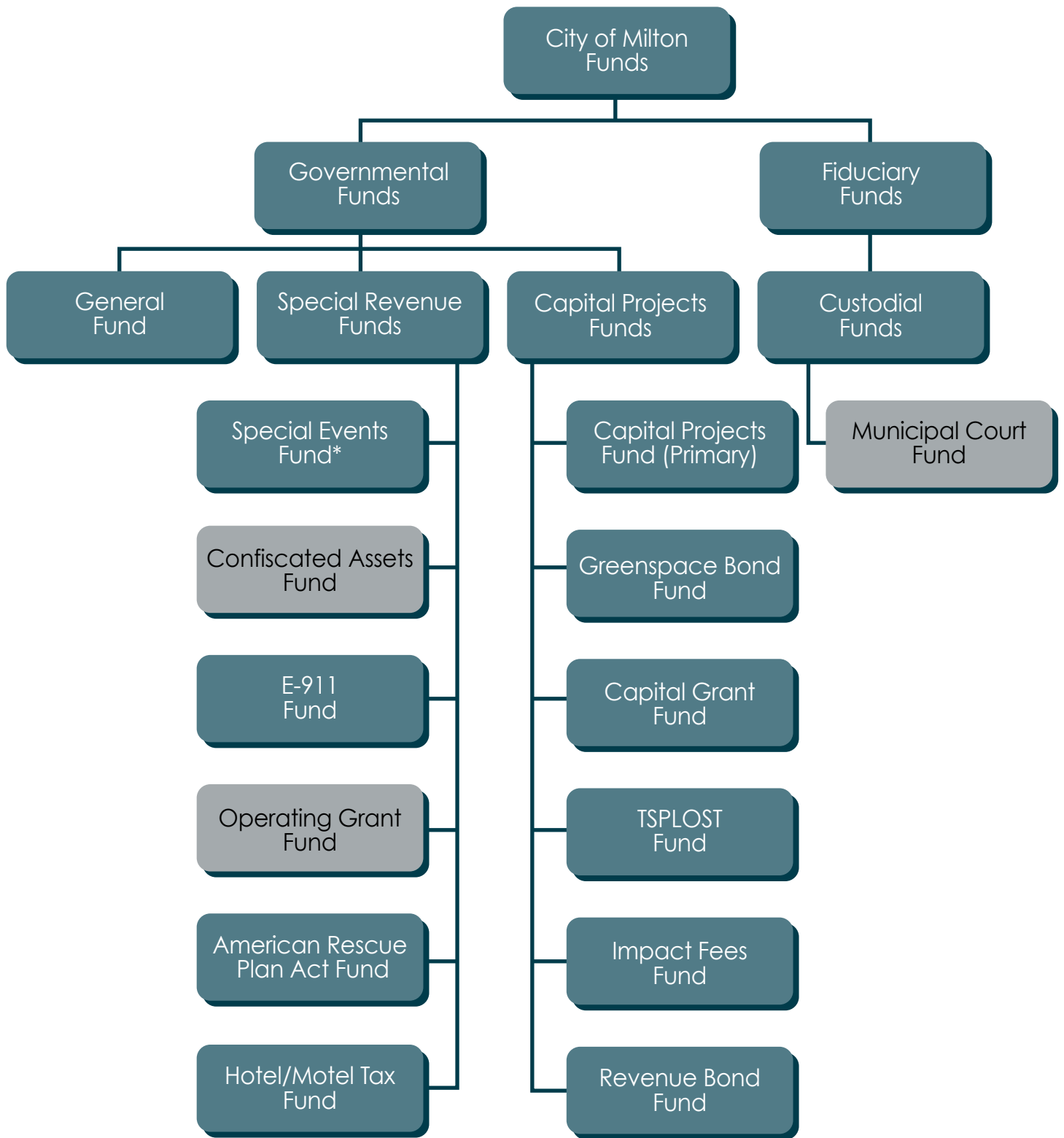
For additional progress tracking on the City's Strategic Plan goals and objectives please go to: <https://cleargov.com/georgia/fulton/city/milton/dashboards>






FINANCIAL POLICIES AND PROCEDURES

FUND STRUCTURE



* This fund is budgeted as Special Revenue Funds for ease of tracking. It is ultimately rolled into the General Fund for the purposes of financial reporting in the Annual Comprehensive Financial Report (ACFR).

 These funds have no appropriations in the FY 2024 Budget.

DEPARTMENT-FUND RELATIONSHIP

The following shows which departments are represented within each budgeted fund for Fiscal Year 2024. (Capital funds include project-length budgets that may not have additional funding requests in FY 2024.)

DEPARTMENT	Special Revenue Funds			Capital Projects Funds					
	General Fund	Special Events Fund	E-911 Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Capital Grant Fund	Impact Fees Fund	Revenue Bond Fund
Mayor & Council	✓								
City Clerk	✓								
City Manager	✓								
Elections	✓								
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	✓			✓					
Debt Service					✓				✓
Contingency	✓			✓					

American Rescue Plan Act Fund

Interest earnings will be allocated through an operating transfer to the General Fund, and subsequent/authorized spending will be addressed through the Council approved budget amendment process when expenses are incurred.

Hotel/Motel Tax Fund

100% of the 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 2024 process commenced in February 2023 with a Council retreat focused on the overall budget process, priorities, and long-range planning. Discussions at the retreat led to the incorporation of a new series of feedback sessions throughout the budget process. These additional budget discussion sessions will also offer further opportunities for citizen and stakeholder input as each meeting allows for public comment (please see below for specific dates/topics covered at these budget input and feedback meetings held in 2023).

THE PROCESS

After receiving this initial guidance and feedback from Council, staff commenced discussions around goal setting and long-range planning based on the priorities set out in Milton's planning documents (see p. 29). Once upcoming goals are set, each department head is responsible for providing requests related to both a current services budget (continuing operations) as well as an enhanced services budget (new initiatives) while City Management staff calculates expenses associated with salaries and benefits and projects revenues for the upcoming year (please see p. 95 for additional information on assumptions and trends related to the City's major revenue sources).

The team begins by analyzing historical data, recognizing trends, and making allowances for potential unforeseen circumstances. 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 and must tie back to one of the City's strategic priorities/strategic goals identified in the existing Strategic Plan.

In late May/early June, each department head meets with the City Manager and Deputy City Managers to explore, in detail, the initial department budget requests including a look five years out for maintenance and operating and seven years out for the Capital Improvement Plan. The City Manager and Deputy City Managers review all budget requests 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.

While the departments worked with City Management on initial requests, staff simultaneously implemented the new series of budget meetings to allow for Committee/Board, Citizen, and Council input and feedback. The overall objective of these additional meetings was to engage Council early in the budget process in order to obtain feedback and guidance. This was accomplished by reviewing some of the existing major capital projects to ensure the phased plans match Council's vision while allowing for updates to the existing project budget allocations and timelines if necessary. Staff also reviewed a draft five-year operating forecast and seven-year Capital Improvement Plan including revenue projections and expenditure anticipations so Council would be involved and informed leading up to the summer's millage rate hearings, budget workshop, and budget public hearings.

Staff utilized feedback phasing categories at meetings with the Parks and Recreation Advisory Board (PRAB), the Milton Trails Advisory Committee (MTAC), and Council in order to discern if changes to the existing master plan phasing was needed. This in turn informed staff if adjustments to budget projections over the five- and seven-year plans would be necessary to ensure that funding would be available at the time Council ultimately determined work should be completed.

SAMPLE FEEDBACK CATEGORIES




PRAB Feedback Categories:

- 1 High priority (1-3 year timeframe)
- 2 Moderate priority (4-8 year timeframe)
- 3 Low priority (remove from plan/not desired)

MTAC Feedback Categories:

- 1 High priority (1-5 year timeframe)
- 2 Moderate priority (6-10 year timeframe)
- 3 Low priority (11+ year timeframe)
- 4 not desired/remove from the plan

Council Feedback Categories:

-  Remove from planning regardless of cost
-  Up for consideration depending on cost/other considerations
-  Keep in the plan: prioritization to be set at May 8 Work Session

Council Feedback Categories:

- 1 High priority (FY 2024)
- 2 Moderate priority (2-5 year timeframe)
- 3 Low priority (5+ year timeframe)
- 4 not desired/remove from the plan

FY 2024 BUDGET INPUT AND FEEDBACK MEETINGS SCHEDULE

APRIL 2023

April 17, 2023 – Council Input: Budget Preparation and Feedback Session 1 of 8 (Capital Improvement Plan/Pay-As-You-Go Program Overview, Fire Station 45, New Active Athletic Complex, and TSPLOST Opportunities)

April 20, 2023 – Parks & Recreation Advisory Board Input: (Capital Improvement Plan/Pay-As-You-Go Program: Providence Park and Milton City Park and Preserve Active)

April 24, 2023 – Council Input: Budget Preparation and Feedback Session 2 of 8 (Capital Improvement Plan/Pay-As-You-Go Program: Providence Park, Milton City Park and Preserve Active, and Milton City Park and Preserve Passive)

April 27, 2023 – Milton Trails Advisory Committee Input: (Capital Improvement Plan/Pay-As-You-Go Program: Birmingham Park and Milton Community Trail Prioritization Plan)

MAY 2023

May 1, 2023 – Council Input: Budget Preparation and Feedback Session 3 of 8 (Capital Improvement Plan/Pay-As-You-Go Program: Birmingham Park and Milton Community Trail Prioritization Plan)

May 8, 2023 – Council Input: Budget Preparation and Feedback Session 4 of 8 (Capital Improvement Plan/Pay-As-You-Go Program: funding considerations and project prioritization)

JUNE 2023

June 19, 2023 – Council Input: Budget Preparation and Feedback Session 5 of 8 (operating expenses: five-year operating forecast with a focus on economic development initiatives from the Strategic Plan and Comprehensive Plan)

JULY 2023

July 10, 2023 – Council Input: Budget Preparation and Feedback Session 6 of 8 (operating expenses: five-year operating forecast with a focus on sustainability initiatives from the Strategic Plan and Comprehensive Plan)

July 19, 2023 – Council Input: Budget Preparation and Feedback Session 7 of 8 (draft five-year operating revenue forecast)

AUGUST 2023

August 7, 2023 – Council Input: Budget Preparation and Feedback Session 8 of 8 (new operating and capital initiatives and draft five-year operating expenditure forecast)

With guidance from the City's Strategic Plan, department goals, and other planning process documents (see p. 29) as well as feedback from the series of new budget input meetings, 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 governmental funds use the modified accrual basis of accounting for budgeting purposes as well as financial reporting purposes in the audited financial statements. All appropriations lapse at year-end with the exception of the capital projects funds, which adopt project-length budgets.

In late July/early August the City's leadership team, consisting of City Management and all department heads, met with Council in small groups to review the proposed budget in detail and to provide time for additional questions and input. The budget calendar found on p. 80 details the dates when the budget was presented to Mayor and Council as well as the required public hearings for the budget as well as the adoption of the annual millage rate. Public hearings are an additional 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 2024 BUDGET CALENDAR

FEBRUARY						
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				

FEBRUARY 9

Council Retreat: budget process and long-range planning discussion

FEBRUARY 10 - MARCH 10

Goal setting and long-range planning discussions among departments and City management

MARCH						
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	30			

MARCH 13 - MARCH 27

Seven-Year CIP (FY24-FY30) projections and project sheet updates

APRIL						
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 30	24	25	26	27	28	29

APRIL 20 - MAY 19

Departments submit initial draft of five-year operating projections (FY24-FY28), continuing operations requests and new M&O and capital initiatives for FY 2024

APRIL - AUGUST 

Input meetings with Boards, Committees, and Council (please see budget process for more details/topics covered)

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 31 - JUNE 7

Budget Requests Overview meetings with departments and City management

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	

JUNE - JULY

Departments update performance measures to the new format and review with City management

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

JULY 24 - JULY 28

Final adjustments to budget requests based on Council feedback

JULY 31 - AUGUST 4

Budget Overview with staff and Council members

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		

AUGUST 7, 14, 21

Millage Rate Public Hearings Held (8/7, 8/14, & 8/21)

Adoption of the 2023 millage rate (8/21)

AUGUST 14

Budget Workshop #1 (full draft budget presented)

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

SEPTEMBER 6

Budget Public Hearing #1

SEPTEMBER 11

Budget Workshop #2 (if needed)

SEPTEMBER 18

Budget Public Hearing #2 Approval of the Budget

OCTOBER						
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				

OCTOBER 1

First day of Fiscal Year 2024





CONSOLIDATED FINANCIAL SUMMARIES

Consolidated Budget Summary (All Funds)
FY 2021-FY 2024

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget
REVENUES				
Taxes				
Property Taxes	\$ 19,988,684	\$ 20,462,439	\$ 20,901,734	\$ 21,753,859
Sales & Use Taxes	17,998,524	20,872,433	21,881,342	21,537,956
Business & Other Taxes	3,637,028	4,470,813	4,504,546	4,437,520
Licenses & Permits	1,136,559	1,783,318	1,527,030	1,554,174
Intergovernmental Revenues	2,443,159	12,199,682	7,170,174	3,718,200
Charges for Services	3,088,903	2,928,580	2,714,214	2,622,274
Fines & Forfeitures	502,864	643,863	661,665	650,000
Investment Income	24,512	416,189	2,271,540	1,720,709
Contributions & Donations	2,892	30,547	53,450	6,500
Miscellaneous Revenue	280,650	555,085	468,375	243,798
<i>subtotal</i>	<u>\$ 49,103,774</u>	<u>\$ 64,362,949</u>	<u>\$ 62,154,070</u>	<u>\$ 58,244,990</u>
Other Financing Sources				
Proceeds From Sale Of Assets	\$ 28,223	\$ 51,800	\$ 28,354	\$ 20,600
Interfund Transfers In	18,725,385	34,087,790	20,817,754	10,241,063
<i>subtotal</i>	<u>\$ 18,753,608</u>	<u>\$ 34,139,590</u>	<u>\$ 20,846,108</u>	<u>\$ 10,261,663</u>
TOTAL REVENUES	\$ 67,857,381	\$ 98,502,539	\$ 83,000,178	\$ 68,506,653
EXPENDITURES (by Function)*				
General Government	\$ 4,163,079	\$ 4,665,777	\$ 5,827,631	\$ 6,920,912
Judicial	370,242	371,667	436,836	445,459
Public Safety	14,312,735	18,010,155	31,304,926	18,943,716
Public Works	14,466,829	6,951,595	56,805,687	15,893,003
Culture & Recreation	2,355,109	6,777,514	35,629,458	8,215,826
Housing & Development	1,945,538	1,923,122	3,394,686	2,592,066
Debt Service	3,362,456	3,363,206	3,359,707	3,361,831
Contingency	-	-	-	562,109
Initiatives	-	-	-	1,341,167
<i>subtotal</i>	<u>\$ 40,975,989</u>	<u>\$ 42,063,037</u>	<u>\$ 136,758,931</u>	<u>\$ 58,276,090</u>
Other Financing Uses				
Interfund Transfers Out	\$ 18,725,385	\$ 34,087,790	\$ 20,817,754	\$ 10,486,127
<i>subtotal</i>	<u>\$ 18,725,385</u>	<u>\$ 34,087,790</u>	<u>\$ 20,817,754</u>	<u>\$ 10,486,127</u>
TOTAL EXPENDITURES	\$ 59,701,374	\$ 76,150,827	\$ 157,576,685	\$ 68,762,217
Total Revenues Over/(Under)				
Expenditures	\$ 8,156,007	\$ 22,351,712	\$ (74,576,508)	\$ (255,564)
Beginning Fund Balance	55,513,923	63,669,930	86,021,643	11,445,136
ENDING FUND BALANCE	\$ 63,669,930	\$ 86,021,643	\$ 11,445,136	\$ 11,189,572

Note: The FY 2023 Amended Budget reflects project-length budget balances. Unspent capital project appropriations and corresponding revenue anticipations as of 9/30/2023 will carry forward to the subsequent year's budget through budgeted fund balance.

Consolidated Budget Summary (All Funds)
FY 2022-FY 2024

	FY 2022 Actuals						FY 2023 Amended Budget					
	General Fund	American Rescue Plan Act Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Other Funds	General Fund	American Rescue Plan Act Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Other Funds
REVENUES												
Taxes												
Property Taxes	\$ 18,684,718	\$ -	\$ 178,408	\$ 1,599,313	\$ -	\$ -	\$ 19,061,651	\$ -	\$ 110,000	\$ 1,730,083	\$ -	\$ -
Sales & Use Taxes	12,408,193	-	-	-	8,408,394	55,847	13,316,342	-	-	-	8,500,000	65,000
Business & Other Taxes	4,466,162	-	594	4,057	-	-	4,500,546	-	4,000	-	-	-
Licenses & Permits	1,783,318	-	-	-	-	-	1,527,030	-	-	-	-	-
Intergovernmental Revenues	9,080	10,952,003	271,394	-	-	967,205	5,000	1,423,348	481,553	-	490,000	4,770,273
Charges for Services	848,164	-	39,979	-	-	2,040,438	756,005	-	594	-	-	1,957,615
Fines & Forfeitures	643,863	-	-	-	-	-	661,665	-	-	-	-	-
Investment Income	190,802	34,888	1,392	30,150	135,999	22,958	1,034,540	160,000	-	135,000	862,000	80,000
Contributions & Donations	26,293	-	-	-	-	4,253	45,950	-	-	-	-	7,500
Miscellaneous Revenue	444,689	-	75,971	33,800	-	625	379,238	-	86,637	-	-	2,500
subtotal	\$ 39,505,282	\$ 10,986,891	\$ 567,738	\$ 1,667,320	\$ 8,544,393	\$ 3,091,326	\$ 41,287,967	\$ 1,583,348	\$ 678,784	\$ 1,869,083	\$ 9,852,000	\$ 6,882,888
Other Financing Sources												
Proceeds From Sale Of Assets	\$ 51,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,354	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers In	10,083,432	-	22,136,550	-	-	1,867,809	1,134,879	-	13,263,804	-	4,699,046	1,720,025
subtotal	\$ 10,135,232	\$ -	\$ 22,136,550	\$ -	\$ -	\$ 1,867,809	\$ 1,163,233	\$ -	\$ 13,263,804	\$ -	\$ 4,699,046	\$ 1,720,025
TOTAL REVENUES	\$ 49,640,514	\$ 10,986,891	\$ 22,704,288	\$ 1,667,320	\$ 8,544,393	\$ 4,959,134	\$ 42,451,200	\$ 1,583,348	\$ 13,942,588	\$ 1,869,083	\$ 14,551,046	\$ 8,602,913
EXPENDITURES (by Function)												
General Government	\$ 4,642,008	\$ 9,694	\$ 14,075	\$ -	\$ -	\$ -	\$ 5,711,127	\$ -	\$ 116,504	\$ -	\$ -	\$ -
Judicial	369,984	1,683	-	-	-	-	436,836	-	-	-	-	-
Public Safety	13,866,943	576,362	978,878	-	-	2,587,973	16,494,504	-	10,723,920	-	-	4,086,502
Public Works	2,782,170	6,732	944,197	-	3,218,496	-	3,504,194	-	11,755,774	-	40,313,376	1,232,342
Culture & Recreation	1,410,621	3,742	2,334,920	-	-	3,028,231	2,093,264	-	26,072,957	5,211,904	-	2,251,333
Housing & Development	1,705,772	15,998	188,982	-	-	12,371	2,353,698	-	945,893	-	-	95,095
Debt Service	-	-	-	1,712,681	-	1,650,525	-	-	1,710,681	-	-	1,649,026
subtotal	\$ 24,777,498	\$ 614,211	\$ 4,461,051	\$ 1,712,681	\$ 3,218,496	\$ 7,279,100	\$ 30,593,623	\$ -	\$ 49,615,049	\$ 6,922,585	\$ 40,313,376	\$ 9,314,298
Other Financing Uses												
Interfund Transfers Out	\$ 23,552,535	\$ 10,337,792	\$ 111,612	\$ -	\$ -	\$ 85,852	\$ 14,675,481	\$ 1,423,348	\$ 519,046	\$ -	\$ -	\$ 4,199,879
subtotal	\$ 23,552,535	\$ 10,337,792	\$ 111,612	\$ -	\$ -	\$ 85,852	\$ 14,675,481	\$ 1,423,348	\$ 519,046	\$ -	\$ -	\$ 4,199,879
TOTAL EXPENDITURES	\$ 48,330,033	\$ 10,952,003	\$ 4,572,663	\$ 1,712,681	\$ 3,218,496	\$ 7,364,952	\$ 45,269,104	\$ 1,423,348	\$ 50,134,094	\$ 6,922,585	\$ 40,313,376	\$ 13,514,177
Total Revenues Over/(Under)												
Expenditures	\$ 1,310,481	\$ 34,889	\$ 18,131,624	\$ (45,361)	\$ 5,325,897	\$ (2,405,817)	\$ (2,817,904)	\$ 160,000	\$ (36,191,506)	\$ (5,053,502)	\$ (25,762,331)	\$ (4,911,264)
Beginning Fund Balance	12,437,800	176	18,059,882	5,191,952	20,544,071	7,436,050	13,748,281	35,064	36,191,506	5,146,590	25,869,968	5,030,234
ENDING FUND BALANCE	\$ 13,748,281	\$ 35,064	\$ 36,191,506	\$ 5,146,590	\$ 25,869,968	\$ 5,030,234	\$ 10,930,376	\$ 195,064	\$ (0)	\$ 93,088	\$ 107,637	\$ 118,969
	FY 2024 Adopted Budget											
	General Fund	American Rescue Plan Act Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Other Funds						
REVENUES												
Taxes												
Property Taxes	\$ 20,011,734	\$ -	\$ 110,000	\$ 1,632,125	\$ -	\$ -						
Sales & Use Taxes	13,970,956	-	-	-	7,500,000	67,000						
Business & Other Taxes	4,434,520	-	-	3,000	-	-						
Licenses & Permits	1,554,174	-	-	-	-	-						
Intergovernmental Revenues	5,000	-	-	-	750,000	2,963,200						
Charges for Services	524,274	-	-	-	-	2,098,000						
Fines & Forfeitures	650,000	-	-	-	-	-						
Investment Income	1,385,709	50,000	-	135,000	150,000	-						
Contributions & Donations	-	-	-	-	-	6,500						
Miscellaneous Revenue	241,298	-	-	-	-	2,500						
subtotal	\$ 42,777,665	\$ 50,000	\$ 110,000	\$ 1,770,125	\$ 8,400,000	\$ 5,137,200						
Other Financing Sources												
Proceeds From Sale Of Assets	\$ 20,600	\$ -	\$ -	\$ -	\$ -	\$ -						
Bond Proceeds	-	-	-	-	-	-						
Interfund Transfers In	45,500	-	7,954,963	-	523,200	1,717,400						
subtotal	\$ 66,100	\$ -	\$ 7,954,963	\$ -	\$ 523,200	\$ 1,717,400						
TOTAL REVENUES	\$ 42,843,765	\$ 50,000	\$ 8,064,963	\$ 1,770,125	\$ 8,923,200	\$ 6,854,600						
EXPENDITURES (by Function)												
General Government	\$ 6,199,604	\$ -	\$ 721,308	\$ -	\$ -	\$ -						
Judicial	445,459	-	-	-	-	-						
Public Safety	16,858,756	-	812,460	-	-	-						
Public Works	3,494,095	-	2,818,071	-	9,030,837	550,000						
Culture & Recreation	2,247,783	-	3,020,000	135,000	-	2,813,043						
Housing & Development	2,533,844	-	58,222	-	-	-						
Debt Service	-	-	-	1,711,431	-	1,650,400						
Contingency	327,207	-	234,902	-	-	-						
Initiatives	941,167	-	400,000	-	-	-						
subtotal	\$ 33,047,916	\$ -	\$ 8,064,963	\$ 1,846,431	\$ 9,030,837	\$ 6,285,943						
Other Financing Uses												
Interfund Transfers Out	\$ 9,605,363	\$ 245,064	\$ -	\$ -	\$ -	\$ 635,700						
subtotal	\$ 9,605,363	\$ 245,064	\$ -	\$ -	\$ -	\$ 635,700						
TOTAL EXPENDITURES	\$ 42,653,279	\$ 245,064	\$ 8,064,963	\$ 1,846,431	\$ 9,030,837	\$ 6,921,643						
Total Revenues Over/(Under)												
Expenditures	\$ 190,486	\$ (195,064)	\$ -	\$ (76,306)	\$ (107,637)	\$ (67,043)						
Beginning Fund Balance	10,930,376	195,064	(0)	93,088	107,637	118,970						
ENDING FUND BALANCE	\$ 11,120,863	\$ (0)	\$ (0)	\$ 16,782	\$ 0	\$ 51,927						

Note: The FY 2023 Amended Budget reflects project-length budget balances. Unspent capital project appropriations and corresponding revenue anticipations as of 9/30/2023 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 2024, the budgeted General Fund, Capital Projects Fund, and TSPLOST Fund qualify as a major funds; the American Rescue Plan Act Fund and the Greenspace Bond Fund are represented based on qualifications in recent years or community interest.



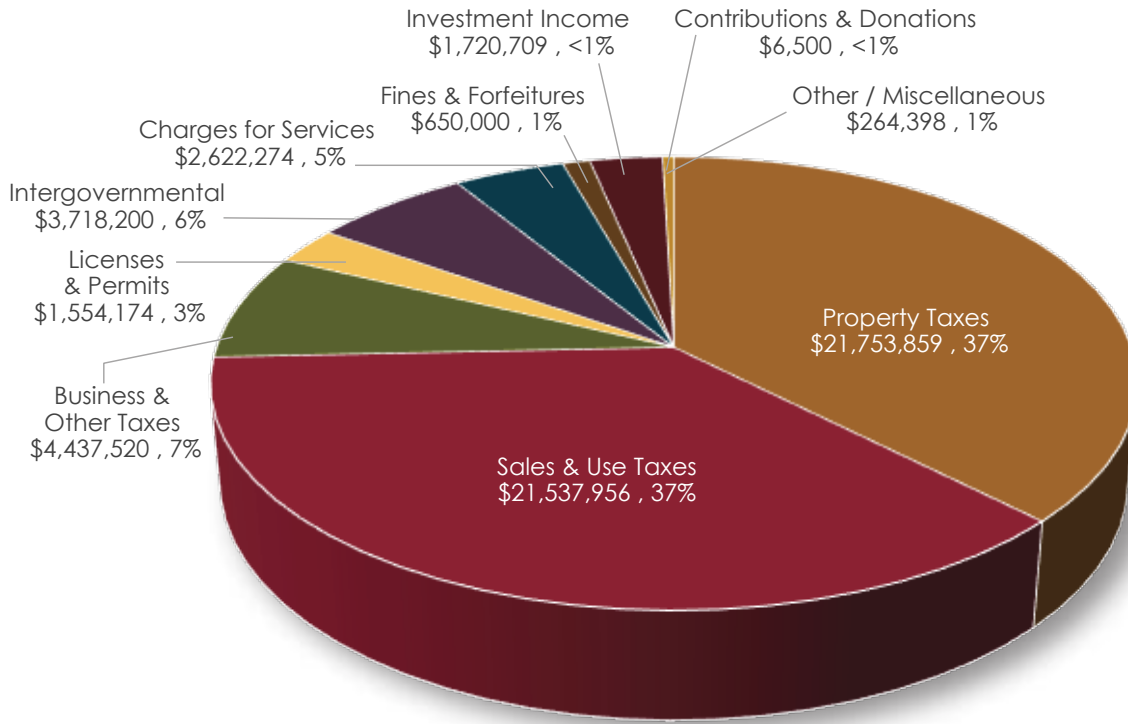
**Consolidated Budget Summary (by Fund)
FY 2024**

	Special Revenue Funds							Capital Projects Funds					Total
	General Fund	Special Events Fund	Confiscated Assets Fund	E-911 Fund	Operating Grant fund	American Rescue Plan Act Fund	Hotel/Motel Tax Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Capital Grant Fund	Impact Fees Fund	
REVENUES													
Taxes													
Property Taxes	\$ 20,011,734	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ 1,632,125	\$ -	\$ -	\$ -	\$ -
Sales & Use Taxes	13,970,956	-	-	-	-	-	67,000	-	-	7,500,000	-	-	-
Business & Other Taxes	4,434,520	-	-	-	-	-	-	-	-	3,000	-	-	-
Licenses & Permits	1,554,174	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental Revenues	5,000	-	-	-	-	-	-	-	-	750,000	2,963,200	-	-
Charges for Services	524,274	20,000	-	1,200,000	-	-	-	-	-	-	-	878,000	-
Fines & Forfeitures	650,000	-	-	-	-	-	-	-	-	-	-	-	650,000
Investment Income	1,385,709	-	-	-	-	50,000	-	-	135,000	150,000	-	-	1,720,709
Contributions & Donations	-	6,500	-	-	-	-	-	-	-	-	-	-	6,500
Miscellaneous Revenue	241,298	2,500	-	-	-	-	-	-	-	-	-	-	243,798
subtotal	\$ 42,777,665	\$ 29,000	\$ -	\$ 1,200,000	\$ -	\$ 50,000	\$ 67,000	\$ 110,000	\$ 1,770,125	\$ 8,400,000	\$ 2,963,200	\$ 878,000	\$ -
Other Financing Sources													
Proceeds From Sale Of Assets	\$ 20,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,600
Interfund Transfers In	45,500	67,000	-	-	-	-	-	7,954,963	-	523,200	-	-	1,650,400
subtotal	\$ 66,100	\$ 67,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,954,963	\$ -	\$ 523,200	\$ -	\$ -	\$ 1,650,400
TOTAL REVENUES	\$ 42,843,765	\$ 96,000	\$ -	\$ 1,200,000	\$ -	\$ 50,000	\$ 67,000	\$ 8,064,963	\$ 1,770,125	\$ 8,923,200	\$ 2,963,200	\$ 878,000	\$ 1,650,400
EXPENDITURES (by Function)													
General Government	\$ 6,199,604	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 721,308	\$ -	\$ -	\$ -	\$ -	\$ -
Judicial	445,459	-	-	-	-	-	-	-	-	-	-	-	445,459
Public Safety	16,858,756	-	-	1,200,000	-	-	-	812,460	-	-	-	72,500	18,943,716
Public Works	3,494,095	-	-	-	-	-	-	2,818,071	-	9,030,837	440,000	110,000	15,893,003
Culture & Recreation	2,247,783	163,043	-	-	-	-	-	3,020,000	135,000	-	2,000,000	650,000	8,215,826
Housing & Development	2,533,844	-	-	-	-	-	-	58,222	-	-	-	-	2,592,066
Debt Service	-	-	-	-	-	-	-	-	1,711,431	-	-	1,650,400	3,361,831
Contingency	327,207	-	-	-	-	-	-	234,902	-	-	-	-	562,109
Initiatives	941,167	-	-	-	-	-	-	400,000	-	-	-	-	1,341,167
subtotal	\$ 33,047,916	\$ 163,043	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ 8,064,963	\$ 1,846,431	\$ 9,030,837	\$ 2,440,000	\$ 832,500	\$ 1,650,400
Other Financing Uses													
Interfund Transfers Out	\$ 9,605,363	\$ -	\$ -	\$ -	\$ -	\$ 245,064	\$ 67,000	\$ -	\$ -	\$ 523,200	\$ 45,500	\$ -	\$ 10,486,127
subtotal	\$ 9,605,363	\$ -	\$ -	\$ -	\$ -	\$ 245,064	\$ 67,000	\$ -	\$ -	\$ 523,200	\$ 45,500	\$ -	\$ 10,486,127
TOTAL EXPENDITURES	\$ 42,653,279	\$ 163,043	\$ -	\$ 1,200,000	\$ -	\$ 245,064	\$ 67,000	\$ 8,064,963	\$ 1,846,431	\$ 9,030,837	\$ 2,963,200	\$ 878,000	\$ 1,650,400
Total Revenues Over/(Under)													
Expenditures	190,486	(67,043)	-	-	-	(195,064)	-	-	(76,306)	(107,637)	-	-	(255,564)
Beginning Fund Balance	10,930,376	67,043	50,276	0	1,634	195,064	-	(0)	93,088	107,637	15	-	11,445,136
ENDING FUND BALANCE	\$ 11,120,863	\$ 0	\$ 50,276	\$ 0	\$ 1,634	\$ (0)	\$ -	\$ (0)	\$ 16,782	\$ 0	\$ 15	\$ -	\$ 11,189,572

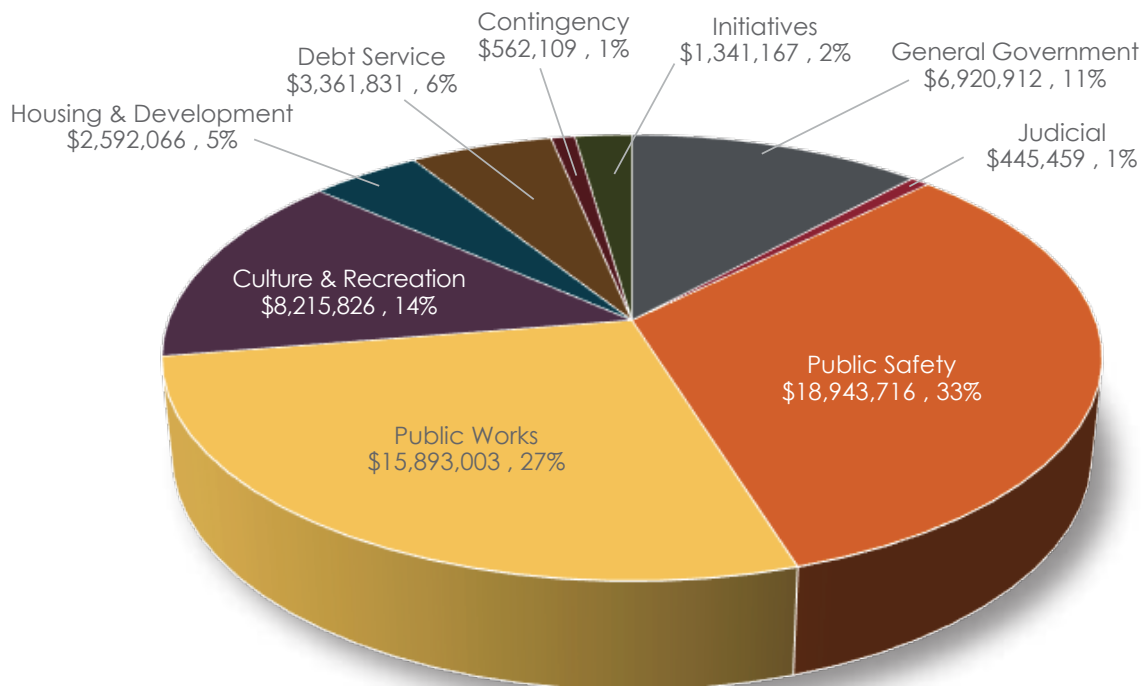


CONSOLIDATED BUDGET FY 2024

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
GENERAL FUND							
General Fund	2021 Actuals	13,114,251	36,547,442	37,223,893	12,437,800	(676,451)	(5.2)
	2022 Actuals	12,437,800	49,640,514	48,330,033	13,748,281	1,310,481	10.5
	2023 Amended Budget	13,748,281	42,451,200	45,269,104	10,930,376	(2,817,904)	(20.5)
	2024 Adopted Budget	10,930,376	42,843,765	42,653,279	11,120,863	190,486	1.7
SPECIAL REVENUE FUNDS							
Special Events Fund	2021 Actuals	67,794	39,547	28,617	78,724	10,930	16.1
	2022 Actuals	78,724	134,953	103,288	110,389	31,665	40.2
	2023 Amended Budget	110,389	94,215	137,561	67,043	(43,346)	(39.3)
	2024 Adopted Budget	67,043	96,000	163,043	0	(67,043)	(100.0)
Confiscated Assets Fund	2021 Actuals	99,238	10	12,234	87,014	(12,224)	(12.3)
	2022 Actuals	87,014	8	7,537	79,485	(7,529)	(8.7)
	2023 Amended Budget	79,485	-	29,209	50,276	(29,209)	(36.7)
	2024 Adopted Budget	50,276	-	-	50,276	-	-
E-911 Fund	2021 Actuals	-	1,138,456	1,138,456	-	-	-
	2022 Actuals	-	1,045,001	1,045,001	-	-	-
	2023 Amended Budget	-	1,200,000	1,200,000	-	-	-
	2024 Adopted Budget	-	1,200,000	1,200,000	-	-	-
Operating Grant Fund	2021 Actuals	-	1,651,649	1,680,809	(29,160)	(29,160)	-
	2022 Actuals	(29,160)	160,991	66,461	65,370	94,530	(324.2)
	2023 Amended Budget	65,370	51,143	114,879	1,634	(63,736)	(97.5)
	2024 Adopted Budget	1,634	-	-	1,634	-	-
American Rescue Plan Act Fund	2021 Actuals	-	176	-	176	176	-
	2022 Actuals	176	10,986,891	10,952,003	35,064	34,889	19,866.0
	2023 Amended Budget	35,064	1,583,348	1,423,348	195,064	160,000	456.3
	2024 Adopted Budget	195,064	50,000	245,064	(0)	(195,064)	(100.0)
Hotel/Motel Tax Fund	2021 Actuals	-	36,168	36,168	-	-	-
	2022 Actuals	-	55,847	55,847	-	-	-
	2023 Amended Budget	-	65,000	65,000	-	-	-
	2024 Adopted Budget	-	67,000	67,000	-	-	-
CAPITAL PROJECTS FUNDS							
Capital Projects Fund (Primary)	2021 Actuals	12,039,016	13,980,126	7,959,261	18,059,882	6,020,866	50.0
	2022 Actuals	18,059,882	22,704,288	4,572,663	36,191,506	18,131,624	100.4
	2023 Amended Budget	36,191,506	13,942,588	50,134,094	(0)	(36,191,506)	(100.0)
	2024 Adopted Budget	(0)	8,064,963	8,064,963	(0)	-	-
Greenspace Bond Fund	2021 Actuals	5,247,816	1,658,904	1,714,768	5,191,952	(55,864)	(1.1)
	2022 Actuals	5,191,952	1,667,320	1,712,681	5,146,590	(45,361)	(0.9)
	2023 Amended Budget	5,146,590	1,869,083	6,922,585	93,088	(5,053,502)	(98.2)
	2024 Adopted Budget	93,088	1,770,125	1,846,431	16,782	(76,306)	(82.0)
TSPLOST Fund	2021 Actuals	17,777,064	8,362,609	5,595,602	20,544,071	2,767,007	15.6
	2022 Actuals	20,544,071	8,544,393	3,218,496	25,869,968	5,325,897	25.9
	2023 Amended Budget	25,869,968	14,551,046	40,313,376	107,637	(25,762,331)	(99.6)
	2024 Adopted Budget	107,637	8,923,200	9,030,837	0	(107,637)	(100.0)
Capital Grant Fund	2021 Actuals	975,930	1,143,635	2,340,066	(220,502)	(1,196,431)	(122.6)
	2022 Actuals	(220,502)	917,844	300,893	396,449	616,951	(279.8)
	2023 Amended Budget	396,449	4,725,130	5,121,564	15	(396,435)	(100.0)
	2024 Adopted Budget	15	2,963,200	2,963,200	15	-	-
Impact Fees Fund	2021 Actuals	2,208,117	1,648,162	8,544	3,847,736	1,639,619	74.3
	2022 Actuals	3,847,736	971,450	3,154,541	1,664,645	(2,183,091)	(56.7)
	2023 Amended Budget	1,664,645	738,400	2,403,045	0	(1,664,645)	(100.0)
	2024 Adopted Budget	0	878,000	878,000	0	-	-
Revenue Bond Fund	2021 Actuals	3,984,697	1,650,498	1,962,956	3,672,238	(312,458)	(8)
	2022 Actuals	3,672,238	1,673,041	2,631,385	2,713,895	(958,343)	(26)
	2023 Amended Budget	2,713,895	1,729,025	4,442,919	1	(2,713,894)	(100)
	2024 Adopted Budget	1	1,650,400	1,650,400	1	(0)	(0)



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

Special Events Fund

The fund balance is due to decrease by 100%. The expenditure budget for FY 2024 contemplates utilizing the \$67,043 fund balance towards events throughout the fiscal year.

American Rescue Plan Act Fund

The fund balance for FY 2021 has been corrected to remove unearned ARPA revenue as reported in the City's ACFR. Existing fund balance is due to decrease by 100% as the expenditure budget for FY 2024 contemplates transferring the \$195,064 fund balance, made up of interest earnings to-date, to the General Fund.


Greenspace Bond Fund

The estimated \$93,088 fund balance, made up of property tax revenues collected in excess of debt service due, has been taken into consideration when forecasting the tax year 2023 millage rate and will be utilized to pay debt service due in FY 2024.

TSPLOST Fund

Existing fund balance has been earmarked towards estimated infrastructure costs associated with TSPLOST II. Once final projects are approved the funds will be assigned to specific project accounts via the City's budget amendment process. Staff have created funding tables by project as well as by approved spending category for ease of tracking funding from either perspective which can be viewed in the CIP section of the budget book.





GENERAL FUND

General Fund Budget Summary

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
REVENUES						
Taxes						
Property Taxes	\$ 18,189,007	\$ 18,684,718	\$ 19,061,651	\$ 20,011,734	\$ 950,083	5.0
Sales & Use Taxes	10,561,174	12,408,193	13,316,342	13,970,956	654,614	4.9
Business & Other Taxes	3,632,006	4,466,162	4,500,546	4,434,520	(66,026)	(1.5)
Licenses & Permits	1,136,559	1,783,318	1,527,030	1,554,174	27,144	1.8
Intergovernmental Revenues	6,871	9,080	5,000	5,000	-	-
Charges for Services	625,845	848,164	756,005	524,274	(231,731)	(30.7)
Fines & Forfeitures	502,864	643,863	661,665	650,000	(11,665)	(1.8)
Investment Income	14,094	190,802	1,034,540	1,385,709	351,169	33.9
Contributions & Donations	2,400	26,293	45,950	-	(45,950)	(100.0)
Miscellaneous Revenue	196,750	444,689	379,238	241,298	(137,940)	(36.4)
<i>subtotal</i>	<u>\$ 34,867,570</u>	<u>\$ 39,505,282</u>	<u>\$ 41,287,967</u>	<u>\$ 42,777,665</u>	<u>\$ 1,489,698</u>	<u>3.6</u>
Other Financing Sources						
Proceeds From Sale Of Assets	\$ 28,223	\$ 51,800	\$ 28,354	\$ 20,600	\$ (7,754)	(27.3)
Interfund Transfers In	1,651,649	10,083,432	1,134,879	45,500	(1,089,379)	(96.0)
<i>subtotal</i>	<u>\$ 1,679,872</u>	<u>\$ 10,135,232</u>	<u>\$ 1,163,233</u>	<u>\$ 66,100</u>	<u>\$ (1,097,133)</u>	<u>(94.3)</u>
TOTAL REVENUES	\$ 36,547,442	\$ 49,640,514	\$ 42,451,200	\$ 42,843,765	\$ 392,565	0.9
EXPENDITURES (by Department)						
Mayor & Council	\$ 121,574	\$ 131,116	\$ 178,948	\$ 214,086	\$ 35,138	19.6
City Clerk	277,613	355,889	194,144	183,842	(10,302)	(5.3)
City Manager	662,093	828,493	877,145	944,431	67,286	7.7
Elections	-	-	52,174	50,106	(2,068)	(4.0)
General Administration	49,029	45,708	75,849	45,304	(30,545)	(40.3)
Finance	587,952	614,076	847,368	883,406	36,038	4.3
Legal	260,927	417,092	565,000	460,000	(105,000)	(18.6)
Information Services	1,163,156	1,139,336	1,600,944	1,975,091	374,147	23.4
Human Resources	355,304	416,839	518,822	598,092	79,270	15.3
Risk Management	256,128	307,567	342,645	359,154	16,509	4.8
General Government Buildings	288,535	226,853	396,226	311,653	(84,573)	(21.3)
Communications	239,532	333,023	458,088	486,091	28,003	6.1
Community Outreach & Engagement	162,358	52,869	-	-	-	-
Municipal Court	370,242	369,984	436,836	445,459	8,623	2.0
Police	4,989,852	5,753,577	6,930,506	7,317,722	387,216	5.6
Fire	7,141,805	8,113,366	9,563,998	9,541,035	(22,963)	(0.2)
Public Works	2,281,956	2,555,318	3,107,968	3,182,442	74,474	2.4
Parks & Recreation (Active)	982,250	1,326,321	1,851,808	2,021,150	169,342	9.1
Passive Parks/Greenspace	54,879	84,300	241,456	226,633	(14,823)	(6.1)
Community Development	1,571,680	1,694,407	2,353,698	2,533,844	180,146	7.7
Economic Development	101,970	11,365	-	-	-	-
Contingency	-	-	-	327,207	327,207	-
M&O Initiatives	-	-	-	941,167	941,167	-
<i>subtotal</i>	<u>\$ 21,918,834</u>	<u>\$ 24,777,498</u>	<u>\$ 30,593,623</u>	<u>\$ 33,047,916</u>	<u>\$ 2,454,293</u>	<u>8.0</u>
Other Financing Uses						
Interfund Transfers Out	\$ 15,305,059	\$ 23,552,535	\$ 14,675,481	\$ 9,605,363	\$ (5,070,118)	(34.5)
<i>subtotal</i>	<u>\$ 15,305,059</u>	<u>\$ 23,552,535</u>	<u>\$ 14,675,481</u>	<u>\$ 9,605,363</u>	<u>\$ (5,070,118)</u>	<u>(34.5)</u>
TOTAL EXPENDITURES	\$ 37,223,893	\$ 48,330,033	\$ 45,269,104	\$ 42,653,279	\$ (2,615,826)	(5.8)
Total Revenues Over/(Under)						
Expenditures	\$ (676,451)	\$ 1,310,481	\$ (2,817,904)	\$ 190,486		
Beginning Fund Balance	13,114,251	12,437,800	13,748,281	10,930,376		
ENDING FUND BALANCE	\$ 12,437,800	\$ 13,748,281	\$ 10,930,376	\$ 11,120,863		



FY 2024 General Fund Cash Flow Budget

	OCT	NOV	DEC	JAN	FEB	MAR
BEGINNING BALANCE	\$ -	\$ 414,255	\$ 3,037,899	\$ 8,443,616	\$ 7,407,251	\$ 6,066,773
INFLOWS						
Revenues	\$ 1,382,174	\$ 5,830,354	\$ 10,833,348	\$ 2,552,885	\$ 1,855,634	\$ 2,300,859
Interfund Transfers In	3,790	3,790	3,790	3,790	3,790	3,790
Transfer from Investments	2,000,000	-	-	-	-	-
TOTAL INFLOWS	\$ 3,385,964	\$ 5,834,145	\$ 10,837,138	\$ 2,556,675	\$ 1,859,424	\$ 2,304,649
OUTFLOWS						
Expenditures	\$ 2,307,254	\$ 2,547,852	\$ 3,485,789	\$ 2,930,391	\$ 2,537,254	\$ 2,445,619
Interfund Transfers Out	664,455	662,648	1,945,633	662,648	662,648	662,648
TOTAL OUTFLOWS	\$ 2,971,708	\$ 3,210,501	\$ 5,431,421	\$ 3,593,040	\$ 3,199,902	\$ 3,108,267
ENDING BALANCE	\$ 414,255	\$ 3,037,899	\$ 8,443,616	\$ 7,407,251	\$ 6,066,773	\$ 5,263,154

	APR	MAY	JUN	JUL	AUG	SEP
BEGINNING BALANCE	\$ 5,263,154	\$ 4,930,115	\$ 2,911,664	\$ 919,567	\$ 1,284,196	\$ 19,368
INFLOWS						
Revenues	\$ 2,713,523	\$ 1,870,724	\$ 1,986,446	\$ 2,394,625	\$ 1,869,712	\$ 7,207,981
Interfund Transfers In	3,790	3,790	3,790	3,790	3,790	3,808
Transfer from Investments	-	-	-	1,300,000	-	-
TOTAL INFLOWS	\$ 2,717,313	\$ 1,874,515	\$ 1,990,236	\$ 3,698,416	\$ 1,873,503	\$ 7,211,789
OUTFLOWS						
Expenditures	\$ 2,387,704	\$ 3,230,317	\$ 2,954,075	\$ 2,671,138	\$ 2,475,682	\$ 3,057,456
Interfund Transfers Out	662,648	662,648	1,028,258	662,648	662,648	665,830
TOTAL OUTFLOWS	\$ 3,050,353	\$ 3,892,965	\$ 3,982,333	\$ 3,333,787	\$ 3,138,331	\$ 3,723,286
ENDING BALANCE	\$ 4,930,115	\$ 2,911,664	\$ 919,567	\$ 1,284,196	\$ 19,368	\$ 3,507,871

Note: The beginning balance shown above was calculated using the projected cash balance for FY 2023 including investment of idle funds. Additional idle funds will be considered for investment per the City's Cash and Investment Policy.



General Fund Revenue Detail

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
TAXES						
Property Taxes:						
Real Property Tax - Current Year	\$ 12,424,185	\$ 13,103,006	\$ 13,820,743	\$ 14,962,321	\$ 1,141,578	8.3
Public Utility Tax	99,863	121,319	130,727	130,000	(727)	(0.6)
Real Property Tax - Prior Year	39,583	46,384	120,000	50,000	(70,000)	(58.3)
Personal Property Tax - Current Year	194,483	196,629	172,456	191,734	19,278	11.2
Personal Property Tax - Prior Year	4,763	10,166	25,500	3,500	(22,000)	(86.3)
Motor Vehicle Tax	45,485	41,604	22,974	26,853	3,879	16.9
Title Ad Valorem Tax (TAVT)	1,719,003	1,971,696	1,975,000	1,800,000	(175,000)	(8.9)
Alternative Ad Valorem Tax (AAVT)	5,927	7,381	6,741	6,000	(741)	(11.0)
Intangible Tax	975,238	626,124	400,000	400,000	-	-
Real Estate Transfer Tax	282,442	234,914	135,068	154,640	19,572	14.5
Franchise Fees						
Electric	1,284,321	1,345,123	1,252,683	1,265,210	12,527	1.0
Gas	382,921	413,773	413,822	417,960	4,138	1.0
Cable	494,269	483,784	500,150	525,352	25,202	5.0
Telephone	17,432	15,638	22,725	22,952	227	1.0
Cell/Fiber/Telecommunications	219,091	67,178	63,062	55,212	(7,850)	(12.4)
<i>subtotal</i>	18,189,007	18,684,718	19,061,651	20,011,734	950,083	5.0
Sales & Use Taxes:						
Local Option Sales Tax	\$ 10,160,697	\$ 11,981,683	\$ 12,961,549	\$ 13,610,000	\$ 648,451	5.0
Alcohol Beverage Excise	400,015	425,977	354,543	360,706	6,163	1.7
Fireworks Excise Tax	462	533	250	250	-	-
<i>subtotal</i>	10,561,174	12,408,194	13,316,342	13,970,956	654,614	4.9
Business Taxes:						
Business & Occupation Tax	\$ 811,773	\$ 985,143	\$ 1,006,646	\$ 848,720	\$ (157,926)	(15.7)
Insurance Premium Tax	2,722,787	3,380,875	3,400,000	3,500,000	100,000	2.9
Financial Institutions Tax	49,724	38,813	50,000	50,000	-	-
<i>subtotal</i>	3,584,284	4,404,831	4,456,646	4,398,720	(57,926)	(1.3)
Other Taxes:						
Penalties & Interest On Delinquent Taxes	\$ 30,700	\$ 38,866	\$ 31,500	\$ 27,500	\$ (4,000)	(12.7)
Penalties & Interest On Alcoholic Beverage Excise Tax	414	956	400	300	(100)	(25.0)
Penalties & Interest On Business & Occupation Tax	16,608	21,508	12,000	8,000	(4,000)	(33.3)
<i>subtotal</i>	47,723	61,331	43,900	35,800	(8,100)	(18.5)
TOTAL TAXES	\$ 32,382,188	\$ 35,559,072	\$ 36,878,539	\$ 38,417,210	\$ 1,538,671	4.2
LICENSES & PERMITS						
Alcohol Beverage Licenses	\$ 191,387	\$ 185,630	\$ 220,550	\$ 196,267	\$ (24,283)	(11.0)
Advertising Fee	-	3,000	3,400	3,000	(400)	(11.8)
Pouring Permit	13,557	7,798	8,000	8,000	-	-
Public Facilities Alcohol Permit	600	710	600	600	-	-
Solicitation Permit	600	-	500	500	-	-
Zoning & Land Use Permits	9,300	3,450	7,350	7,718	368	5.0
Land Disturbance Permits Modification	103,185	331,286	200,000	55,125	(144,875)	(72.4)
Variance	11,950	7,700	6,825	7,166	341	5.0
Seasonal & Special Events	940	1,350	900	900	-	-



General Fund Revenue Detail

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
Sign Permits	4,676	7,024	5,100	5,202	102	2.0
Film & Media Permit Fee	1,800	1,800	1,000	1,000	-	-
Tree Removal Permit	14,375	13,750	16,345	12,103	(4,242)	(26.0)
Building Permits	780,003	1,216,341	1,050,660	1,250,793	200,133	19.0
NPDES Fees	129	1,194	500	500	-	-
Right of Way Encroachment Fees	2,000	-	2,000	2,000	-	-
Penalties & Interest On Delinquent Licenses & Permits	2,058	2,285	2,300	2,300	-	-
TOTAL LICENSES & PERMITS	\$ 1,136,559	\$ 1,783,318	\$ 1,527,030	\$ 1,554,174	\$ 27,144	1.8
INTERGOVERNMENTAL REVENUES						
Federal Government Grants	\$ 1,871	\$ 2,980	\$ -	\$ -	\$ -	-
Local Government Grants	5,000	6,100	5,000	5,000	-	-
TOTAL INTERGOVERNMENTAL GRANTS	\$ 6,871	\$ 9,080	\$ 5,000	\$ 5,000	\$ -	-
CHARGES FOR SERVICES						
Administrative Fees	\$ 204,752	\$ 267,528	\$ 130,460	\$ 75,949	\$ (54,511)	(41.8)
Planning & Development Fees	127,680	226,232	208,900	122,030	(86,870)	(41.6)
Open Records Fees	1,848	6,696	6,500	1,000	(5,500)	(84.6)
Other Charges For Services	32,249	87,208	8,500	1,300	(7,200)	(84.7)
Special Police Services Fees	23,490	8,125	10,160	10,326	166	1.6
Special Fire Services Fees	13,728	24,058	25,660	20,323	(5,337)	(20.8)
Fingerprinting Fee	14,215	19,425	15,000	15,000	-	-
Medical Reimbursement (E911)	577	-	-	-	-	-
Other Public Safety Fees	-	360	600	600	-	-
Background Check Fees	11,012	10,395	10,000	10,000	-	-
Activity Fees	195,724	197,776	340,075	267,596	(72,479)	(21.3)
Event Admission Fees	-	-	-	-	-	-
Other Charges For Services	570	360	150	150	-	-
TOTAL CHARGES FOR SERVICES	\$ 625,845	\$ 848,164	\$ 756,005	\$ 524,274	\$ (231,731)	(30.7)
FINES & FORFEITURES						
Court Fines & Forfeitures	\$ 502,864	\$ 643,863	\$ 640,000	\$ 650,000	\$ 10,000	1.6
Local Share Opioid Settlement Payment	-	-	21,665	-	(21,665)	(100.0)
TOTAL FINES & FORFEITURES	\$ 502,864	\$ 643,863	\$ 661,665	\$ 650,000	\$ (11,665)	(1.8)
INVESTMENT INCOME						
Interest Revenues	\$ 165	\$ 67	\$ 240	\$ 288	\$ 48	20.0
Interest Income - Leases	-	33,204	34,300	35,421	1,121	3.3
Realized Gain Or Loss	13,929	157,531	1,000,000	1,350,000	350,000	35.0
TOTAL INVESTMENT INCOME	\$ 14,094	\$ 190,802	\$ 1,034,540	\$ 1,385,709	\$ 351,169	33.9
CONTRIBUTIONS & DONATIONS						
Donation Revenues	\$ 2,400	\$ 26,293	\$ 45,950	\$ -	\$ (45,950)	(100.0)
TOTAL CONTRIBUTIONS & DONATIONS	\$ 2,400	\$ 26,293	\$ 45,950	\$ -	\$ (45,950)	(100.0)
MISCELLANEOUS REVENUE						
Rents & Royalties	\$ 87,967	\$ 186,999	\$ 196,703	\$ 110,948	\$ (85,755)	(43.6)
Facility Rentals	87,435	61,339	99,950	103,350	3,400	3.4
Reimbursement For Damaged Property	14,252	33,062	50,585	-	(50,585)	(100.0)
Other Miscellaneous Revenue	7,095	163,288	32,000	27,000	(5,000)	(15.6)
TOTAL MISCELLANEOUS REVENUE	\$ 196,750	\$ 444,689	\$ 379,238	\$ 241,298	\$ (137,940)	(36.4)

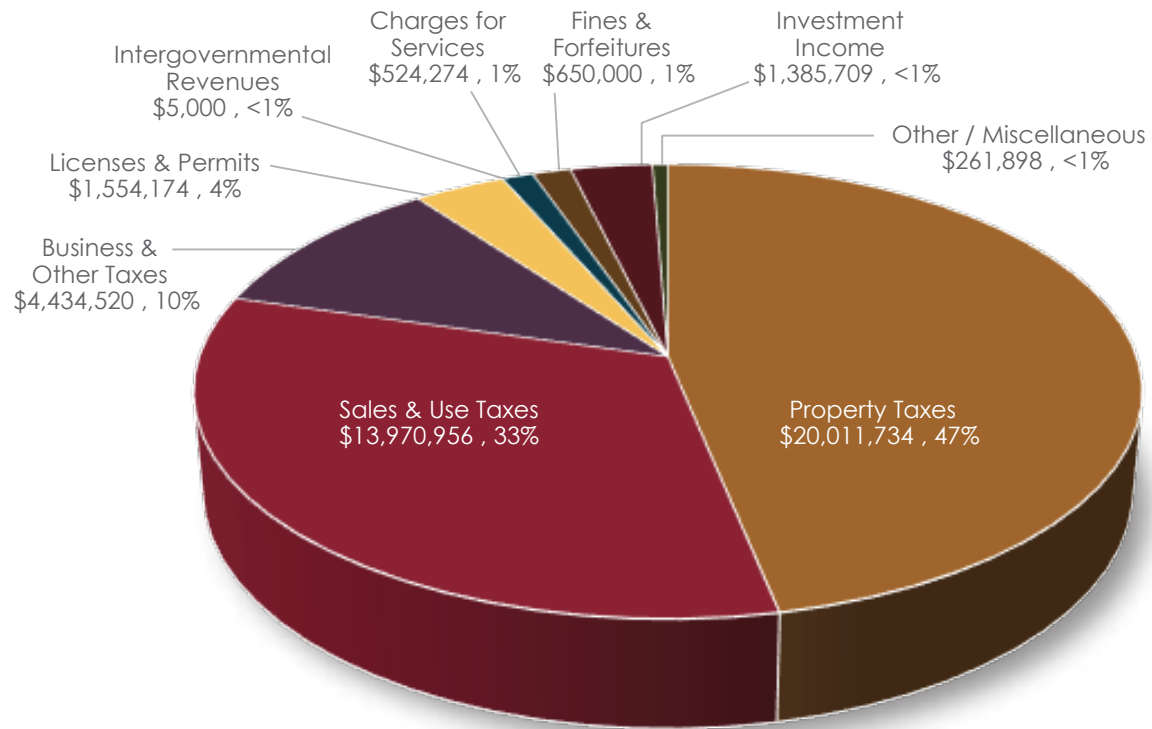
General Fund Revenue Detail

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
OTHER FINANCING SOURCES						
Proceeds From Sale Of Assets	\$ 28,223	\$ 51,800	\$ 28,354	\$ 20,600	\$ (7,754)	(27.3)
Operating Transfers In						
From Operating Grant Fund	1,651,649	-	103,479	-	(103,479)	(100.0)
From ARPA Fund	-	10,053,427	1,000,000	-	(1,000,000)	(100.0)
From Impact Fees Fund/Admin	-	-	22,000	30,000	8,000	36.4
From Impact Fees Fund/Law Enforcement	-	30,005	9,400	15,500	6,100	64.9
TOTAL OTHER FINANCING SOURCES	\$ 1,679,872	\$ 10,135,232	\$ 1,163,233	\$ 66,100	\$ (1,097,133)	(94.3)
TOTAL REVENUES	\$ 36,547,442	\$ 49,640,514	\$ 42,451,200	\$ 42,843,765	\$ 392,565	0.9



GENERAL FUND FY 2024

REVENUES BY SOURCE



GENERAL FUND MAJOR REVENUE SOURCES

Taxes make up 90% or \$38,417,210 of budgeted revenues in Fiscal Year 2024 (all revenue figures detailed exclude budgeted fund balance, if applicable). 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 2024 property taxes represent 47% or \$20,011,734 of total revenues. This category is anticipated to increase by \$950,083 or 5% from FY 2023's amended budget. This increase is primarily being driven by the projected increase of \$1,141,578 to real property tax for the current year related to property values in Milton (this increase is being offset by the reduced millage rate approved by Council for FY 2024 of 4.389 mills, down from 4.469 mills in FY 2023).

In FY 2024, 77% or \$15,337,555 of the property tax category is made up of real and personal taxes, and 11% or \$2,286,686 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.

Assumptions and trends: 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 later forecasts as work from home schedules were not anticipated to continue beyond 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

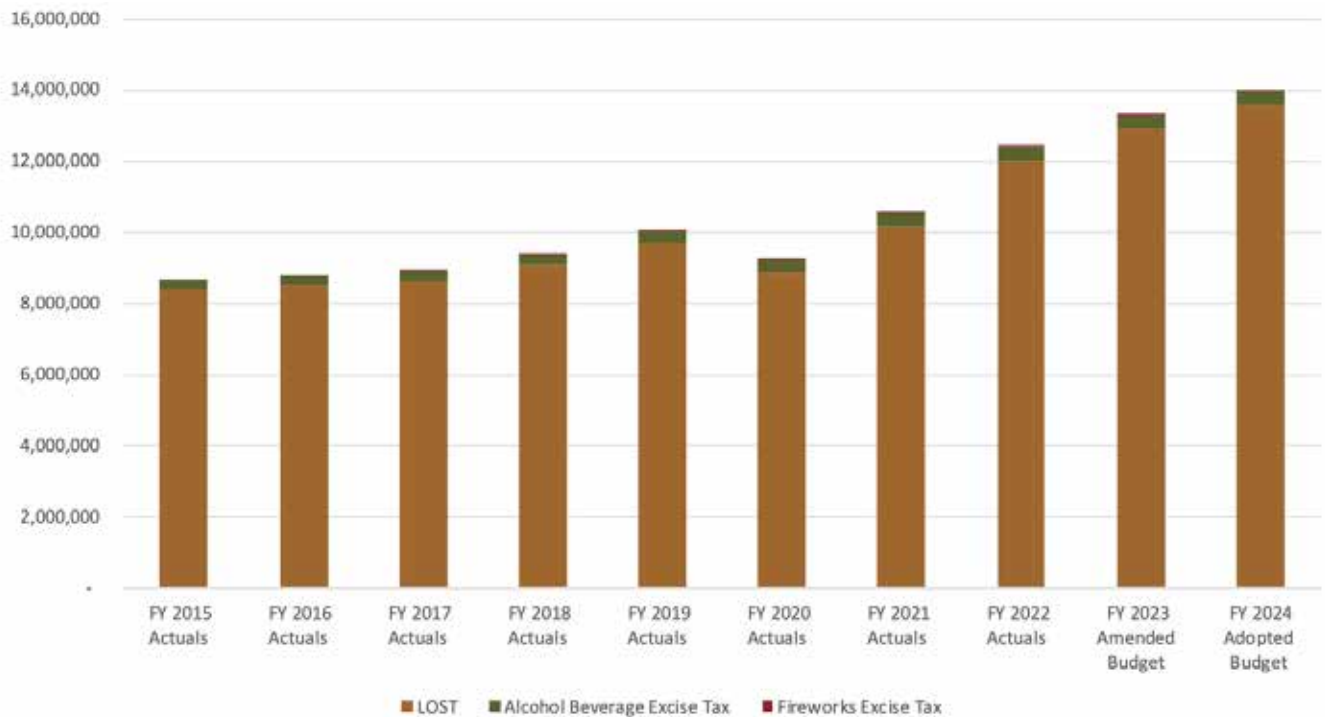
The City's second largest revenue grouping is sales & use taxes. Sales & use taxes are broken into two categories: general and selective. Milton's general sales & use tax revenues come from its distribution of the local option sales tax (LOST) that was recently renegotiated between Fulton County and the municipalities therein in 2022. Milton's ten-year average share under the new plan is 3.48% of total collections. FY 2024's budget forecasts \$13.6 million in LOST revenues, an increase of \$648,451 from the FY 2023 amended budget.

Assumptions and trends: Staff review historical spending trends and revenue collections when forecasting general sales tax revenues and has also contemplated the re-negotiated share as well. Consideration is also given to large scale one-time events, such as the super bowl in 2019, as well as the notable inflation that has been experienced within recent years when determining future anticipations. The forecasted budget assumes that the State of Georgia will continue to remit the City's portion (3.48%) of the Fulton County point-of-sale collections on a timely basis.

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.

Assumptions and trends: 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



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 \$4,398,720, or 10% of budgeted revenues in FY 2024 a decrease of \$57,926 from FY 2023's amended budget. Within this category insurance premium taxes make up 80% or \$3,500,000 of the \$4,398,720 projection.

Assumptions and trends: Insurance premium tax 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 2024 budget for these tax collections is \$848,720, down \$157,926 from FY 2023's amended budget based on projections.

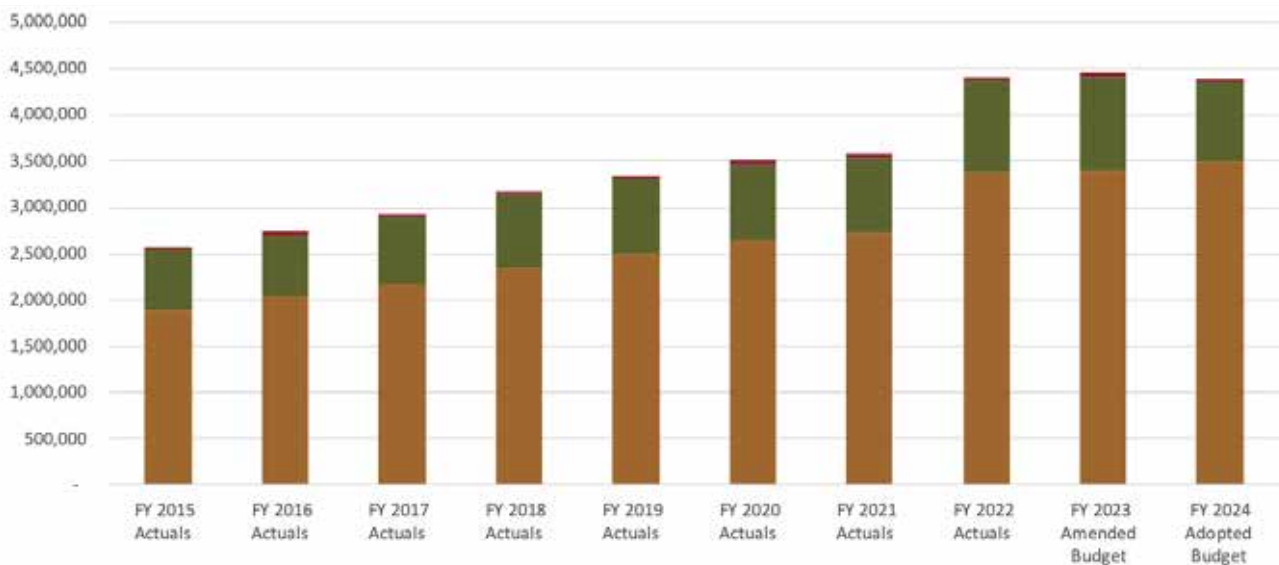
Assumptions and trends: The city bases collection forecasts on the number of businesses registered within each fee type (home-based, gross receipts, per employee, and professional practitioner) as well as economic conditions that may impact certain gross receipts-based industries. Consideration is also given for revenue from delinquent registrations that will not recur in the next year. As outlined in Milton's Strategic Plan 2021-2025, occupational tax process and fee structure updates were to be completed by December 31, 2022.

In FY 2023, staff presented an overview of the City's current process and fee structure including a comparison to neighboring jurisdictions. At these meetings, Council provided direction to staff to retain the current fee structure for occupational taxes. This decision coupled with a review of recent collections yielded the projections seen in the current five-year forecast. With a slight decrease in collections in fiscal year 2021 and an unprecedented increase seen in fiscal year 2022, staff opted to retain the projection calculations from last year's five-year forecast until further collections can provide data on whether this was a one-time impact or a new trend.

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.

Assumptions and trends: 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

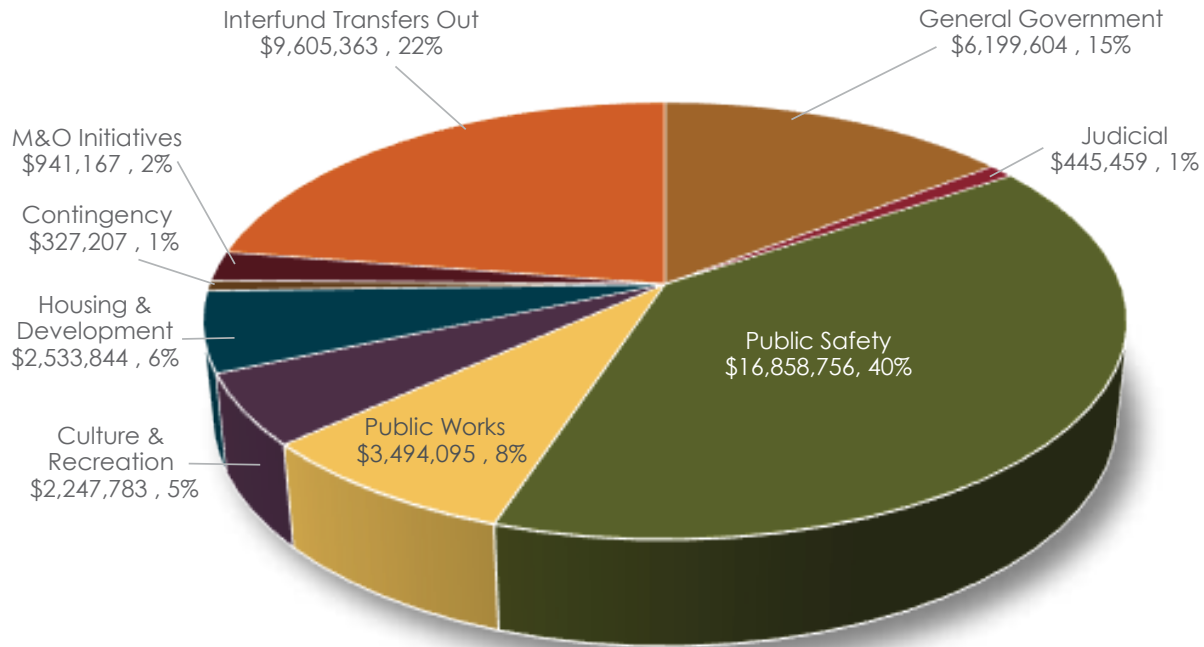


General Fund Expenditures by Category

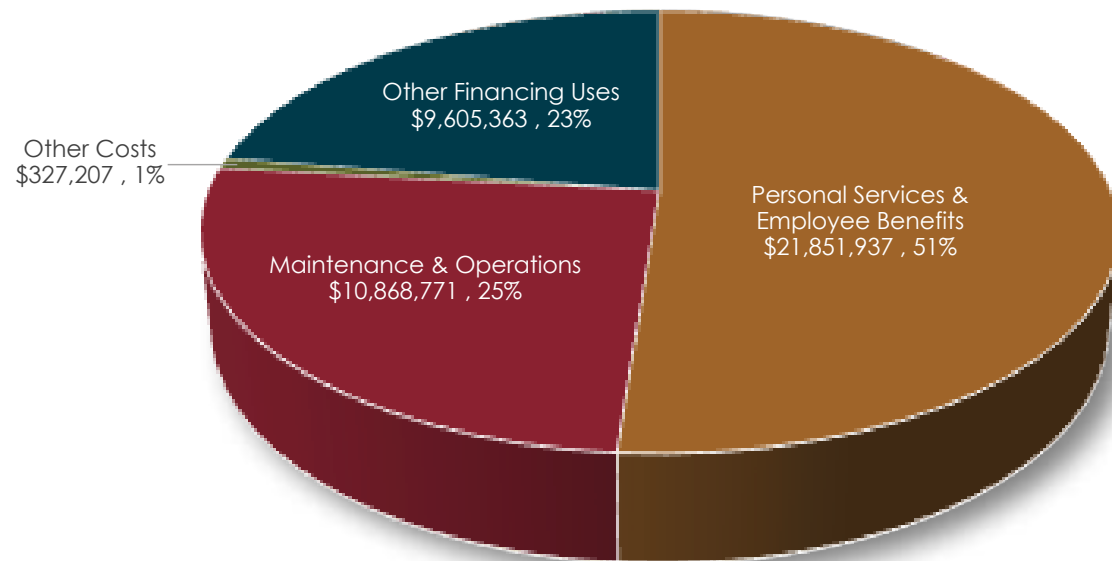
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 11,089,559	\$ 12,229,052	\$ 15,115,679	\$ 15,997,610	\$ 881,931	5.8
Employee Benefits	4,119,078	4,598,787	5,625,791	5,854,327	228,536	4.1
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 15,208,637	\$ 16,827,840	\$ 20,741,470	\$ 21,851,937	\$ 1,110,467	5.4
MAINTENANCE & OPERATIONS						
Professional Services	\$ 969,412	\$ 1,389,074	\$ 1,459,781	\$ 1,326,322	\$ (133,459)	(9.1)
Property Services	1,027,442	1,399,692	1,756,854	1,770,800	13,946	0.8
Other Purchased Services	3,069,940	3,332,174	4,038,558	4,511,685	473,127	11.7
Supplies	311,975	336,611	774,482	607,330	(167,152)	(21.6)
Utilities	681,443	678,728	726,474	763,719	37,245	5.1
Fuel	157,820	237,279	236,044	238,442	2,398	1.0
Capital Outlay	489,374	572,477	851,060	701,906	(149,154)	(17.5)
Other Costs	2,791	3,623	8,900	7,400	(1,500)	(16.9)
M&O Initiatives	-	-	-	941,167	941,167	-
TOTAL MAINTENANCE & OPERATIONS	\$ 6,710,197	\$ 7,949,659	\$ 9,852,153	\$ 10,868,771	\$ 1,016,618	10.3
OTHER COSTS						
Contingency	\$ -	\$ -	\$ -	\$ 327,207	\$ 327,207	-
TOTAL OTHER COSTS	\$ -	\$ -	\$ -	\$ 327,207	\$ 327,207	-
OTHER FINANCING USES						
Interfund Transfers Out						
To Capital Projects Fund	\$ 13,655,033	\$ 21,852,185	\$ 12,840,456	\$ 7,954,963	\$ (4,885,493)	(38.0)
To Revenue Bond Fund	1,650,026	1,650,526	1,649,025	1,650,400	1,375	0.1
To Special Events Fund	-	49,824	-	-	-	-
To TSPLOST Fund	-	-	180,000	-	(180,000)	(100.0)
TOTAL OTHER FINANCING USES	\$ 15,305,059	\$ 23,552,535	\$ 14,675,481	\$ 9,605,363	\$ (5,070,118)	(34.5)
TOTAL EXPENDITURES	\$ 37,223,893	\$ 48,330,033	\$ 45,269,104	\$ 42,653,279	\$ (2,615,825)	(5.8)

GENERAL FUND EXPENDITURES FY 2024

EXPENDITURES BY FUNCTION



EXPENDITURES BY CATEGORY





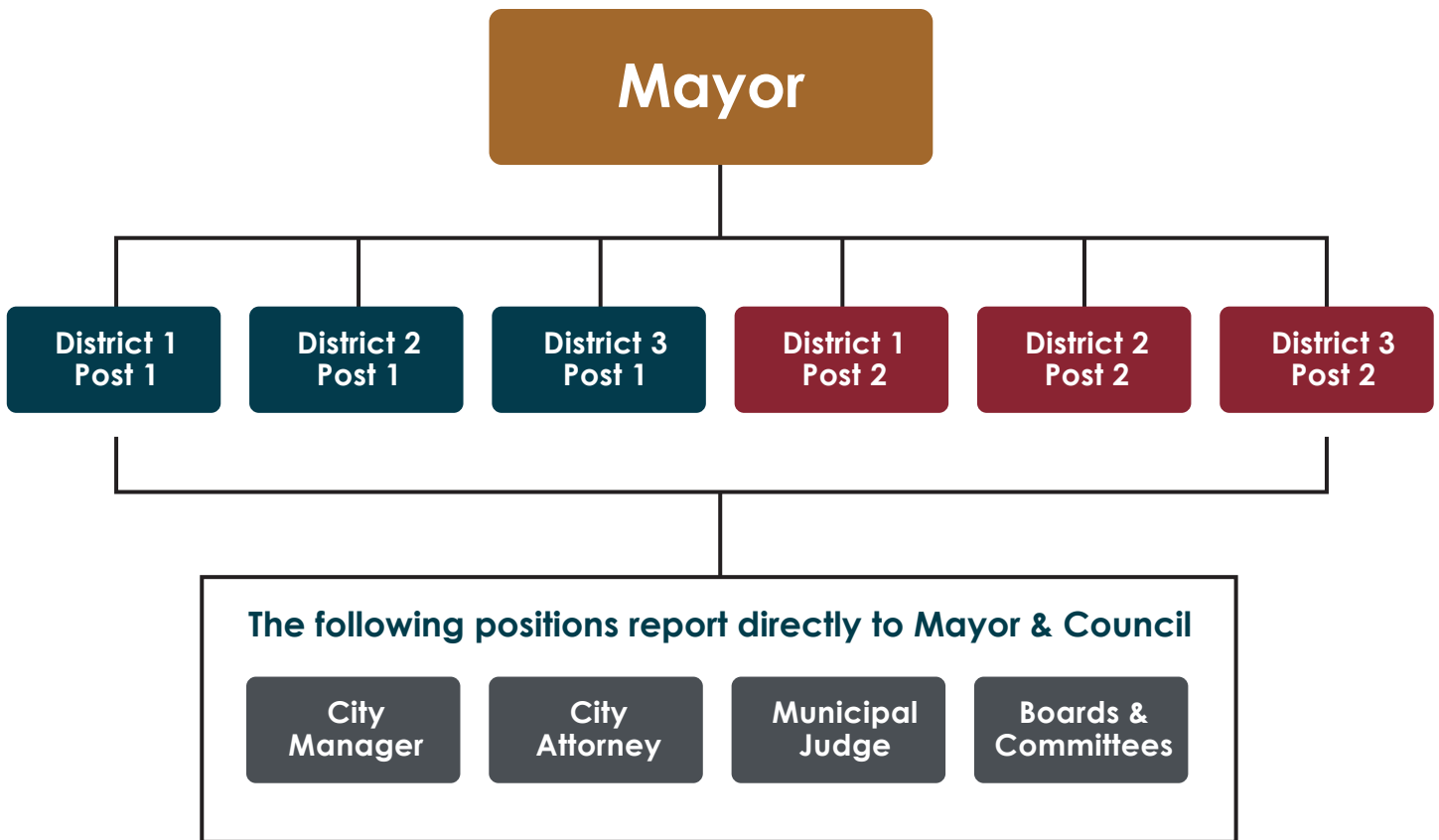
GENERAL FUND

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.

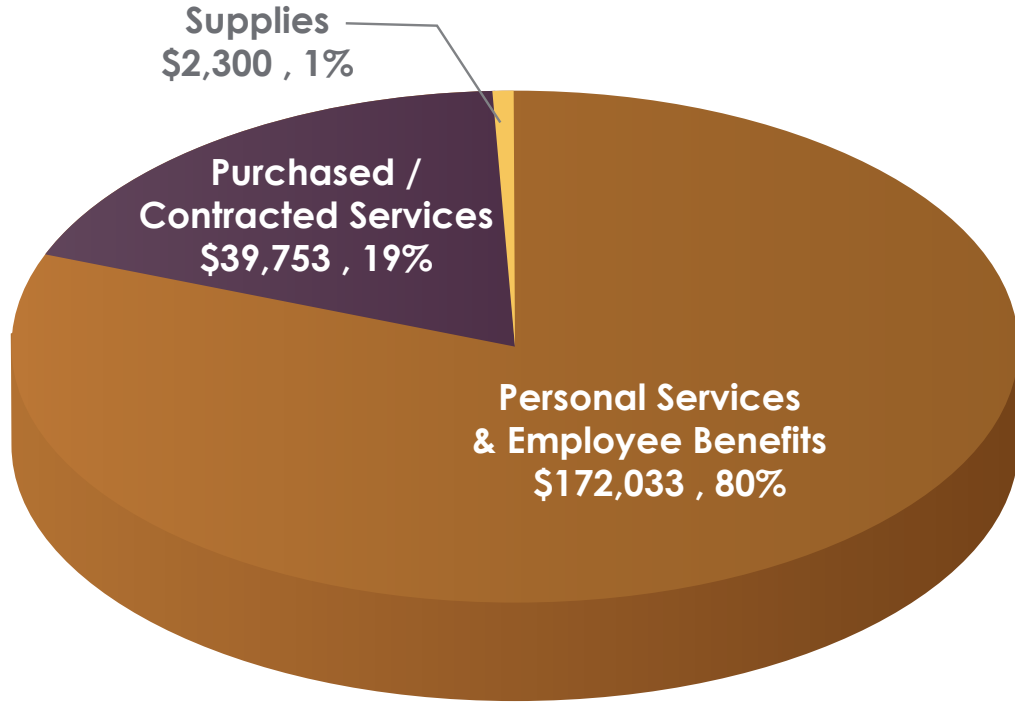


MAYOR AND CITY COUNCIL

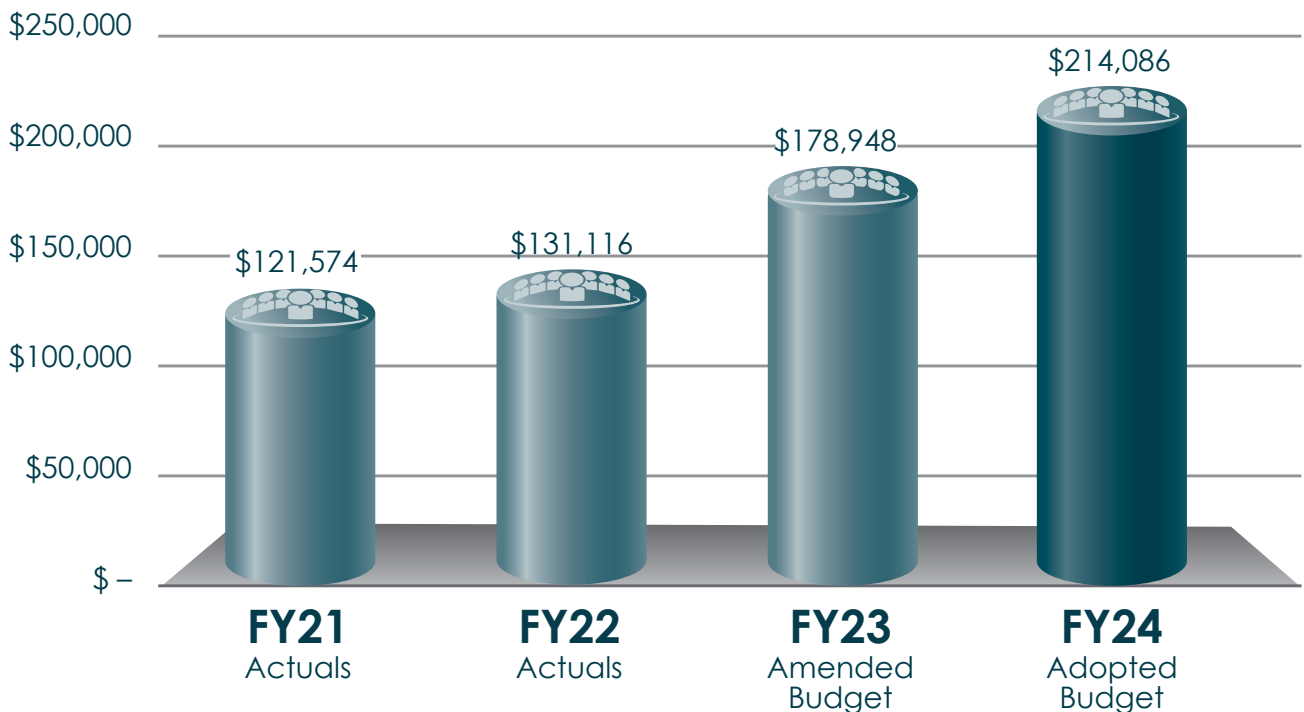
FY24 Expenditures by Fund:

General Fund \$214,086

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Mayor & Council General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 101,389	\$ 101,389	\$ 117,001	\$ 148,600	\$ 31,599	27.0
Stipend	1,683	2,760	15,000	15,000	-	-
Employee Benefits	5,708	5,682	6,453	8,433	1,980	30.7
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 108,779	\$ 109,831	\$ 138,454	\$ 172,033	\$ 33,579	24.3
PURCHASED/CONTRACTED SERVICES						
Printing	\$ 18	\$ 196	\$ 382	\$ 400	\$ 18	4.7
Travel	-	4,630	14,302	15,500	1,198	8.4
Dues & Fees	11,407	11,981	12,310	12,653	343	2.8
Education & Training	-	2,451	11,200	11,200	-	-
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 11,425	\$ 19,258	\$ 38,194	\$ 39,753	\$ 1,559	4.1
SUPPLIES						
General Supplies	\$ 553	\$ 644	\$ 800	\$ 700	\$ (100)	(12.5)
Food & Meals	746	1,383	1,500	1,600	100	6.7
TOTAL SUPPLIES	\$ 1,299	\$ 2,027	\$ 2,300	\$ 2,300	\$ -	-
OTHER COSTS						
Payment To Others	\$ 70	\$ -	\$ -	\$ -	\$ -	-
TOTAL OTHER COSTS	\$ 70	\$ -	\$ -	\$ -	\$ -	-
TOTAL MAYOR & COUNCIL	\$ 121,574	\$ 131,116	\$ 178,948	\$ 214,086	\$ 35,138	19.6

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The increase in Salaries & Wages and Employee Benefits is related to House Bill 704; State legislation altering the annual salary of Milton's Mayor and Council.



CITY CLERK



Our Mission

The Mission of the City of Milton Clerk's Office is to record, maintain, and preserve, records of all City Business; to deliver timely and accessible service in response to all inquiries and requests for public information, striving for excellence in the dissemination of information, preservation of records, and upholding integrity and transparency.

City Clerk



Core Processes and Outputs

Meeting Management

- Oversee and coordinate the preparation, finalization and distribution of the Regular/Special Meeting/ Work Session City Council agendas; prepare tentative agendas, final agendas, and Public Hearing Notices.
- Ensure the preparation of City Council meeting minutes; creation and dissemination of Agenda and Agenda Packet.
- Process, finalize, and follow-up on Council action from City Council meetings; ensure timelines are met, including those for ordinance publication, resolutions, and notice of decisions.
- Attest City documents, including resolutions, ordinances and contracts/agreements. Finalize resolutions and ordinances with Council votes on archival book copy paper for recordkeeping.

Records and Information Management

- Act as the official custodian of the city seal.
- Custodian of City records.
- Receive and assist all public records requests and ensure a timely response in accordance with the Public Open Records Act.
- Transmit resolutions to respective parties.
- Codify ordinances in the City's Code of Ordinances, Municode.
- Oversee the life cycle of the city's records: active, inactive, and digital storage.



Clerk Duties – Administration

- Coordinate the assuming office and leaving office of newly elected and departing Council. To include Oaths of Offices, coordinate updating the website, roster, etc.
- Process Proclamations and Certificates of Recognition for the Mayor and City Council as well as Oaths of Office for newly appointed Boards and Committees.
- Participate in training sessions through the Georgia Municipal Clerks Association with the possibility of becoming a Master Municipal Clerk.

FY 2024 Initiatives

- Implement Electronic Voting (at dais) for Council, Boards & Committees
- Digital On-boarding & Training Process for Boards & Committees
- Implement 'Public Portal' Page for New Website for Agendas/Minutes/Videos
- Structured 'Scout' /Tour program for local Milton groups

**City Clerk Department
Key Performance Indicators**

Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target
	Sustainability and Resiliency/ Diverse, Engaged, Healthy Workforce	Enhance the records management program with the aim of ensuring best practices related to retention compliance	Percent of records in Laserfiche with an automated retention schedule	Efficiency	-	100%	15%	100%	50%	100%
			Percent of records past retention	Effectiveness	-	0%	0%	0%	0%	0%
		Improve the training and onboarding programs for new Councilmembers and Boards & Committee members	Percent of Councilmembers who received annual training	Effectiveness	100%	100%	100%	100%	15%	100%
			Percent of Boards & Committee members who received annual training	Effectiveness	100%	100%	100%	100%	95%	100%
			Training survey satisfaction rating (1-5)	Effectiveness	-	5	-	5	-	5
	Sustainability and Resiliency/ Diverse, Engaged, Healthy Workforce	Further improve public transparency of City Council proceedings and related document management and document access	Percent of time the Agenda Packet is available to the public prior to the State mandated deadline	Effectiveness	-	100%	100%	100%	100%	100%
			Percent of time that Council meeting action minutes are published within two business days of the meeting	Effectiveness	-	100%	100%	100%	98%	100%
			Percent of meetings where electronic voting was utilized	Effectiveness	-	70%	-	70%	-	70%
			Percent of FOIA requests responded to within three business days	Effectiveness	100%	100%	100%	100%	100%	100%
			Percent of FOIA requests completed within three business days	Effectiveness	New Measure in FY 2024 (dependent upon software reporting capabilities)					



Citizen/Stakeholder Focus



Financial Sustainability Focus







Internal Process Improvement Focus



Organizational Capacity/Learning and Growth Focus

REFERENCE KEY

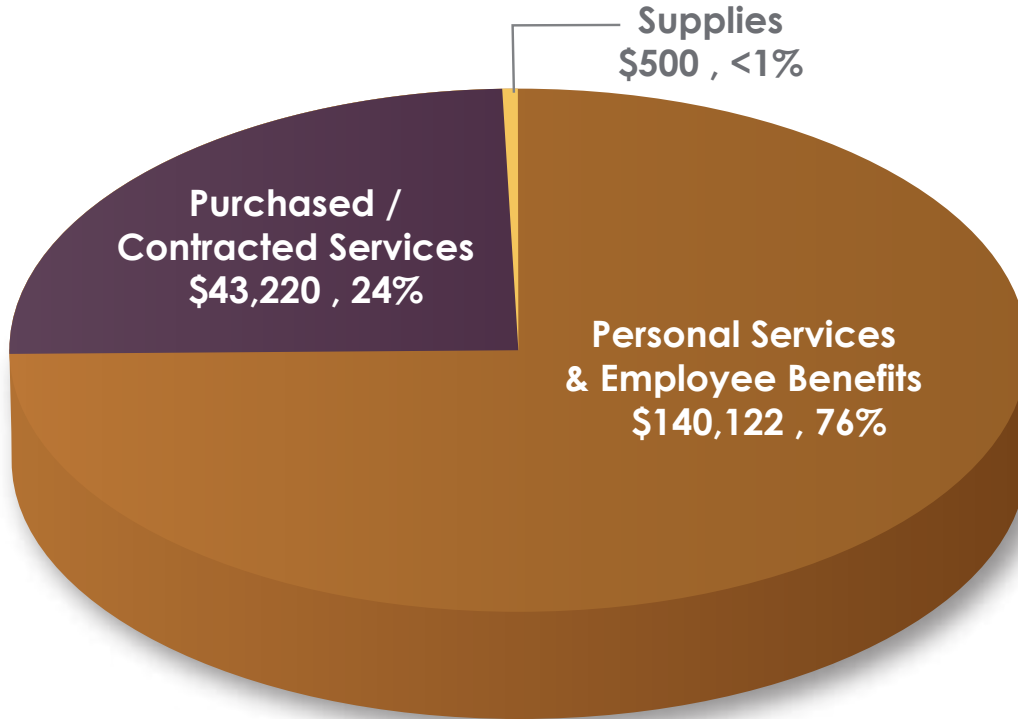
On target/Above target	
Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	

CITY CLERK

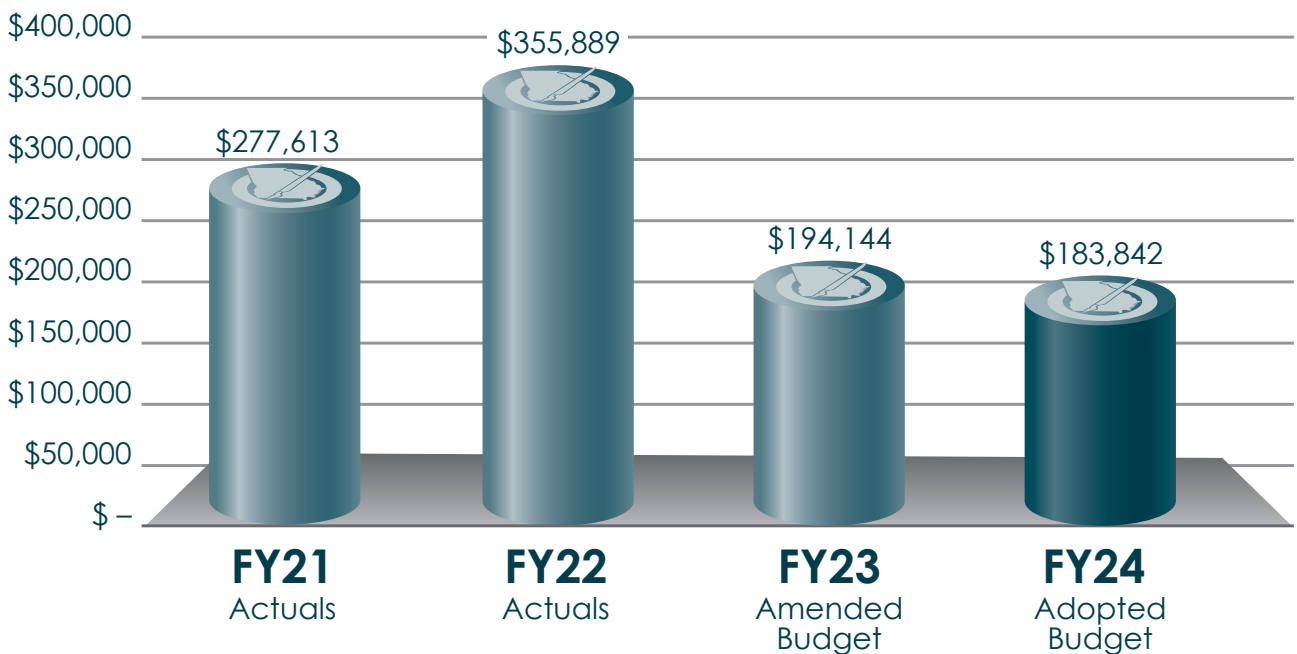
FY24 Expenditures by Fund:

General Fund \$183,842

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



City Clerk General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 128,189	\$ 93,582	\$ 99,101	\$ 103,497	\$ 4,396	4.4
Employee Benefits	59,148	41,324	43,564	36,625	(6,939)	(15.9)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 187,337	\$ 134,906	\$ 142,665	\$ 140,122	\$ (2,543)	(1.8)
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 57,828	\$ 197,127	\$ 8,050	\$ 9,000	\$ 950	11.8
Communications	434	654	468	497	29	6.2
Postage	28	-	100	100	-	-
Advertising	1,077	658	700	700	-	-
Printing	41	-	100	100	-	-
Travel	597	1,132	1,050	1,300	250	23.8
Dues & Fees	210	500	110	110	-	-
Education & Training	1,360	378	1,000	1,000	-	-
Maintenance Contracts	27,150	19,963	36,501	30,413	(6,088)	(16.7)
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 88,724	\$ 220,412	\$ 48,079	\$ 43,220	\$ (4,859)	(10.1)
SUPPLIES						
General Supplies	\$ 1,239	\$ 512	\$ 949	\$ 500	\$ (449)	(47.3)
Food & Meals	313	59	151	-	(151)	(100.0)
TOTAL SUPPLIES	\$ 1,552	\$ 571	\$ 1,100	\$ 500	\$ (600)	(54.5)
CAPITAL OUTLAYS						
Machinery & Equipment	\$ -	\$ -	\$ 2,300	\$ -	\$ (2,300)	(100.0)
TOTAL SUPPLIES	\$ -	\$ -	\$ 2,300	\$ -	\$ (2,300)	(100.0)
TOTAL CITY CLERK	\$ 277,613	\$ 355,889	\$ 194,144	\$ 183,842	\$ (10,302)	(5.3)

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The increase in Salaries & Wages is a result of the requested 4.7% market adjustment to salaries.
- The variance in Employee Benefits is the result of the annual true-up process (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 in Maintenance Contracts is a result of a contractual change with the City's codification service provider.

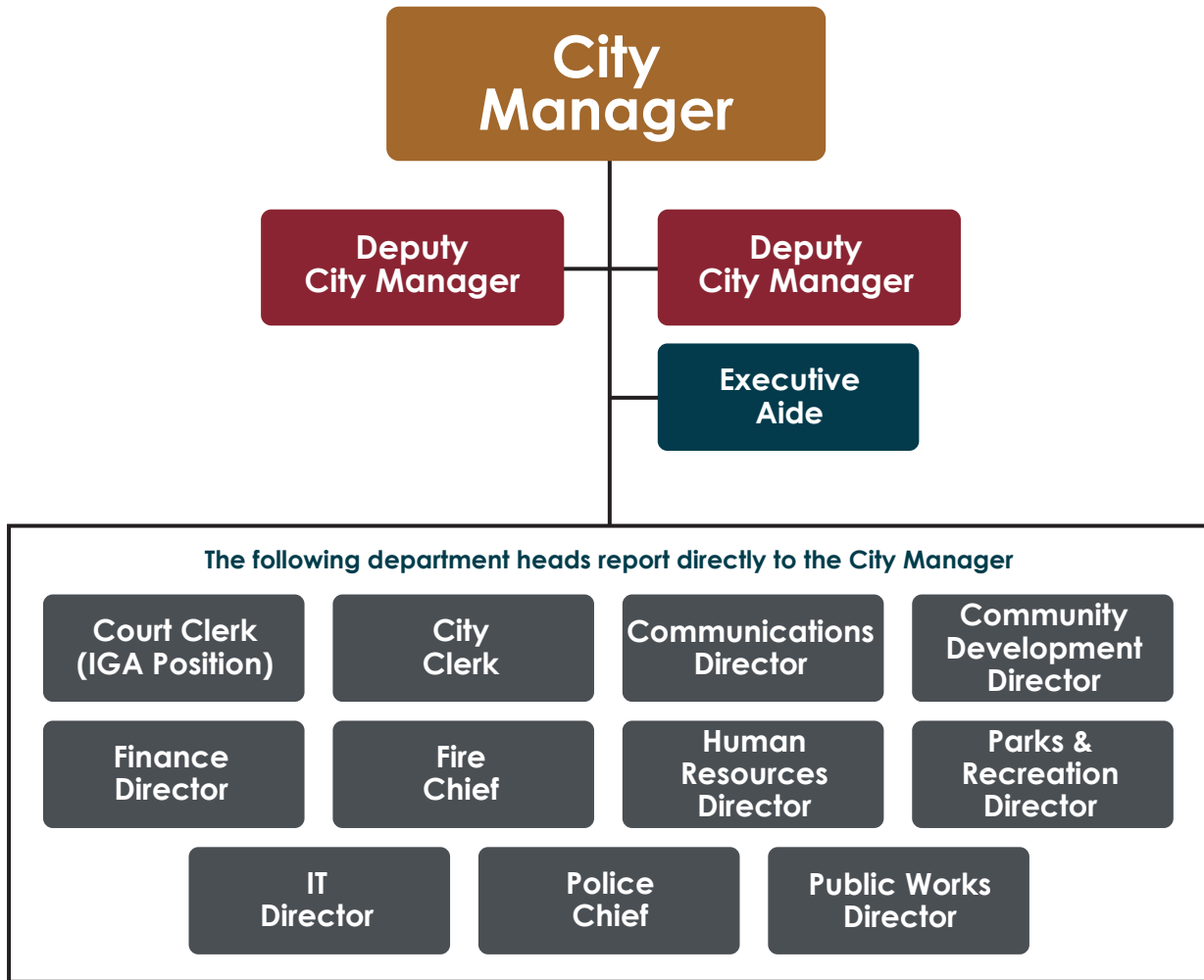


CITY MANAGER



Our Mission

The mission of the City Manager's Office is to foster a thriving community by providing visionary leadership, efficient governance, and responsive services as established by our City Council. Committed to transparency, collaboration, and excellence, we strive to enhance the quality of life for all residents, staff, and businesses.



Core Processes and Outputs

Administration and Management

- Overseeing day-to-day operations of the city government.
- Implementing policies and directives from the city council.
- Managing city staff and departments.

Budgeting and Finance

- Developing and managing the city budget.
- Allocating resources efficiently.
- Ensuring financial accountability and transparency.

Policy Implementation

- Executing policies set by the city council.
- Advising the council on policy matters.
- Ensuring compliance with local, state, and federal laws.

Community Engagement:

- Representing the city to the public.
- Engaging with residents, businesses, and community organizations.
- Addressing concerns and issues raised by the community.

Inter-Governmental Relations

- Coordinating with other local, state, and federal agencies.
- Building relationships with neighboring municipalities.

Infrastructure and Development

- Overseeing city planning and development.
- Managing public infrastructure projects.

Emergency Management

- Coordinating responses to emergencies and disasters.
- Implementing and updating emergency plans.

Communication



- Serving as a communication link between the city council and city departments.
- Managing public relations and communications for the city.

Performance Measurement and Reporting





- Monitoring and evaluating the performance of city departments.
- Providing regular reports to the city council.

FY 2024 Initiatives





- Implement new performance management program
- Complete employee retirement health benefit proposal
- Develop actionable plan to provide adequate field resources for active recreational programming

City Manager Department Key Performance Indicators										
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target
	Sustainability and Resiliency / Long-term Financial Stability	Allocating resources efficiently according to the City's planning documents / Ensuring financial accountability and transparency	Actual General Fund revenues as a % of forecasted amended revenues	Efficiency	103%	102%	102%	102%	Available March 2024*	102%
			Actual General Fund expenditures as a % of forecasted amended expenditures	Efficiency	94%	98%	96%	98%	Available March 2024*	98%
			% of departments within appropriated General Fund budget	Effectiveness	99%	100%	100%	100%	Available March 2024*	100%
			Awarded GFOA distinguished budget presentation	Quality	Yes	Yes	Yes	Yes	Yes	Yes
The following measures are based on a biennial employee engagement survey (baseline = FY22) with response options of positive/neutral/negative										
	Sustainability and Resiliency/ Diverse, Engaged, Healthy Workforce	Ensuring staff has the resources needed to accomplish the City's mission and performance indicative of adhering to its core values	% of employees responding to the employee engagement survey	Input	-	Set baseline	82%	-	-	87%
			% of employees who responded 'positive' to having a clear understanding of the City's mission and values	Effectiveness	-	Set baseline	84%	-	-	89%
			% of employees who responded 'positive' to knowing how their work supports the City's mission	Effectiveness	-	Set baseline	86%	-	-	91%
			% of employees who responded 'positive' to feeling the City as a whole is managed well	Effectiveness	-	Set baseline	75%	-	-	80%
			% of employees who responded 'positive' to feeling they receive the training needed to do their job well	Effectiveness	-	Set baseline	67%	-	-	72%
			% of employees who responded 'positive' to feeling they have the resources needed to do their job well	Effectiveness	-	Set baseline	82%	-	-	87%
			% of employees who responded 'positive' to being willing to recommend the organization as a good place to work	Effectiveness	-	Set baseline	79%	-	-	84%

*Final audited figures will be published in the annual ACFR in March annually

-  Citizen/Stakeholder Focus
-  Financial Sustainability Focus
-  Internal Process Improvement Focus
-  Organizational Capacity/Learning and Growth Focus

REFERENCE KEY

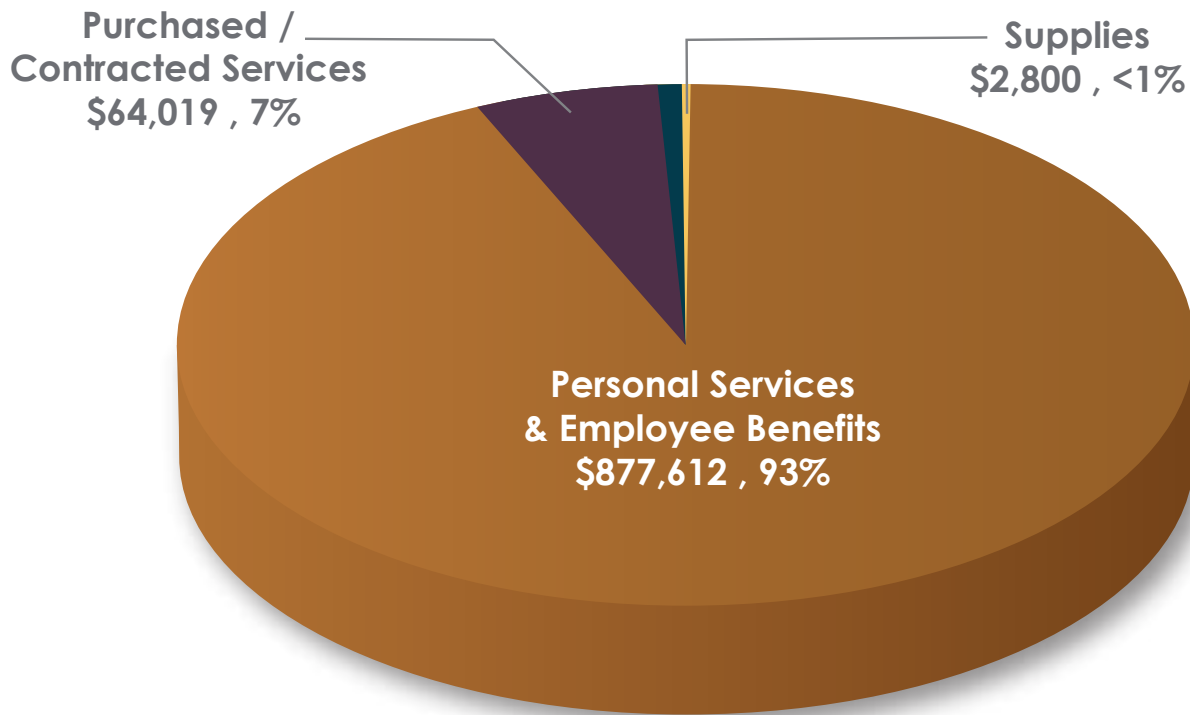
On target/Above target	
Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	

CITY MANAGER

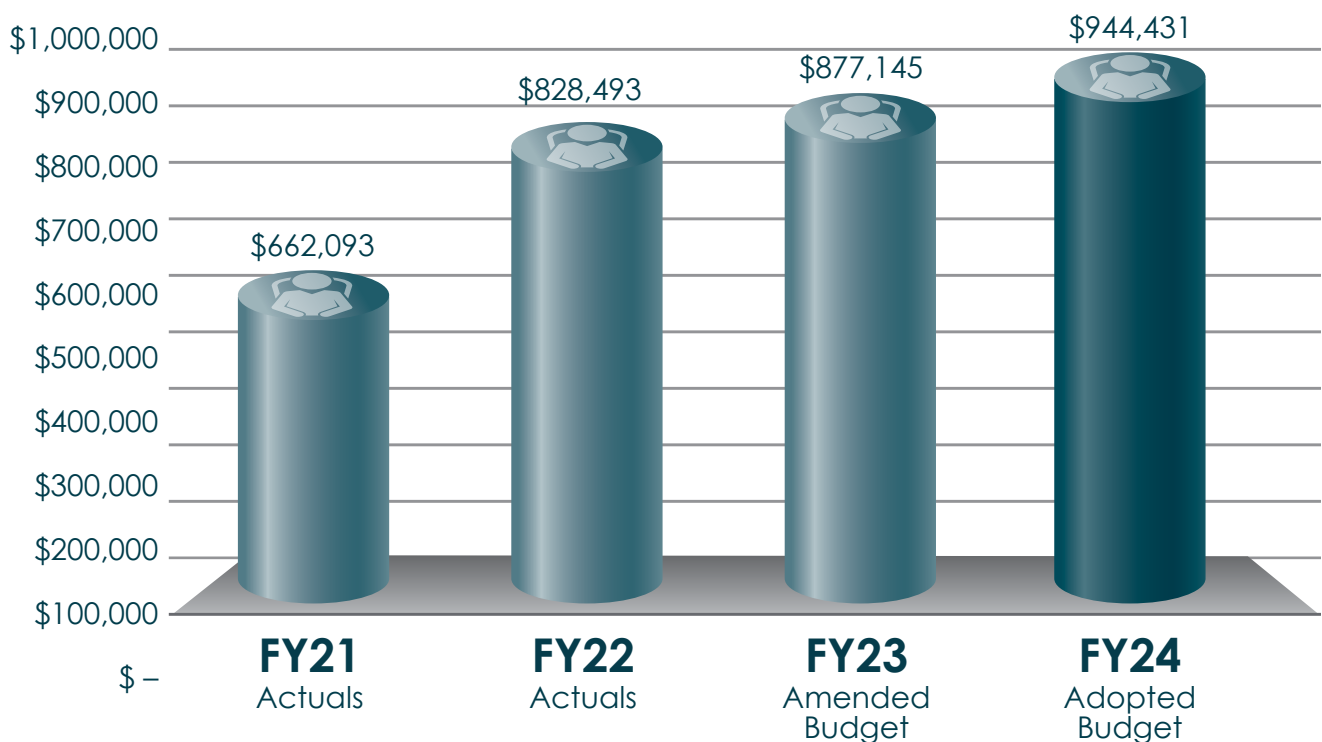
FY24 Expenditures by Fund:

General Fund \$944,431

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



City Manager General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 461,897	\$ 586,882	\$ 637,163	\$ 682,482	\$ 45,319	7.1
Employee Benefits	129,138	185,966	197,789	195,130	(2,659)	(1.3)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 591,035	\$ 772,848	\$ 834,952	\$ 877,612	\$ 42,660	5.1
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 59,521	\$ 37,578	\$ 20,500	\$ 45,900	\$ 25,400	123.9
Communications	1,336	1,842	2,070	2,154	84	4.1
Postage	-	-	50	50	-	-
Advertising	-	-	240	240	-	-
Printing	163	650	200	200	-	-
Travel	1,280	3,126	3,172	3,400	228	7.2
Dues & Fees	3,247	3,593	4,060	5,000	940	23.2
Education & Training	4,074	6,784	3,270	7,075	3,805	116.4
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 69,622	\$ 53,573	\$ 33,562	\$ 64,019	\$ 30,457	90.7
SUPPLIES						
General Supplies	\$ 473	\$ -	\$ 300	\$ 300	\$ -	-
Food & Meals	333	1,709	3,000	1,500	(1,500)	(50.0)
Books & Periodicals	-	166	60	1,000	940	1,566.7
TOTAL SUPPLIES	\$ 806	\$ 1,875	\$ 3,360	\$ 2,800	\$ (560)	(16.7)
CAPITAL OUTLAYS						
Machinery & Equipment	\$ -	\$ -	\$ 3,771	\$ -	\$ (3,771)	(100.0)
TOTAL CAPITAL OUTLAYS	\$ -	\$ -	\$ 3,771	\$ -	\$ (3,771)	(100.0)
OTHER COSTS						
Payment To Others	\$ 630	\$ 197	\$ 1,500	\$ -	\$ (1,500)	(100.0)
TOTAL OTHER COSTS	\$ 630	\$ 197	\$ 1,500	\$ -	\$ (1,500)	(100.0)
TOTAL CITY MANAGER	\$ 662,093	\$ 828,493	\$ 877,145	\$ 944,431	\$ 67,286	7.7

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The variances in Salaries & Wages is the result of a full year's recognition to an adjustment to the City Manager's salary, the promotion of the Assistant City Manager to Deputy City Manager and the requested 4.7% market adjustment to salaries proposed for FY 2024.
- The variance in Employee Benefits is the result of the annual true-up process (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 in Professional Fees is a result of the budget for the biennial National Citizen's Survey in FY 2024.

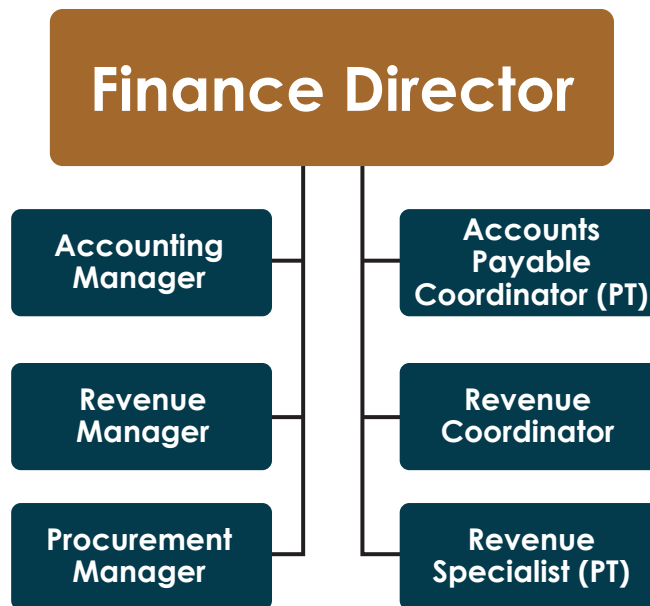


FINANCE



Our Mission

To provide excellent customer service and accurate financial information to all members of the public, City departments, and City council, to safeguard the financial interests of the City of Milton, to uphold effective budgeting and budgetary controls, and to preserve internal controls, while maintaining a high level of compliance with all pertinent Federal, State and Local rules and regulations, generally accepted accounting procedures, and the Government Accounting Standards Board.





Core Processes and Outputs

Provide financial policy, accounting, procurement, and property tax billing for the City.

- Produce the City's Annual Comprehensive Financial Report
- Reconcile and track all City funds
- Monitor the financial condition of the City and provide strategies to ensure the City meets its long-term debts and financial obligations
- Maintain all property tax customer accounts
- Provide essential services during emergency situations under the Incident Command Structure (ICS) when called upon

FY 2024 Initiatives

- Procure new Enterprise Resource Planning (ERP) system for finance department to improve efficiencies in workflow and records management.
- Automate the alcohol license and business occupational tax certificate process through applications and renewals.

Finance Department Key Performance Indicators										
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target
 	Sustainability and Resiliency / Long-term financial stability / Diverse engaged healthy workforce	Maintain a credit-worthy and financially healthy community by providing high quality local government services that are affordable	Maintain AAA/Aaa bond ratings with two of the three financial agencies (S&P, Moody's, Fitch)	Quality	Yes	Yes	Yes	Yes	Yes	Yes
			Unassigned fund balance	Effectiveness	25%	25%	25%	25%	25%	25%
			Reduce real & personal property tax % of total GF revenues	Efficiency	37%	29%	34%	39%	38%	36%
			Average vendor responses to formal bids/RFPs	Input	3	3	3	3	5	5
			Property tax bill collection rate by due date	Output	90%	90%	90%	90%	90%	90%
		Streamline citizen and business owner interactions with the Finance Department	Average number of days to process OTC	Efficiency	3	9	9	10	12	10
			New OTCs processed	Output	175	143	143	135	134	135
			Renewal OTCs processed	Output	705	784	784	765	774	765
			New alcohol beverage licenses issued	Output	12	7	7	8	18	10
			Renewal alcohol beverage licenses issued	Output	60	56	56	58	54	55
			% of property tax bill payments made electronically	Efficiency	56%	62%	62%	67%	66%	66%
			Average number of days to process accounts payable	Efficiency	22	23	23	23	23	23
		Employ best practices to ensure legal compliance and operations that are efficient, effective, transparent, and best in class	Awarded GFOA certificate of achievement for excellence in financial reporting	Quality	Yes	Yes	Yes	Yes	In progress	Yes
			Awarded GFOA outstanding achievement in popular annual financial reporting	Quality	Yes	Yes	Yes	Yes	In progress	Yes
			Awarded GFOA distinguished budget presentation	Quality	Yes	Yes	Yes	Yes	Yes	Yes
			Clean independent external audit opinion	Quality	Yes	Yes	Yes	Yes	In progress	Yes
			Material audit findings	Quality	0	0	1	0	In progress	0
			Continuing education courses attended per employee	Input	-	2	2	2	2	2



Citizen/Stakeholder Focus



Financial Sustainability Focus



Internal Process Improvement Focus



Organizational Capacity/Learning and Growth Focus

REFERENCE KEY

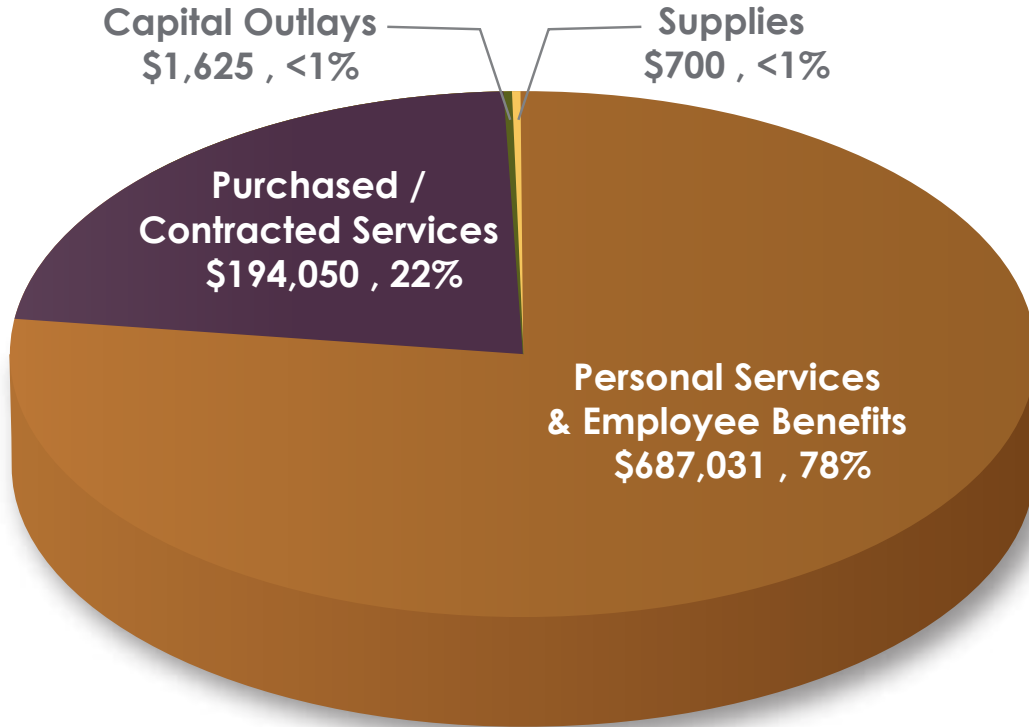
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FINANCE

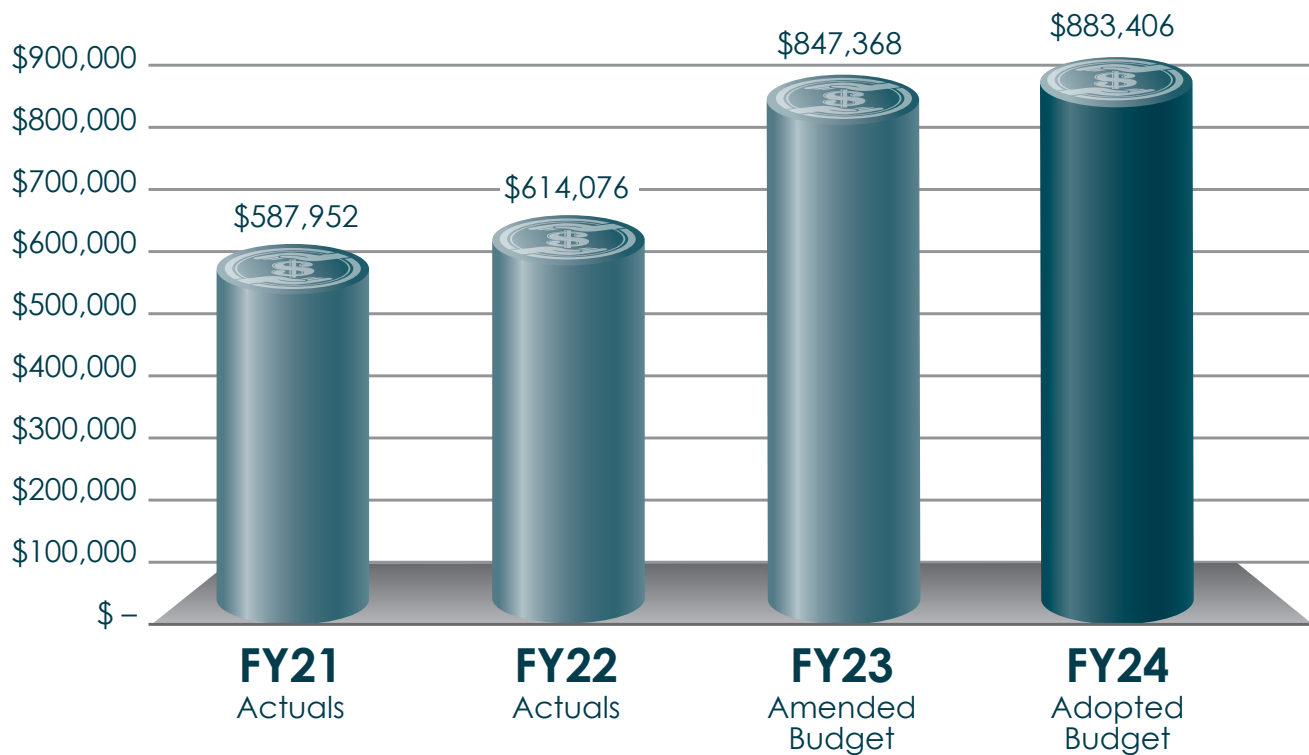
FY24 Expenditures by Fund:

General Fund \$883,406
Capital Projects Fund \$101,325

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Finance General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 353,025	\$ 377,469	\$ 498,265	\$ 515,007	\$ 16,742	3.4
Employee Benefits	88,991	94,885	168,058	172,024	3,966	2.4
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 442,015	\$ 472,354	\$ 666,323	\$ 687,031	\$ 20,708	3.1
PURCHASED/CONTRACTED SERVICES						
Administrative Fees	\$ 25,423	\$ 4,414	\$ 5,770	\$ 5,300	\$ (470)	(8.1)
Professional Fees	46,675	57,055	64,370	60,500	(3,870)	(6.0)
Communications	468	360	1,200	600	(600)	(50.0)
Postage	5,562	6,248	6,695	7,000	305	4.6
Advertising	968	2,458	2,000	2,000	-	-
Printing	5,834	6,805	7,911	11,800	3,889	49.2
Travel	970	931	2,462	1,850	(612)	(24.9)
Dues & Fees	2,075	1,959	2,175	2,150	(25)	(1.1)
Education & Training	2,206	2,523	5,880	5,500	(380)	(6.5)
Maintenance Contracts	54,326	57,236	75,552	97,350	21,798	28.9
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 144,506	\$ 139,988	\$ 174,015	\$ 194,050	\$ 20,035	11.5
SUPPLIES						
General Supplies	\$ 733	\$ 436	\$ 950	\$ 700	\$ (250)	(26.3)
TOTAL SUPPLIES	\$ 733	\$ 436	\$ 1,030	\$ 700	\$ (330)	(32.0)
CAPITAL OUTLAYS						
Machinery & Equipment	\$ 698	\$ 1,196	\$ 6,000	\$ 1,625	\$ (4,375)	(72.9)
TOTAL CAPITAL OUTLAYS	\$ 698	\$ 1,196	\$ 6,000	\$ 1,625	\$ (4,375)	(72.9)
OTHER COSTS						
Interest Due On Tax Refunds	\$ -	\$ 102	\$ -	\$ -	\$ -	-
TOTAL OTHER COSTS	\$ -	\$ 102	\$ -	\$ -	\$ -	-
TOTAL FINANCE	\$ 587,952	\$ 614,076	\$ 847,368	\$ 883,406	\$ 36,038	4.3

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The increase in Maintenance Contracts includes a forecasted increase in annual fees as the City goes out to bid for a financial software. This anticipated increase has been partially offset by the anticipated reduction in other third-party software costs with the anticipation that the new software will be able to handle some of these functions.



INFORMATION SERVICES (IS)



Our Vision

To be a trusted advisor and strategic business partner in enabling organizational excellence, growth, and support.

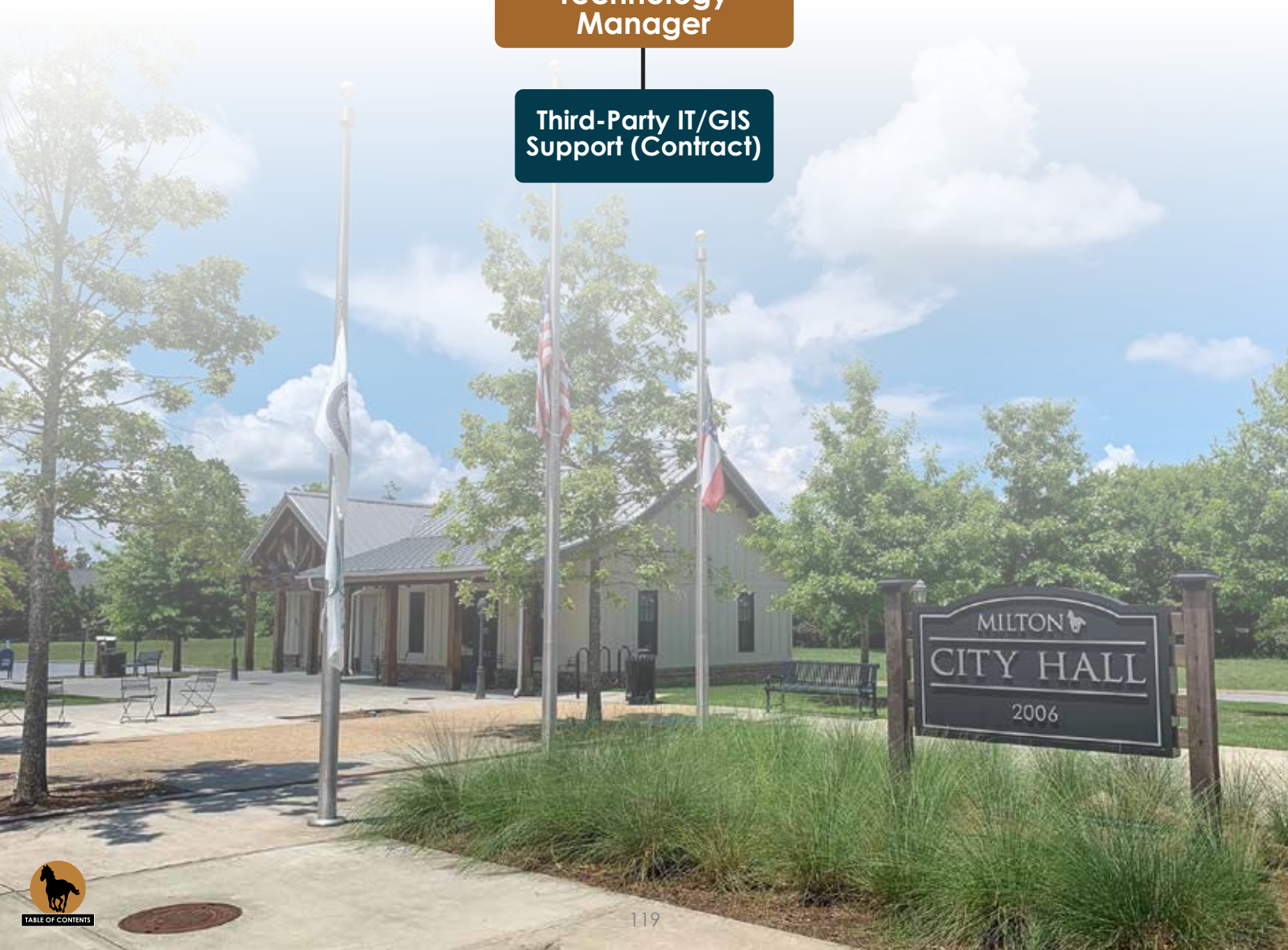
Our Mission

The IS department will strive to ensure the City's technology is current, reliable, and secure, while providing sound strategic direction.

**Information
Services Director**

**Information
Technology
Manager**

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



Goals

The Information Technology Department is responsible for supporting Milton City's technology and communication systems. We enable other City departments to provide direct services to the residents of Milton by installing, maintaining, and monitoring a wide array of devices, servers, and networks. The Information Technology Department is responsible for providing public Internet access to various City facilities and parks.

While most of our services are intended for City employees, elected officials, and cooperating intergovernmental agencies or businesses, our Geographic Information Systems provides both internal services as well as publicly available maps and information.

IT Services and Support (ITSS)

The department's IT Services and Support encompasses 3 Core Areas:

1. Service Desk
2. Technology Planning
3. Network and Data Center
4. Security

The scope of technology utilized by the City of Milton ranges from simple communications devices such as handheld tablets to complex database driven software applications that enable communications and interactions both internally and with the public. ITSS provides technology services to increase the speed of business and the availability of information.

Supporting this vast range of technology is a team of dedicated specialists supporting the four core technology service areas. ITSS aims to create a cohesive, structured organization that continually strives to support Milton's business in the most efficient and effective manner and to implement secure, cost-effective information technology solutions.





GIS Services and Support

The purpose of the GIS Group is to provide accurate location-based information and analysis to departments throughout the City and to the public at large. In addition to traditional paper maps and static reports, the GIS team also creates a variety of online maps and live charts and reports.

GIS ongoing support includes managing assets and location information for Public Works buried pipe and asset management; working with Engineering concerns with new and existing development changes; coordinating with Community Development with regards to Permitting; Licensing, and Land management; and assisting Public Safety Dispatch with a variety of address and map-related projects.

2024 Initiatives

1. Information Services Strategic Plan (2024-2027)
2. Security Assessment
3. Cloud Phone Systems Migration
4. City Hall Network Redesign and Upgrade
5. Fire Stations Network Upgrades
6. New ERP Finance Software
7. GIS Public Portal Improvements

Information Services Department Key Performance Indicators										
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target
	Sustainability and Resiliency/ Effective Information Technology	Be a reliable provider of technology support to the organization	Help desk requests	Input	2,772	-	6,859	-	2,748	2,000
			Total number of CyberSecurity support requests	Input	1,134	-	788	-	700	700
			Overall employee and management satisfaction rating (end user) 1-10	Quality	-	8	5****	8	-	10
	Sustainability and Resiliency/ Effective Information Technology	Promote transparency and accessibility to City resources and services	Number of views on the City's GIS web pages	Output	9,289*	21,000	14,800	15,000	46,276	30,000
			Number of unique views on the City's GIS web pages	Output	7,713*	20,000	9,603	11,000	579	1,000
	Sustainability and Resiliency/ Effective Information Technology	Be a trusted technology advisor to the organization	Ticket resolution success rate %	Effectiveness	99%	99%	99%	99%	99%	99%
			Ticket response SLA % compliance	Effectiveness	95%	99%	96%	99%	98%	98%
			Total system uptime %	Effectiveness	99%	99%	99%	99%	99%	99%
			Data backup success rate % (onsite)	Effectiveness	98%	99%	99%	99%	99%	99%
			Data backup success rate % (remote)	Effectiveness	99%	99%	99%	99%	99%	99%
	Sustainability and Resiliency/ Effective Information Technology	Provide efficient and effective technology solutions that expand and improve the City's operations	Percent of projects completed on time**	Efficiency	83%	90%	60%	90%	70%	90%
			Total number of CyberSecurity training classes conducted for city staff***	Input	0	1	0	1	4	12
			Asset audit conducted (workstations/servers)	Output	1	4	2	4	11	12





* 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

**** Survey conducted in October 2021 at the beginning of FY22

REFERENCE KEY

On target/Above target	
Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	



Citizen/Stakeholder Focus



Financial Sustainability Focus



Internal Process Improvement Focus



Organizational Capacity/Learning and Growth Focus

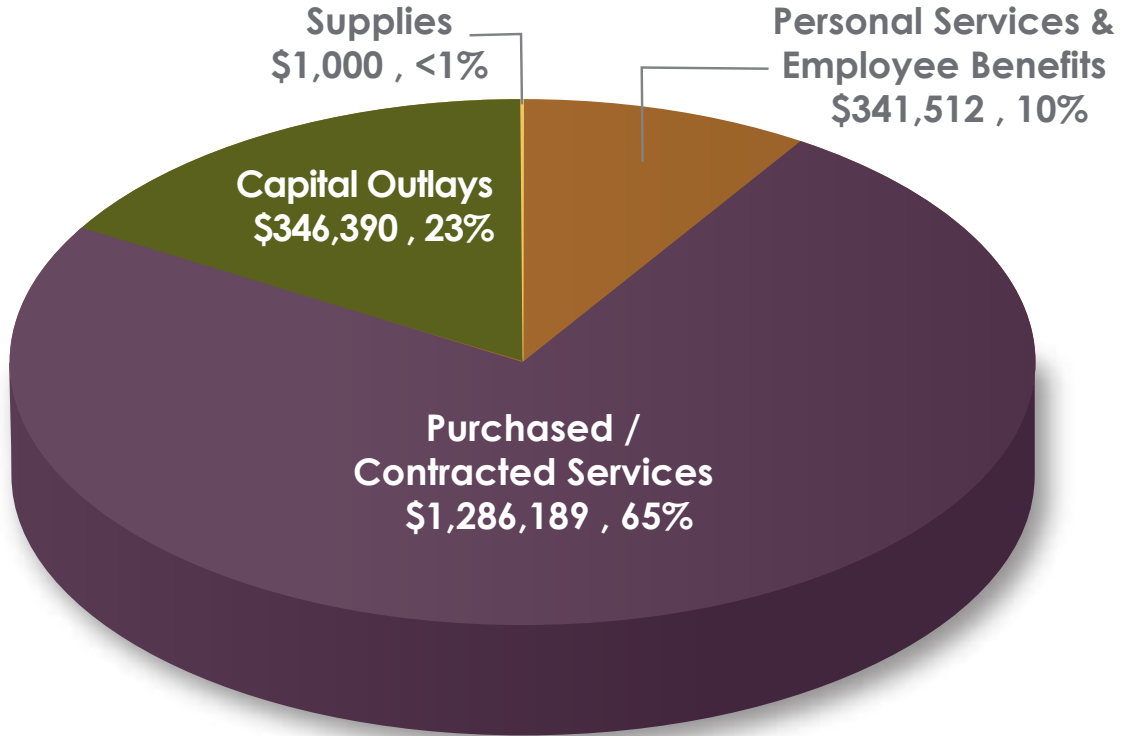


INFORMATION SERVICES (IS)

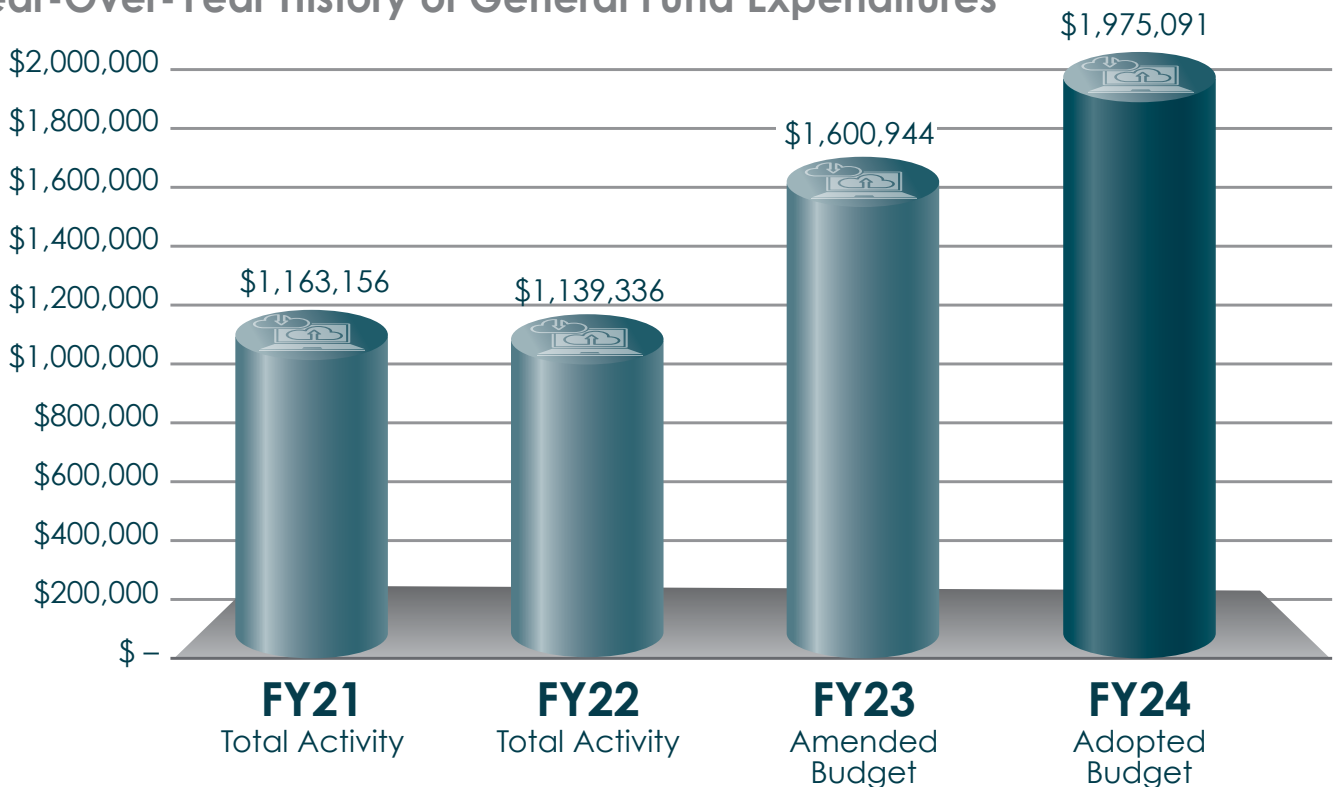
FY24 Expenditures by Fund:

General Fund \$1,975,091
Capital Projects Fund \$619,983

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Information Services General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 98,725	\$ 104,862	\$ 235,673	\$ 259,565	\$ 23,892	10.1
Employee Benefits	33,332	34,904	83,322	81,947	(1,375)	(1.7)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 132,058	\$ 139,766	\$ 318,995	\$ 341,512	\$ 22,517	7.1
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 33,684	\$ 23,938	\$ 97,600	\$ 68,800	\$ (28,800)	(29.5)
Communications	51,808	47,069	48,400	261,339	212,939	440.0
Postage	-	-	250	250	-	-
Advertising	129	-	480	-	(480)	(100.0)
Printing	-	-	50	-	(50)	(100.0)
Travel	-	-	2,130	2,100	(30)	(1.4)
Dues & Fees	-	-	-	750	750	-
Education & Training	100	-	7,800	18,200	10,400	133.3
Maintenance Contracts	744,877	710,175	836,125	934,750	98,625	11.8
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 830,599	\$ 781,182	\$ 992,835	\$ 1,286,189	\$ 293,354	29.5
SUPPLIES						
Food & Meals	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	-
TOTAL SUPPLIES	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	73.0
CAPITAL OUTLAYS						
Machinery & Equipment	\$ 200,500	\$ 218,388	\$ 288,114	\$ 346,390	\$ 58,276	20.2
TOTAL CAPITAL OUTLAYS	\$ 200,500	\$ 218,388	\$ 288,114	\$ 346,390	\$ 58,276	20.2
TOTAL INFORMATION SERVICES	\$ 1,163,156	\$ 1,139,336	\$ 1,600,944	\$ 1,975,091	\$ 374,147	23.4

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The increase in Salaries & Wages includes one full year salary for the new IS Director position based on hiring offer as well as the requested 4.7% market adjustment to salaries.
- The increase to the Communications category is a result of the decision to move all phone lines and internet service fees to the Information Services department (corresponding decreases will be seen across other departments including General Government Buildings, Police, Fire, and Parks & Recreation).
- The increase to Maintenance Contracts includes enhanced GIS services via the City's third-party managed services contract, offsite backup enhancements, support licensing, and transition of some contracts from other departments to the IS department. Some of these expenses have been offset by anticipated savings in records management and voice over IP contract expenses.
- Costs in the Machinery & Equipment category are budgeted in anticipation of a transition to a managed print services model that staff is researching (corresponding decreases to General Supplies will be seen in the General Administration department).

HUMAN RESOURCES



Our Mission

We are dedicated to our employees and the citizens we serve. It is our responsibility to uphold the CORE values of the City. We work as a team with all departments to create an exceptional employment experience for our employees.

The Human Resources Department is here to provide all the resources needed in our employee's life cycle model (picture). We strive to ensure employees have the tools needed to meet the strategic goals of the City and the citizens we serve.

We place great value in keeping the City of Milton compliant with all state and federal laws concerning our employees. We are dedicated to keeping up with new legislation through continuous education and revising our internal policies.

**Human
Resources
Director**

**Human Resources
Generalist**



Core Process

- Staff all department vacancies.
- Monitor time and attendance and process payroll biweekly.
- Conduct annual employee open enrollment and monthly employee benefit changes.
- Reconcile benefits and ancillary invoices monthly.
- Provide annual training on HR policies and procedures.
- Provide quarterly wellness initiatives.
- Provide quarterly diversity training.
- Monitor employee safety and mitigate Workers' Compensation claims.
- Mitigate the city's risk claims.

Core Processes and Outputs

Recruitment and Onboarding

- Grow applicant pools by increasing recruitment platforms.
- Fill all vacancies with lower days to recruit from requisition to start date.
- Engage new hires and create a welcoming environment.

Diversity, Equity, and Inclusion

- Increase DE&I Educational Seminars
- Increase cultural awareness events.
- Increase diversity hiring.
- Increase employee training opportunities.

Employee Benefits & Payroll

- Track cost-effective and comprehensive healthcare coverage.
- Monitor self-service enrollment through a benefit software (HRIS)
- Streamline payroll process with a payroll software system.
- Increase reporting options through our payroll software.

Safety and Healthy Workplace

- Educate on safety and motor vehicles and monitor incident reporting.
- Seek safety grants to fund safety committee initiatives.

Wellness Program

- Seek provider funding for Milton Total Wellness initiatives.
- Focus on employee mental health programs through our EAP service.
- Improve all employees' health quality through health services and screenings.
- Healthcare wellness stations

Employee Engagement and Events

- HR Corner will engage employees with HR visits to all city locations for quick employee meetings.
- HR conducts focus groups/surveys for feedback and suggestions.
- Provide employee engagement events to incite excitement and advise about city initiatives.



Workforce Development

- Provide training through Vector to include assigned and encourage employee self-development.
- Conduct an annual policy review of HR policies and procedures.
- New HRIS (application tracking, onboarding, benefits, and payroll)

Volunteer Services

- Build a partnership with the community by offering acts of service.
- Introduction to HR Corner and Volunteer Program

**Human Resources Department
Key Performance Indicators**

Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021	FY 2022	FY 2022	FY 2023	FY 2023	FY 2024		
					Actual	Target	Actual	Target	Actual	Target		
	Sustainability and Resiliency/ Diverse, Engaged, Healthy Workforce	Attract and retain a highly qualified workforce	Number of days to recruit from requisition to hire	Efficiency	New Measure in FY 2024					<45		
			Employee retention as a % of full-time budgeted positions	Efficiency	86%	>85%	83%	>85%	92%	>90%		
			Reduce the number of employees terminating with less than two years of service	Outcome	14	<10	10	<10	17	<17		
			Increase the % of minority employees/total employees to better reflect the community served	Effectiveness	11%	>14%	11%	>15%	9%	>15%		
			Increase the percentage of employees maximizing defined contribution plan	Effectiveness	70%	80%	89%	>90%	80%	>90%		
			Increase the amount of training opportunities offered year-over-year	Output	≈50	30	<20*	30	25	>25		
		Enhance recruitment efforts for hard to fill positions/Increase the number of PD/FD vacancies filled with certified/ paramedic candidates	Number of referral fee incentives paid	Input	New Measure in FY 2022		12	1	7	5		
			Number of sign-on incentives paid	Input	New Measure in FY 2022		2	4	15	5		
			Certified police officers hired/total officers hired	Effectiveness	33%	>50%	90%	100%	64%	>64%		
			Firefighter paramedics hired/total firefighters hired	Effectiveness	33%	>50%	29%	>50%	75%	>75%		
		Offer quality wellness opportunities for employees	Number of wellness events/courses/offerings	Output	New Measure in FY 2022	12	4*	10	10	15		
			% of employees participating in wellness events/courses/offerings (excluding health screenings)	Effectiveness	New Measure in FY 2023		20%	20%	>20%			
			% of employees participating in wellness healthcare screenings	Effectiveness	New Measure in FY 2023		16%	19%	>19%			
			Decrease the amount of employee large claims	Efficiency	New Measure in FY 2024					<10		
			Wellness \$ spent per FTE	Efficiency	New Measure in FY 2024					\$130		
		Create and foster an inclusive workplace that is welcoming to a diverse group of employees	Increase number of Diversity events/courses/offerings	Output	New Measure in FY 2023		5	5	>6			
			Increase the amount of employee participation at DE&I seminars/events	Effectiveness	New Measure in FY 2024					>25		
			Sustainability and Resiliency/ Diverse, Engaged, Healthy Workforce	Reduce accident and worker's compensation claims and offer training to reduce claims	Number of preventable vehicular accidents	Effectiveness	2	≤2	1	0	2	<5
					Number of workers' compensation claims	Efficiency	8	<10	6	<7	6	<7

*Gap in HR leadership

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



Citizen/Stakeholder Focus



Financial Sustainability Focus







Internal Process Improvement Focus



Organizational Capacity/Learning and Growth Focus

REFERENCE KEY

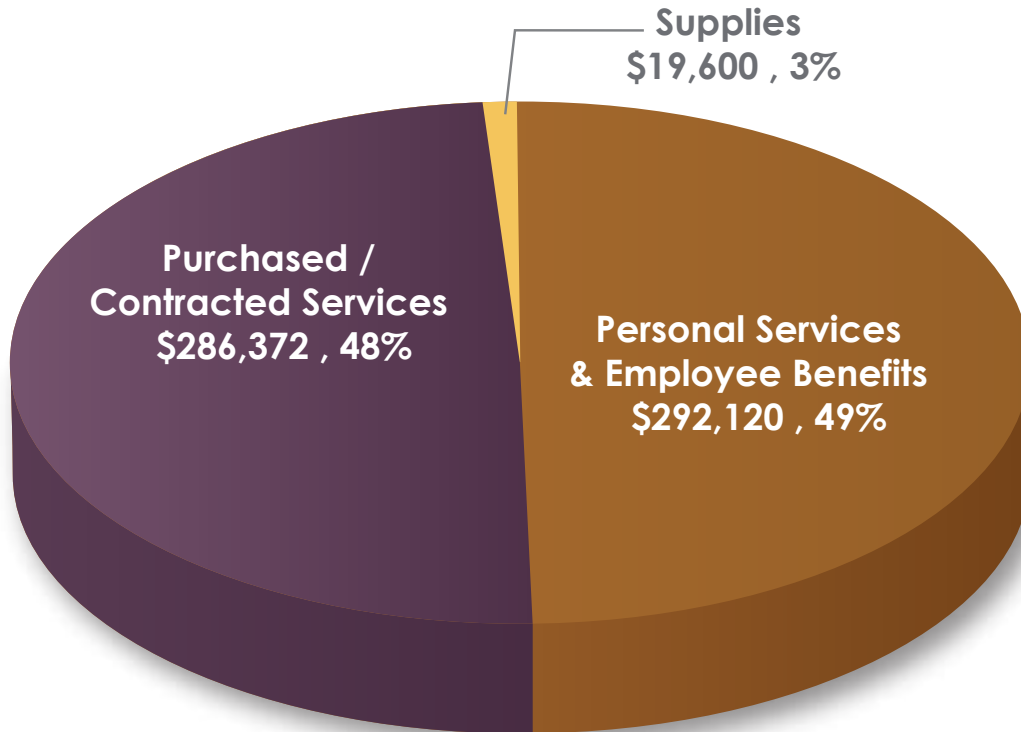
On target/Above target	
Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	

HUMAN RESOURCES

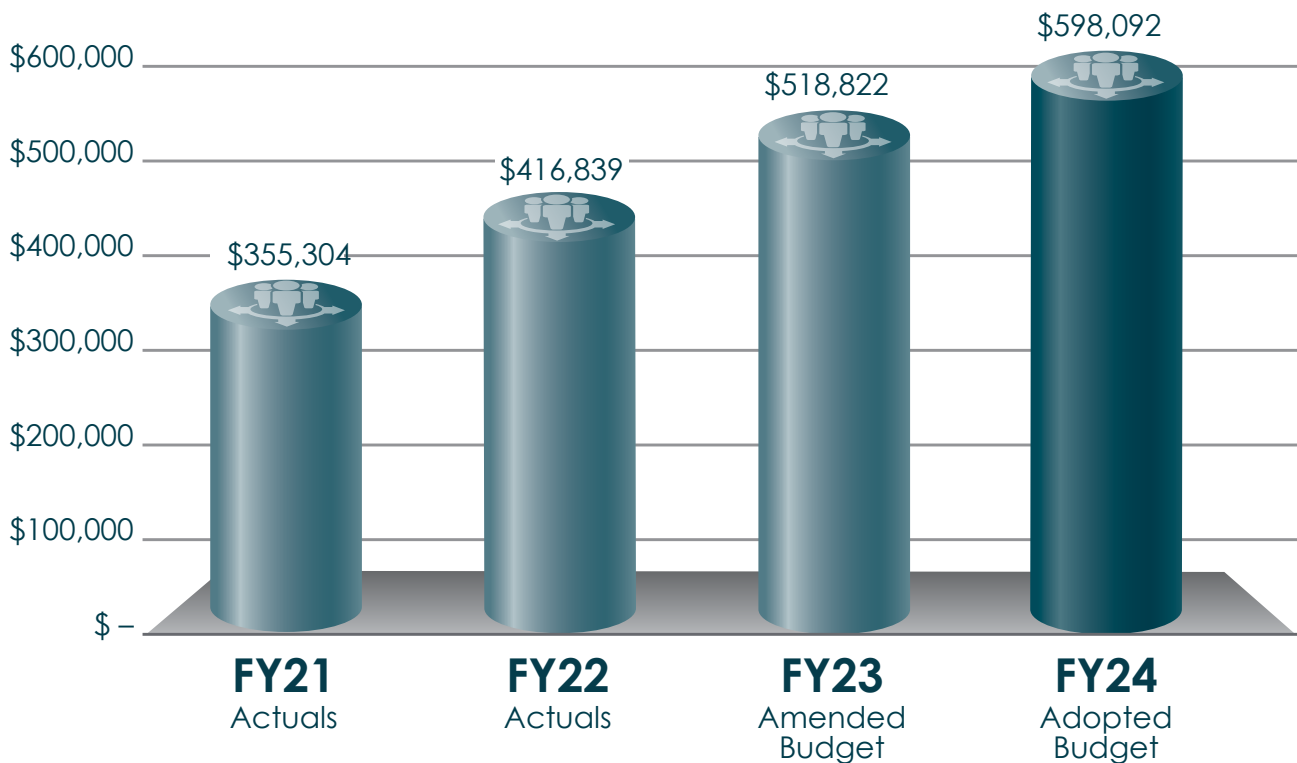
FY24 Expenditures by Fund:

General Fund \$598,092

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Human Resources General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 178,656	\$ 179,621	\$ 200,439	\$ 216,901	\$ 16,462	8.2
Employee Benefits	66,891	76,216	69,849	75,219	5,370	7.7
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 245,547	\$ 255,837	\$ 270,288	\$ 292,120	\$ 21,832	8.1
PURCHASED/CONTRACTED SERVICES						
Administrative Fees	\$ 44,073	\$ 47,000	\$ 52,493	\$ 53,150	\$ 657	1.3
Professional Fees	42,199	95,981	92,909	135,435	42,526	45.8
Communications	1,082	1,145	1,155	1,500	345	29.9
Postage	-	-	90	100	10	11.1
Advertising	1,273	3,150	500	1,500	1,000	200.0
Printing	110	-	100	700	600	600.0
Travel	10,272	2,066	8,649	19,700	11,051	127.8
Dues & Fees	283	256	1,980	3,580	1,600	80.8
Education & Training	3,141	199	48,014	46,440	(1,574)	(3.3)
Maintenance Contracts	-	522	23,051	24,267	1,216	5.3
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 102,433	\$ 150,319	\$ 228,941	\$ 286,372	\$ 57,431	25.1
SUPPLIES						
General Supplies	\$ 1,415	\$ 6,045	\$ 4,158	\$ 4,500	\$ 342	8.2
Food & Meals	5,909	4,263	14,000	15,100	1,100	7.9
TOTAL SUPPLIES	\$ 7,325	\$ 10,307	\$ 18,158	\$ 19,600	\$ 1,442	7.9
CAPITAL OUTLAYS						
Furniture & Fixtures	\$ -	\$ 375	\$ -	\$ -	\$ -	-
Machinery & Equipment	-	-	1,435	-	(1,435)	(100.0)
TOTAL CAPITAL OUTLAYS	\$ -	\$ 375	\$ 1,435	\$ -	\$ (1,435)	(100.0)
TOTAL HUMAN RESOURCES	\$ 355,304	\$ 416,839	\$ 518,822	\$ 598,092	\$ 79,270	15.3

Note: The FY 2023 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 requested 4.7% market adjustment to salaries and the transfer of \$13,500 in FY 2023 from this account to Contracted Services to cover a temporary contract using salary savings from a position vacancy which has been filled leading into FY 2024.
- The increase in Professional Fees has been budgeted in FY 2024 as the City continues to evaluate potential Human Resources Information System (HRIS) platforms as well as a full year's budget for fiduciary/investment advisor fees which were previously covered by forfeited funds in the City's retirement plan.
- The increase in the Travel category is related to a one-time transfer in FY 2023 to cover initial set-up costs for the City's new Learning Management System that will not recur in FY 2024.

COMMUNICATIONS



Our Mission

The department works to proactively inform, educate, and engage regarding a wide range of City business, news, events, and more. It gets the word out in a variety of ways and through a variety of channels such as the City website, email distribution, social media channels, print communications, and in coordination with traditional media.

Communications Director

Communications Coordinator

Multimedia Manager



Core Processes and Outputs

Core Processes




- Manages, populates, and monitors the City's various social media channels
- Oversees, updates, and produces content on the City's website
- Writes and disseminates news stories, public email communications, and press releases
- Coordinates closely with all City departments to share information on critical developments, processes, and programs
- Serves a pivotal role in emergency communications by sharing pertinent advice and information to the public
- Responds to all manners of citizen inquiries (such as through the City's general email address)
- Monitors media coverage and serves as the City's intermediary with journalists
- Researches and develops content – in terms of text and visuals – for print and electronic publications, working closely with the team's graphic designer
- Proactively looks for other opportunities to engage, educate, and inform the public, including new communications tools, signage, flyers, and in-person opportunities

Outputs – with Performance Indicators included

- Manages City's Facebook page, which has over 15,000 followers
 - Reach increased 64.8% -- to 484,685 (from Aug. 23, 2022, to Aug. 23, 2023)
 - Page and profile visits increased 56.9% to 106,735
 - Posts increased 2.4% to 861
 - New Page likes stayed largely steady at 1,249
- Manages City's Instagram page, which has 5,943 followers
 - Reach decreased 12.8% to 15,817 (from Aug. 23, 2022, to Aug. 23, 2023)
 - Profile visits largely steady at 6,008
- Manages the City's X page (formerly Twitter), which has 6,242 followers
 - Created 177 posts (from Aug. 23, 2022, to Aug. 23, 2023)
- Manages City's YouTube channel, which has 335 subscribers
 - Created 14 new original video (from Aug. 23, 2022, to Aug. 23, 2023)
- Manages City's LinkedIn page, which has 815 followers
 - Followers increased 39.6% (from Sept. 21, 2022 to August 25, 2023)
- Manages City's Constant Contact Account
 - Sends increased 11.1% to 645,749 sends (through Aug. 23, 2023)
 - Opens increased 15.3% to 337,832 opens
 - Email campaigns increased 16.7% to 147
 - Subscribers increased 3.8% to 9,638 subscribers
- Manages the City's website, **www.miltonga.gov**
 - * Note: Google Analytics changed how it measured miltonga.gov website statistics in the middle of the measurement year. Therefore, it is not feasible to have year-over-year data or comparisons.

FY 2024 Initiatives

- Implement new public text-alert system for emergency and non-emergency communications, further expanding how people get City information (beyond social media, signage, advertising, media releases, and recently revamped approach to City emails allowing people to sign-up for email messages on specific topics)
- Execute Milton's next National Community Survey to better understand citizens' sentiments, including relative to past Milton surveys and communities nationwide
- Begin process (with inclusive, forward-thinking planning) of redesigning the City's website to make it more accessible, effective, transparent, and dynamic
- Implement aspects of new branding recommendations into the City's various communications
- Partner with Parks and Rec, Public Works, and other departments in developing comprehensive, interactive communications regarding parks and greenspaces
- Partner with Public Works and Police departments on informational campaign related to bicycling, aimed at both drivers and cyclists (including Milton as a more "bike-friendly" city)
- Develop and execute basic media training for public-facing members of various City departments

Communications Department Key Performance Indicators										
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target
	Sustainability and Resiliency/ Safe and Secure Community Long-Term Financial Stability Diverse, Engaged Workforce Effective Info Technology Equestrian, Farm Lifestyle	To be effective, proactive and inclusive in informing, educating and engaging citizens using a diverse suite of communications media	Facebook followers	Effectiveness	13,600	14,200	14,577	15,306	15,625	16,000
			Facebook page visits	Effectiveness	-	500,000	78,296	82,211	106,735	110,000
			Facebook posts	Input	1,025	1,000	841	850	861	875
			Instagram followers	Effectiveness	4,200	5,000	5,059	5,000*	5,943	6,500
			Instagram page reach	Effectiveness	9,251	10,000	18,364	19,282	15,817*	19,000
			Instagram posts	Input	88	100	122	100*	96*	110
			Twitter followers	Effectiveness	6,074	7,000	6,254	6,567	6,242	5,000
			Twitter posts	Input	173	200	150	175	177	150
			YouTube subscribers	Effectiveness	190	225	272	286	335	350
			YouTube new original videos	Input	12	15	18	15*	14*	10
			Constant Contact sends	Input	509,922	550,000	581,377	600,000	645,749	660,000
			Constant Contact opens	Effectiveness	166,430	200,000	293,129	307,785	337,832	350,000
			Constant Contact subscribers	Effectiveness	8,700	9,200	9,283	9,748	9,638	9,750
			Constant Contact email campaigns	Input	126	126	126	125	147	140
City website users	Effectiveness	155,396	165,000	173,169	190,486	N/A**	200,000			
City website pageviews	Effectiveness	566,441	640,000	634,206	697,627	N/A**	700,000			
	Sustainability and Resiliency/ Safe and Secure Community Long-Term Financial Stability Diverse, Engaged Workforce Effective Info Technology Equestrian, Farm Lifestyle	Work with City departments to promote strong external communications to ensure initiatives, missions and philosophy are effectively communicated to the public	Communication plans developed	Input	12	12	14	15	40	30
			Diversity, equity, and inclusion social media posts	Input	8	10	12	12	27	30
	Support Milton's 2021-2025 Strategic Plan and 2040 Comprehensive Plan		Communications related to rural and equestrian heritage	Input	-	12	62	15	181***	75
			Communications related to greenspace and parks	Input	-	24	167	25	240***	100

*Staffing related


**Google changed mid-year how it measured our website statistics, so there are no suitable comparisons to FY23

***Part of these major increases can be attributed to our greenspace naming campaign and greenspace strategy initiative





 Citizen/Stakeholder Focus

 Financial Sustainability Focus

 Internal Process Improvement Focus

 Organizational Capacity/Learning and Growth Focus

REFERENCE KEY

On target/Above target	
Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	

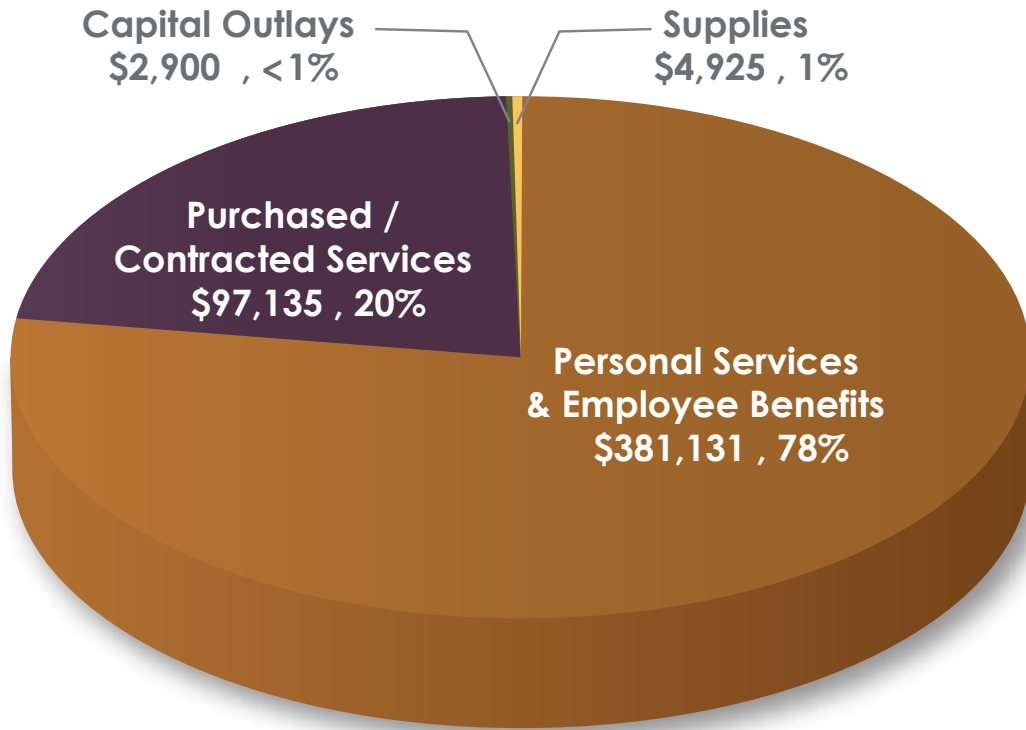


COMMUNICATIONS

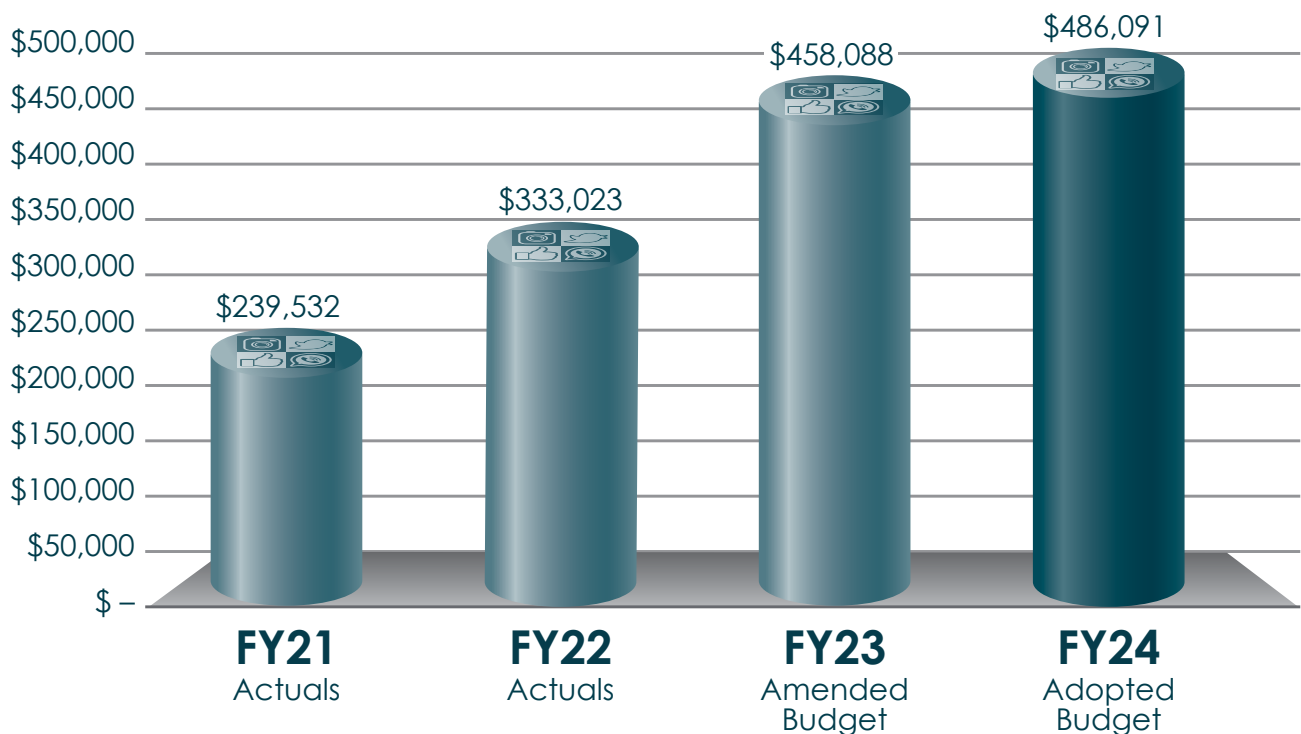
FY24 Expenditures by Fund:

General Fund \$486,091

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Communications General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 154,003	\$ 222,502	\$ 255,496	\$ 274,892	\$ 19,396	7.6
Employee Benefits	55,623	71,060	100,522	106,239	5,717	5.7
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 209,626	\$ 293,562	\$ 356,018	\$ 381,131	\$ 25,113	7.1
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 3,480	\$ 9,319	\$ 24,628	\$ 20,160	\$ (4,468)	(18.1)
Communications	1,052	1,666	1,700	625	(1,075)	(63.2)
Postage	-	-	150	150	-	-
Advertising	701	6,850	24,900	16,000	(8,900)	(35.7)
Printing	-	49	1,500	2,000	500	33.3
Travel	-	1,132	3,160	3,400	240	7.6
Dues & Fees	886	302	960	1,045	85	8.9
Education & Training	-	390	2,575	4,000	1,425	55.3
Maintenance Contracts	22,489	19,002	30,906	49,755	18,849	61.0
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 28,607	\$ 38,710	\$ 90,479	\$ 97,135	\$ 6,656	7.4
SUPPLIES						
General Supplies	\$ -	\$ 680	\$ 1,500	\$ 1,550	\$ 50	3.3
Food & Meals	-	65	200	215	15	7.5
Uniforms	-	-	120	160	40	33.3
Promotional Items	-	-	3,000	3,000	-	-
TOTAL SUPPLIES	\$ -	\$ 745	\$ 4,820	\$ 4,925	\$ 105	2.2
CAPITAL OUTLAYS						
Machinery & Equipment	\$ 1,299	\$ 6	\$ 6,771	\$ 2,900	\$ (3,871)	(57.2)
TOTAL CAPITAL OUTLAYS	\$ 1,299	\$ 6	\$ 6,771	\$ 2,900	\$ (3,871)	(57.2)
TOTAL COMMUNICATIONS	\$ 239,532	\$ 333,023	\$ 458,088	\$ 486,091	\$ 28,003	6.1

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The increase in Salaries & Wages and Employee Benefits includes one full year salary for the new Communications Coordinator position based on hiring offer as well as the requested 4.7% market adjustment to salaries.
- The increase recognized in Maintenance Contracts is related to the decision to move to a citywide text communication platform for citizen notifications. This will be a transition from Code Red which was previously accounted for in the Fire department.



MUNICIPAL COURT



Our Mission

To grow and maintain sufficient staffing, infrastructure and general court services for the City of Alpharetta; to educate and inform persons who attend court; to ensure the citizens' rights are observed and protected; to achieve justice and fundamental fairness in all matters including cases that go to trial and those that are settled pre-trial; and to efficiently and responsibly serve all citizens living in the community.

**Municipal
Judge**

Court Solicitor
(IGA Position)

Court Clerk
(IGA Position)

**Deputy
Court Clerk**

**Court
Baliff (PT)**



Core Processes and Outputs

- Case Filing – number of cases processed
- Case Filing – average number of cases per session
- Trials – number of trials
- Bind over to Fulton County – number of cases bound over to Fulton County
- Fines and Fee Collection – total \$\$ amount
- Probation Compliance Reports – Number of probationers complaint with terms
- Warrants – Number of failure to appear (FTA) warrants issued
- Warrants – Number of FTA warrants executed or otherwise terminated

FY 2024 Initiatives

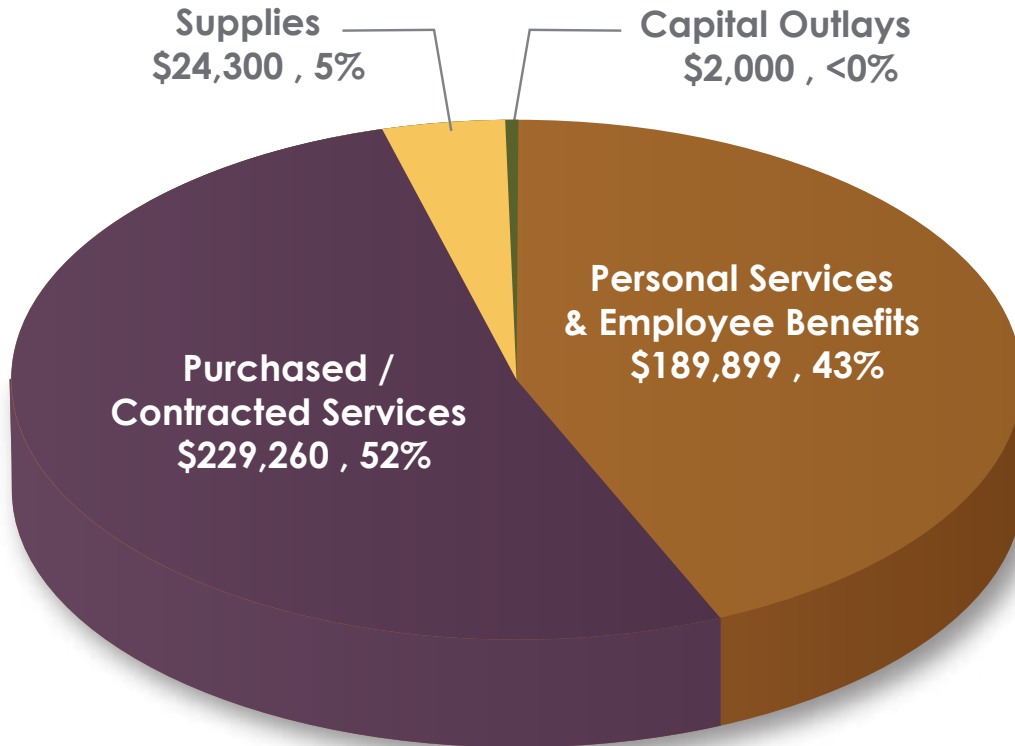
- Improve efficiencies with additional shared resource with Alpharetta
- Develop operations guide
- Enhance reporting to state and city departments
- Review and enhance current reports/forms
- Enhance the current data that is shared between Court/Police

MUNICIPAL COURT

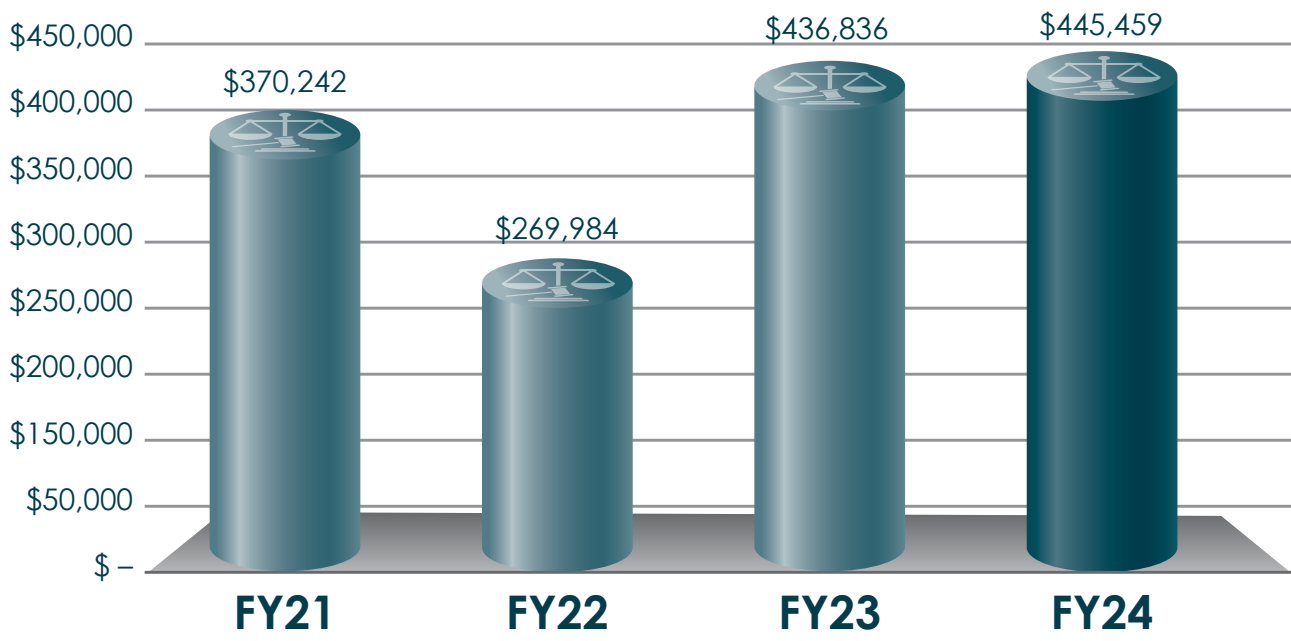
General Fund **\$429,086**
M&O Initiative **\$29,200**

FY24 Expenditures by Fund:

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Municipal Court General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 158,300	\$ 144,294	\$ 122,628	\$ 152,250	\$ 29,622	24.2
Employee Benefits	46,346	35,355	37,212	37,649	437	1.2
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 204,645	\$ 179,649	\$ 159,840	\$ 189,899	\$ 30,059	18.8
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 76,098	\$ 122,101	\$ 167,847	\$ 161,730	\$ (6,117)	(3.6)
Cleaning Services	15,057	11,747	13,720	15,150	1,430	10.4
Lawn Care	-	-	6,276	2,500	(3,776)	(60.2)
Facility Repair & Maintenance	17,407	7,062	6,575	3,000	(3,575)	(54.4)
Grounds Repair & Maintenance	4,322	2,250	2,563	2,500	(63)	(2.5)
Rental Land & Buildings	-	-	-	-	-	-
Communications	3,681	4,283	3,862	600	(3,262)	(84.5)
Postage	1,508	1,458	500	1,700	1,200	240.0
Advertising	27	-	-	-	-	-
Printing	1,526	1,066	3,000	1,000	(2,000)	(66.7)
Travel	-	895	1,700	2,750	1,050	61.8
Dues & Fees	100	-	2,661	200	(2,461)	(92.5)
Education & Training	-	150	925	975	50	5.4
Maintenance Contracts	3,119	16,745	37,836	37,155	(681)	(1.8)
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 122,845	\$ 167,757	\$ 247,465	\$ 229,260	\$ (18,205)	(7.4)
SUPPLIES						
General Supplies	\$ 4,868	\$ 1,636	\$ 5,000	\$ 7,300	\$ 2,300	46.0
Utilities	14,093	16,448	16,832	16,300	(532)	(3.2)
Books & Periodicals	135	228	255	200	(55)	(21.6)
Uniforms	-	-	-	500	500	-
TOTAL SUPPLIES	\$ 19,096	\$ 18,311	\$ 22,087	\$ 24,300	\$ 2,213	10.0
CAPITAL OUTLAYS						
Furniture & Fixtures	\$ 20,918	\$ -	\$ 1,944	\$ 2,000	\$ 56	2.9
Machinery & Equipment	2,738	4,268	5,500	-	(5,500)	(100.0)
TOTAL CAPITAL OUTLAYS	\$ 23,656	\$ 4,268	\$ 7,444	\$ 2,000	\$ (5,444)	(73.1)
TOTAL MUNICIPAL COURT	\$ 370,242	\$ 369,984	\$ 436,836	\$ 445,459	\$ 8,623	2.0

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

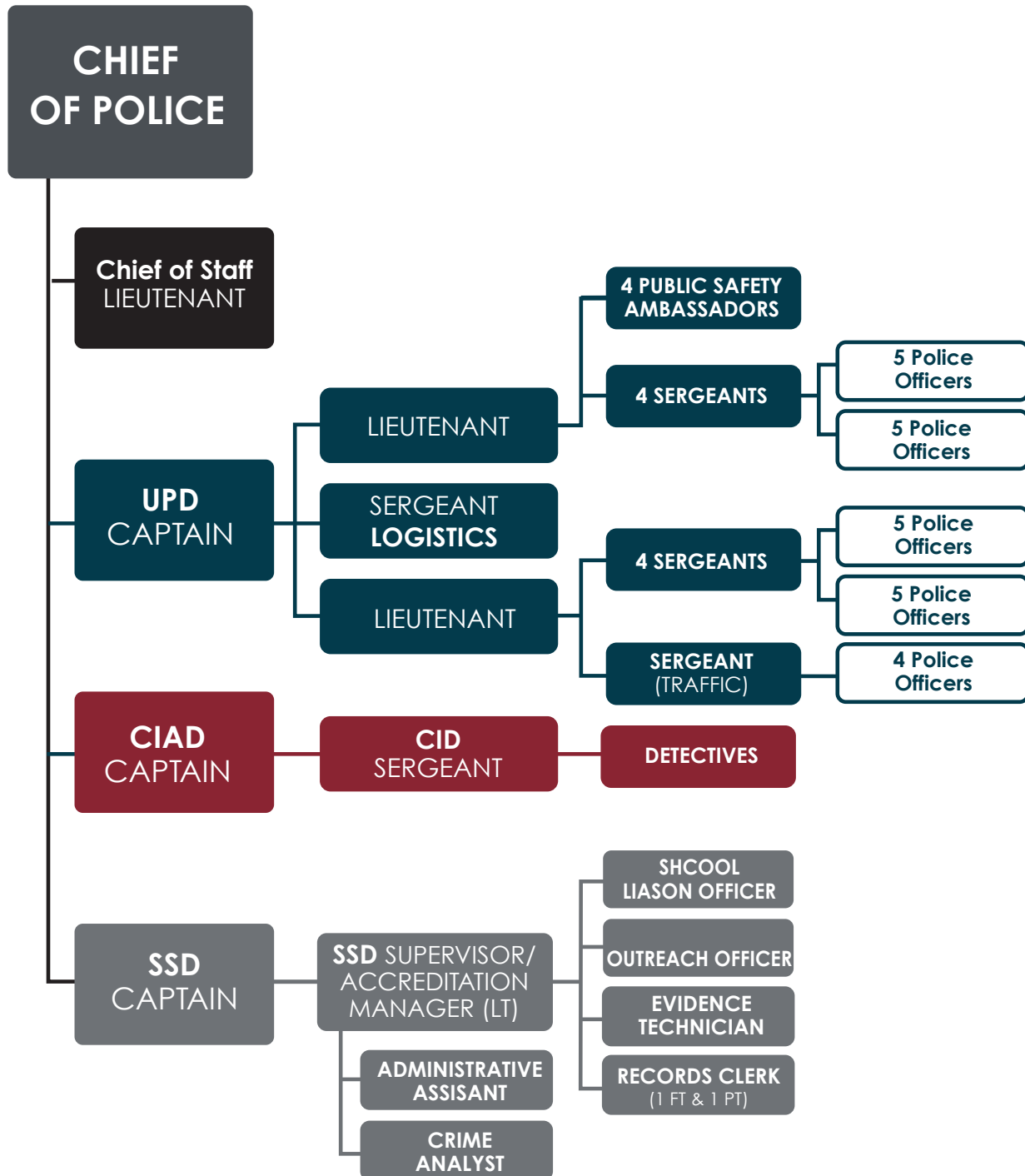
- The variance in Salaries & Wages is the result of budgeting for Court Security, additional court dates, and the requested 4.7% market adjustment to salaries as well as the transfer from Salaries & Wages to Professional Fees in FY 2023 to cover substitute judges (the City budgets for coverage under the Salaries & Wages category and transfers funds when a substitute judge is required and this results in a year-over-year decrease to the Professional Fees category as well).
- The decrease in Professional Fees has been slightly offset by the salary changes associated with the IGA with the City of Alpharetta for the Court Clerk and Solicitor positions.
- The decrease in Communications is related to the decision to budget for phone lines and internet services expenses in the Information Services department beginning in FY 2024 (corresponding increases have been recognized in the Information Services department).

POLICE



Our Mission

As guardians of the community, the Milton Police Department utilizes progressive and proactive measures in a procedurally just manner to reduce and prevent crime, protect life and property, and enhance the quality of life in Milton.



Core Processes and Outputs

Office Of the Chief

- Administers the financial, operational, and capital budgets of the department.
- Manages the overall work of the Police Department to provide a safe and secure community environment.
- Identifies specific training needs of department personnel.
- Continuously reviews Department policies and procedures to ensure compliance with accreditation standards and best practices.
- Ensures divisions adhere to standard operating procedures.
- Manages recruitment and hiring of new employees.
- Manages annual training and professional development.
- Administers annual awards.

Uniform Patrol Division

- Conducts patrols of our city, which will be directed through intelligence-led policing methods, to reduce crime and improve the quality of life for our citizens and business community.
- Responds to calls for service and reports of criminal activity from our citizens.
- Conducts traffic enforcement and traffic safety programs based on crash data and citizen complaints to ensure the safety of our residents and visitors.
- Will respond to a projected 7,100 calls for service.
- Will respond to all Priority 1 calls within 9 minutes.
- Utilizes bicycle patrol for special events and park security.
- Coordinate fleet and facility maintenance.

Criminal Investigations Division

- Investigates and ensures successful criminal prosecution of persons crimes (batteries, assaults, domestic violence, child abuse (physical, sexual, and neglect), elderly abuse, adult sex crimes, homicide, and aggravated battery) and property crimes (burglary, theft, criminal mischief, and economic crimes).
- Processes crime scenes and conduct forensic testing and inventory and store evidence.
- Provides public information/media services and requests.
- Assists with the management of the department's technology.
- Conducts quarterly alcohol compliance checks

Support Services Division

- Processes all external and internal requests for reports and information not handled by PIO
- Intakes, inventories, and stores property and evidence
- Business services and billing
- Administers Teen Driving Program
- Operates Police Cadet program.
- Facilitates community engagement and crime prevention messaging through social media platforms.
- Continuously reviews departmental policies and procedures to ensure compliance with state and national accreditation standards.
- Conducts Internal Affairs inquiries and investigations.
- Conducts Crime and Intelligence Analysis.
- Administers community-related programs and meetings. (i.e. women's self-defense classes, Citizens Police Academy, neighborhood meetings)



FY 2024 Initiatives

Safe and Secure Community

- School Liaison Officer for enhances school security and partnerships
- Improvement to the Stationary LPR Program to lend toward maintaining a low crime rate.
- Upgrading Body-Worn Camera program for investigative efficiency and to maintain accountability
- Upgrading ECD (Taser) Program to ensure officers have the necessary tools to protect the public and themselves.
- Adding Additional Sergeants Positions for enhanced supervision, accountability, and line-level employee development.
- Converting Crossing Guard position to Public Safety Ambassador for efficiency and fiscal responsibility.




Critical Incident Preparedness

- Increased equipment for the UAS program to respond to critical incidents most effectively.
- Adding a security gate to the police parking lot to provide improved security to personnel and equipment.
- Participating in the development of the city's continuing operations (COOP) plan.
- Maintaining a focus on critical incident training (i.e. scenario-based drills, ICS, interagency agreements)





Diverse, Engaged, Healthy Workforce

- Instituting Peer Support Program
- Participation in Georgia Peace Officer Resiliency Training
- Maintaining recruiting and hiring practices that work to attract a diverse, qualified applicant pool.







Police Department Key Performance Indicators										
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target
	Sustainability and Resiliency/ Safe and Secure Community	Improve Safety and Quality of Life	*Crime Rate (per 1,000 residents) - violent	Effectiveness	0.40	0.30	0.40	0.30	0.33	0.30
			*Crime Rate (per 1,000 residents) - property	Effectiveness	7.30	7.20	5.10	7.20	6.55	7.20
			*Crime Rate (per 1,000 residents) - total	Effectiveness	7.70	7.70	5.50	7.70	6.88	7.70
			Clearance rate of Persons Crimes	Effectiveness	37%	45%	44%	45%	42%	45%
			Clearance Rate of Property Crimes	Effectiveness	20%	35%	30%	35%	28%	35%
			Response to emergency calls	Effectiveness	7:58	7:00	7:38	7:00	7:44	7:00
	Sustainability and Resiliency/ Calm, Efficient Transportation Infrastructure	Improve Traffic Safety and Reduce Crashes	Vehicle crashes	Input	537	517	596	517	660	575
			Serious injury crashes	Input	95	95	100	95	126	100
Fatality crashes			Input	4	1	1	1	1	0	
	Sustainability and Resiliency/ Effective Information Technology	Improve Organizational Efficiency	Permits processed	Output	410	300	434	321	447	430
			Evidence processed (items received and destroyed)	Output	915	1,006	2,110	1,700	1,005 plus 69 lbs of pills	1,000
			Open records requests processed	Output	2,039	1,889	1,919	1,871	2,314	2,350
			Fingerprints processed	Output	435	412	506	388	457	450
			Training hours for personnel (departmental average per officer without basic mandate)	Input	86	120	115	120	118	120
			Background checks processed	Output	884	598	449	618	616	560
	Sustainability and Resiliency/ Safe and Secure Community	Improve Community Connection	Community outreach class attendance	Input	44	75	55	75	51	100
	Sustainability and Resiliency/ Diverse, Engaged, Healthy Workforce	Improve Employee Wellness	Employee Wellness Programs Offered (in addition to Citywide program)	Input	2	2	2	2	3	3

*Crime Rate is based on Calendar Year (2022), not Fiscal Year

-  Citizen/Stakeholder Focus
-  Financial Sustainability Focus
-  Internal Process Improvement Focus
-  Organizational Capacity/Learning and Growth Focus

REFERENCE KEY

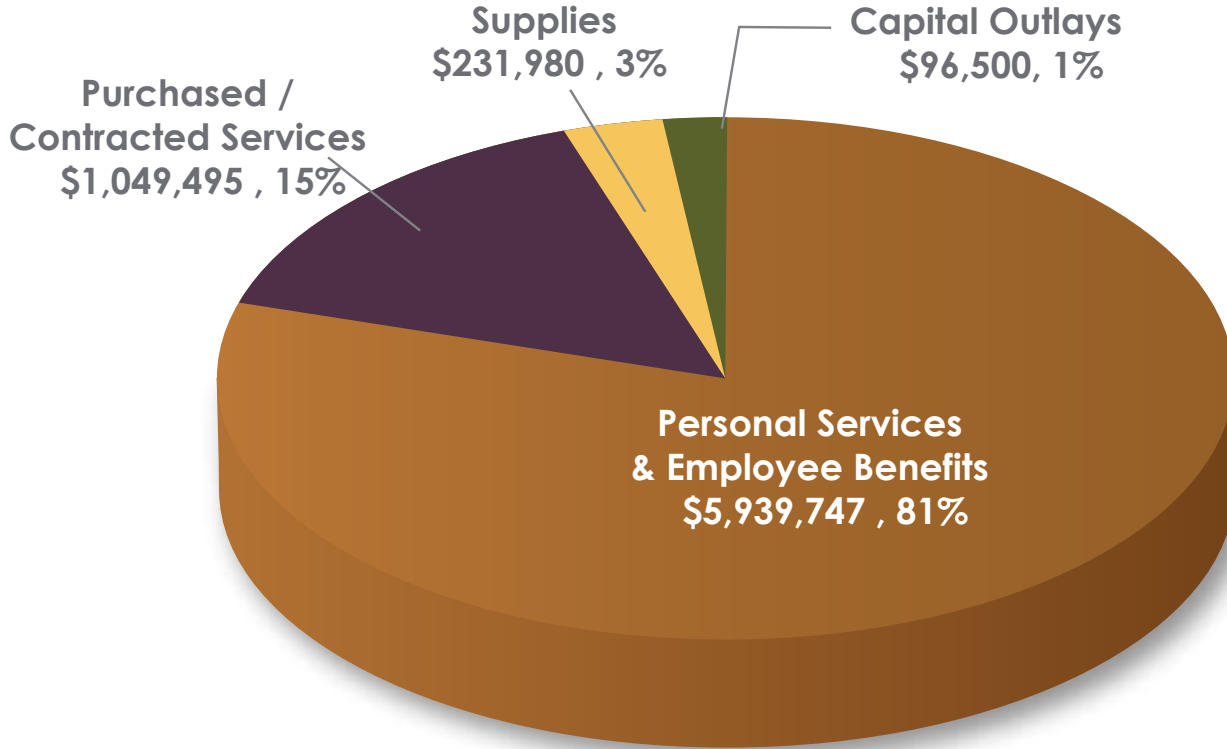
On target/Above target	
Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	

POLICE

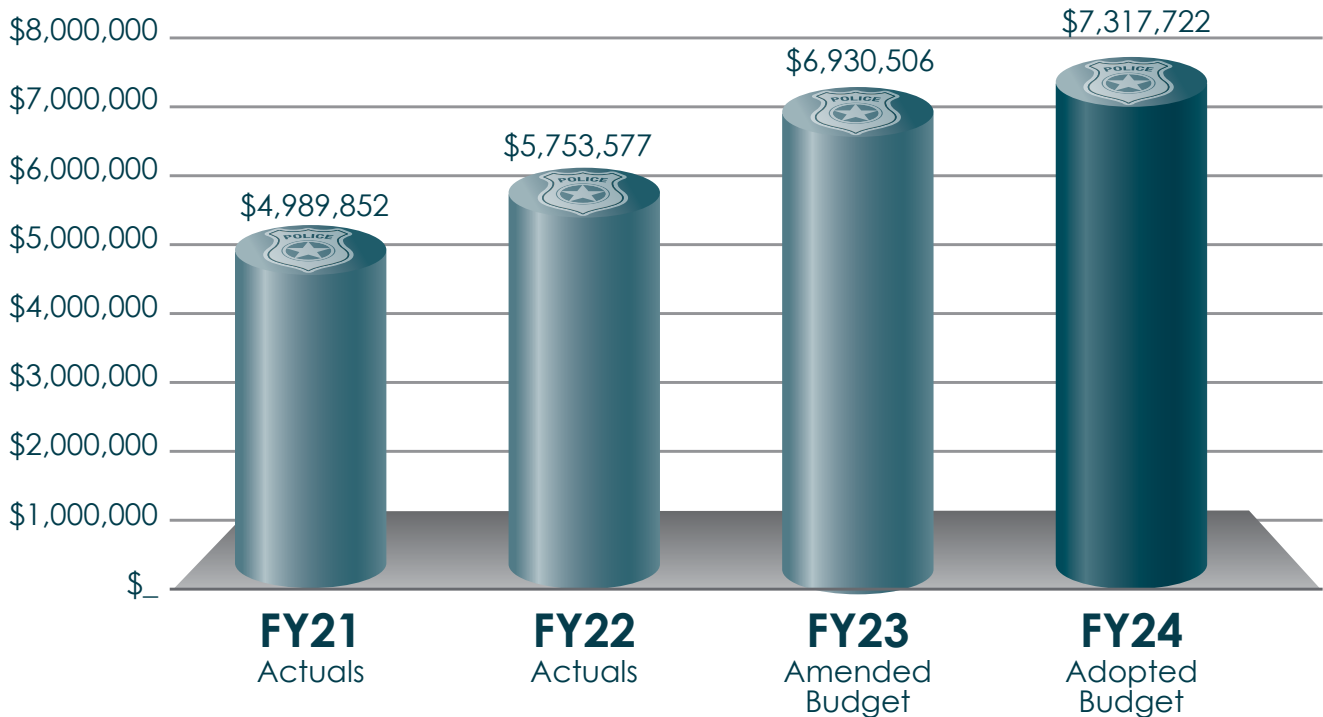
FY24 Expenditures by Fund:

General Fund	\$7,317,722
M&O Initiative	\$416,573
E-911 Fund	\$1,200,000
Capital Projects Fund	\$262,460
Capital Initiatives	\$210,000

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Police General Fund Expenditures

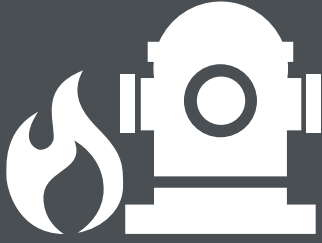
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 2,910,575	\$ 3,240,289	\$ 4,034,758	\$ 4,264,976	\$ 230,218	5.7
Employee Benefits	1,120,813	1,278,074	1,546,130	1,674,771	128,641	8.3
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 4,031,389	\$ 4,518,363	\$ 5,580,888	\$ 5,939,747	\$ 358,859	6.4
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 41,619	\$ 29,173	\$ 52,407	\$ 69,576	\$ 17,169	32.8
Cleaning Services	15,678	12,845	16,550	16,650	100	0.6
Lawn Care	-	750	2,400	2,400	-	-
Equipment Repair & Maintenance	869	1,875	1,938	1,500	(438)	(22.6)
Facility Repair & Maintenance	2,390	21,096	19,700	20,000	300	1.5
Vehicle Repair & Maintenance	91,507	106,833	92,885	97,000	4,115	4.4
Grounds Repair & Maintenance	4,322	9,419	8,000	10,000	2,000	25.0
Communications	85,078	99,476	80,406	37,823	(42,583)	(53.0)
Postage	1,582	1,314	1,575	1,500	(75)	(4.8)
Advertising	809	-	1,000	1,000	-	-
Printing	2,407	3,383	8,015	3,775	(4,240)	(52.9)
Travel	7,423	16,824	36,920	42,399	5,479	14.8
Dues & Fees	11,732	15,534	29,623	28,308	(1,315)	(4.4)
Education & Training	25,551	24,565	51,993	46,535	(5,458)	(10.5)
Maintenance Contracts	399,292	444,268	477,744	671,029	193,285	40.5
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 690,260	\$ 787,357	\$ 881,156	\$ 1,049,495	\$ 168,339	19.1
SUPPLIES						
General Supplies	\$ 30,776	\$ 33,982	\$ 71,375	\$ 39,750	\$ (31,625)	(44.3)
Utilities	14,093	16,448	15,300	15,420	120	0.8
Gasoline/Diesel	104,402	153,927	135,000	135,000	-	-
Food & Meals	2,377	2,669	2,500	2,500	-	-
Books & Periodicals	350	1,342	1,820	1,820	-	-
Uniforms	33,172	40,501	68,240	37,490	(30,750)	(45.1)
TOTAL SUPPLIES	\$ 185,171	\$ 248,868	\$ 294,235	\$ 231,980	\$ (62,255)	(21.2)
CAPITAL OUTLAYS						
Furniture & Fixtures	\$ 5,109	\$ 14,816	\$ 2,500	\$ 2,500	\$ -	-
Machinery & Equipment	77,924	184,172	171,727	94,000	(77,727)	(45.3)
TOTAL CAPITAL OUTLAYS	\$ 83,033	\$ 198,989	\$ 174,227	\$ 96,500	\$ (77,727)	(44.6)
TOTAL POLICE	\$ 4,989,852	\$ 5,753,577	\$ 6,930,506	\$ 7,317,722	\$ 387,216	5.6

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

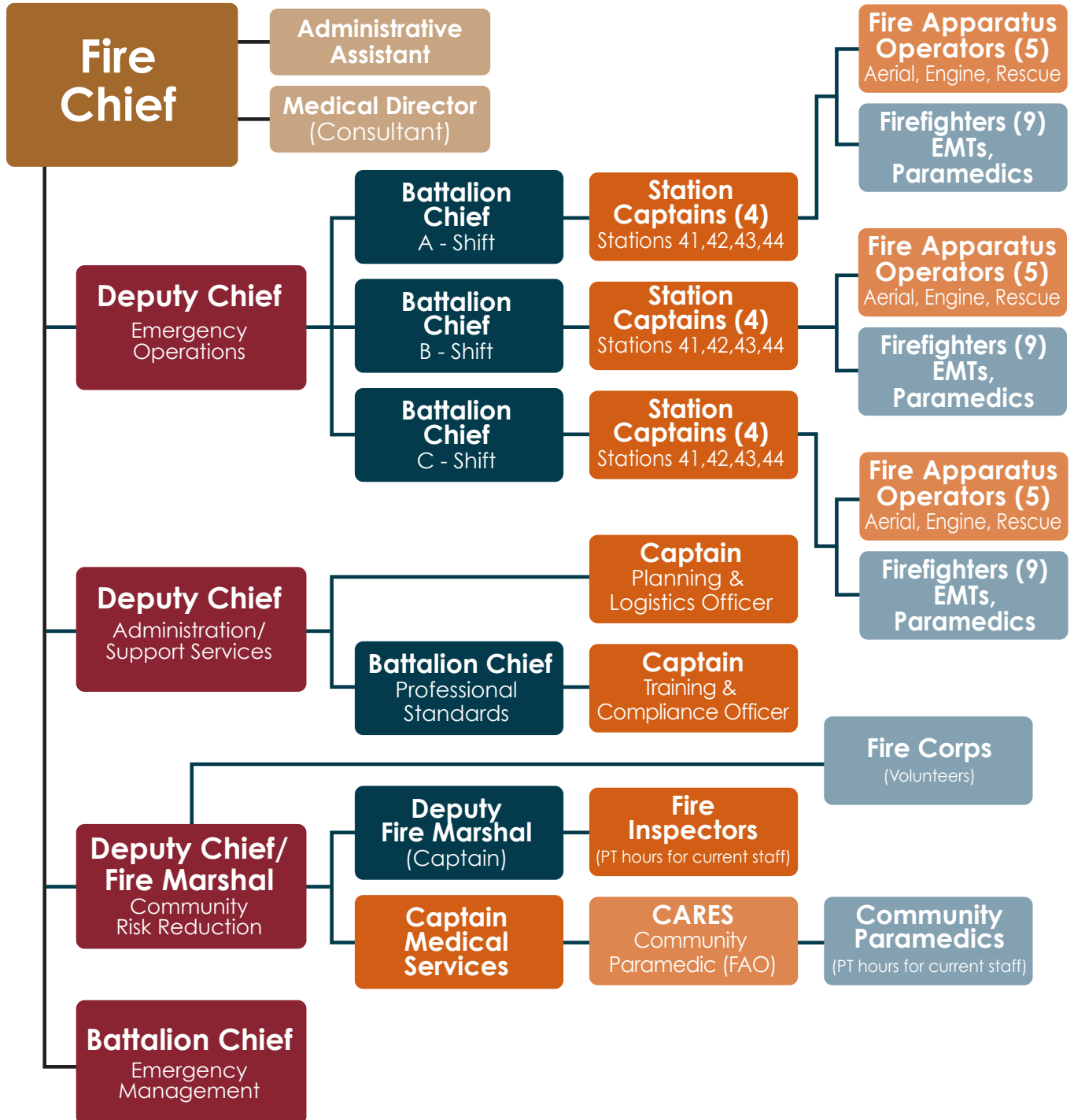
- The City budgets for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses. The increase seen in Employee Benefits represents the return to the per employee average allocation for FY 2024 versus actual anticipated expenses for FY 2023.
- The increase in the Professional Fees category is associated with redaction expenses as a result of FOIA requests for body camera footage.
- The decrease in Communications is related to the decision to budget for phone lines and internet services expenses in the Information Services department beginning in FY 2024 (corresponding increases have been recognized in the Information Services department).
- The increase in Maintenance Contracts is primarily due to the department's migration to a new records management/Intergraph computer-aided dispatch (I/CAD) system, the City's share of the N. Fulton Regional Radio System Authority dues, and an increase seen in the annual contract for body-worn and in-car cameras.
- The decrease in General Supplies and Uniforms is related to one-time transfers in FY 2023 that will not recur in FY 2024.
- The decrease in Machinery & Equipment is related to the decision to budget for computer refresh as a capital expenses in the Information Services department beginning in FY 2024.

FIRE



Our Mission

We put our community first for a stronger and safer tomorrow.



Core Processes and Outputs

Fire Chief's Office

- Provide organizational leadership and direction.
- Direct the functions of policy and procedures, homeland security, emergency management, and public information.
- Direct, review, and approve the preparation and administration of the annual operating and capital budget.
- Work with other City departments, business groups, civic and religious organizations, and the citizens at large to foster a sense of community, enhance public safety, and provide a highly professional service delivery.
- Provide strategic planning and performance reporting.

Emergency Operations Division

The Emergency Operations Division responds to all hazards within the response boundaries and the North Fulton Automatic Aid Consortium. It includes three shifts of firefighters who cover the City's 40-square-mile territory — 24 hours a day, 365 days a year.

- Respond to a projected 4,000 calls for service.
- Maintain a response time of 8 minutes or less at least 90% of the time to calls of service.
- Provide medical services to 2,000 with approximately 85% of patients transported to area hospitals.
- Continue to acquire and utilize state-of-the-art equipment to ensure the highest level of care and service.
- Continue to leverage technology for optimized, effective and efficient response and deployment.
- Continue to leverage data analysis to make informed decisions for service delivery.
- Continue to provide Technical Large Animal Rescue Team to support our equestrian community.

Emergency Management

The Emergency Management Office is responsible for coordinating and managing responses to disasters and crisis while enhancing the community resiliency and ensure a coordinated and effective response to natural disasters, human-made incidents, and public health crisis.

Key functions include:

- **Preparedness:** Developing and implementing hazard and continuity of operations plans, training programs, and exercises to ensure that communities are ready to respond to emergencies.
- **Response:** Coordinating the immediate and short-term actions to address the emergency, such as deployment of resources, coordinating with local, state, and federal stakeholders and providing support for the affected population.
- **Recovery:** Assisting in the recovery process after an emergency, including providing support for rebuilding, addressing the needs of affected populations, and restoring normalcy.
- **Mitigation:** Working to reduce or eliminate the long-term risks and impacts of disasters through measures such as land-use planning, building codes, and infrastructure improvements.

Administration and Support Services Division

The Administration and Support Services Division is responsible for fire training, logistics, accreditation, planning and data analysis. The maintenance of the department's fleet of fire engines, ladder trucks, rescues, and administrative vehicles as well as all its critical firefighting equipment, is the responsibility of Support Services. Stemming from this, purchasing and capital planning, and budgeting are primarily managed by the Logistics Staff.

- Maintain a ready fleet of apparatus consisting of (5) front line advanced life support units and (5) reserve units.
- Maintain a ready fleet of support vehicles of (9) administrative units, (1) Technical Large Animal Rescue unit, (1) Community Paramedic unit, (1) Support Service unit.

- Maintain (4) fire stations and (1) training trailer.
- Provide for the procurement of supplies and equipment.
- Provide in-service training and professional development.
- Ensure certification compliance with federal, state, and local laws and regulations.
- Provide Community Risk Analysis and Standards of Cover Study.
- Achieve and maintain Commission of Fire Accreditation International accreditation.
- Provide for research and development to incorporate and leverage technology.
- Maintain accurate fire department records.
- Research current best practices and standards along with the development of operational standards operating procedures.
- Manage all aspects of health, wellness, and safety of the Department members.

Community Risk Reduction




The Community Risk Reduction Division includes the Fire Marshal's Office and the Medical Services Bureau.





The Division aims to promote proactive measures to prevent the negative impacts of fire risk through education, engineering, and enforcement. The Medical Services Bureau manages the department's emergency medical services and Milton Fire C.A.R.E.S Mobile Community Paramedic Unit.

- Perform over 1,000 annual inspections, 500 incident pre-plan and 300 plan reviews, 2,900 hydrant inspections.
- Deliver over 140 community outreach and public education events.
- Conduct fire investigations.
- Conduct annual National Fire Protection Association (NFPA) recommended community risk assessment.
- Oversight and support of the Milton Volunteer Fire Corps.
- Oversight of the Medical Services Bureau.
- Oversight of the Milton Fire C.A.R.E.S Community Paramedicine Program.
- Deliver over 180 hours of in-person medical training.
- Coordinate with the medical director to optimize and enhance medical services and standard of care for our community.
- Maintain medical and pharmaceutical certifications in accordance with federal, state, and local laws, rules, and regulations.





FY 2024 Initiatives

- Design, build and open Station 45
- Prioritize and implement the Commission of Fire Accreditation International (CFAI) eleven (11) recommendations.
- Successfully complete the Commission on Fire Accreditation International (CFAI) Board of Directors final accreditation hearing.
- Enhance and grow the joint Milton Police and Fire Crisis Intervention Team program.
- Enhance and build a Milton Fire Rescue Technical Rescue Team.

Fire Department Key Performance Indicators										
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target
	Sustainability and Resiliency/ Critical Event Preparedness	Dept. Strategic Priority # 1 - To support our community's resiliency by ensuring seamless operations throughout City departments	100 percent of identified City staff members receive basic ICS training	Efficiency	50%	100%	60%	100%	-	100%
			Complete advanced emergency management training for appropriate staff	Efficiency	20%	100%	50%	100%	100%	100%
			Conduct five (5) advanced level emergency management drills for five (5) consecutive years	Output	1	1	1	1	1	1
			Show improvement on interdepartmental training cooperation according to the HSEEP model	Effectiveness	100%	100%	100%	100%	100%	100%
			Fully implement a continuity of operations plan (COOP) by 2022	Output	0%	100%	50%	100%	100%	100%
			Establish and train an IMT Team with Milton, Roswell, Alpharetta and Fulton County Schools by 2023	Output	-	100%	-	100%	90%	100%
	Sustainability and Resiliency/ Critical Event Preparedness	Dept. Strategic Priority # 1 - To support our community's resiliency by ensuring seamless operations throughout City departments Dept. Strategic Priority # 6 Increase response capabilities through training and rescue to address the external threat of incidents beyond training and resource capabilities	Forge five (5) new community partnerships that will support the City in response and recovery by 2025	Output	2	5	5	5	5	5
			Produce a different resilience-themed community education campaign each quarter during the full course of this strategic plan	Output	4	4	4	4	4	4
	Sustainability and Resiliency/ Safe and Secure Community	Dept. Strategic Priority #5 - Milton CARES Initiative Dept. Strategic Priority #4 - Accreditation Conduct an assessment to identify Dept. Strategic Priority # 3 - Conduct an assessment to address service delivery challenges Dept. Strategic Priority # 2 - Enhance overall quality of life through community risk reduction initiatives	Explore accreditation for MFRD through the Center for Public Safety Excellence	Quality	20%	50%	60%	80%	90%	100%
			Improve response times for fire & rescue services 50% of the time by 2025	Effectiveness	5%	50%	21%	50%	Available 1-1-24	50%
			Deploy a targeted Community Risk Reduction program with technological integration based on NFPA standards	Effectiveness	-	100%	50%	100%	100%	100%
			Develop and deploy CIT training for Milton PD/FD	Effectiveness	-	100%	-	100%	100%	100%
			Establish a functional safety CIT (100% trained Staff) by December 2023	Efficiency	-	100%	-	100%	100%	100%

-  Citizen/Stakeholder Focus
-  Financial Sustainability Focus
-  Internal Process Improvement Focus
-  Organizational Capacity/Learning and Growth Focus

REFERENCE KEY

On target/Above target	
Within 10% of target/At risk of not meeting target	
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No data available	

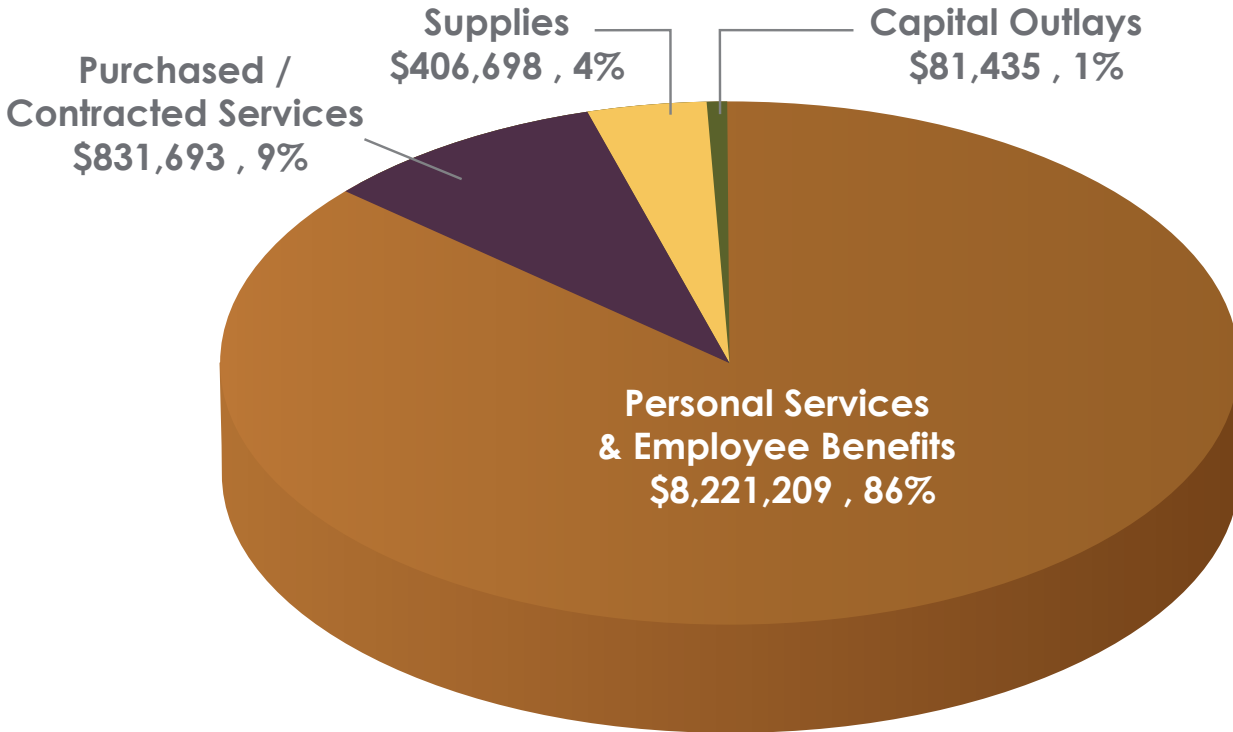


FIRE

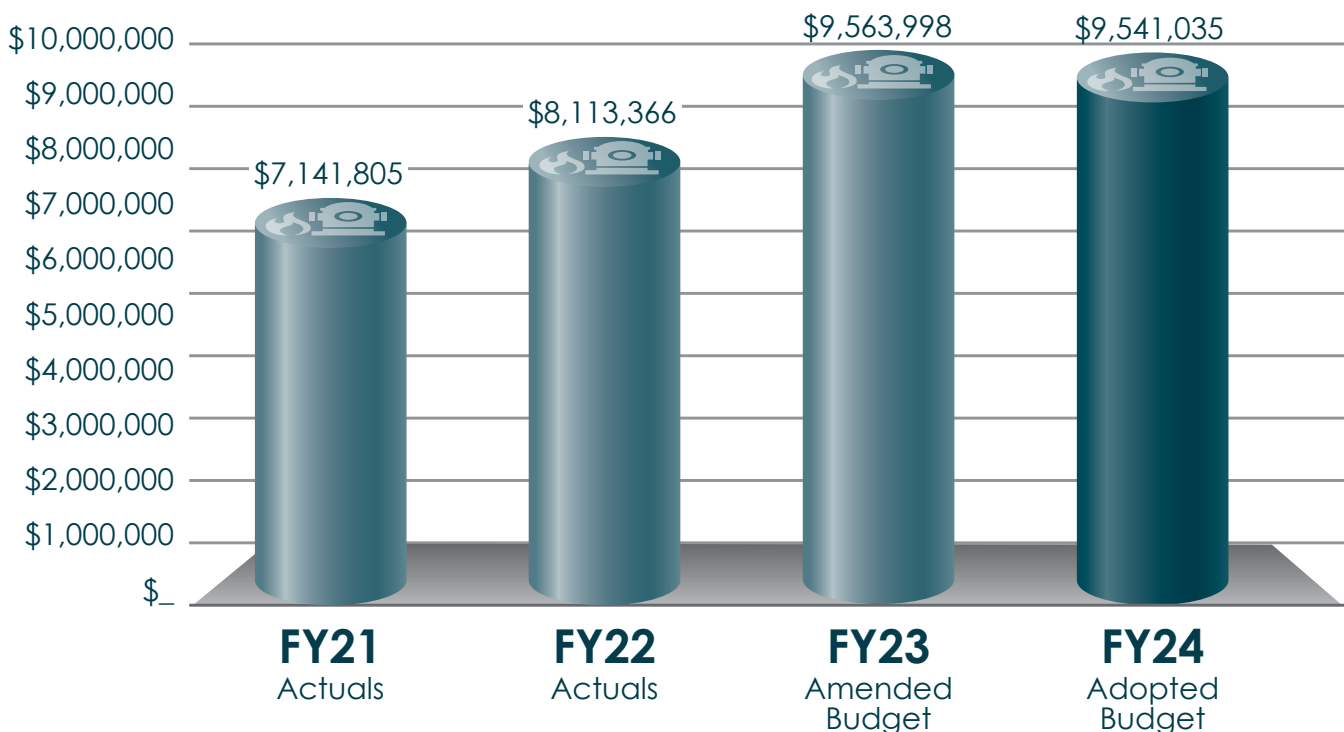
General Fund	\$9,541,035
Capital Projects Fund	\$550,000
Impact Fees Fund	\$72,500

FY24 Expenditures by Fund:

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Fire General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 4,541,589	\$ 4,962,619	\$ 5,819,934	\$ 5,975,052	\$ 155,118	2.7
Employee Benefits	1,788,736	1,962,659	2,210,004	2,246,156	36,152	1.6
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 6,330,325	\$ 6,925,278	\$ 8,029,938	\$ 8,221,209	\$ 191,271	2.4
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 53,757	\$ 110,953	\$ 115,644	\$ 121,195	\$ 5,551	4.8
Cleaning Services	10,863	10,588	25,067	25,216	149	0.6
Lawn Care	-	94	-	-	-	-
Equipment Repair & Maintenance	132,686	131,621	228,214	214,509	(13,705)	(6.0)
Facility Repair & Maintenance	14,563	171,134	600	17,334	16,734	2,789.0
Grounds Repair & Maintenance	23,566	20,000	25,560	36,700	11,140	43.6
Rental Land & Buildings	2,361	1,230	2,500	2,000	(500)	(20.0)
Rental Equipment & Vehicles	212	4,459	2,000	2,000	-	-
Communications	91,753	103,193	111,235	27,953	(83,282)	(74.9)
Postage	151	552	750	750	-	-
Advertising	1,111	557	820	-	(820)	(100.0)
Printing	135	1,059	1,000	1,000	-	-
Travel	1,673	12,011	37,941	33,427	(4,514)	(11.9)
Dues & Fees	4,656	11,172	20,644	20,471	(173)	(0.8)
Education & Training	985	19,797	20,658	28,120	7,462	36.1
Maintenance Contracts	176,430	236,889	283,061	301,018	17,957	6.3
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 514,902	\$ 835,309	\$ 875,694	\$ 831,693	\$ (44,001)	(5.0)
SUPPLIES						
General Supplies	\$ 58,630	\$ 62,754	\$ 91,132	\$ 87,919	\$ (3,213)	(3.5)
Utilities	66,564	67,646	72,609	95,928	23,319	32.1
Gasoline/Diesel	40,509	61,582	64,720	64,728	8	0.0
Food & Meals	761	2,032	4,070	4,070	-	-
Books & Periodicals	3,291	5,291	2,889	2,835	(54)	(1.9)
Uniforms	81,283	71,208	258,840	151,218	(107,622)	(41.6)
TOTAL SUPPLIES	\$ 251,039	\$ 270,513	\$ 494,260	\$ 406,698	\$ (87,562)	(17.7)
CAPITAL OUTLAYS						
Property	\$ 886	\$ -	\$ -	\$ -	\$ -	-
Machinery & Equipment	39,752	61,114	138,956	76,361	(62,595)	(45.0)
Furniture & Fixtures	4,902	21,152	25,150	5,074	(20,076)	(79.8)
TOTAL CAPITAL OUTLAYS	\$ 45,540	\$ 82,267	\$ 164,106	\$ 81,435	\$ (82,671)	(50.4)
TOTAL FIRE	\$ 7,141,805	\$ 8,113,366	\$ 9,563,998	\$ 9,541,035	\$ (22,963)	(0.2)

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

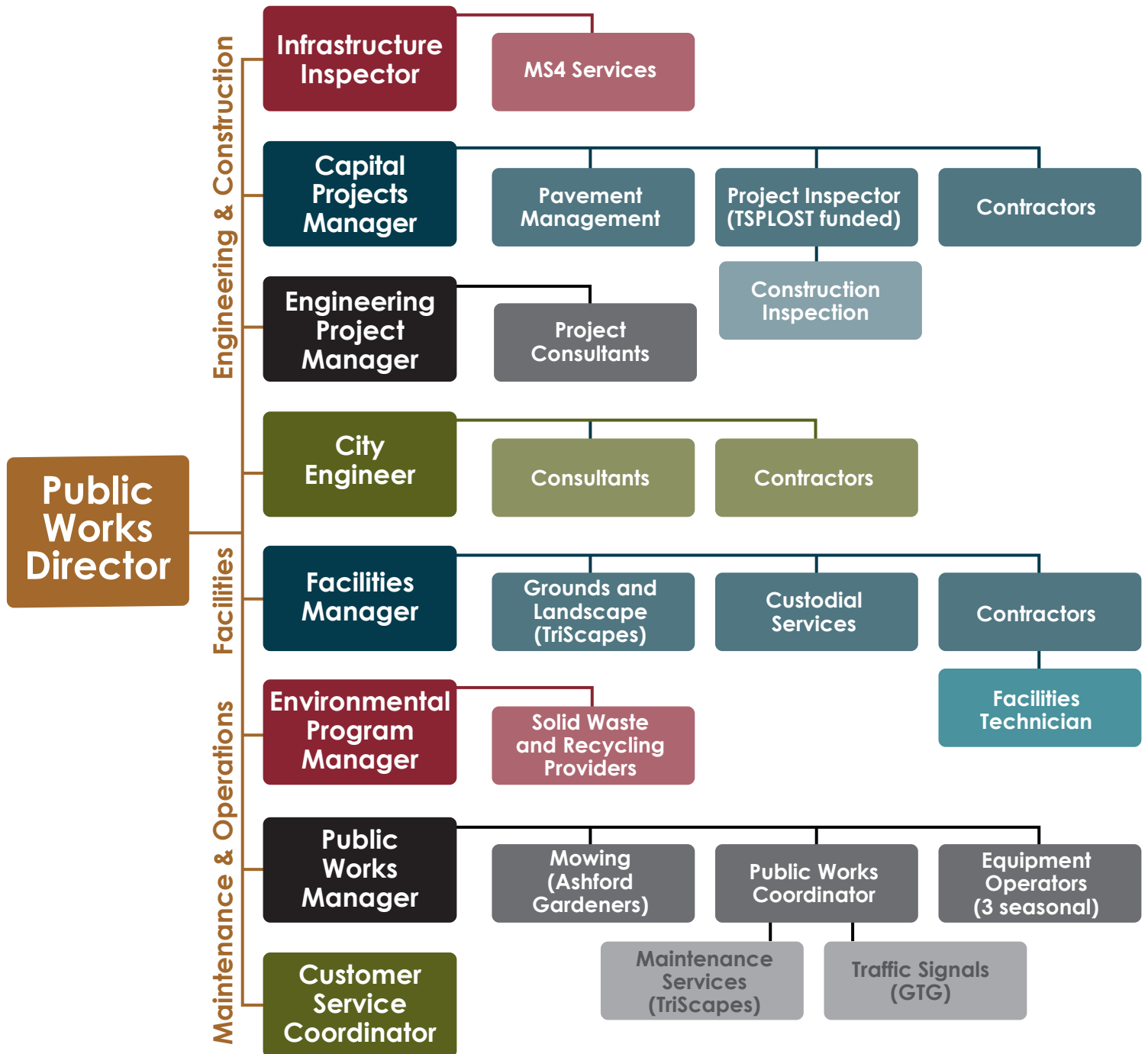
- The decrease in Communications is related to the decision to budget for phone lines and internet services expenses in the Information Services department beginning in FY 2024 (corresponding increases have been recognized in the Information Services department).
- The increase in Maintenance Contracts is primarily due to the City's share of the N. Fulton Regional Radio System Authority dues which have slightly been offset by the removal of Code Red fees as the City transitions to a more robust text communication platform which will be accounted for in the Communications budget.
- The decreases in Machinery & Equipment and Furniture & Fixtures is associated with the outfitting of Fire Station 42 in FY 2023 and will not recur in FY 2024.

PUBLIC WORKS



Our Mission

The City of Milton Public Works Department strives to protect all City assets through management practices, policies, personnel, and partners necessary to provide and sustain infrastructure, properties, and services essential to the providing the best quality of life for our residents.



Core Processes and Outputs

Manage divisions and department staff, along with crucial relationships with various consultant and contractor partners, to run operations and programs.

- Coordinate overall department management, administration, and budget.
- Oversee contractual responsibilities of providing essential services.
- Collaborate and share information about current financial, operational, capital, and environmental sustainability initiatives and identifying opportunities for improvements.

Operations Division

Extend excellent service for responding to requests, emergencies, and proactively generating work orders for routine repair and maintenance.

- Acknowledge and respond to service requests within 24 business hours of receipt and close requests within 2 weeks.
- Use work order system to manage daily crew activities.
- Respond on site to emergency requests and after hours call outs within 90 minutes of receipt.
- Provide essential services during emergency situations. Utilize the Incident Command Structure when called upon.

Maintain a uniform appearance of the public right of way and visually aesthetic corridors through programmed maintenance activities and inspections.

- Remove debris from right of way with daily routine maintenance, monthly trash pickup and quarterly street sweeping.
- Work with adopt-a- programs to enhance appearance level of service.
- Provide gravel road maintenance.
- Contract landscape maintenance of public green spaces including roundabout center islands, medians, landscape islands, and gateways.
- Utilize seasonal right of way mowing and roadside trimming to maintain safety, clearance, and visibility.
- Permit and inspect projects within the City's right of way to ensure compliance.

Support the community's desire to be an environmental steward and optimize sustainability and conservation.

- Increase hazardous waste disposal opportunities.
- Grow recycling opportunities.
- Promote adopt-a programs, rivers alive, and similar clean up efforts to increase debris removal.
- Maintain certification in the Atlanta Regional Commission Green Communities program.
- Participate and represent the department as a Sustainability Liaison.

Engineering And Construction Division

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

- Complete and implement a Local Road Safety Plan.
- Advance transportation and infrastructure improvement projects through design and construction.
- Improve conditions for walking and cycling throughout the City.
- Ensure good quality paved roadways with goal minimum Citywide Pavement Condition Index of 70.
- Contract repairs for City-owned streetlight outages or report outages on power company-owned streetlights to applicable power providers.

Sustain a safe and effective stormwater management program designed to reduce the discharge of pollutants and protect water quality.

- Manage the NPDES program to ensure compliance with the State and County regulations.
- Conduct outreach activities to educate about the impacts of stormwater discharges on water quality.
- Involve the public by participation in stormwater programs.
- Detect and eliminate illicit discharges into the City's stormwater conveyances.
- Inspect entire stormwater system within 5 years.

Deliver City capital projects quickly and efficiently while coordinating with other departments, stakeholders, and City leadership.

- Oversee projects for Public Works and other City departments, prepare construction cost estimates, specifications and bid documents.
- Finish projects on time and within budget.
- Review and coordinate projects with other City departments, private developments, neighboring cities, GDOT, and Fulton County.

Facilities Division

Provide preventive, corrective, and emergency services for administrative fleet and City facilities to ensure safe, efficient, and effective operations.

- Ensure administrative fleet is efficient and effective (18 vehicles).
- Prepare specifications for new vehicle and equipment purchases, provide specialized equipment installation for administrative fleet, and contract repair and maintenance of all City administrative vehicles and equipment.
- Develop and regularly update a Facility Condition Assessment for all facilities Citywide.
- Perform in-house or contract for maintenance, repair, and minor construction for general government buildings (approximately 40,028 SF).
- Use software to track utility rates, work orders, and reporting services for facility management.
- Contract facility landscape maintenance to provide visually aesthetic green spaces for employees and visitors that utilize City-owned facilities.

Allow staff accessibility for service-related issues at passive properties to ensure safe and secure conditions.



- Conduct quarterly safety inspection of passive properties.
- Provide grounds repair and maintenance services for safety.
- Inspect structures on properties monthly.

Enhance existing passive parks to promote and preserve Milton's natural beauty for the enjoyment of all residents.

- Advance capital improvement projects through design and/or construction
- Maintain and improve conditions for passive recreation.
- Provide grounds repair and maintenance services that supports appropriate use.
- Oversee contractors for maintenance and repairs of public green spaces, assess and prescribe work needed.

FY 2024 Initiatives

- Planning services for Recycling and Solid Waste Management Plan
- Asset management software
- Facility condition assessment
- City Hall parking lot expansion
- Begin construction of Crabapple Road pedestrian hybrid beacon
- Begin construction of Morris Road widening
- Begin construction of MCPP improvements
- Complete Bethany Bend pedestrian crossings and mini roundabout at Bethany Creek
- Complete Freemanville Road at Birmingham Road roundabout
- Complete Comprehensive Transportation Plan
- Install City gateway signage and landscaping at Liberty Grove pocket park
- TSPLOST funded project inspector
- Part time contracted facility technician

Public Works Department Key Performance Indicators												
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target		
Public Works Operations Division												
	Sustainability and Resiliency/ Safe and Secure Community & Calm, Efficient Transportation Infrastructure	Provide excellent service in responding to requests, emergencies, and proactively generating work orders for routine maintenance	Service Requests (#)	Input	175	100	104	100	228	200		
			Response to requests in less than 24 business hrs (%)	Effectiveness	100%	100%	100%	100%	100%	100%		
			Emergency work requests/after hours call outs (#)	Impact	13	12	13	10	18	12		
			Emergency work/after hours call out response within 1.5 hrs (%)	Effectiveness	100%	100%	100%	100%	100%	100%		
			Work orders created (#)	Input	1,452	1,000	1,392	1,300	1,227	1,300		
			Work orders completed (#)	Impact	1,393	1,000	1,312	1,200	1,003	1,200		
			Pothole work order completed within 2 business days of request (%)	Effectiveness	New Measure for FY 2024							95%
			ROW permits reviewed (#)	Input	New Measure for FY 2024							100
			ROW inspections performed (#)	Input	New Measure for FY 2024							100
			Gravel road condition PASER rating (1-5)	Impact	3-4	3-4	3-4	3-4	3-4	3-4		
			Street sweeping miles (#)	Input	46.84	46.84	46.84	46.84	46.84	46.84		
			Street sweeping amount of debris (cy)	Input	48	40	33	30	32	30		
			Bags picked up by adopt-a-road (#)	Impact	69	50	57	50	68	50		
	Sustainability and Resiliency Environmental Sustainability & Greenspaces STWP: S.1-S.10	Support the community's desire to be an environmental steward and optimize sustainability and conservation	Hazardous waste event - paint & related materials (lbs) collected	Impact	19,587	19,600	16,060	16,220	N/A	N/A		
			Hazardous waste event - paint & related materials (lbs) collected and increase YOY (%)	Impact	-	1%	-22%	1%	N/A	N/A		
			Hazardous waste event - other hazardous materials (lbs) collected	Impact	3,454	3,500	9,064	9,160	21,175	21,200		
			Hazardous waste event - other hazardous materials (lbs) collected and increase YOY (%)	Impact	-	1%	61%	1%	57%	1%		
			Electronics recycling event and determine baseline (lbs)	Impact	-	-	15,512	15,670	15,512	15,000		
			Electronics recycling event and determine baseline (lbs) and increase YOY (%)	Impact	-	-	-	1%	-1%	93%		
			Glass recycled (tons)	Impact	14.00	14.50	67.34	68.89	78.62	80.00		
			Glass recycled (tons) and increase YOY (%)	Impact	-	1%	79%	2%	12%	2%		
			Rivers alive - river and associated road frontage cleaned (miles)	Impact	1.00	1.00	1.25	1.00	1.25	1.00		
			Adopted road segments cleaned at least once per year (list total miles cleaned and increase 1 mile YOY)	Impact	New Measure for FY 2024							set base line
			National Wildlife Federation Community Wildlife Habitat (Y or N)	Impact	Y	Y	Y	Y	Y	Y		
			Environmental Education Mini-Grants to Schools (# of students impacted)	Impact	New Measure for FY 2023					200	300	200
			Satisfaction with trash and recycling (% from National Community Survey every 2 years)	Effectiveness	New Measure for FY 2024							80%
			Maintain Atlanta Regional Commission Green Communities Certification (Y or N)	Impact	Y	Y	Y	Y	Y	Y		
			Storm drain marking event (Y or N)	Impact	Y	Y	Y	Y	Y	Y		
Stream cleanup event (Y or N)	Impact	Y	Y	Y	Y	Y	Y					
Pet waste station bags refilled (#)	Impact	20,300	1,000	12,000	1,000	24,000	1,000					



Citizen/Stakeholder Focus



Financial Sustainability Focus



Internal Process Improvement Focus



Organizational Capacity/Learning and Growth Focus

REFERENCE KEY







On target/Above target	
Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	



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Public Works Department Key Performance Indicators												
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target		
Public Works Engineering and Construction Division												
	Sustainability and Resiliency/Calm, Efficient Transportation Infrastructure & Public Land and Resources/Mobility and Connectivity STWP: T.1-T.9	Implement a transportation infrastructure that meets current needs, accounts for future growth, and allows residents to traverse Milton in a calm, safe, efficient manner	Projects completed each FY (#)	Impact	5	1	6	4	9	1		
			Projects completed by contract completion date (%)	Effectiveness	80%	80%	83%	80%	78%	80%		
			Project completed within maximum contract price without change order (%)	Efficiency	100%	90%	100%	90%	89%	90%		
			New trails opened to the public in passive park properties (miles)	Impact	0	1	3.9	0.5	0	0.5		
			Repaired/replaced sidewalks/trails (linear feet)	Input	1,106	500	720	500	2,225	500		
			New sidewalks/trails constructed (linear feet)	Impact	2,409	500	700	500	1,084	500		
			Number of residents connect to activity center	Impact	New Measure for FY 2024							set base line
			System wide Pavement Condition Index (0-100 calculated yearly)	Effectiveness	70	70	71	70	70	70		
			City owned streetlights repaired (#)	Input	8	1	7	7	5	1		
			Stormwater pamphlets picked up at city hall (#)	Impact	207	100	145	100	88	100		
	Website page views on stormwater page (#)	Impact	183	100	405	100	175	100				
	Presentation to council related to stormwater (#)	Impact	1	1	1	1	1	1				
	Social media shared stormwater post (#)	Impact	1	1	1	1	1	1				
	Outfalls inspected (#)	Input	41	40	52	40	40	50				
	Illicit discharge pamphlets picked up at city hall (#)	Impact	207	100	145	100	88	100				
	Illicit discharge complaints (#)	Input	34	0	8	0	2	0				
	Response to illicit discharge complaints within 3 business days (%)	Effectiveness	100%	100%	100%	100%	100%	100%				
	Stormwater structures inspected (#)	Input	543	473	449	529	608	529				
	Stormwater structure inventory inspected (%)	Effectiveness	21%	20%	19%	20%	23%	20%				
	Stormwater conveyances inspected (#)	Input	642	551	523	848	975	848				
Stormwater conveyances inventory inspected (%)	Effectiveness	22%	20%	19%	20%	29%	20%					
Stormwater ponds inspected (#)	Input	53	11	13	20	17	20					
Stormwater pond inventory inspected (%)	Effectiveness	21%	20%	24%	20%	17%	20%					
Multidepartmental (PW, CD, P&R) Fleet Management overseen by Public Works												
	Safe and Secure Community	Improve EPA mileage efficiency and overall fleet efficiency YOY	Increase fleet EPA mileage YOY (EPA mileage)	Efficiency	15.24	15.25	16.76	16.77	18.78	18.97		
			Increase fleet EPA mileage YOY (% increase)	Efficiency	-	0.1%	9.0%	0.1%	10.7%	0.1%		
			Fleet efficiency (% in service vs out of service time)	Efficiency	New Measure for FY 2022		96%	95%	99%	95%		



Citizen/Stakeholder Focus



Financial Sustainability Focus



Internal Process Improvement Focus



Organizational Capacity/Learning and Growth Focus

REFERENCE KEY

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No data available	



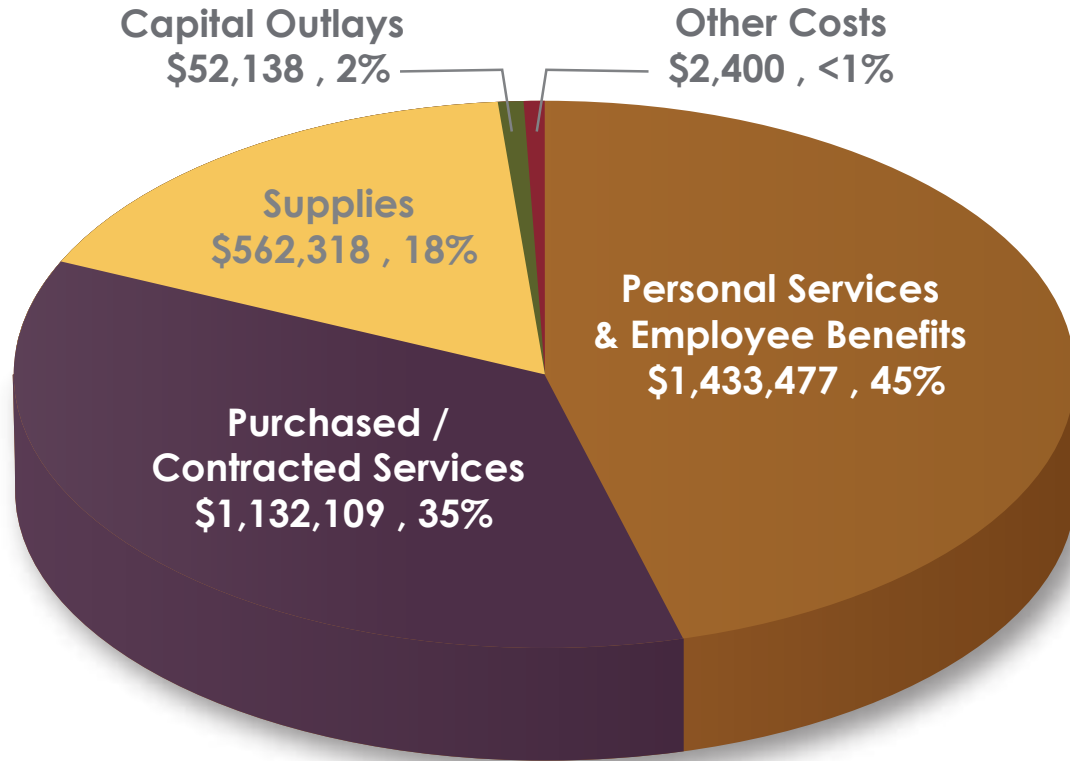
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PUBLIC WORKS

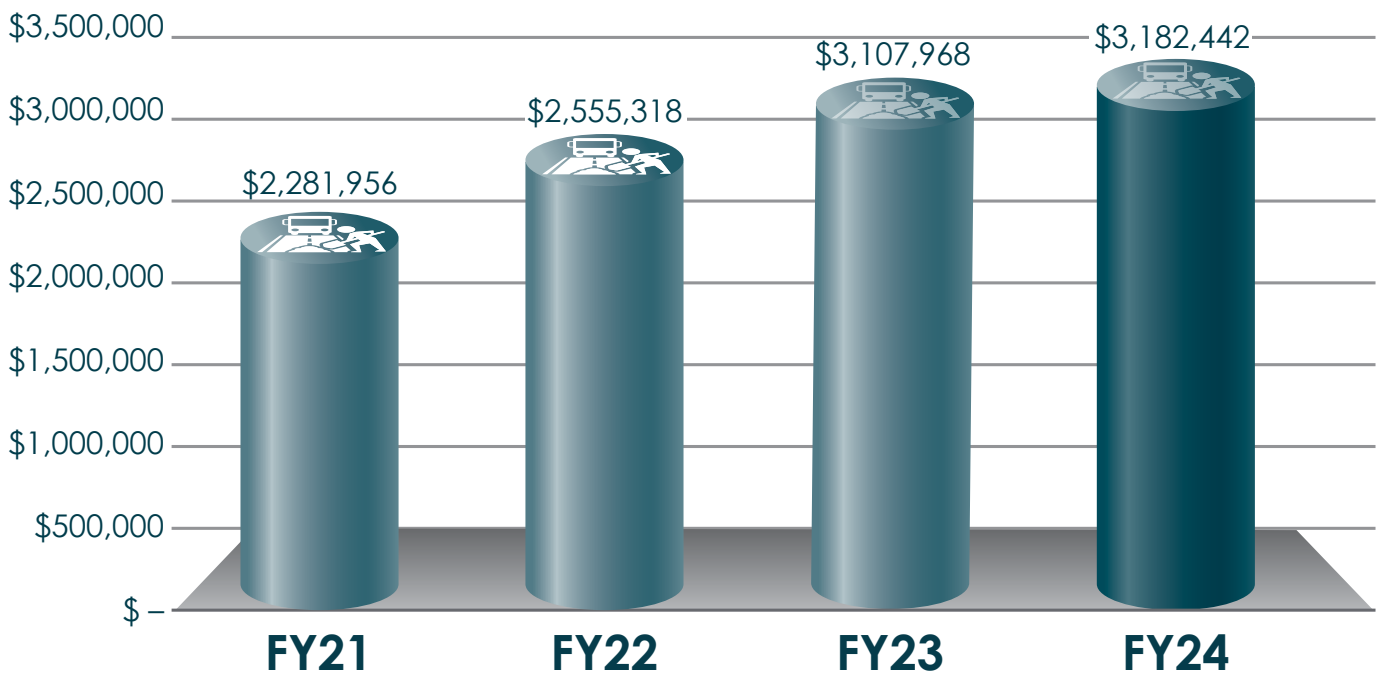
FY24 Expenditures by Fund:

General Fund	\$3,182,442
M&O Initiatives	\$ 35,000
Capital Projects Fund	\$2,818,071
Capital Initiatives	\$ 70,000
TSPLOST Fund	\$9,030,837
TSPLOST Initiative	\$ 119,149
Impact Fees Fund	\$ 110,000

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Public Works General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 654,906	\$ 762,659	\$ 1,030,626	\$ 1,051,700	\$ 21,074	2.0
Employee Benefits	247,558	290,278	374,910	381,777	6,867	1.8
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 902,464	\$ 1,052,937	\$ 1,405,536	\$ 1,433,477	\$ 27,941	2.0
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 25,131	\$ 101,528	\$ 47,240	\$ 90,878	\$ 43,638	92.4
Cleaning Services	16,363	8,812	22,225	22,892	667	3.0
Lawn Care	214,675	214,510	307,795	317,000	9,205	3.0
Equipment Repair & Maintenance	13,406	27,769	33,572	30,350	(3,222)	(9.6)
Vehicle Repair & Maintenance	7,074	14,739	19,420	20,003	583	3.0
Rental Equipment & Vehicles	1,750	-	1,800	1,854	54	3.0
Communications	7,506	10,066	5,904	6,081	177	3.0
Postage	-	7	50	52	2	4.0
Advertising	2,966	2,931	2,500	2,575	75	3.0
Printing	430	121	152	200	48	31.6
Travel	2,416	5,333	8,625	8,885	260	3.0
Dues & Fees	1,251	1,173	4,376	4,606	230	5.3
Education & Training	949	4,136	9,381	7,948	(1,433)	(15.3)
Contract Labor	548,274	556,001	573,150	582,855	9,705	1.7
Maintenance Contracts	17,532	19,021	25,868	20,480	(5,388)	(20.8)
Other Purchased Services	20,397	43,982	15,000	15,450	450	3.0
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 880,118	\$ 1,010,127	\$ 1,077,058	\$ 1,132,109	\$ 55,051	5.1
SUPPLIES						
General Supplies	\$ 13,846	\$ 10,145	\$ 82,100	\$ 84,473	\$ 2,373	2.9
Utilities	439,760	435,571	441,800	455,054	13,254	3.0
Gasoline/Diesel	8,810	12,618	18,174	18,719	545	3.0
Food & Meals	-	233	400	1,600	1,200	300.0
Uniforms	738	2,215	2,400	2,472	72	3.0
TOTAL SUPPLIES	\$ 463,155	\$ 460,781	\$ 544,874	\$ 562,318	\$ 17,444	3.2
CAPITAL OUTLAYS						
Properties/Sites	\$ 1,587	\$ -	\$ -	\$ -	\$ -	-
Machinery & Equipment	34,633	29,172	78,100	52,138	(25,962)	(33.2)
TOTAL CAPITAL OUTLAYS	\$ 36,220	\$ 29,172	\$ 78,100	\$ 52,138	\$ (25,962)	(33.2)
OTHER COSTS						
Payments to Others	\$ -	\$ 2,300	\$ 2,400	\$ 2,400	\$ -	-
TOTAL OTHER COSTS	\$ -	\$ 2,300	\$ 2,400	\$ 2,400	\$ -	-
TOTAL PUBLIC WORKS	\$ 2,281,956	\$ 2,555,318	\$ 3,107,968	\$ 3,182,442	\$ 74,474	2.4

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The variance in Salaries & Wages has been impacted by the decision to fully fund the Development Engineer position in the Community Development department in FY 2024. Previously this position was split 70/30 between Community Development and Public Works. Additionally, this variance includes the requested 4.7% market adjust to salaries.
- The increase in Professional Fees marks a return of funding for part-time facilities technician support through the City's existing facilities management contract.
- The decreases seen in Machinery & Equipment is associated with one-time purchases expected in FY 2023 that will not recur in FY 2024 including a variable message board and traffic counters.

GENERAL GOVERNMENT BUILDINGS

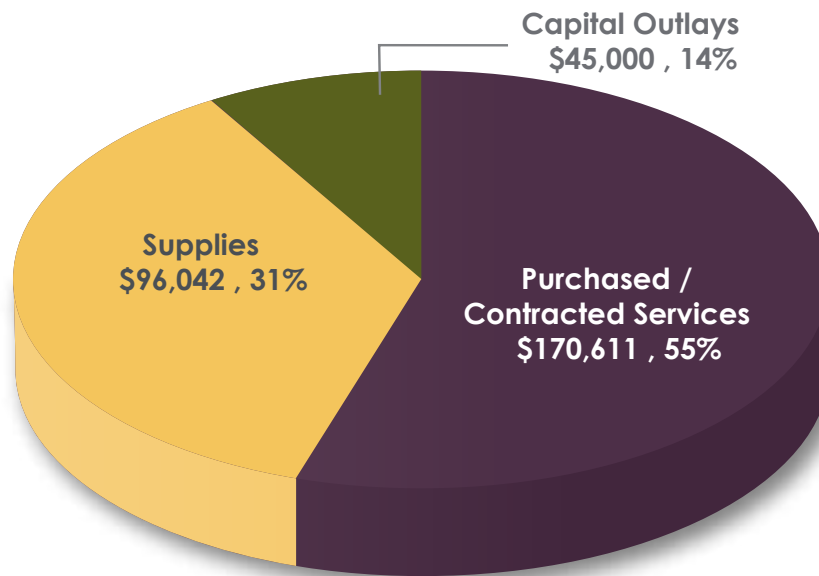


Under the supervision of the Public Works Director, the Facilities Manager oversees the maintenance and care of the City's facilities that do not fall under other department's jurisdictions including: City Hall and Community Place, Bethwell Community Center, Broadwell Pavilion, and the Public Works maintenance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

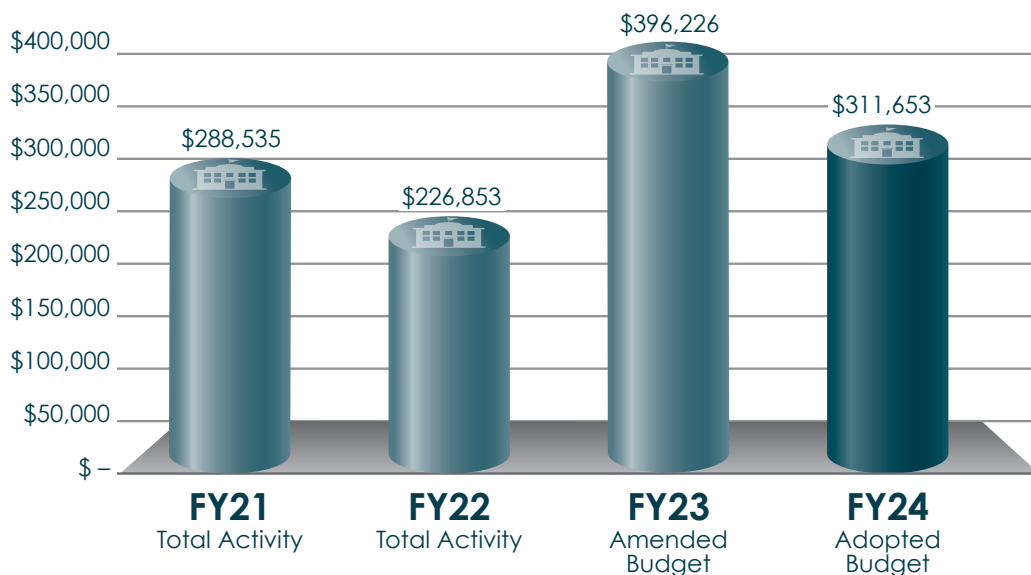
FY24 Expenditures by Fund:

General Fund \$311,653


FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



**General Government Buildings Department
Key Performance Indicators**

Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	
	Sustainability and Resiliency/Safe and Secure Community Public Land and Resources/Culture in Public Spaces	Maintain a uniform appearance of facility landscaping through programmed maintenance activities	Growing season and off season landscape maintenance & inspection - City Hall	Output	New Measure in FY 2022		65	35	93	35	
			Growing season and off season landscape maintenance & inspection - Byrd House	Output	New Measure in FY 2022		45	35	44	35	
		Improve utility efficiency and decrease overall usage YOY	Water usage (1,000 gallons) - City Hall	Efficiency	New Measure in FY 2022		22.25	22.24	22.91	22.90	
			Water usage (1,000 gallons) - Byrd House	Efficiency	New Measure in FY 2022		1.48	1.47	3.02	3.01	
			Natural gas usage (CCFs) - City Hall	Efficiency	New Measure in FY 2022		145	145	137	136	
			Natural gas usage (CCFs) - Byrd House	Efficiency	New Measure in FY 2022		81	80	74	73	
			Electricity usage (kWh) - City Hall	Efficiency	New Measure in FY 2022		38,443	38,442	39,250	39,249	
			Electricity usage (kWh) - Byrd House	Efficiency	New Measure in FY 2022		1,888	1,887	2,296	2,295	
			Electricity usage (kWh) - PW Maint Building	Efficiency	New Measure in FY 2022		369	368	343	342	
		Provide excellent service in responding to requests and being proactive regarding routine maintenance	Facilities routine work orders completed within 2 weeks (%)	Effectiveness	New Measure in FY 2024						90%
			Work requests identified (# internal and external)	Input	New Measure in FY 2024 (dependent on new software capabilities)						50



Citizen/Stakeholder Focus



Financial Sustainability Focus







Internal Process Improvement Focus



Organizational Capacity/Learning and Growth Focus

REFERENCE KEY

On target/Above target	
Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	

PASSIVE PARKS/GREENSPACE

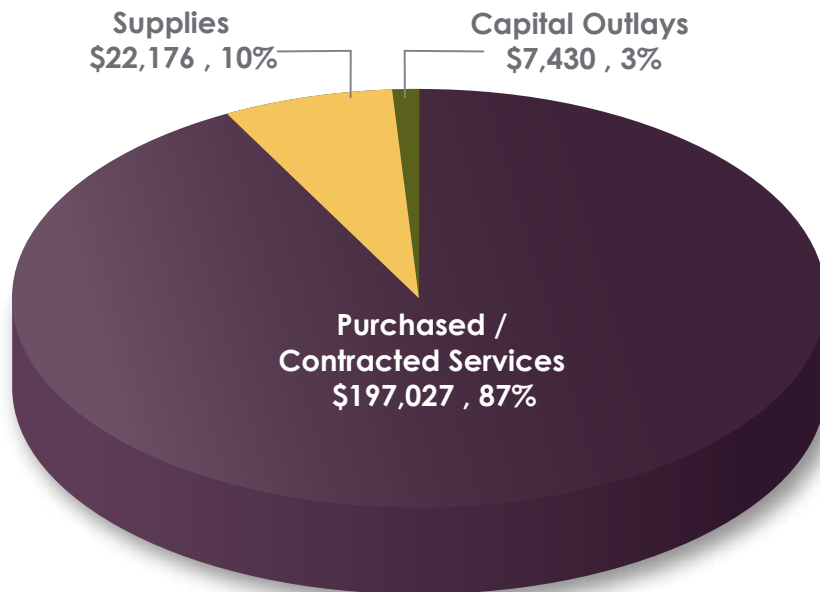


The Passive Parks/Greenspace Department was established in FY 2020 to separate costs associated with active park facilities from those of passive park facilities. Under the supervision of the Public Works Director, Public Works Staff oversee the maintenance and care of the City's passive parks and greenspaces. 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

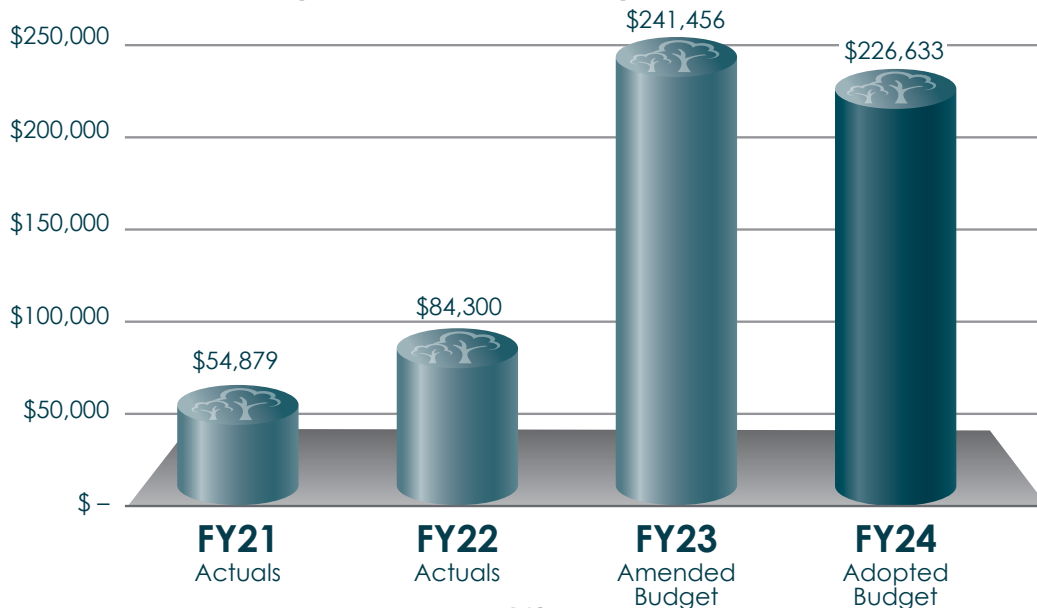
FY24 Expenditures by Fund:

General Fund	\$226,633
Capital Projects Fund	\$500,000
Greenspace Bond Fund	\$135,000
Capital Grant Fund	\$1,500,000



FY24 General Fund Expenditures By Category







Year-Over-Year History of General Fund Expenditures



**Passive Parks/Greenspace Department
Key Performance Indicators**

Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target
	Public Land and Resources / Passive Parks and Greenspaces	Maintain a uniform appearance of landscaping through programmed maintenance activities	Passive park property mowing (acres)	Output	146	300	322	300	305	300
		Enhance existing passive parks to promote and preserve Milton's natural beauty for the enjoyment of all residents	Total trails open and available to the public in passive park properties (miles)	Effectiveness	4.5	4.5	8.2	8.7	8.7	9.2

REFERENCE KEY

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Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	



Citizen/Stakeholder Focus



Financial Sustainability Focus



Internal Process Improvement Focus



Organizational Capacity/Learning and Growth Focus



Passive Parks/Greenspace General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ -	\$ 910	\$ -	\$ 6,000	\$ 6,000	-
Lawn Care	20,400	26,567	88,800	108,148	19,348	21.8
Facility Repair & Maintenance	530	350	1,000	1,050	50	5.0
Grounds Repair & Maintenance	22,154	50,544	132,764	81,137	(51,627)	(38.9)
Maintenance Contracts	668	668	672	692	20	3.0
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 43,751	\$ 79,038	\$ 223,236	\$ 197,027	\$ (26,209)	(11.7)
SUPPLIES						
General Supplies	\$ 437	\$ 507	\$ 7,500	\$ 17,310	\$ 9,810	130.8
Utilities	1,661	1,825	6,520	4,866	(1,654)	(25.4)
TOTAL SUPPLIES	\$ 2,099	\$ 2,332	\$ 14,020	\$ 22,176	\$ 8,156	58.2
CAPITAL OUTLAYS						
Property/Sites	\$ 9,029	\$ -	\$ -	\$ -	\$ -	-
Machinery & Equipment	-	2,929	4,200	7,430	3,230	76.9
TOTAL CAPITAL OUTLAYS	\$ 9,029	\$ 2,929	\$ 4,200	\$ 7,430	\$ 3,230	76.9
TOTAL PASSIVE PARKS/GREENSPACE	\$ 54,879	\$ 84,300	\$ 241,456	\$ 226,633	\$ (14,823)	(6.1)

Note: The FY 2023 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 increase in Lawn Care are primarily a result of the mowing schedule changes made at the Freemanville/Birmingham greenspace property while the decrease in Grounds Repair & Maintenance is related to one-time costs associated with property demolition at the Milton City Park and Preserve in FY 2023.

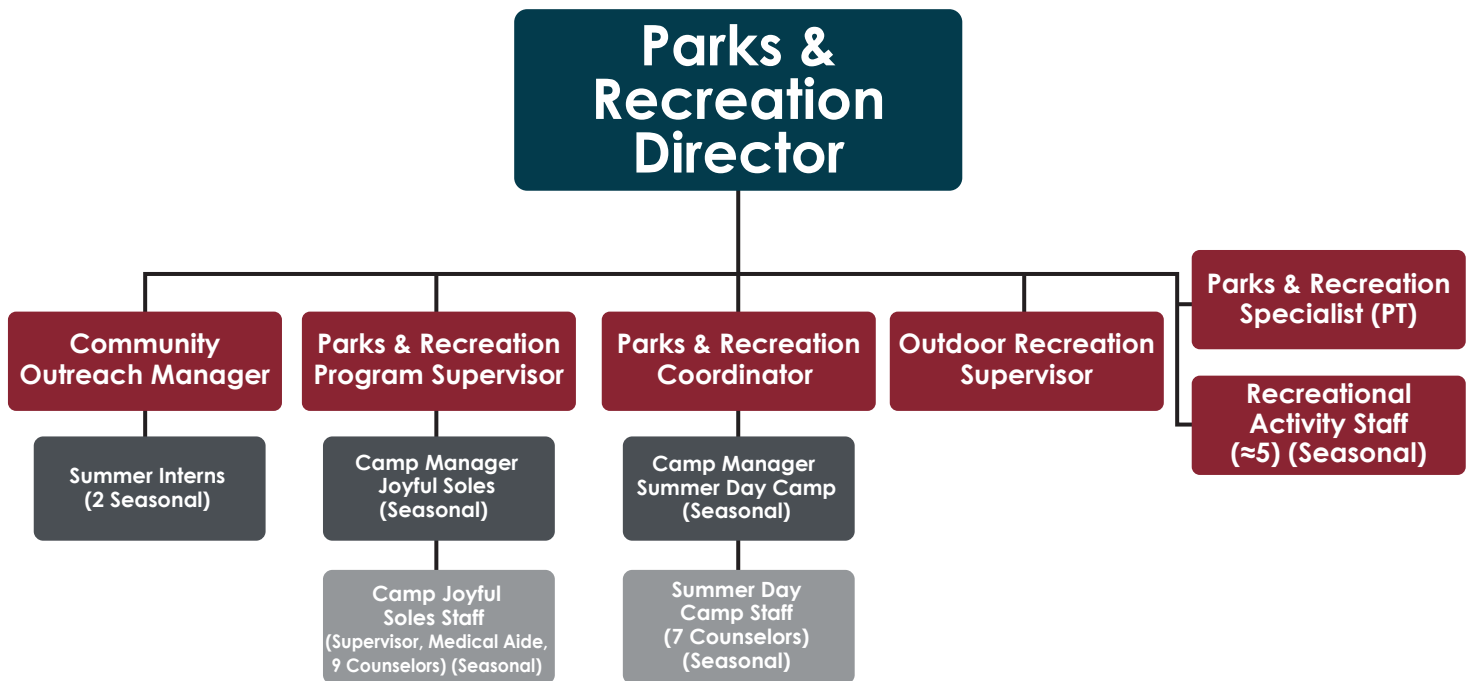


PARKS & RECREATION (ACTIVE)



Our Mission

The Milton Parks & Recreation Department is unwavering in its dedication to delivering exceptional parks, trails, state-of-the-art facilities, and a diverse array of both traditional and unconventional recreational programs tailored exclusively for the betterment and enjoyment of our valued residents. Our pursuit is to foster and champion healthy lifestyles, contributing to the excellent quality of life within the Milton community.
















Core Processes and Outputs





- Facility and park landscaping & Maintenance
- Athletics
- Community Outreach and Events
- Outdoor Recreation Opportunities
- Recreational Programming Classes

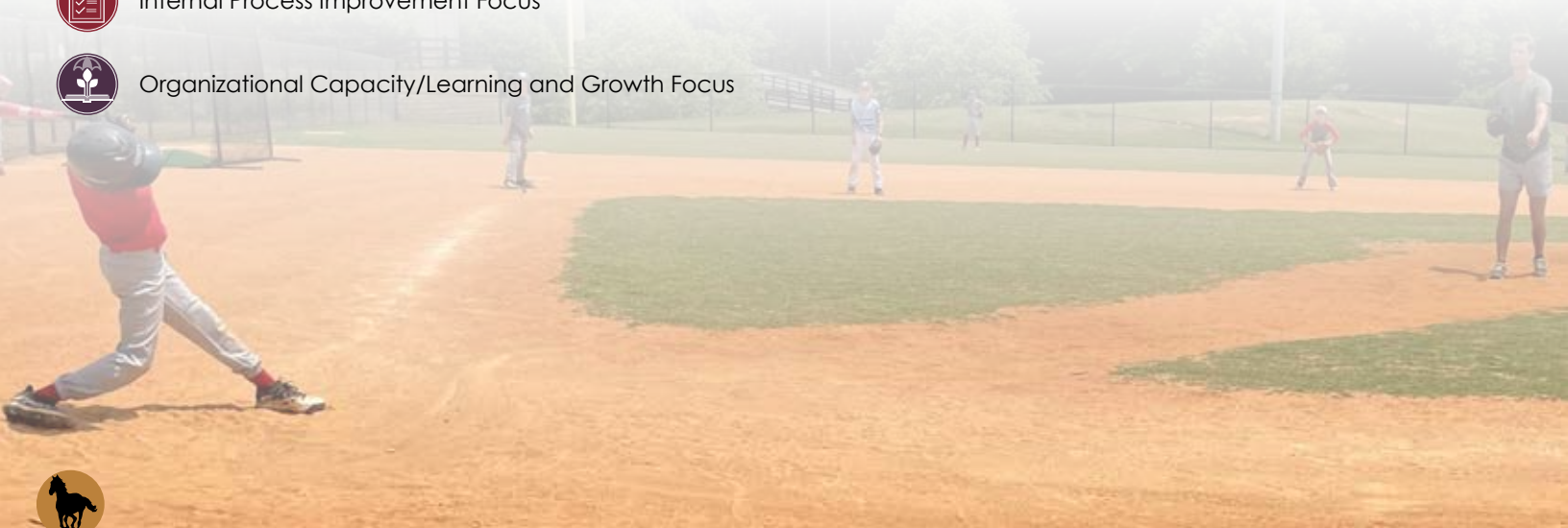
2024 Initiatives

- Increase the number of recreational financial aid recipients
- Increase the community-wide reach of the department, to showcase the benefits of Parks and Recreation services
- Create processes to streamline park maintenance processes
- Leverage available outside funding to support departmental goals
- Create a strategy for active park planning
- Implement new park safety measures

Parks & Recreation (Active) Department Key Performance Indicators											
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target	
	Public Land and Resources/ Active Parks and Recreation	Develop and maintain active park spaces and facilities where all Milton residents can enjoy recreational opportunities	Total park/greenspace acreage that is publicly accessible	Impact	New Measure in FY 2023				408	450	
			Maintain a satisfactory close rate on work orders at or above 90%	Effectiveness	New Measure in FY 2024				90%		
			Volunteer group park beautification projects completed	Impact	New Measure in FY 2023				0	0	
			Scouts supported through park improvement volunteer projects	Impact	New Measure in FY 2023				4	6	
			Participant satisfaction rating of youth athletic programming	Impact	91%	80%	84%	80%	84%	80%	
			Participant satisfaction rating of youth non-athletics programming	Impact	98%	80%	96%	80%	88%	80%	
			Participant satisfaction rating of adult recreation programming	Impact	90%	80%	88%	80%	93%	80%	
			Baseball field utilization rates for active seasons (fall/spring)	Efficiency	New Measure in FY 2022	70%	85%	70%	79%	70%	
			Rectangular field utilization rates for active seasons (fall/spring)	Efficiency	New Measure in FY 2022	70%	52%*	70%	72%	70%	
			Cost recovery rate for recreation programming (%)	Impact	New Measure in FY 2024				50%		
			Number of summer pool pass family membership sales	Demand/Impact	338	325	385	375	356	375	
			Number of summer pool pass senior membership sales	Demand/Impact	27 passes	25	47 passes	40	46 passes	50	
			Participant satisfaction rating of summer day camps (CJS and MCPP Camp)	Impact	CJS = 93%	80%	CJS = 100%	80%	CJS = 100%	80%	
			Number of Financial Aid Recipients	Demand/Impact	New Measure in FY 2023				5	3	5
			Number of community-based events	Impact	New Measure in FY 2022		12	12	14	15	
			Estimated participation within the community-based events	Impact	New Measure in FY 2023				8,500	10,000	
			Number of public art projects or displays located in public spaces & parks	Impact	New Measure in FY 2023				7	8	
			Public Land and Resources/ Passive Parks and Greenspaces	Enhance existing passive parks to promote and preserve Milton's natural beauty for the enjoyment of all residents	Miles of open trails designated for equestrian use	Impact	New Measure in FY 2023				6
	Miles of identified, marked and publicly open trails in Milton parks/greenspace	Impact			New Measure in FY 2023				12	14	
	Number of available outdoor recreation programs	Demand/Impact			New Measure in FY 2023				1	3	
	% of parks with trails that have interactive maps	Effectiveness/ Impact			New Measure in FY 2023				5	7	
	Public Land and Resources/ Active Parks and Recreation	Develop and maintain active park spaces and facilities where all Milton residents can enjoy recreational opportunities	Total number of adopted parks trails, through the Adopt a Trail Program	Effectiveness	New Measure in FY 2024				10		
			Quantity of facility rentals	Demand	179	200	233	230	232	250	
			Revenues from facility rentals	Effectiveness	\$23,720	\$23,000	\$22,618	\$23,000	\$42,120	\$45,000	

-  Citizen/Stakeholder Focus
-  Financial Sustainability Focus
-  Internal Process Improvement Focus
-  Organizational Capacity/Learning and Growth Focus

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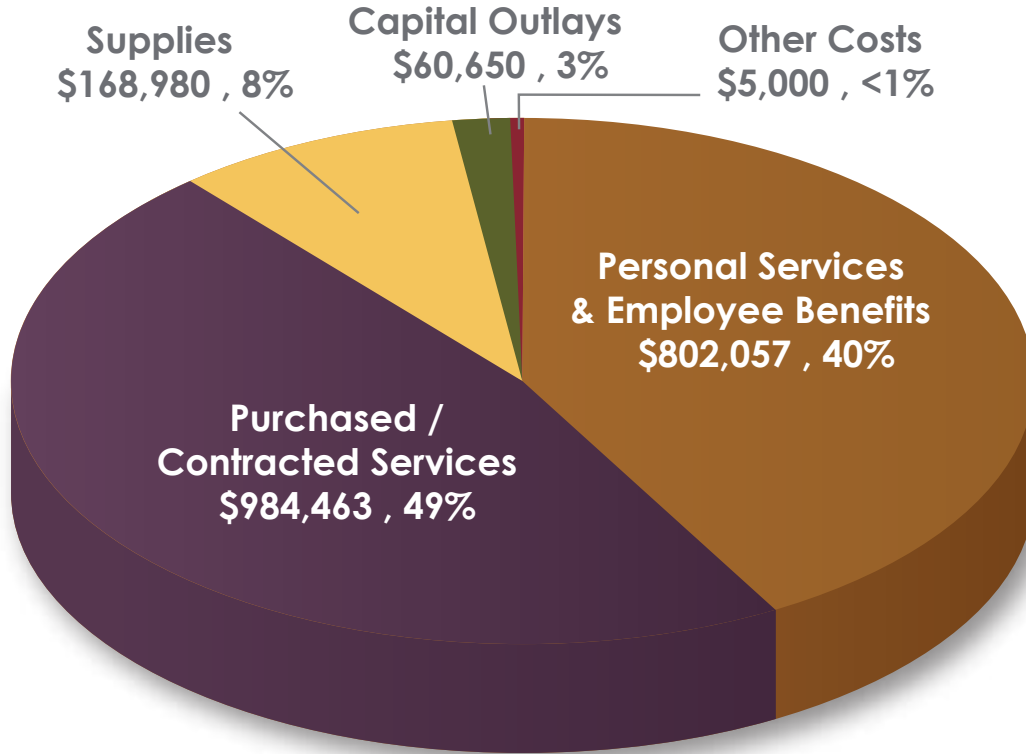


PARKS & RECREATION (ACTIVE)

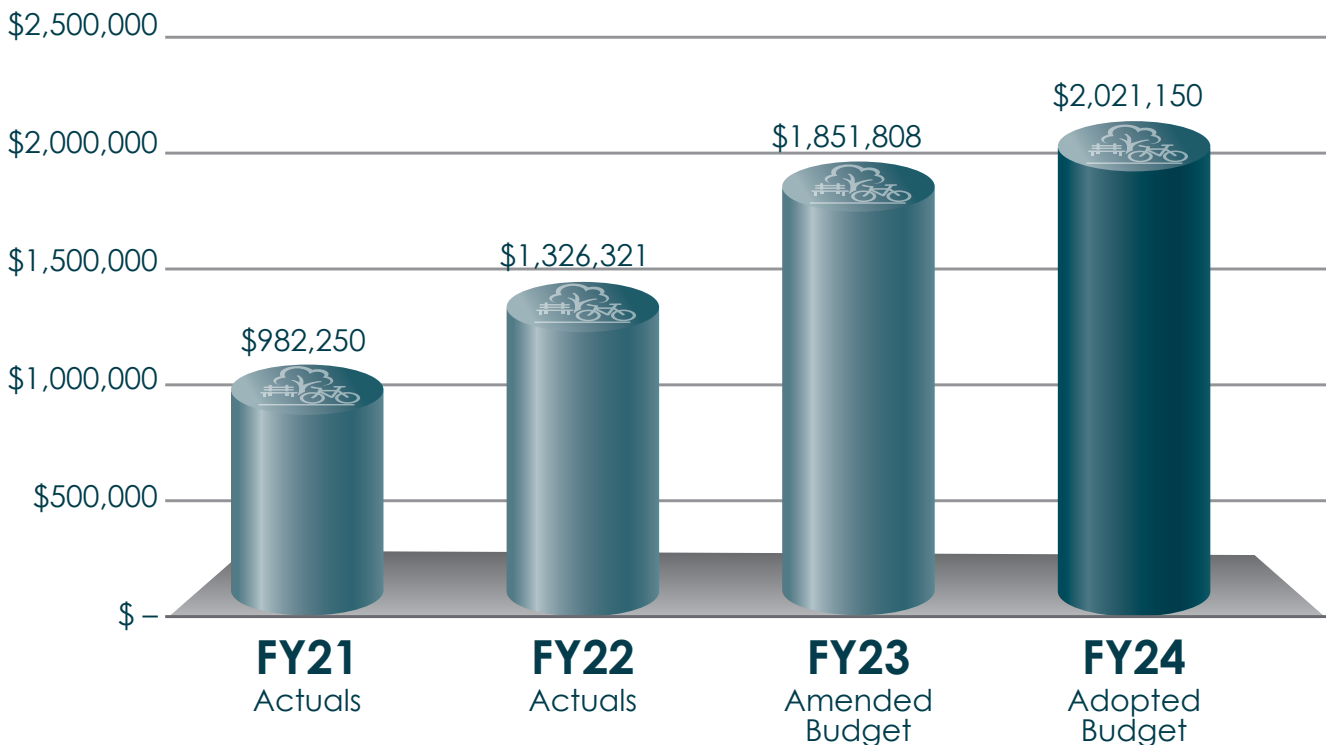
General Fund	\$2,021,150
Special Events Fund	\$163,043
Capital Projects Fund	\$2,520,000
Capital Initiatives	\$75,000
Capital Grant Fund	\$500,000
Impact Fees Fund	\$650,000

FY24 Expenditures by Fund:

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Parks & Recreation (Active) General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 203,067	\$ 283,551	\$ 575,693	\$ 620,197	\$ 44,504	7.7
Employee Benefits	71,506	88,183	175,566	181,860	6,294	3.6
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 274,574	\$ 371,734	\$ 751,259	\$ 802,057	\$ 50,798	6.8
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 6,940	\$ 90,702	\$ 8,190	\$ 9,210	\$ 1,020	12.5
Cleaning Services	20,830	30,178	49,948	57,528	7,580	15.2
Lawn Care	306,964	397,274	392,340	407,940	15,600	4.0
Facility Repair & Maintenance	26,445	34,989	108,816	137,800	28,984	26.6
Vehicle Repair & Maintenance	664	93	1,460	3,300	1,840	126.0
Grounds Repair & Maintenance	32,622	57,637	84,290	97,140	12,850	15.2
Rental Land & Buildings	81,869	97,099	118,965	132,525	13,560	11.4
Rental Equipment & Vehicles	8,960	10,290	16,550	28,100	11,550	69.8
Communications	10,832	18,474	22,890	4,800	(18,090)	(79.0)
Postage	6	28	50	50	-	-
Advertising	810	862	1,930	1,920	(10)	(0.5)
Printing	584	1,622	3,850	5,100	1,250	32.5
Travel	-	450	2,869	3,825	956	33.3
Dues & Fees	4,993	4,936	11,558	10,400	(1,158)	(10.0)
Education & Training	1,055	688	2,400	3,200	800	33.3
Contract Labor	36,828	55,480	59,980	66,605	6,625	11.0
Maintenance Contracts	10,659	12,160	13,863	11,570	(2,293)	(16.5)
Other Purchased Services	37,629	10,835	4,400	3,450	(950)	(21.6)
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 588,689	\$ 823,798	\$ 904,349	\$ 984,463	\$ 80,114	8.9
SUPPLIES						
General Supplies	\$ 21,881	\$ 23,398	\$ 46,773	\$ 63,750	\$ 16,977	36.3
Utilities	82,042	75,294	90,730	92,860	2,130	2.3
Gasoline/Diesel	781	1,039	750	1,620	870	116.0
Food & Meals	653	1,434	6,430	8,700	2,270	35.3
Uniforms	334	-	1,625	2,050	425	26.2
TOTAL SUPPLIES	\$ 105,691	\$ 101,165	\$ 146,308	\$ 168,980	\$ 22,672	15.5
CAPITAL OUTLAYS						
Furniture & Fixtures	\$ 321	\$ 2,907	\$ 9,100	\$ 8,300	\$ (800)	(8.8)
Machinery & Equipment	12,976	26,718	35,792	52,350	16,558	46.3
TOTAL CAPITAL OUTLAYS	\$ 13,297	\$ 29,625	\$ 44,892	\$ 60,650	\$ 15,758	35.1
OTHER COSTS						
Payments to Others	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	-
TOTAL OTHER COSTS	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	-
TOTAL PARKS & RECREATION (ACTIVE)	\$ 982,250	\$ 1,326,321	\$ 1,851,808	\$ 2,021,150	\$ 169,342	9.1

Note: The FY 2023 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 and Employee Benefits includes one full year salary for the new Outdoor Recreation Supervisor position based on hiring offer as well as the requested 4.7% market adjustment to salaries.
- The increase in Facility Repair & Maintenance is related to the request for funding of one-time projects including painting at Bell Memorial Park and resurfacing of the pool deck at Milton City Park and Preserve.
- The increase in Rental Land & Buildings is associated with the growth of the City's basketball program and the need for more court time.
- The decrease in Communications is related to the decision to budget for phone lines and internet services expenses in the Information Services department beginning in FY 2024 (corresponding increases have been recognized in the Information Services department).
- The increase in General Supplies is related to cost increases seen in materials such as fill dirt for the baseball fields and costs associated with the department's new summer day camp program approved in FY 2023 and the community outreach program which was moved to Parks & Recreation at the end of FY 2022.



COMMUNITY DEVELOPMENT

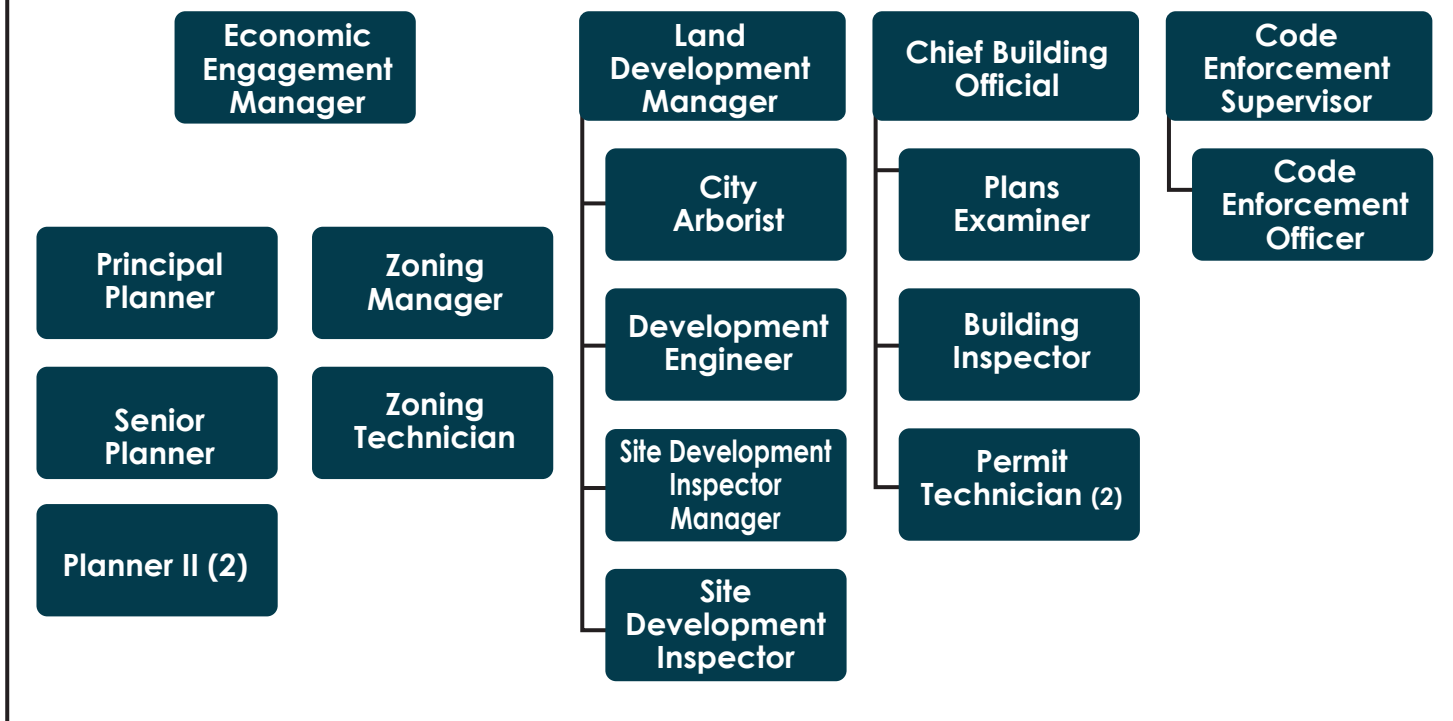


Our Mission

Milton's Community Development Department is dedicated to providing citizens with high-quality developments and the preservation of natural resources while protecting Milton's special rural character in accordance with the City's 2040 Comprehensive Plan—exceptional service and support to citizens and businesses is central to that mission.

Community Development Director

The following report directly to the Community Development Director



Core Processes and Outputs

Building

- Conduct Plan reviews and oversight for submitted building plans.
- Oversee the permitting process to ensure accuracy and consistency.
- Conduct building inspections for all residential and commercial permits.
- Process Certificates of Occupancy and Completion where applicable.

Code Enforcement

- Enforce the municipal codes of the City in order to protect the health, safety, and welfare of the community.
- Work with citizens to achieve compliance through efficiency and fair practices.
- Conduct investigations when required.

Economic Development

- Serves as the City's primary liaison with members of Milton's business, development, and real estate community, forging mutually beneficial partnerships to support and nurture success.
- Plans, oversees, and executes Crabapple Fest, the City's signature fall festival, which brings in 35,000 attendees annually to Milton's downtown, along with other special workshops and events that further the City's economic goals.
- Assumes a leading role in the development and implementation of branding, placemaking, and other marketing efforts to strengthen the City of Milton's position to receive economic investment.
- Crafts and implements innovative marketing, outreach, and other social campaigns and strategies, such as the Milton Marketing video, that are effective and consistent with Milton's brand.
- Attracts investments, supports entrepreneurship and innovation, and fosters a favorable business environment.

Land Development

- Process and evaluate final plats, minor plats, land development plans (LDPs) for compliance with local, state and federal regulations related to development.
- Inspect development and construction (building) projects for compliance with local, state, and federal regulations related to development.
- Review building permits for compliance with local, state, and federal regulations related to development.
- Collect and track bonds associated with ongoing developments.
- Process tree removal permits and enforce the Tree Canopy Ordinance.

Planning and Zoning

- Oversee the following zoning requests: petitions for rezonings, use permits, and zoning modifications; primary variances, administrative variances and text amendments to the zoning ordinance.
- Oversee the following design related ordinances: final building reviews and demolition permits.
- Review land development applications, final plats, minor plats, preliminary plats, and building permits for zoning compliance.
- Reviews Occupational Tax Applications for compliance of zoning.
- Coordinates the Planning Commission, Board of Zoning Appeals, and Design Review Board.
- Oversee the Comprehensive Plan every ten years and update every five years.
- Oversee Comprehensive Plan projects as well as other special projects when needed.

FY 2024 Initiatives

- Develop a Small Area Master Plan for the Arnold Mill Corridor.
- Create a blueprint for the Deerfield Corridor to identify potential investment opportunities and buildout to improve quality of life and economic viability in the district.
- Implement a commercial real-estate software to provide tools to fill vacancies and explore new business opportunities.

Community Development Key Performance Indicators												
Scorecard	Strategic Priority/ Strategic Goal	Department Goal	KPIs	Measure Type	FY 2021 Actual	FY 2022 Target	FY 2022 Actual	FY 2023 Target	FY 2023 Actual	FY 2024 Target		
	Sustainability and Resiliency / Smart Land Planning /Public Land and Resources	Develop the City according to the community's adopted plans: including the built environment as well as conserved land	Percent of Comp Plan 2040 short term work program land use projects completed on schedule*	Efficiency	-	-	23%	20%	29%	20%		
	Also supports Comprehensive Plan 2040: Land Use, Placemaking and Branding		Acres of land developed as large lots/Total acres of land developed	Outcome	-	-	434	450	458	480		
	Environmental Sustainability / Equestrian, Farm Lifestyle / Enhance Commercial Nodes / Culture in Public Spaces / Greenspaces STWP: LU.1-LU.13/PB.1-PB.8		Number of acres identified as conservation use per Fulton County digest	Outcome	2,175	2,130	2,157	2,077	2,077	2,129		
	Sustainability and Resiliency/ Diverse, Engaged, Healthy Workforce		Further develop staff expertise/knowledge to reduce the use of outside consultants	Percentage of projects completed 100% by in-house staff	Efficiency	-	85%	23%	25%	86%	90%	
	Sustainability and Resiliency / Smart Land Planning / Public Land and Resources	Regularly update the Impact Fee Methodology to optimize funding usage and allocation across qualifying projects	Percentage of available Impact Fees encumbered	Effectiveness	100%	100%	100%	100%	100%	100%		
	Environmental Sustainability / Equestrian, Farm Lifestyle / Enhance Commercial Nodes / Culture in Public Spaces / Greenspaces		Plan list updated to include new Capital Improvement Plan projects	Efficiency	Yes	Yes	Yes	Yes	Yes	Yes		
			Capital Improvement Element Methodology update completed	Efficiency	No	Yes	In Progress	Yes	In Progress	Yes		
	Sustainability and Resiliency/ Safe and Secure Community / Diverse, Engaged, Healthy Workforce	Adhere to industry best practices for efficient and effective operations and customer service	Cross-training lunch and learns held	Effectiveness	-	4	-	4	7	4		
			Direct training (classroom, in-person, field experience, online)	Effectiveness	-	-	5	10	203	57		
			Percent of workflows with statistical tracking in CityView	Effectiveness	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	Output	2,000	1,799	2,023	2,000	1,334	1,200		
			Number of sign permits issued	Output	52	71	66	50	83	60		
			Number of certificates of occupancy issued	Output	470	273	203	200	175	150		
			Number of land disturbance permits reviewed	Output	20	19	63	25	35	30		
			Number of plats reviewed	Output	6	5	5	5	39	30		
			Percentage of building inspections conducted within 48 hours	Effectiveness	6,667	-	6,415	6,500	99%	100%		
			Number of pre-construction inspections conducted	Output	444	-	540	500	649	625		
			Number of erosion control inspections conducted	Output	115	-	160	130	218	245		
			Number of Design Review Board applications review	Output	-	-	38	20	42	25		
			Number of Variance applications review	Output	-	-	31	20	20	20		
			Number of sign sweeps completed (increase 3% YOY)	Output	24	25	36	37	36	37		
			Number of written violation notices issued	Output	248	168	165	150	239	200		
			Number of stop work orders issued	Output	62	-	89	70	45	50		
			Number of code enforcement inspections conducted	Output	744	756	1,094	800	1,151	1,100		
	Number of citations issued	Output	18	11	12	10	16	10				
	Sustainability and Resiliency Also supports Comprehensive Plan 2040: Economic Development, Placemaking and Branding	Create a business environment that is welcoming, supportive, and attractive to new and existing business	Touchpoints with business owners, community partners, and stakeholders (increase 10% YOY)	Effectiveness	-	-	110	120	110	120		
	Long-term financial sustainability STWP: ED.2-ED.6, PB.1-PB.5	Strengthen relationships as a liaison between community members, key partners, business owners, and developers	Social media and other promotions to support local businesses, Milton programming	Output	-	-	15	-	15	Goal is to change metric in FY24		
	Sustainability and Resiliency Also supports Comprehensive Plan 2040: Economic Development, Placemaking and Branding											
	Long-term financial sustainability STWP: FD.2-FD.6, PB.1-PB.5											
	Sustainability and Resiliency Also supports Comprehensive Plan 2040: Economic Development, Placemaking and Branding	Work to establish a branding and marketing plan that supports the city's overall placemaking strategy	Facilitate opportunities for Milton businesses to connect with citizens and customers	Output	-	-	7	-	7	4		
	Long-term financial sustainability STWP: FD.2-FD.6, PB.1-PB.5	Ensure staff is up to date on current trends and best practices in economic engagement	Professional development/networking (2 professional development courses or 4 networking events)	Effectiveness	-	-	6/21	4/8	7/21	4/8		
	Sustainability and Resiliency/ Diverse, Engaged, Healthy Workforce											

REFERENCE KEY

On target/Above target	
Within 10% of target/At risk of not meeting target	
Did not meet goal/At risk of not meeting goal	
No data available	

Citizen/Stakeholder Focus

Internal Process Improvement Focus

Financial Sustainability Focus

Organizational Capacity/Learning and Growth Focus



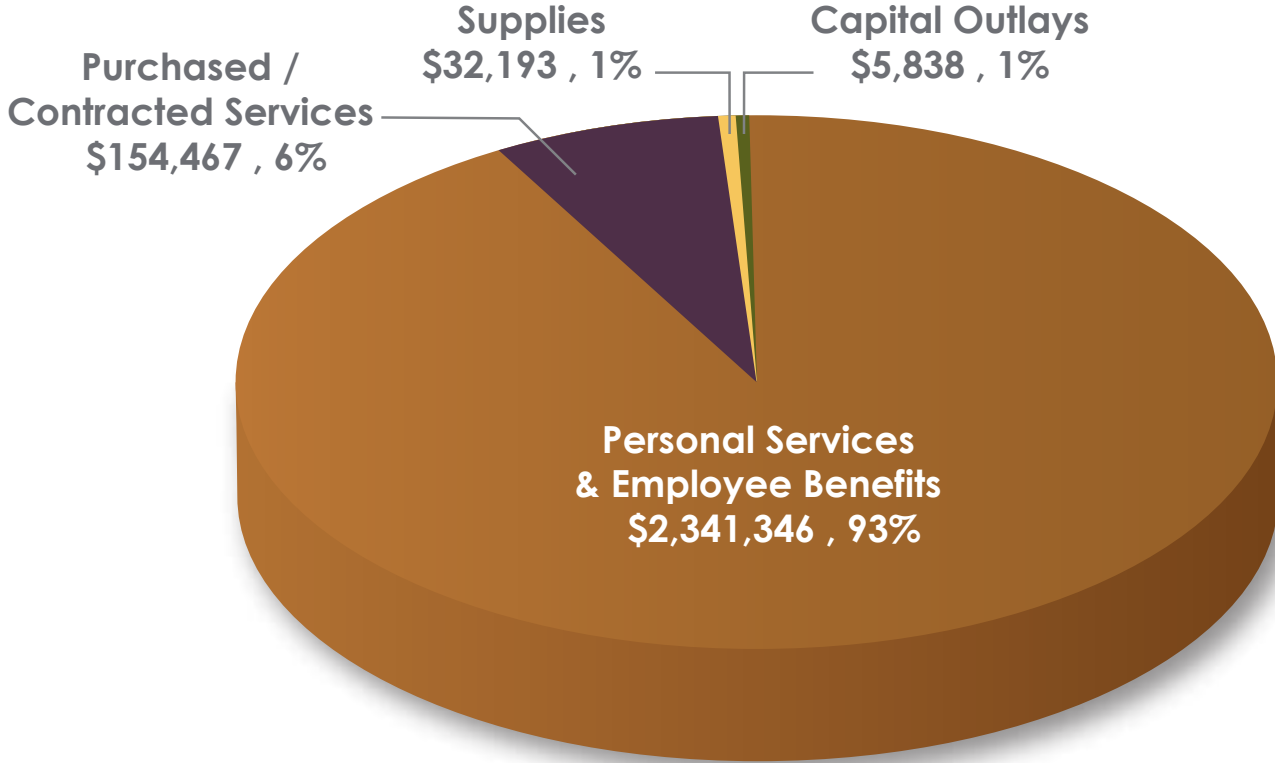
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COMMUNITY DEVELOPMENT

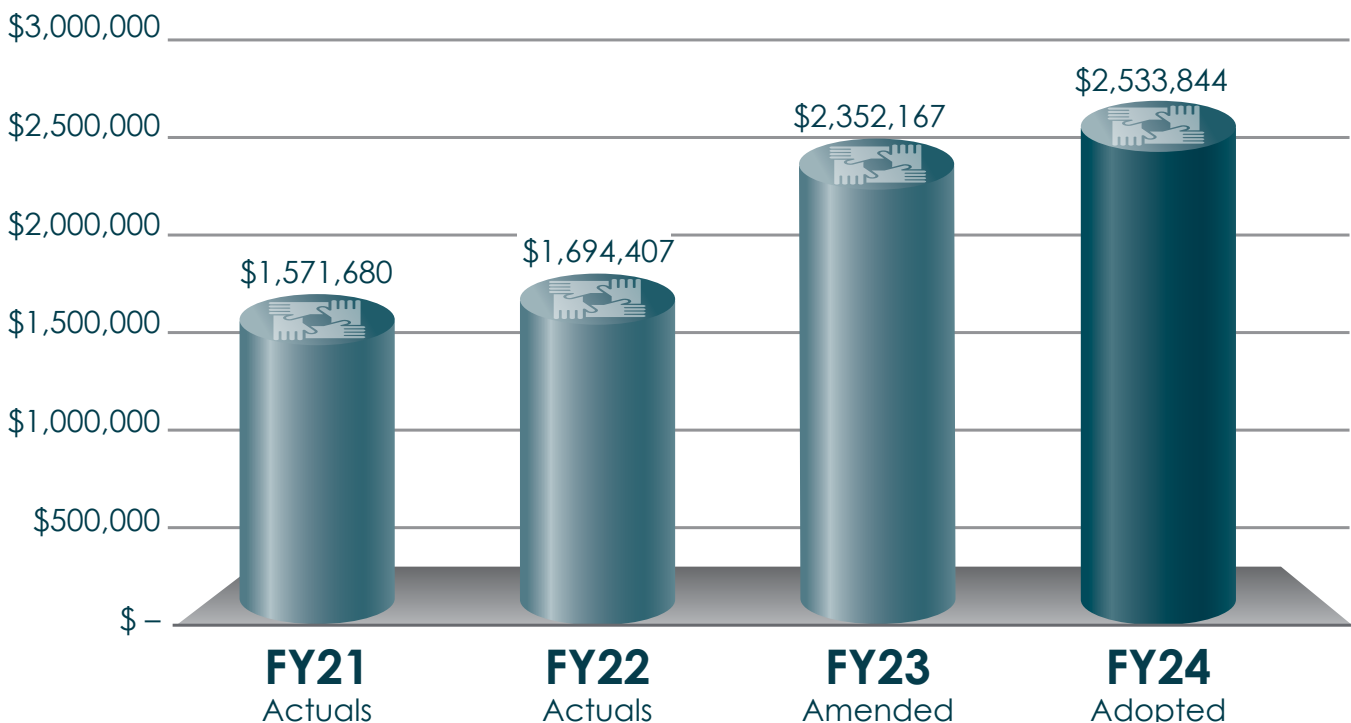
FY24 Expenditures by Fund:

General Fund	\$2,533,844
M&O Initiatives	\$6,500
Capital Projects Fund	\$58,222
Capital Initiatives	\$45,000

FY24 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Community Development General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ 957,049	\$ 1,148,292	\$ 1,460,027	\$ 1,686,347	\$ 226,320	15.5
Employee Benefits	350,591	416,898	611,691	654,999	43,308	7.1
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 1,307,639	\$ 1,565,190	\$ 2,071,718	\$ 2,341,346	\$ 269,628	13.0
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 184,972	\$ 39,898	\$ 108,960	\$ 1,155	\$ (107,805)	(98.9)
Vehicle Repair & Maintenance	4,145	6,189	5,000	5,250	250	5.0
Communications	5,940	9,005	10,200	10,710	510	5.0
Postage	10	63	500	525	25	5.0
Advertising	5,012	4,231	9,250	11,713	2,463	26.6
Printing	3,637	2,526	5,500	5,775	275	5.0
Travel	-	403	7,400	9,878	2,478	33.5
Dues & Fees	4,018	4,472	18,889	20,937	2,048	10.8
Education & Training	788	6,437	20,618	24,141	3,523	17.1
Maintenance Contracts	35,426	38,800	42,482	64,383	21,901	51.6
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 243,947	\$ 112,026	\$ 228,799	\$ 154,467	\$ (74,332)	(32.5)
SUPPLIES						
General Supplies	\$ 3,272	\$ 1,879	\$ 3,000	\$ 5,940	\$ 2,940	98.0
Gasoline/Diesel	3,317	8,113	17,400	18,375	975	5.6
Food & Meals	896	1,080	4,800	2,365	(2,435)	(50.7)
Books & Periodicals	-	118	1,500	1,575	75	5.0
Uniforms	1,549	3,729	4,750	3,938	(812)	(17.1)
TOTAL SUPPLIES	\$ 9,034	\$ 14,919	\$ 31,450	\$ 32,193	\$ 743	2.4
CAPITAL OUTLAYS						
Furniture & Fixtures	\$ -	\$ 817	\$ -	\$ -	\$ -	-
Machinery & Equipment	9,259	1,454	20,200	5,838	(14,362)	(71.1)
TOTAL CAPITAL OUTLAYS	\$ 9,259	\$ 2,272	\$ 20,200	\$ 5,838	\$ (14,362)	(71.1)
OTHER COSTS						
Payments To Others	\$ 1,800	\$ -	\$ -	\$ -	\$ -	-
TOTAL OTHER COSTS	\$ 1,800	\$ -	\$ -	\$ -	\$ -	-
TOTAL COMMUNITY DEVELOPMENT	\$ 1,571,680	\$ 1,694,407	\$ 2,352,167	\$ 2,533,844	\$ 181,677	7.7

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The variance in Salaries & Wages reflects a fully staffed department in FY24 (vacancies in FY23 were accounted for in Professional Fees through a transfer of funds from Salaries & Wages). Additionally, the City has decided to fully fund the Development Engineer position in the Community Development department in FY 2024 (previously this position was split 70/30 between Community Development and Public Works). This variance also includes the requested 4.7% market adjust to salaries.
- The decrease in Professional Fees is related to filling all positions in-house thereby no longer requiring a budget for contracted services.
- The increase in Maintenance Contracts includes support hours for system set-up and training with the department's permit tracking software host.
- The decrease in Machinery & Equipment is related to the decision to budget for computer refresh as a capital expenses in the Information Services department beginning in FY 2024.

OTHER ADMINISTRATIVE 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 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ -	\$ -	\$ 11,506	\$ -	\$ (11,506)	(100.0)
Postage	7,500	7,558	8,500	8,500	-	-
Dues & Fees	4,485	1,754	3,000	1,460	(1,540)	(51.3)
Maintenance Contracts	3,775	2,379	5,343	7,894	2,551	47.7
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 15,760	\$ 11,691	\$ 28,349	\$ 17,854	\$ (10,495)	(37.0)
SUPPLIES						
General Supplies	\$ 29,783	\$ 33,931	\$ 47,500	\$ 27,450	\$ (20,050)	(42.2)
Food & Meals	-	86	-	-	-	-
TOTAL SUPPLIES	\$ 29,783	\$ 34,017	\$ 47,500	\$ 27,450	\$ (20,050)	(42.2)
CAPITAL OUTLAYS						
Machinery & Equipment	\$ 3,486	\$ -	\$ -	\$ -	\$ -	-
TOTAL CAPITAL OUTLAYS	\$ 3,486	\$ -	\$ -	\$ -	\$ -	-
TOTAL GENERAL ADMINISTRATION	\$ 49,029	\$ 45,708	\$ 75,849	\$ 45,304	\$ (30,545)	(40.3)

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The decrease in Professional Fees is related to the one-time set-up expenses associated with the City's updated government administration policy manual that will not recur in FY 2024.
- The decrease in General Supplies is related to the decision to transition to a managed print services model that staff is researching (corresponding increases to Machinery & Equipment will be seen in the Information Services department).

Legal

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

Legal General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ 260,927	\$ 417,092	\$ 565,000	\$ 460,000	\$ (105,000)	(18.6)
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 260,927	\$ 417,092	\$ 565,000	\$ 460,000	\$ (105,000)	(18.6)
TOTAL LEGAL	\$ 260,927	\$ 417,092	\$ 565,000	\$ 460,000	\$ (105,000)	(18.6)

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The decrease recognized is related to the higher than anticipated costs associated with legal expenses in FY 2023.

Risk Management

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

Risk Management General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Insurance	\$ 255,837	\$ 306,617	\$ 342,645	\$ 359,154	\$ 16,509	4.8
TOTAL PURCHASED/CONTRACTED SERVICES	\$ 255,837	\$ 306,617	\$ 342,645	\$ 359,154	\$ 16,509	4.8
OTHER COSTS						
Payment To Others	\$ 291	\$ 950	\$ -	\$ -	\$ -	-
TOTAL OTHER COSTS	\$ 291	\$ 950	\$ -	\$ -	\$ -	-
TOTAL RISK MANAGEMENT	\$ 256,128	\$ 307,567	\$ 342,645	\$ 359,154	\$ 16,509	4.8

Note: The FY 2023 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 2024, the City projects a 4.8% increase overall in Risk Management from FY 2023 to FY 2024.

Other Costs/Financing Uses

Accounts for contingencies and interfund transfers out to other funds.

Other Costs/Financing Uses General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
OTHER COSTS						
Contingencies / Unallocated	\$ -	\$ -	\$ -	\$ 327,207	\$ 327,207	-
TOTAL OTHER COSTS	\$ -	\$ -	\$ -	\$ 327,207	\$ 327,207	-
OTHER FINANCING USES						
Interfund Transfers Out						
To Capital Projects Fund	\$ 13,655,033	\$ 21,852,185	\$ 12,840,456	\$ 7,954,963	\$ (4,885,493)	(38.0)
To Capital Grant Fund	-	-	6,000	-	(6,000)	(100.0)
To Revenue Bond Fund	1,650,026	1,650,526	1,649,025	1,650,400	1,375	0.1
To Special Events Fund	-	49,824	-	-	-	-
To Confiscated Assets Fund	-	-	180,000	-	(180,000)	(100.0)
TOTAL OTHER FINANCING USES	\$ 15,305,059	\$ 23,552,535	\$ 14,675,481	\$ 9,605,363	\$ (5,070,118)	(34.5)
TOTAL OTHER COSTS/FINANCING USES	\$ 15,305,059	\$ 23,552,535	\$ 14,675,481	\$ 9,932,570	\$ (4,742,911)	(32.3)

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 2024 as fund balance beyond the City's required reserves was transferred to the Capital Projects Fund in FY 2023.

Elections

Accounts for the costs associated with the City's municipal elections.

Elections General Fund Expenditures

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	\$ -	\$ -	\$ 13,875	\$ 31,144	\$ 17,269	124.5
Employee Benefits	-	-	721	1,497	776	107.7
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ -	\$ -	\$ 14,596	\$ 32,641	\$ 18,045	123.6
PURCHASED/CONTRACTED SERVICES						
Professional Fees	\$ -	\$ -	\$ 16,667	\$ 8,333	\$ (8,334)	(50.0)
Postage	-	-	229	-	(229)	(100.0)
Advertising	-	-	1,500	-	(1,500)	(100.0)
Printing	-	-	3,747	3,603	(144)	(3.9)
TOTAL PURCHASED/CONTRACTED SERVICES	\$ -	\$ -	\$ 22,143	\$ 11,936	\$ (10,207)	(46.1)
SUPPLIES						
General Supplies	\$ -	\$ -	\$ 15,435	\$ 5,049	\$ (10,386)	(67.3)
TOTAL SUPPLIES	\$ -	\$ -	\$ 15,435	\$ 5,529	\$ (9,906)	(64.2)
TOTAL CITY MANAGER	\$ -	\$ -	\$ 52,174	\$ 50,106	\$ (2,068)	(4.0)

Note: The FY 2023 Amended Budget reflects amendments pending approval of Mayor and Council.

Notable Variances Explained

- The Elections department was established in FY 2023 when the Mayor and Council approved a resolution allowing the City to run its own municipal elections. Initial start-up costs for professional fees and equipment are one-time expenses in FY 2023 that will not recur in FY 2024, and the City will incur the majority of the poll worker/manager expenses in FY 2024 during the first city-run election in November 2023.
- Election related costs prior to FY 2023 were booked in the City Clerk department as Professional Fees. Costs were \$155,039 in FY 2022.

Maintenance & Operating (M & O) Initiatives Summary

Initiative	FY 2024 Proposed	FY 2025 Impact	FY 2026 Impact	FY 2027 Impact	FY 2028 Impact
MULTI-DEPARTMENTAL					
Retiree Health Benefit	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Performance Management System	253,894	250,000	250,000	250,000	250,000
TOTAL MULTI-DEPARTMENTAL	\$ 453,894	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000
MUNICIPAL COURT					
Court Administrative Assistant (IGA position)	\$ 29,200	\$ 30,368	\$ 31,582	\$ 32,845	\$ 34,158
TOTAL MUNICIPAL COURT	\$ 29,200	\$ 30,368	\$ 31,582	\$ 32,845	\$ 34,158
POLICE					
Community Outreach/School Liaison Officer (1 FTE)	\$ 111,008	\$ 96,676	\$ 100,543	\$ 104,565	\$ 108,748
Sergeants (2 FTEs)	269,320	242,549	252,251	262,341	272,834
Tethered Unmanned Aircraft System	36,245	3,300	3,300	3,300	3,300
TOTAL POLICE	\$ 416,573	\$ 342,525	\$ 356,094	\$ 370,206	\$ 384,882
PUBLIC WORKS					
Recycling and Solid Waste Management Plan	\$ 35,000	\$ -	\$ -	\$ -	\$ -
TOTAL PUBLIC WORKS	\$ 35,000	\$ -	\$ -	\$ -	\$ -
COMMUNITY DEVELOPMENT					
Software-Commercial Real Estate Availability	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
TOTAL COMMUNITY DEVELOPMENT	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
M & O INITIATIVES TOTAL	\$ 941,167	\$ 829,393	\$ 844,176	\$ 859,551	\$ 875,540



CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Multi Departmental

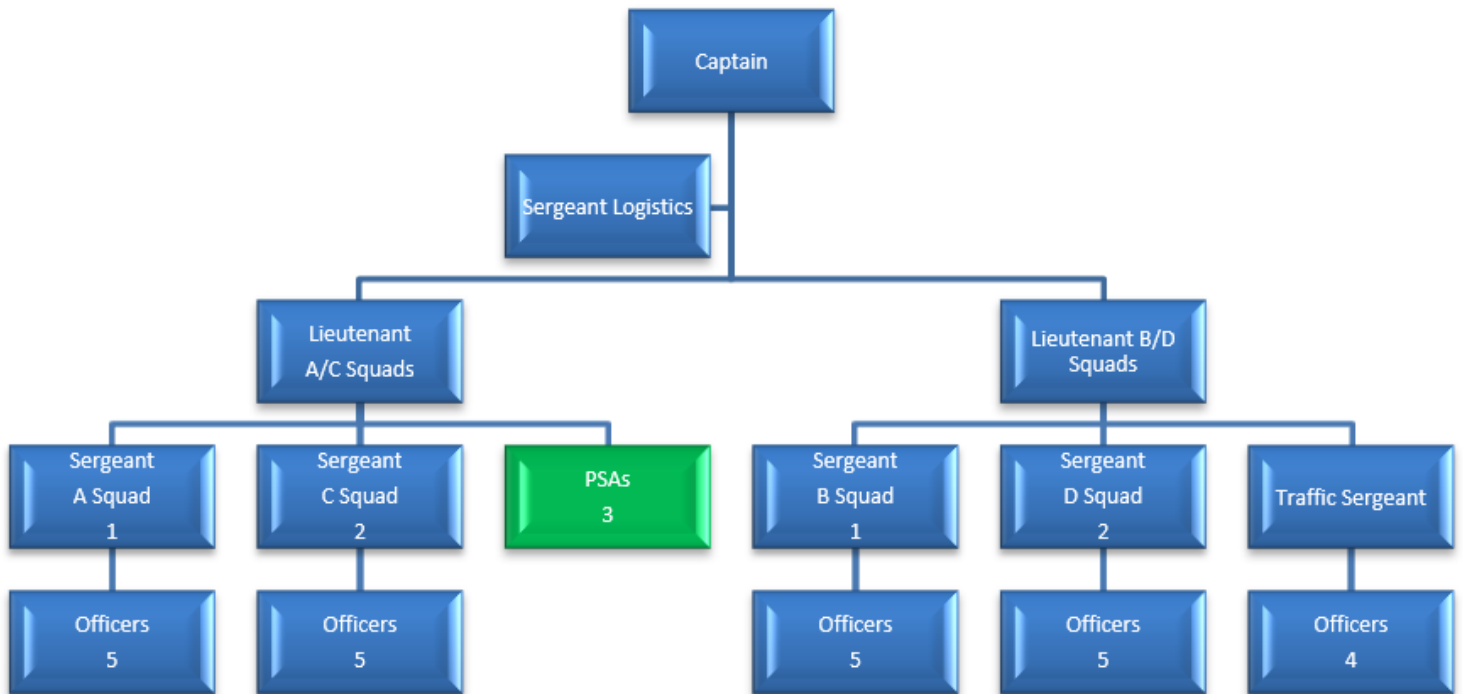
Performance Management System

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:		
Strategic Priority:	Sustainability and Resiliency	ACCOUNT DESCRIPTION	BUDGET REQUEST	
Strategic Action Item/Goal:	Diverse, Engaged, Healthy Workforce			
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	253,894	
<p>A committee consisting of employees from various departments across the city was formed and tasked with developing a new performance management system based on best practices and is designed to motivate and engage employees and incentive optimum performance. The new system was presented to mayor and council on July 24, 2023 and was ultimately approved. The components of the new system include developmental aspects as well as evaluation tools. Also included is a combination approach for the merit incentive that mixes one-time merit incentive payments with an annual market adjustment. The merit incentive is structured in tiers based on performance level as well as responsibility level. The market adjustment is based on the Employment Cost Index published by the U.S. Bureau of Labor Statistics for the quarter ending in March. Every other year, we will perform a compensation study to ensure we remain competitive with our surrounding jurisdictions.</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>The performance evaluation itself will be a measurement tool that gauges the level of performance for employees, We will also be surveying the employees on the effectiveness of the system.</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>There will be an annual fiscal impact of the merit incentive that is reflected in the forecasted numbers below. The market adjustment component is already projected in the 5-year budget figures since it is a continuation of our current practice. The only change to the market adjustment is tying it to the ECI report for the quarter ending in March of each year.</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	-			
		TOTAL	253,894	
		Salary/Benefits	253,894	
		Maintenance & Operating	-	
Impact on Future Operating Budgets	FY 2025	FY 2026	FY 2027	FY 2028
Increases Operating Costs	250,000	250,000	250,000	250,000
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	250,000	250,000	250,000	250,000

Notes:



Current Patrol Organizational Structure:



CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Police

Tethered Unmanned Aircraft System

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:		
Strategic Priority:	Sustainability and Resiliency	ACCOUNT DESCRIPTION	BUDGET REQUEST	
Strategic Action Item/Goal:	Critical Event Preparedness			
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-	
<p>The MPD requests to acquire a FOTOKITE tethered UAS for the purpose of sustained deployment during critical events, search and rescue and large public gatherings. This acquisition would allow for unlimited flight time during regardless of weather conditions and enhance the ability of the MPD to monitor both critical and commercial events without FAA approval and pilot certification. This UAS can be flown with minimal training, set up and operational in less than one minute and can be flown and operated by anyone regardless of FAA regulations.</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>The measurements that can be utilized to gauge the performance will be based on number of deployments, success of deployments and situations the UAS can be utilized for.</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>Future impact will be solely related to storage of video clips in the Axon Air cloud based system. This may be declined after the second year of operation and video footage can be stored via other means in a secured cloud system.</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	36,245			
			-	
			-	
			-	
		TOTAL	36,245	
		Salary/Benefits	-	
		Maintenance & Operating	36,245	
Impact on Future Operating Budgets	FY 2025	FY 2026	FY 2027	FY 2028
Increases Operating Costs	3,300	3,300	3,300	3,300
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	3,300	3,300	3,300	3,300

Notes:

* The cost of Axon Air (\$3,300) is included in the initial purchase cost of \$36,245 as is training and annual service and support. Annual service and support can be declined in years 2-5. The following link will provide specs and video demonstration of the capabilities of the FOTOKITE tethered thermal UAS: <https://fotokite.com/situational-awareness-system/>



CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Public Works

Recycling and Solid Waste Management Plan

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:		
Strategic Priority:	Sustainability and Resiliency	ACCOUNT DESCRIPTION	BUDGET REQUEST	
Strategic Action Item/Goal:	Environmental Sustainability			
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-	
The City's only existing Solid Waste Management Plan was adopted in 2009 and included a ten-year planning period of 2008-2018. An updated plan is intended to account for changes in population, landfill capacity, land use, and utilization and demand for recycling infrastructure; and should highlight residential solid waste collections. Consultant support is needed for data analysis related to utilization and demand. Additionally, funding for this initiative may include consultation from regional partnerships and recycling program expertise such as Live Thrive's CHaRM. This plan may also explore the feasibility of a compost, organic, and farm waste program.		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	35,000	
Metrics and measurements should be obtained during the planning process and may include various aspects of municipal solid waste data. Performance measures that may be improved through this initiative include increased satisfaction rates of residential curbside trash services and an increased utilization of recycling services.		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	-	
None, this is a one-time consultant planning support professional service		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	-	
			-	
			-	
			-	
		TOTAL	35,000	
		Salary/Benefits	-	
		Maintenance & Operating	35,000	
Impact on Future Operating Budgets	FY 2025	FY 2026	FY 2027	FY 2028
Increases Operating Costs	-	-	-	-
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	-	-	-	-

Notes:



CITY OF MILTON
MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Community Development

Software for Commercial Real Estate Availability

Supportive of which strategy from the Strategic Plan (required field)	Enter Funding Request by Account in the Area Below:			
Strategic Priority: Sustainability and Resiliency	ACCOUNT DESCRIPTION	BUDGET REQUEST		
Strategic Action Item/Goal: Effective Information Technology				
Brief Description of New Program/Service or Improvement of Existing Service Level:	Salary	-		
The software hosts commercial real estate listings that are beneficial for businesses looking to relocate to Milton. It has the capability to provide complete and accurate commercial real estate data such as information on available business spaces in the City. This feature will be integrated to our website as an essential platform for those who seek to open a business in Milton.	Benefits	-		
	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		-		
Machinery		-		
Vehicles		-		
Furniture/Fixtures		-		
Computer Software		6,500		
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).		-		
		-		
No fiscal impact known at this time until we have selected the software vendor.		-		
		-		
	TOTAL	6,500		
	Salary/Benefits	-		
	Maintenance & Operating	6,500		
Impact on Future Operating Budgets	FY 2025	FY 2026	FY 2027	FY 2028
Increases Operating Costs	6,500	6,500	6,500	6,500
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	6,500	6,500	6,500	6,500

Notes:
 If approved, we will seek 3 competitive bids to ensure we find the most qualified and experienced vendors in the industry at a fair price.



FIVE-YEAR OPERATING PROJECTIONS FY24-FY28

Milton's Strategic Plan places a high priority on the City government's long-term financial sustainability. In fact, Goal #1 under Strategic Priority #1 states this early and clearly: "Ensure Milton's long-term Financial Sustainability". Additionally, Milton's newly implemented balanced scorecard for performance management places emphasis on financial sustainability as one of the four perspectives of focus for all strategic priorities (please see p. 33 for additional information on the City's Performance Measurement program).

One of the outcome measures under the long-term financial sustainability 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" released publicly historically had been for one year at a time. Internally, meanwhile, staff kept a multi-year operating forecast for planning purposes. FY 2022 was the first year that this five-year plan was fully developed and included as part of Milton's Budget Book. This year, the City once again is incorporating a five-year plan as part of its process including revenue and expenditure assumptions as well as a comparison to the prior year's published projections.

Together with the seven-year Capital Improvement Plan (CIP), the five-year operating projections will provide Milton's City Council – as well as citizens and other stakeholders – a clear understanding of anticipated revenues and expenditures under the current economic conditions, community circumstances, and guidance provided by Council for project timelines that have operating impacts.

Leading up to the creation of this year's five-year operating projections and seven-year capital improvement plan, staff engaged Council in eight additional budget input and feedback meetings. Topics covered included: phasing of existing capital projects, discussion on strategic and comprehensive planning initiatives, overview of projected revenues and expenditures for the upcoming five years, and new initiatives proposed by staff which align with carrying out Strategic Plan 2021-2025. These conversations informed the final draft of both planning forecasts and provided additional opportunity for Council, Board/Committee, Citizen, and stakeholder feedback.

REVENUE ASSUMPTIONS AND UPDATED FORECASTS/PROJECTIONS EXPLAINED

City staff analyzed trends based on historic actuals as well as current year projections to forecast operating revenues for four years beyond the FY 2024 proposed revenues outlined in "Revenue Detail" section and further explained in the "Major Revenues - 10-year History" section of this Budget Book.

In addition, consideration was given to how commercial and residential development in Milton may impact property taxes, occupational taxes, related permitting, and licensing.

Property tax revenue anticipations have been updated based on the 2023 tax digest figures as well as Council's decision to reduce the maintenance & operating millage rate from 4.469 mills to 4.389 mills for tax year 2023. (Revenues for the 2023 tax year will be recognized in FY24.) Digest growth projections were calculated using a four-year average of changes recognized from tax year 2020-2023 and staff used the adopted millage rate of 4.389 for forecasting purposes. Property tax revenues and millage rates will be reviewed annually and changes to the forecast will be made based on actual digest figures and the final Council adopted millage rate each year.

Milton participated in local option sales tax distribution negotiations with Fulton County and the other municipalities within Fulton County in the Fall of 2022. The agreed upon distributions that came out of these conversations have been reflected in this updated five-year forecast. This five-year forecast also includes an adjustment based on recent collection trends which have come in higher than originally anticipated.



Other revenue categories that have been appreciably adjusted, throughout this five-year forecast, to reflect recent collection trends include: title ad valorem tax, intangible tax, local option sales tax, insurance premium tax, building permits, and interest earnings.

Title ad valorem tax – This revenue source has been adjusted in FY 2024 based on recent collections and includes a projected 1% growth annually into FY 2028.

Intangible tax – The City has recognized a period of increased revenue collections related to intangible taxes from FY 2020-FY 2022 which has dropped significantly in FY 2023. As such, the forecast has been reduced accordingly in FY 2024 and the additional four-year projections show this staying flat for FY 2025 and then increasing by 1% annually. When a more permanent pattern can be discerned, this forecast will be updated accordingly.

Local option sales tax – Projections for this revenue source have been adjusted based on recent growth in collections and includes a conservative growth rate of 3% annually based on pre-pandemic trends.

Insurance premium tax – This revenue source has been growing, as have insurance premium costs across the state, for some time. Staff has projected a \$750,000 change from the original FY 2024 forecast that was published last year and has a conservative placeholder of a 2% increase annually to see how revenue collections come in over the next year as a settling of this growth is anticipated.

Building permits – Community Development staff have reviewed permit revenue trends as well as current open projects and potential future development in order to update the five-year revenue forecast figures. Significant changes have been made to the projections in FY 2026 and FY 2027 based on the information gathered.

Interest earnings – Interest rate increases in response to recent inflation, paired with the investment of additional idle funds, have yielded a significant change in expectations for this revenue source across the five-year forecast. Milton's pay-as-you-go method of funding capital projects has yielded a higher than anticipated amount of idle funds as some projects have not yet reached the construction phase when these dollars would be needed on-hand to pay for related work. Until those phases are underway, staff will continue to invest these idle funds with the resulting increased expectation for investment income being based on a conservative average return of 3% across the five-year period.

Staff continue to monitor revenue trends periodically throughout the year and adjustments to this five-year plan will be published to the public in the budget book annually.

EXPENDITURE ASSUMPTIONS AND UPDATED FORECASTS/PROJECTIONS EXPLAINED

The City of Milton's largest operating expenditure category in FY 2024 is personal services and employee benefits at approximately 51% of all General Fund budgeted expenditures including other financing sources. A recent market analysis has shown significant growth in wages for public sector employees across North Fulton and surrounding areas. Milton's compensation philosophy is to maintain a competitive pay structure for the purposes of recruiting and retaining an effective and efficient workforce. With this in mind, along with a Council request to consider a program focused on incentivizing optimum performance, staff has proposed a new performance management system coming into FY 2024.

The new performance management program has two components: systematic/researched annual market adjustments to salaries and merit incentives based on employee performance throughout the given year. This new program also ties back to Strategic Priority #1, Goal #6: Diverse, Engaged, Healthy Workforce, of which part of objective #4 is to attract and retain a first-rate workforce.

Market adjustments to salaries in even fiscal years will be based on the U.S. Bureau of Labor Statistics Employment Cost Index (ECI) state and local government wages and salaries figures that are reported in March. Odd fiscal year market adjustments will be based on a comprehensive wage study comparing Milton to nearby jurisdictions. Salaries & Wages for FY 2024 include a

requested 4.7% market adjustment across the board based on the ECI figures from March 2023 and an average 5% placeholder has been utilized as a placeholder throughout FY 2028. The City understands this forecast does not guarantee such an annual increase and this figure will be adjusted annually based on the program explained above including Council approval annually.

Employee benefits make up 27% of the Personal Services & Employee Benefits category in FY 2024 and have a 4% annual multiplier built into the five-year plan. This figure will also be updated annually based on insurance negotiations. In FY 2024, staff is proposing a new retiree health benefit that has a placeholder of \$200,000 annually as additional information is gathered from an actuary to present final plan cost projections to Council for consideration.

This five-year forecast includes all operating impact projections listed in the new operating and capital initiatives sections of this budget book as well as those from the seven-year capital improvement plan. Of these projections, there are staffing costs including salaries and benefits for the new West Side Fire Station (Station 45), which has been moved to FY 2025 based on the anticipated construction timeline. Staffing will be for twelve (12) additional employees: three (3) Captains, three (3) Fire Apparatus Operators, and six (6) Firefighters including paramedic and advanced EMT certification incentive pay throughout the ranks as well as associated employee benefits. The associated maintenance, utility, and equipment costs for the opening of this facility have also been incorporated into this five-year plan beginning in FY 2025.

The timeline for bringing a new active athletic complex online has been updated to FY 2026. Parks and Recreation has included estimated staffing and operating costs beginning in FY 2026. These figures will be adjusted based on Council approval of the final design/scope of the project.

As Milton sought out ways to save on administering elections, the decision was made to run local municipal elections in-house beginning in FY 2024 (November 2023). A budget amendment was approved in FY 2023 to create a new Elections Department and this five-year forecast includes anticipated costs to staff early and day-of voting as well as other anticipated equipment and supply costs during election years as well as the costs to prepare in off-cycle years.

Other notable changes from the FY23-FY27 projections include adjustments to the operating transfer out to the Capital Projects Fund based on project phasing and scope updates to the seven-year Capital Improvement Plan approved by Council during the newly implemented input and feedback sessions. Information Services, under the leadership of an in-house Director for the first time, has brought forth planning for equipment funding and system upgrades that are reflected in this plan and have altered the five-year forecast accordingly as has the FY 2024 new initiatives for staffing in the Police Department which have been allocated across impacted expenditure categories in this plan.

Staff has included additional funding in contingency for FY 2026 – FY 2028 related to potential unforeseen initiatives as the plan years reach beyond the two-year timeframe.

Milton's budget forecast is conservative based on requirements in the City's Code of Ordinances. Historically revenues have exceeded appropriations and expenditures have come in under budget which ensures compliance with the required reserve policy set forth in the Codes. The City's policies also clearly guide the ability of when and how these funds may be utilized. Historically, Milton has adhered to a sound fiscal practice of funding its capital pay-as-you-go program with any annual fund balance that exceeds the required reserves in the amount of 25% of the subsequent year's revenues and has plans to continue to do so in the future.

FUND BALANCE ASSUMPTIONS EXPLAINED

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 throughout this five-year plan putting the City in a good place to retain adequate reserves to meet the required minimum balance.

General Fund Continuing Operations Five-Year Projections

	FY 2024 Adopted Budget	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
REVENUES					
Taxes					
Property Taxes	\$ 20,011,734	\$ 21,228,805	\$ 22,537,974	\$ 23,927,333	\$ 25,419,927
Sales & Use Taxes	13,970,956	14,390,077	14,821,772	15,266,418	15,724,403
Business & Other Taxes	4,434,520	4,538,469	4,645,176	4,727,183	4,810,739
Licenses & Permits	1,554,174	1,666,288	1,843,443	2,041,182	2,261,949
Intergovernmental Revenues	5,000	5,000	5,000	5,000	5,000
Charges for Services	524,274	553,503	569,423	583,826	729,123
Fines & Forfeitures	650,000	650,000	650,000	650,000	650,000
Investment Income	1,385,709	1,135,240	1,034,557	1,033,779	1,132,914
Miscellaneous Revenue	241,298	260,005	268,673	273,281	278,040
<i>subtotal</i>	\$ 42,777,665	\$ 44,427,386	\$ 46,376,017	\$ 48,508,002	\$ 51,012,095
Other Financing Sources					
Proceeds From Sale Of Assets	\$ 20,600	\$ 21,218	\$ 121,855	\$ 50,000	\$ 50,000
Interfund Transfers In	45,500	45,500	-	-	-
<i>subtotal</i>	\$ 66,100	\$ 66,718	\$ 121,855	\$ 50,000	\$ 50,000
TOTAL REVENUES	\$ 42,843,765	\$ 44,494,104	\$ 46,497,871	\$ 48,558,002	\$ 51,062,095
EXPENDITURES (by Department)					
Mayor & Council	\$ 214,086	\$ 214,456	\$ 214,847	\$ 215,250	\$ 215,664
City Clerk	189,238	191,236	198,647	206,398	214,486
City Manager	958,995	977,220	1,040,007	1,061,837	1,129,949
Elections	50,106	4,470	42,901	4,336	45,035
General Administration	45,304	46,358	47,151	47,967	48,805
Finance	899,009	936,603	975,850	1,016,824	1,059,601
Legal	460,000	478,400	497,536	517,437	538,135
Information Services	1,982,709	1,957,407	2,142,728	2,122,896	2,205,590
Human Resources	605,710	566,175	596,081	587,215	608,283
Risk Management	359,154	378,520	397,161	413,047	429,569
General Government Buildings	311,653	310,659	321,015	331,738	341,690
Communications	495,931	541,254	528,112	550,838	568,392
Municipal Court	479,464	496,736	515,915	535,698	561,541
Police	7,863,616	7,920,651	8,232,535	8,568,253	8,992,875
Fire	9,710,038	11,573,075	11,792,875	12,278,432	12,581,004
Public Works	3,244,493	3,369,591	3,490,599	3,610,240	3,799,023
Parks & Recreation (Active)	2,036,615	2,389,874	2,826,075	3,060,635	3,155,713
Passive Parks/Greenspace	226,633	218,308	225,433	232,802	239,726
Community Development	2,587,955	2,753,344	2,871,145	2,994,577	3,146,967
Contingency	327,207	353,243	571,566	686,564	701,821
<i>subtotal</i>	\$ 33,047,916	\$ 35,677,581	\$ 37,528,179	\$ 39,042,985	\$ 40,583,871
Other Financing Uses					
Interfund Transfers Out	\$ 9,605,363	\$ 8,613,641	\$ 8,596,166	\$ 8,982,732	\$ 9,831,427
<i>subtotal</i>	\$ 9,605,363	\$ 8,613,641	\$ 8,596,166	\$ 8,982,732	\$ 9,831,427
TOTAL EXPENDITURES	\$ 42,653,279	\$ 44,291,221	\$ 46,124,345	\$ 48,025,717	\$ 50,415,297
Total Revenues Over/(Under)					
Expenditures	\$ 190,486	\$ 202,883	\$ 373,527	\$ 532,285	\$ 646,798
Beginning Fund Balance	10,930,376	11,120,863	11,323,746	11,697,272	12,229,557
ENDING FUND BALANCE	\$ 11,120,863	\$ 11,323,746	\$ 11,697,272	\$ 12,229,557	\$ 12,876,355

Note: The FY 2024 M&O initiatives have been allocated across the applicable departments/categories throughout the five-year period for forecasting purposes. Departments have also forecasted new staffing and maintenance costs associated with Fire Station 45 beginning in FY25 and a new athletic complex beginning in FY26. Please see the detailed operating forecast narrative for additional information.

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 or to cover unforeseen circumstances.



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

	FY 2024 Adopted Budget	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected
PERSONAL SERVICES & EMPLOYEE BENEFITS					
Salaries & Wages	\$ 16,488,441	\$ 18,121,240	\$ 19,252,387	\$ 20,113,342	\$ 20,830,777
Employee Benefits	6,143,569	6,651,503	6,918,052	7,218,056	7,340,431
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	\$ 22,632,010	\$ 24,772,743	\$ 26,170,439	\$ 27,331,398	\$ 28,171,208
MAINTENANCE & OPERATIONS					
Professional Services	\$ 1,391,272	\$ 1,392,148	\$ 1,442,373	\$ 1,429,768	\$ 1,535,046
Property Services	1,770,800	2,081,304	2,164,797	2,293,147	2,379,468
Other Purchased Services	4,537,485	4,607,524	4,764,059	4,933,409	5,233,316
Supplies	614,830	801,752	650,796	660,428	711,208
Utilities	763,719	832,579	860,652	888,488	916,231
Fuel	238,442	233,986	237,688	248,566	256,565
Capital Outlay	764,751	592,400	655,910	560,317	668,108
Other Costs	7,400	9,900	9,900	10,900	10,900
TOTAL MAINTENANCE & OPERATIONS	\$ 10,088,699	\$ 10,551,594	\$ 10,786,175	\$ 11,025,023	\$ 11,710,841
OTHER COSTS					
Contingency	\$ 327,207	\$ 353,243	\$ 571,566	\$ 686,564	\$ 701,821
TOTAL OTHER COSTS	\$ 327,207	\$ 353,243	\$ 571,566	\$ 686,564	\$ 701,821
OTHER FINANCING USES					
Interfund Transfers Out					
To Capital Projects Fund	\$ 7,954,963	\$ 6,939,115	\$ 6,919,890	\$ 7,307,206	\$ 8,154,276
To Revenue Bond Fund	1,650,400	1,649,526	1,651,276	1,650,526	1,652,151
To Special Events Fund	-	25,000	25,000	25,000	25,000
TOTAL OTHER FINANCING USES	\$ 9,605,363	\$ 8,613,641	\$ 8,596,166	\$ 8,982,732	\$ 9,831,427
TOTAL EXPENDITURES	\$ 42,653,279	\$ 44,291,221	\$ 46,124,345	\$ 48,025,717	\$ 50,415,297





SPECIAL REVENUE FUNDS

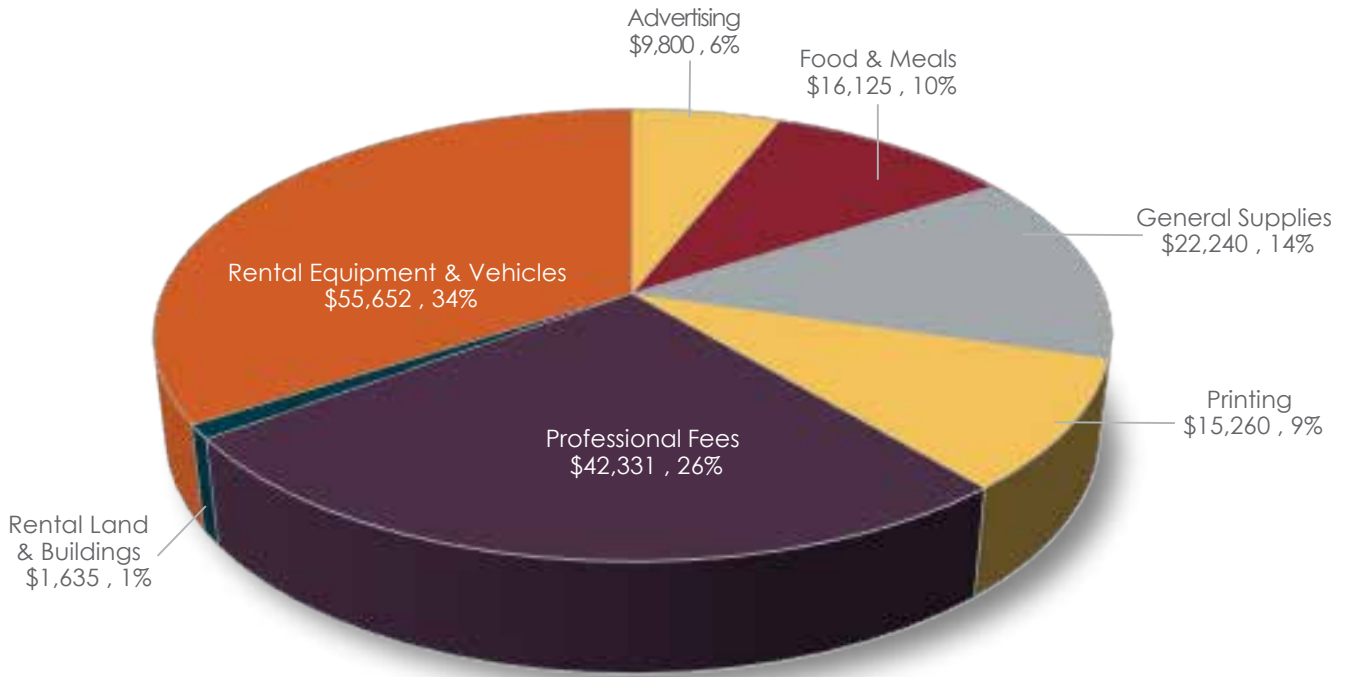
Special Events Fund Budget Summary

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
REVENUES						
Charges for Services	\$ 2,880	\$ 24,395	\$ 19,215	\$ 20,000	\$ 785	4.1
Investment Income	7	9	-	-	-	-
Contributions & Donations	492	4,253	7,500	6,500	(1,000)	(13.3)
Miscellaneous Revenue	-	625	2,500	2,500	-	-
<i>subtotal</i>	\$ 3,379	\$ 29,283	\$ 29,215	\$ 29,000	\$ (215)	(0.7)
Other Financing Sources						
Interfund Transfers In	\$ 36,168	\$ 105,671	\$ 65,000	\$ 67,000	2,000	3.1
<i>subtotal</i>	\$ 36,168	\$ 105,671	\$ 65,000	\$ 67,000	\$ 2,000	3.1
TOTAL REVENUES	\$ 39,547	\$ 134,953	\$ 94,215	\$ 96,000	\$ 1,785	1.9
EXPENDITURES (by Department)						
Community Outreach & Engagement	\$ 28,617	\$ 103,288	\$ 137,561	\$ 163,043	\$ 25,482	18.5
TOTAL EXPENDITURES	\$ 28,617	\$ 103,288	\$ 137,561	\$ 163,043	\$ 25,482	18.5
Total Revenues Over/(Under) Expenditures	\$ 10,930	\$ 31,665	\$ (43,346)	\$ (67,043)		
Beginning Fund Balance	67,794	78,724	110,389	67,043		
ENDING FUND BALANCE	\$ 78,724	\$ 110,389	\$ 67,043	\$ 0		

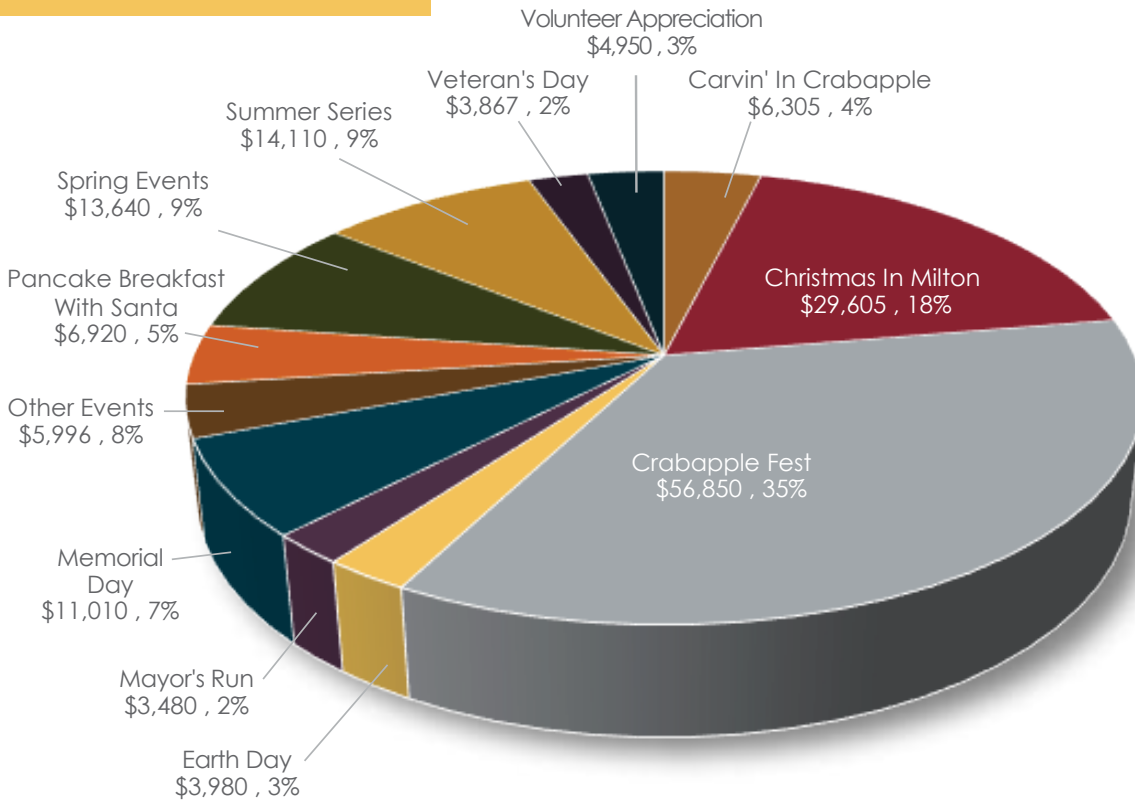


SPECIAL EVENTS

EXPENDITURES BY CATEGORY



EXPENDITURES BY EVENT



Special Events Fund Expenditures By Event

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
ARTISAN FARMER'S MARKET						
Professional Fees	\$ -	\$ 270	\$ 120	\$ 120	\$ -	-
Advertising	52	948	1,650	1,150	(500)	(30.3)
Printing	480	416	900	760	(140)	(15.6)
General Supplies	-	-	300	300	-	-
TOTAL ARTISAN FARMER'S MARKET	\$ 532	\$ 1,634	\$ 2,970	\$ 2,330	\$ (640)	(21.5)
CRABAPPLE FEST						
Professional Fees	\$ 5,058	\$ 20,634	\$ 15,075	\$ 22,000	\$ 6,925	45.9
Rental Land & Buildings	-	84	1,000	1,500	500	50.0
Rental Equipment & Vehicles	-	30,471	33,616	25,000	(8,616)	(25.6)
Advertising	1,230	20	850	2,000	1,150	135.3
Printing	-	1,668	59	2,500	2,441	4,137.3
General Supplies	468	3,354	2,850	2,850	-	-
Food & Meals	108	1,271	1,200	1,000	(200)	(16.7)
TOTAL CRABAPPLE FEST	\$ 6,863	\$ 57,502	\$ 54,650	\$ 56,850	\$ 2,200	4.0
CARVIN' IN CRABAPPLE						
Professional Fees	\$ 1,163	\$ 530	\$ 600	\$ 1,245	\$ 645	107.5
Rental Land & Buildings	-	-	-	60	60	-
Advertising	-	350	350	400	50	14.3
Printing	-	-	585	920	335	57.3
General Supplies	420	937	956	2,180	1,224	128.0
Food & Meals	-	782	1,112	1,500	388	34.9
TOTAL CARVIN' IN CRABAPPLE	\$ 1,584	\$ 2,599	\$ 3,603	\$ 6,305	\$ 2,702	75.0
VETERAN'S DAY						
Professional Fees	\$ 180	\$ 120	\$ 30	\$ 500	\$ 470	1,566.7
Rental Equipment & Vehicles	-	290	345	372	27	7.8
Advertising	700	1,157	625	750	125	20.0
Printing	-	-	-	820	820	-
General Supplies	-	25	206	300	94	45.6
Food & Meals	-	979	1,014	1,125	111	10.9
TOTAL VETERAN'S DAY	\$ 880	\$ 2,571	\$ 2,220	\$ 3,867	\$ 1,647	74.2
CHRISTMAS IN MILTON						
Professional Fees	\$ 655	\$ 1,550	\$ 3,315	\$ 4,130	\$ 815	24.6
Rental Land & Buildings	-	-	-	75	75	-
Rental Equipment & Vehicles	6,990	12,290	12,342	18,750	6,408	51.9
Advertising	-	406	350	800	450	128.6
Printing	-	480	441	1,400	959	217.5
General Supplies	410	1,095	1,774	2,050	276	15.6
Food & Meals	-	2,610	3,048	2,400	(648)	(21.3)
TOTAL CHRISTMAS IN MILTON	\$ 8,055	\$ 18,431	\$ 21,270	\$ 29,605	\$ 8,335	39.2
PANCAKE BREAKFAST WITH SANTA						
Professional Fees	\$ 560	\$ 570	\$ 825	\$ 600	\$ (225)	(27.3)
Rental Equipment & Vehicles	-	1,430	2,194	2,060	(134)	(6.1)
Advertising	350	350	350	400	50	14.3
Printing	-	622	441	800	359	81.4
General Supplies	-	632	555	560	5	0.9
Food & Meals	-	1,785	2,126	2,500	374	17.6
TOTAL PANCAKE BREAKFAST WITH SANTA	\$ 910	\$ 5,389	\$ 6,491	\$ 6,920	\$ 429	6.6
MAYOR'S RUN						
Professional Fees	\$ -	\$ -	\$ 450	\$ 180	\$ (270)	(60.0)
Rental Equipment & Vehicles	-	-	600	750	150	25.0
Advertising	-	-	550	400	(150)	(27.3)

Special Events Fund Expenditures By Event

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
Printing	-	-	1,300	1,400	100	7.7
Contract Labor	-	-	4,600	-	(4,600)	(100.0)
General Supplies	-	-	300	300	-	-
Food & Meals	-	-	375	450	75	20.0
TOTAL MAYOR'S RUN	\$ -	\$ -	\$ 8,175	\$ 3,480	\$ (4,695)	(57.4)
EARTH DAY						
Professional Fees	\$ -	\$ 1,610	\$ 2,135	\$ 2,020	\$ (115)	(5.4)
Advertising	-	-	50	400	350	700.0
Printing	-	644	660	760	100	15.2
General Supplies	-	109	636	500	(136)	(21.4)
Food & Meals	-	541	661	300	(361)	(54.6)
TOTAL EARTH DAY	\$ -	\$ 2,904	\$ 4,142	\$ 3,980	\$ (162)	(3.9)
SPRING EVENTS						
Professional Fees	\$ 720	\$ -	\$ 720	\$ 3,390	\$ 2,670	370.8
Rental Land & Buildings	-	-	548	-	(548)	(100.0)
Rental Equipment & Vehicles	-	-	-	500	500	-
Advertising	-	-	350	800	450	128.6
Printing	-	-	500	1,400	900	180.0
General Supplies	-	3,080	3,775	6,700	2,925	77.5
Food & Meals	-	706	300	850	550	183.3
TOTAL SPRING EVENTS	\$ 720	\$ 3,786	\$ 6,193	\$ 13,640	\$ 7,447	120.2
MEMORIAL DAY						
Professional Fees	\$ 330	\$ 610	\$ 1,690	\$ 2,240	\$ 550	32.5
Rental Equipment & Vehicles	-	-	4,975	5,750	775	15.6
Advertising	1,050	1,050	1,100	1,100	-	-
Printing	-	-	925	1,120	195	21.1
General Supplies	52	48	500	400	(100)	(20.0)
Food & Meals	-	618	375	400	25	6.7
TOTAL MEMORIAL DAY	\$ 1,732	\$ 2,326	\$ 9,565	\$ 11,010	\$ 1,445	15.1
SUMMER SERIES						
Professional Fees	\$ 760	\$ 570	\$ 1,730	\$ 2,900	\$ 1,170	67.6
Rental Equipment & Vehicles	-	310	1,197	2,050	853	71.3
Advertising	700	710	1,750	800	(950)	(54.3)
Printing	-	-	1,500	2,160	660	44.0
Contract Labor	-	1,245	1,100	-	(1,100)	(100.0)
General Supplies	777	620	3,600	3,300	(300)	(8.3)
Food & Meals	104	1,599	1,800	2,900	1,100	61.1
TOTAL SUMMER SERIES	\$ 2,341	\$ 5,054	\$ 12,677	\$ 14,110	\$ 1,433	11.3
VOLUNTEER APPRECIATION						
Professional Fees	\$ -	\$ 390	\$ 180	\$ 180	\$ -	-
Rental Equipment & Vehicles	-	-	240	420	180	75.0
Advertising	-	350	350	350	-	-
Printing	-	-	-	300	300	-
General Supplies	-	-	1,200	1,600	400	33.3
Food & Meals	-	-	2,100	2,100	-	-
TOTAL VOLUNTEER APPRECIATION	\$ -	\$ 740	\$ 4,070	\$ 4,950	\$ 880	21.6
OTHER EVENTS						
Professional Fees	\$ -	\$ -	\$ 720	\$ 2,826	\$ 2,106	292.5
Rental Equipment & Vehicles	-	-	90	-	(90)	(100.0)
Advertising	50	-	100	450	350	350.0
Printing	-	302	50	920	870	1,740.0
Contract Labor	4,949	-	-	-	-	-

Special Events Fund Expenditures By Event

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
General Supplies	-	50	500	1,200	700	140.0
Food & Meals	-	-	75	600	525	700.0
TOTAL OTHER EVENTS	\$ 4,999	\$ 352	\$ 1,535	\$ 5,996	\$ 4,461	290.6
TOTAL EXPENDITURES	\$ 28,617	\$ 103,288	\$ 137,561	\$ 163,043	\$ 25,482	18.5



Confiscated Assets Fund Budget Summary

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
REVENUES						
Investment Income - Federal	\$ 9	\$ 8	\$ -	\$ -	\$ -	-
Investment Income - State	0	-	-	-	-	-
<i>subtotal</i>	\$ 10	\$ 8	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 10	\$ 8	\$ -	\$ -	\$ -	-
EXPENDITURES (by Department)						
Police - Federal	\$ 10,935	\$ 7,537	\$ 29,209	\$ -	\$ (29,209)	(100.0)
Police - State	1,299	-	-	-	-	-
TOTAL EXPENDITURES	\$ 12,234	\$ 7,537	\$ 29,209	\$ -	\$ (29,209)	(100.0)
Total Revenues Over/(Under) Expenditures	\$ (12,224)	\$ (7,529)	\$ (29,209)	\$ -		
Beginning Fund Balance	99,238	87,014	79,485	50,276		
ENDING FUND BALANCE	\$ 87,014	\$ 79,485	\$ 50,276	\$ 50,276		



E-911 Fund Budget Summary

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
REVENUES						
Charges for Services	\$ 1,138,456	\$ 1,045,001	\$ 1,200,000	\$ 1,200,000	\$ -	-
TOTAL REVENUES	\$ 1,138,456	\$ 1,045,001	\$ 1,200,000	\$ 1,200,000	\$ -	-
EXPENDITURES (by Department)						
Police	\$ 1,138,456	\$ 1,045,001	\$ 1,200,000	\$ 1,200,000	\$ -	-
TOTAL EXPENDITURES	\$ 1,138,456	\$ 1,045,001	\$ 1,200,000	\$ 1,200,000	\$ -	-
Total Revenues Over/(Under)						
Expenditures	\$ -	\$ -	\$ -	\$ -		
Beginning Fund Balance	-	-	-	-		
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -		



Operating Grant Fund Budget Summary

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
REVENUES						
Intergovernmental Revenues	\$ 1,651,603	\$ 160,988	\$ 51,143	\$ -	\$ (51,143)	(100.0)
Investment Income	46	3	-	-	-	-
TOTAL REVENUES	\$ 1,651,649	\$ 160,991	\$ 51,143	\$ -	\$ (51,143)	(100.0)
EXPENDITURES (by Department)						
Police	\$ 29,160	\$ 66,461	\$ 11,400	\$ -	\$ (11,400)	(100.0)
Interfund Transfers Out						
General Fund	1,651,649	-	103,479	-	(103,479)	(100.0)
TOTAL EXPENDITURES	\$ 1,680,809	\$ 66,461	\$ 114,879	\$ -	\$ (114,879)	(100.0)
Total Revenues Over/(Under)						
Expenditures	\$ (29,160)	\$ 94,530	\$ (63,736)	\$ -		
Beginning Fund Balance	-	(29,160)	65,370	1,634		
ENDING FUND BALANCE	\$ (29,160)	\$ 65,370	\$ 1,634	\$ 1,634		



American Rescue Plan (ARP) Act Fund

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
REVENUES						
Intergovernmental Revenues	\$ -	\$ 10,952,003	\$ 1,423,348	\$ -	\$ (1,423,348)	(100.0)
Investment Income	176	34,888	160,000	50,000	(110,000)	(68.8)
TOTAL REVENUES	\$ 176	\$ 10,986,891	\$ 1,583,348	\$ 50,000	\$ (1,533,348)	(96.8)
EXPENDITURES (by Department)						
City Clerk	\$ -	\$ 1,367	\$ -	\$ -	\$ -	-
City Manager	-	1,810	-	-	-	-
Finance	-	5,871	-	-	-	-
Communications	-	646	-	-	-	-
Municipal Court	-	1,683	-	-	-	-
Police	-	220,210	-	-	-	-
Fire	-	356,151	-	-	-	-
Public Works	-	6,732	-	-	-	-
Parks & Recreation (Active)	-	3,742	-	-	-	-
Community Development	-	15,998	-	-	-	-
Interfund Transfers Out						
General Fund	-	10,053,427	1,000,000	245,064	(754,936)	(75.5)
Capital Projects Fund	-	284,365	423,348	-	(423,348)	(100.0)
TOTAL EXPENDITURES	\$ -	\$ 10,952,003	\$ 1,423,348	\$ 245,064	\$ (1,178,284)	(82.8)
Total Revenues Over/(Under)						
Expenditures	\$ 176	\$ 34,889	\$ 160,000	\$ (195,064)		
Beginning Fund Balance	-	176	35,064	195,064		
ENDING FUND BALANCE	\$ 176	\$ 35,064	\$ 195,064	\$ (0)		



Hotel/Motel Tax Fund Budget Summary

	FY 2021 Actuals	FY 2021 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget	\$ Variance	% Variance
REVENUES						
Sales & Use Taxes	\$ 36,168	\$ 55,847	\$ 65,000	\$ 67,000	\$ 2,000	3.1
TOTAL REVENUES	\$ 36,168	\$ 55,847	\$ 65,000	\$ 67,000	\$ 2,000	3.1
EXPENDITURES						
Interfund Transfers Out Special Events Fund	\$ 36,168	\$ 55,847	\$ 65,000	\$ 67,000	\$ 2,000	3.1
TOTAL EXPENDITURES	\$ 36,168	\$ 55,847	\$ 65,000	\$ 67,000	\$ 2,000	3.1
Total Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ -		
Beginning Fund Balance	-	-	-	-		
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -		



CAPITAL PROJECTS FUNDS

SEVEN-YEAR CAPITAL IMPROVEMENT PLAN FY24-FY30

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 provides 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 – an expenditure 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. In preparation for FY 2024, based on Council feedback in the February retreat, staff added additional budget input and feedback sessions with Council and related boards/Committees. Based on feedback received, certain project phasing timelines and scopes have been adjusted in this seven-year CIP.

After updates to existing projects are made, staff can make requests for new capital initiatives. Each new initiative requires a project sheet outlining the overall project 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 as 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, along with 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 PROJECTS FUNDS SEVEN-YEAR PROJECTIONS

CAPITAL PROJECTS FUND							
	FY 2024 Adopted Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Revenues	\$ 8,064,963	\$7,049,115	\$7,029,890	\$7,417,206	\$8,264,276	\$7,066,457	\$7,064,773
Expenditures	\$ 8,064,963	\$7,049,115	\$7,029,890	\$7,417,206	\$8,264,276	\$7,066,457	\$7,064,773
Total Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)
ENDING FUND BALANCE	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)

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. The seven-year forecast continues this 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 one other revenue source, infrastructure maintenance fees, that makes up about 1% of the anticipated revenues for this fund throughout the seven-year period. Infrastructure maintenance fees are charged to solid waste haulers at a rate of 5% of the company's gross receipts and are anticipated to bring in approximately \$110,000 that will go towards the City's pavement management program annually.

GREENSPACE BOND FUND							
	FY 2024 Adopted Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Revenues	\$ 1,770,125	\$1,697,343	\$1,714,637	\$1,715,122	\$1,712,857	\$1,712,840	\$1,710,022
Expenditures	\$ 1,846,431	\$1,711,431	\$1,714,681	\$1,715,181	\$1,712,931	\$1,712,931	\$1,710,131
Total Revenues Over/(Under) Expenditures	\$ (76,306)	\$ (14,088)	\$ (44)	\$ (59)	\$ (75)	\$ (92)	\$ (109)
Beginning Fund Balance	\$ 93,088	\$ 16,782	\$ 2,694	\$ 2,650	\$ 2,591	\$ 2,517	\$ 2,425
ENDING FUND BALANCE	\$ 16,782	\$ 2,694	\$ 2,650	\$ 2,591	\$ 2,517	\$ 2,425	\$ 2,316

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

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.

FY 2024 – FY 2030 includes debt service for both principal and interest according to the debt service table which can be found on p. 298 as well as an annual fiscal agent fee in the amount of \$1,306. The millage rate to collect tax revenues to make these payments in FY 2024 is 0.364 mills (down from 0.452 in FY 2023). The millage rate to make payments due in each subsequent fiscal year will be assessed annually based on final digest figures and Council approval.

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 (MGAC). To-date, greenspace bond funds have been utilized to set aside over 406 acres of land for passive use, with no development.

TSPLOST FUND							
	FY 2024 Adopted Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Revenues	\$ 8,923,200	\$7,650,000	\$7,500,000	\$7,500,000	\$ -	\$ -	\$ -
Expenditures	\$ 9,030,837	\$7,650,001	\$7,500,000	\$7,360,612	\$ 139,387	\$ -	\$ -
Total Revenues Over/(Under) Expenditures	\$ (107,637)	\$ (1)	\$ 0	\$ 139,388	\$ (139,387)	\$ -	\$ -
Beginning Fund Balance	\$ 107,637	\$ 0	\$ (0)	\$ (0)	\$ 139,388	\$ 0	\$ 0
ENDING FUND BALANCE	\$ 0	\$ (0)	\$ (0)	\$ 139,388	\$ 0	\$ 0	\$ 0

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. Both TSPLOST initiatives – which were approved by voters in the November 2016 and November 2021 elections – include a dedicated project list. The TSPLOST Fund is budgeted to bring in approximately \$8.4 million in revenues in FY 2024 excluding operating transfers in. These funds will go towards infrastructure projects including and program management including: a project inspector, a roadside multi-use path on Dinsmore Road, bridge maintenance, a trail connection to the Big Creek Greenway, and road paving throughout the city. There is also consideration for \$523,200 in FY 2024 and \$2,400,000 in FY 2025 for related TAP funds that will be transferred from the Capital Grant Fund to support the trail connection to the Big Creek Greenway project.



The Comprehensive Transportation Plan (CTP) is currently underway and will aid in decision-making with regards to the remaining TSPLOST II collections through the remainder of the forecast period. Funding for projects not yet underway will be earmarked to the Program Management - Infrastructure account. Once the CTP is complete and Council has provided guidance on projects, staff will allocate the funding accordingly and provide budgetary updates at each budget amendment hearing.

CAPITAL GRANT FUND							
	FY 2024 Adopted Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Revenues	\$ 2,963,200	\$2,840,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000
Expenditures	\$ 2,963,200	\$2,840,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000
Total Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15
ENDING FUND BALANCE	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15

The Capital Grant Fund was set up to account for capital grant revenue and expenditures made by the City. Staff are seeking two grants to aid with costs at the Milton City Park and Preserve. Upon final approval, the active acres will see site improvements including construction of six tennis courts, a tennis viewing pavilion, and a playground as well as the reconfiguration and renovation of the parking lot (\$500,000). Additionally, the passive acres will receive funding towards further development of the recreational trails, hydrology work, land management, and habitat restoration (\$1,500,000). The FY 2024 – FY 2030 budgets also contemplate \$440,000 annually related to the Local Maintenance and Improvement Grant (LMIG) which will go towards funding the pavement maintenance program in each year. There is also consideration for \$523,200 in FY 2024 and \$2,400,000 in FY 2025 for related TAP funds that will be transferred to the TSPLOST Fund to support the trail connection to the Big Creek Greenway project.

IMPACT FEES FUND							
	FY 2024 Adopted Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Revenues	\$ 878,000	\$ 878,000	\$ 878,000	\$ 878,000	\$ 878,000	\$ 878,000	\$ 878,000
Expenditures	\$ 878,000	\$ 878,000	\$ 878,000	\$ 878,000	\$ 878,000	\$ 878,000	\$ 878,000
Total Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Subject to change based on pending methodology updates.

In October 2015, Milton began collecting impact fees on new development projects to offset 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 came in lower than anticipated in FY 2023 and are estimated to return to earlier projections in FY 2024. The City is working on updates to the methodology for the program which may impact revenue collections. Anticipated changes that come out of the study will be addressed through the City's budget amendment process in FY 2024 and subsequent year updates will be included in next year's CIP. 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.

REVENUE BOND FUND							
	FY 2024 Adopted Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Revenues	\$ 1,650,400	\$1,649,526	\$1,651,276	\$1,650,526	\$1,652,151	\$1,651,026	\$1,647,151
Expenditures	\$ 1,650,400	\$1,649,526	\$1,651,276	\$1,650,526	\$1,652,151	\$1,651,026	\$1,647,151
Total Revenues Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0
Beginning Fund Balance	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
ENDING FUND BALANCE	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1

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

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 saving the City approximately \$443,059. FY 2024 – FY 2030 includes debt service for both principal and interest according to the debt service table which can be found on p. 299 as well as an annual fiscal agent fee in the amount of \$1,806.

CAPITAL IMPROVEMENT PLAN							
	FY 2024 Adopted Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
CIP ENDING FUND BALANCE	\$ 16,798	\$ 2,709	\$ 2,666	\$ 141,994	\$ 2,532	\$ 2,441	\$ 2,332

All Capital Projects Funds are budgeted on a project-length basis. Unspent capital project appropriations and corresponding revenue anticipations as of the end of each fiscal year will carry forward to the subsequent year's budget through budgeted fund balance.

OPERATING IMPACTS

Capital Improvement Plan Forecasted Operating Impact By Category

	FY 2024 Impacts	FY 2025 Impacts	FY 2026 Impacts	FY 2027 Impacts	FY 2028 Impacts	FY 2029 Impacts	FY 2030 Impacts
REVENUES							
Charges for Services	\$ -	\$ -	\$ 10,000	\$ 17,200	\$ 17,200	\$ 17,200	\$ 17,200
Miscellaneous Revenue	-	-	20,000	27,000	27,000	27,000	27,000
TOTAL REVENUES	\$ -	\$ -	\$ 30,000	\$ 44,200	\$ 44,200	\$ 44,200	\$ 44,200
EXPENDITURES							
Personnel	\$ 1,555,562	\$ 1,633,340	\$ 1,715,007	\$ 1,800,758	\$ 1,890,795	\$ 1,985,334	\$ 2,084,602
Maintenance	455,149	463,291	477,271	491,705	506,609	521,997	537,886
Other	170,182	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 2,180,893	\$ 2,096,631	\$ 2,192,278	\$ 2,292,464	\$ 2,397,404	\$ 2,507,331	\$ 2,622,488

**Capital Improvement Plan
FY2024-FY2030 Forecasted Operating Impact By Department/Project**

DEPARTMENT	PROJECT	FY24-FY30 Operating Impact						
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
FINANCE								
	Software Upgrades	\$ 30,698	\$ 32,233	\$ 33,845	\$ 35,537	\$ 37,314	\$ 39,179	\$ 41,138
TOTAL FINANCE		\$ 30,698	\$ 32,233	\$ 33,845	\$ 35,537	\$ 37,314	\$ 39,179	\$ 41,138
INFORMATION SERVICES								
	Server and Storage Hardware Refresh	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
	PC LifeCycle Replacements (Public Safety)	5,400	-	-	-	-	-	-
TOTAL INFORMATION SERVICES		\$ 11,400	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
POLICE								
	Vehicle Replacement Reserve	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
	Software Upgrades	132,591	136,569	140,666	144,886	149,233	153,710	158,321
TOTAL POLICE		\$ 135,591	\$ 139,569	\$ 143,666	\$ 147,886	\$ 152,233	\$ 156,710	\$ 161,321
FIRE								
	Apparatus/Vehicle Replacement	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	West Side Fire Station (Station 45)	1,362,694	1,251,938	1,314,328	1,379,833	1,448,606	1,520,811	1,596,620
TOTAL FIRE		\$ 1,367,694	\$ 1,256,938	\$ 1,319,328	\$ 1,384,833	\$ 1,453,606	\$ 1,525,811	\$ 1,601,620
PUBLIC WORKS								
	Gravel Roads Maintenance	\$ 73,050	\$ 76,703	\$ 80,538	\$ 84,565	\$ 88,793	\$ 93,232	\$ 97,894
	Public Works Yard Improvements	15,960	16,439	16,932	17,440	17,963	18,502	19,057
	Vehicle Replacement Reserve	500	500	500	500	500	500	500
	Connected School Beacons	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Trail Connection to Big Creek Greenway	16,000	16,480	16,974	17,484	18,008	18,548	19,105
	Hopewell @ Bethany MIL-001	5,000	5,150	5,305	5,464	5,628	5,796	5,970
	Freemanville @ Birmingham MIL-004	5,000	5,150	5,305	5,464	5,628	5,796	5,970
TOTAL PUBLIC WORKS		\$ 120,510	\$ 125,421	\$ 130,553	\$ 135,915	\$ 141,519	\$ 147,376	\$ 153,496
PARKS & RECREATION (ACTIVE)								
	Vehicle Replacement Reserve	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
	Milton City Park and Preserve Facility Imp	14,000	14,420	14,853	15,298	15,757	16,230	16,717
	New Active Athletic Complex	495,000	515,850	537,626	560,370	584,126	608,942	634,869
TOTAL PARKS & RECREATION (ACTIVE)		\$ 509,500	\$ 530,770	\$ 552,979	\$ 576,168	\$ 600,383	\$ 625,672	\$ 652,086
COMMUNITY DEVELOPMENT								
	Code Enforcement Software	\$ 5,000	\$ 5,200	\$ 5,408	\$ 5,624	\$ 5,849	\$ 6,083	\$ 6,327
	Vehicle Replacement Reserve	500	500	500	500	500	500	500
TOTAL COMMUNITY DEVELOPMENT		\$ 5,500	\$ 5,700	\$ 5,908	\$ 6,124	\$ 6,349	\$ 6,583	\$ 6,827
TOTAL CIP OPERATING IMPACTS		\$ 2,180,893	\$ 2,096,631	\$ 2,192,278	\$ 2,292,464	\$ 2,397,404	\$ 2,507,331	\$ 2,622,488

Note: All forecasted operating impacts listed here have been incorporated into the City's five-year operating projections.

OPERATING IMPACT REVENUE ASSUMPTIONS

Revenue increases of approximately \$10,000 have been forecasted 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 2026 (updated from the original anticipated opening of FY 2024 in last year's plan). There are also increased revenues of approximately \$20,000 projected based on the completion of new rectangular and diamond fields at the new athletic complex that are also now anticipated to be completed in FY 2026.

Additional revenues in the amount of \$14,200 have been forecasted based on potential program growth with the completion of additional work at the Milton City Park and Preserve active acres beginning in FY 2027.

Completed projects that are no longer in the CIP and have an impact on operating revenues have been incorporated into the five-year operating projections.

At this time, there are no significant anticipations of added revenue sources based on the existing CIP plan. As concept plans for additional phases of certain projects are adopted this will be taken into consideration and updated accordingly.

OPERATING IMPACT 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. (Staffing expenses have been updated to reflect recent market adjustments to salaries and impacts to related employee benefits.) Some projects may not have any future operating impacts listed if one of the following applies:

- There is no impact, or the impact is not found to be material enough to alter the existing escalators built into the five-year operating projections.
- Repairs and maintenance related to the project are budgeted in the Capital Projects Fund (i.e. gravel roads, pavement management, stormwater repairs, bridge repairs, sidewalk repairs, etc.)
- A concept plan has yet to be adopted and therefore operating impacts cannot be determined at this time. Once a plan is adopted by Council staff will update the associated projected operating impacts associated with the plan. This is the current case for the majority of the proposed TSPLOST projects as well as the site improvements for some of the City's active and passive parks.
- The facility is not anticipated to be open/in operation within the forecast period and therefore operating impacts will not be taken into account within this budget cycle (e.g. indoor community center).

Multi-department/vehicle replacement reserve – Each department has a fleet management plan and has provided estimated annual costs for repairs and maintenance on new purchases. With vehicles under warranty this estimate is minimal and anticipated costs associated with repairs after the warranty period have been taken into consideration in the overall vehicle repair and maintenance budget within each department based on current fleet age, condition, and anticipated turnover.

Finance/software upgrades – The operating impacts forecasted for this project are estimates based on anticipated changes to the department's ERP and are the net difference between the existing annual maintenance fees and the projected fees associated with a new ERP.

Information Services/hardware refresh and lifecycle replacements – Forecasted operating impacts include estimated warranty costs for coverage purchased with the product as well as aftermarket coverage plans that may be needed from time-to-time. Some plans are included in the product cost and are not itemized separately. FY 2024 includes a one-time purchase of additional coverage for four units to extend the existing warranty for a year while the replacement plan is updated allowing IS to put all Fire units on the same replacement cycle in an effort to create greater efficiency.

Police/software upgrades – The department's partnership with the City of Alpharetta on CAD and RMS software has resulted in the need for an upgrade to a new system. The annual operating costs reflect the quoted annual maintenance fees approved by Council in the final amendment of FY 2023 and include a 3% escalator annually based on that initial documentation.

Fire/West Side Fire Station (Station 45) – Forecasted operating costs include staffing as well as anticipated equipment and maintenance costs. Staffing estimates are for twelve (12) FTEs including: three (3) Captains, three (3) Fire Apparatus Operators, and six (6) Firefighters including paramedic and advanced EMT certification incentive pay throughout the ranks as well as associated employee benefits. FY 2024 includes one-time equipment costs in the amount of \$170,182. Staffing projections include a 5% annual increase and maintenance costs reflect a 3% annual increase. Maintenance figures will be updated once a final concept plan has been adopted by Council.

Public Works/gravel roads maintenance – The City has three seasonal Equipment Operators staffed to maintain the 13 miles of gravel roads throughout Milton. This impact forecast is based on those staffing costs as all other associated costs are booked to the Capital Projects Fund account.

Public Works/PW yard improvements – Maintenance costs include the recurring expenses needed for building facility operation. These items are cleaning, grounds repair, communications, pest control, gas, electricity, etc.

Public Works/connected school beacons – This estimate has been forecasted as part of the anticipated annual data expenses associated with the new beacon system. Figures will be updated upon selection of a vendor through the City's procurement process.

Public Works/trail connection to Big Creek Greenway – Upon completion of a trail connection, additional maintenance needs are anticipated at approximately \$5,000/mile to include trimming, edging, vegetation control, blowing, trash service, etc.

Public Works/intersection improvements at Hopewell/Bethany and Freemanville/Birmingham – The projected operating impact has been calculated for roundabout landscaping maintenance and includes a 3% escalator annually based on current contractual estimates.

Parks & Recreation (Active)/Milton City Park and Preserve facility improvements – Cleaning and maintenance forecasts have been accounted for based on current building layout projections. These expenses are anticipated to be offset by revenue forecasts which are based on planned programming in the new community center and facility rental fees that have been approved by Council. Concept A of this facility improvement plan is complete, and the building is in operation, but there are additional phases of the project which are still under consideration and may impact these forecasts.

Parks & Recreation (Active)/new active athletic park complex – Forecasted expenses are based on the annual cost to maintain such a facility including landscaping, grounds maintenance, facility upkeep, staffing, operations, utilities, etc. Revenue forecasts of approximately \$30,000 are based on potential programming and field rentals. Once a concept plan has been adopted by Council these estimates will be updated.

Community Development/Code Enforcement software – This projected impact represents estimated annual maintenance and/or subscription fees. Depending on the software that is selected, these estimates are subject to change and will be updated accordingly.

As projects are brought online staff will monitor estimated operating impacts and make adjustments as needed. Each of these estimates have been incorporated into the City's five-year operating projections and taken into account for long-range decision making ensuring there is funding available to staff, operate and/or maintain each asset.

Capital Projects Funds Budget Summaries

CAPITAL PROJECTS FUND				
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget
Revenues	\$ 13,980,126	\$ 22,704,288	\$ 13,942,588	\$ 8,064,963
Expenditures	\$ 7,959,261	\$ 4,572,663	\$ 50,134,094	\$ 8,064,963
Total Revenues Over/(Under) Expenditures	\$ 6,020,866	\$ 18,131,624	\$ (36,191,506)	\$ -
Beginning Fund Balance	\$ 12,039,016	\$ 18,059,882	\$ 36,191,506	\$ (0)
ENDING FUND BALANCE	\$ 18,059,882	\$ 36,191,506	\$ (0)	\$ (0)

GREENSPACE BOND FUND				
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget
Revenues	\$ 1,658,904	\$ 1,667,320	\$ 1,869,083	\$ 1,770,125
Expenditures	\$ 1,714,768	\$ 1,712,681	\$ 6,922,585	\$ 1,846,431
Total Revenues Over/(Under) Expenditures	\$ (55,864)	\$ (45,361)	\$ (5,053,502)	\$ (76,306)
Beginning Fund Balance	\$ 5,247,816	\$ 5,191,952	\$ 5,146,590	\$ 93,088
ENDING FUND BALANCE	\$ 5,191,952	\$ 5,146,590	\$ 93,088	\$ 16,782

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

TSPLOST FUND				
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget
Revenues	\$ 8,362,609	\$ 8,544,393	\$ 14,551,046	\$ 8,923,200
Expenditures	\$ 5,595,602	\$ 3,218,496	\$ 40,313,376	\$ 9,030,837
Total Revenues Over/(Under) Expenditures	\$ 2,767,007	\$ 5,325,897	\$ (25,762,331)	\$ (107,637)
Beginning Fund Balance	\$ 17,777,064	\$ 20,544,071	\$ 25,869,968	\$ 107,637
ENDING FUND BALANCE	\$ 20,544,071	\$ 25,869,968	\$ 107,637	\$ 0

Capital Projects Funds Budget Summaries

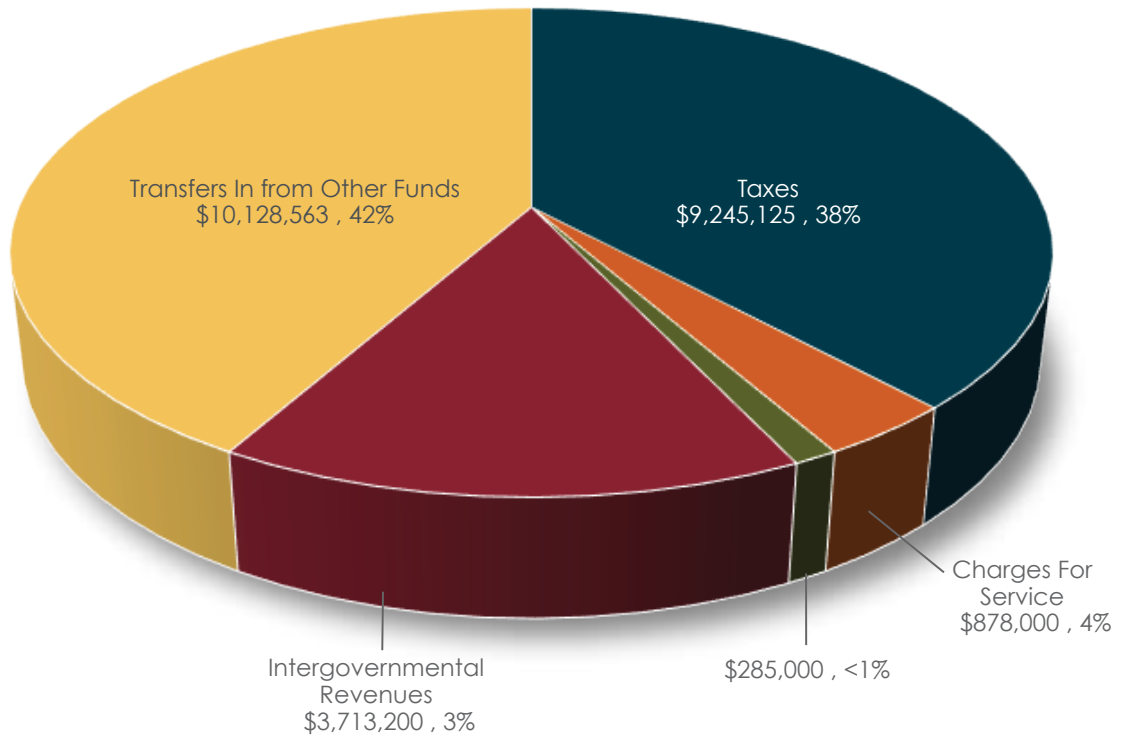
CAPITAL GRANT FUND				
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget
Revenues	\$ 1,143,635	\$ 917,844	\$ 4,725,130	\$ 2,963,200
Expenditures	\$ 2,340,066	\$ 300,893	\$ 5,121,564	\$ 2,963,200
Total Revenues Over/(Under) Expenditures	\$ (1,196,431)	\$ 616,951	\$ (396,435)	\$ -
Beginning Fund Balance	\$ 975,930	\$ (220,502)	\$ 396,449	\$ 15
ENDING FUND BALANCE	\$ (220,502)	\$ 396,449	\$ 15	\$ 15

IMPACT FEES FUND				
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget
Revenues	\$ 1,648,162	\$ 971,450	\$ 738,400	\$ 878,000
Expenditures	\$ 8,544	\$ 3,154,541	\$ 2,403,045	\$ 878,000
Total Revenues Over/(Under) Expenditures	\$ 1,639,619	\$ (2,183,091)	\$ (1,664,645)	\$ -
Beginning Fund Balance	\$ 2,208,117	\$ 3,847,736	\$ 1,664,645	\$ -
ENDING FUND BALANCE	\$ 3,847,736	\$ 1,664,645	\$ -	\$ -

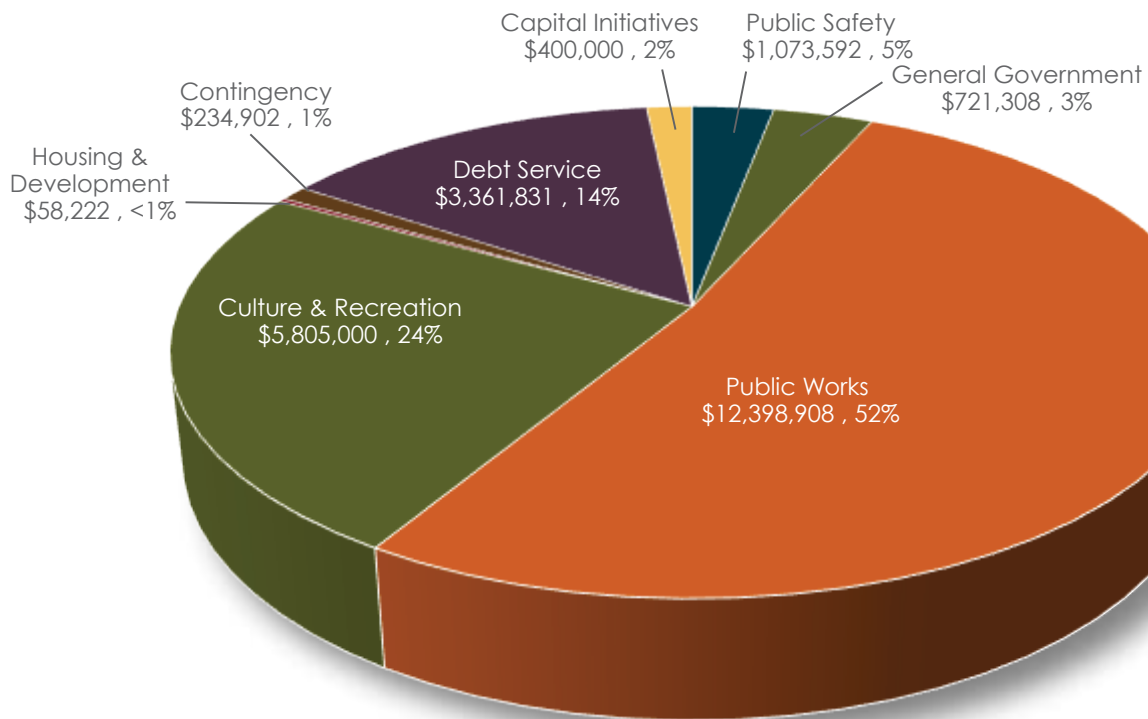
REVENUE BOND FUND				
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Amended Budget	FY 2024 Adopted Budget
Revenues	\$ 1,650,498	\$ 1,673,041	\$ 1,729,025	\$ 1,650,400
Expenditures	\$ 1,962,956	\$ 2,631,385	\$ 4,442,919	\$ 1,650,400
Total Revenues Over/(Under) Expenditures	\$ (312,458)	\$ (958,343)	\$ (2,713,894)	\$ -
Beginning Fund Balance	\$ 3,984,697	\$ 3,672,238	\$ 2,713,895	\$ 1
ENDING FUND BALANCE	\$ 3,672,238	\$ 2,713,895	\$ 1	\$ 1

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
FY2024-FY2030 Funding Requests By Department/Project
All Funding Sources**

DEPARTMENT	PROJECT	Estimated Project Cost	Previously Allocated (All Sources)	Available Balance (All Sources)*	FY24-FY30 Requests By Funding Source				Unfunded Amount / (Over)
					FY24-FY30 Operating Transfers	FY24-FY30 TSPLOST Funding	FY24-FY30 Impact Fees	FY24-FY30 Other Funding Sources	
FINANCE									
	Software Upgrades	\$ 163,640	\$ 62,315	\$ 61,665	\$ 101,325	\$ -	\$ -	\$ -	\$ -
TOTAL FINANCE		\$ 163,640	\$ 62,315	\$ 61,665	\$ 101,325	\$ -	\$ -	\$ -	\$ -
INFORMATION SERVICES									
	Server and Storage Hardware Refresh	\$ -	\$ 636,113	\$ 21,703	\$ 430,853	\$ -	\$ -	\$ -	\$ -
	Citywide Network Hardware Refresh	-	-	-	701,461	-	-	-	-
	PC LifeCycle Replacements (Public Safety)	-	-	-	583,364	-	-	-	-
	PC LifeCycle Replacements (Non Public Safety)	-	-	-	482,996	-	-	-	-
TOTAL INFORMATION SERVICES		\$ -	\$ 636,113	\$ 21,703	\$ 2,198,674	\$ -	\$ -	\$ -	\$ -
GENERAL GOVERNMENT BUILDINGS									
	City Hall Parking	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
	Public Safety Complex Gate	65,000	65,000	65,000	-	-	-	-	-
	Generators	91,818	91,818	35,556	-	-	-	-	0
TOTAL GENERAL GOVERNMENT BUILDINGS		\$ 216,818	\$ 216,818	\$ 160,556	\$ -	\$ -	\$ -	\$ -	\$ 0
POLICE									
	Vehicle Replacement Reserve	\$ -	\$ 2,481,144	\$ 63,449	\$ 1,837,220	\$ -	\$ -	\$ -	\$ -
	Software Upgrades	247,869	247,869	247,869	-	-	-	-	-
TOTAL POLICE		\$ 247,869	\$ 2,729,013	\$ 311,318	\$ 1,837,220	\$ -	\$ -	\$ -	\$ -
FIRE									
	Station 42 Replacement	\$ 5,156,936	\$ 5,084,436	\$ 0	\$ -	\$ -	\$ 72,500	\$ -	\$ 0
	Apparatus/Vehicle Replacement	-	7,138,495	1,167,878	3,500,000	-	435,000	-	-
	Advanced Life Support	-	453,725	136,140	350,000	-	-	-	-
	West Side Fire Station (Station 45)	4,880,000	4,880,000	4,867,800	-	-	-	-	-
TOTAL FIRE		\$ 10,036,936	\$ 17,556,656	\$ 6,171,819	\$ 3,850,000	\$ -	\$ 507,500	\$ -	\$ 0
PUBLIC WORKS									
	Gravel Roads Maintenance	\$ -	\$ 1,733,525	\$ 725,455	\$ 2,256,974	\$ -	\$ -	\$ -	\$ -
	Repair Major Stormwater Structures	-	2,521,795	625,903	1,925,000	-	-	-	-
	Pavement Management	-	26,074,177	4,632,319	16,240,300	4,000,000	-	3,850,000	-
	Public Works Yard Improvements	858,156	858,156	226,436	-	-	-	-	0
	Traffic Calming	-	3,103,748	1,427,856	-	-	-	-	-
	Bridge Replacement Program	-	2,347,809	866,287	1,200,000	-	-	-	-
	Sidewalk & Trail Construction & Repair	-	2,062,718	941,042	700,000	-	-	-	-
	Slope Landscaping at Thomas Byrd House	100,000	100,000	45,570	-	-	-	-	-
	Crabapple SE Connector	2,000,000	150,000	130,005	-	-	705,000	-	1,145,000
	Crabapple Pedestrian Enhancements	1,049,200	1,049,200	379,867	-	-	-	-	-
	Vehicle Replacement Reserve	-	560,097	177,066	140,000	-	-	-	-
	Connected School Beacons	20,000	20,000	20,000	-	-	-	-	-
	Trail Connection to Big Creek Greenway	9,584,000	5,930,000	4,626,446	-	730,800	-	2,923,200	-
	TSPLOST I Program Management	750,000	750,000	26,380	-	-	-	-	-
	SR140 @ Green MIL-009	1,060,000	1,060,000	947,300	-	-	-	-	-
	Hopewell @ Bethany MIL-001	4,147,350	4,147,350	1	-	-	-	-	-
	Freemanville @ Birmingham MIL-004	1,990,000	1,990,000	73,900	-	-	-	-	-
	Birmingham Middle Bridge MIL-012	2,803,458	2,803,458	2,593,286	-	-	-	-	-
	Morris Road Widening MIL-031	12,418,286	12,353,286	10,320,144	-	-	65,000	-	-
	Freemanville @ Redd MIL-010	1,020,000	1,020,000	772,000	-	-	-	-	-
	Bethany @ Providence MIL-002	2,200,000	2,200,000	1,930,240	-	-	-	-	-
	Mayfield Road Sidewalks	1,000,000	1,000,000	2,572	-	-	-	-	-



**Capital Improvement Plan
FY2024-FY2030 Funding Requests By Department/Project
All Funding Sources**

DEPARTMENT	PROJECT	Estimated Project Cost	Previously Allocated (All Sources)	Available Balance (All Sources)*	FY24-FY30 Requests By Funding Source				Unfunded Amount / (Over)
					FY24-FY30 Operating Transfers	FY24-FY30 TSPLOST Funding	FY24-FY30 Impact Fees	FY24-FY30 Other Funding Sources	
	Bethany Bend Pedestrian Crossing TS2-2210	200,000	200,000	181,690	-	-	-	-	-
	SR 372 Rapid Rectangular Flashing Beacons TS2-2310	220,450	220,450	200,000	-	-	-	-	-
	Cox Road Intersection Improvement TS2-2311	6,000,000	5,250,000	5,101,400	-	-	-	750,000	-
	Webb at Cogburn TS2-2312	600,000	600,000	550,320	-	-	-	-	-
	Milton Comprehensive Transportation Plan TS2-2313	280,000	280,000	55	-	-	-	-	-
	Bridge Maintenance TS2-2314	1,150,000	50,000	500	-	1,100,000	-	-	-
	Guardrail Improvements TS2-2315	700,000	700,000	656,120	-	-	-	-	-
	Bethany Bend Mini Roundabout TS2-2316	550,000	550,000	500,585	-	-	-	-	-
	Deerfield Area Sidewalks TS2-2317	500,000	500,000	500,000	-	-	-	-	-
	Dinsmore Connection TS2-2320	300,000	40,000	40,000	-	260,000	-	-	-
	TSPLOST II Program Management	-	-	-	-	21,916,837	-	-	-
TOTAL PUBLIC WORKS		\$ 51,500,900	\$ 82,225,769	\$ 39,220,744	\$ 22,462,274	\$ 28,007,637	\$ 770,000	\$ 7,523,200	\$ 1,145,000
PARKS & RECREATION (ACTIVE)									
	Park Land Acquisition	\$ -	\$ 7,265,939	\$ 230,131	\$ -	\$ -	\$ 4,550,000	\$ -	\$ -
	Vehicle Replacement Reserve	-	92,121	32,999	70,000	-	-	-	-
	Providence Park	6,595,297	3,284,584	2,029,287	2,850,000	-	-	-	460,713
	Bell Memorial Park (Turf Field Replacement)	2,750,000	710,000	710,000	2,040,000	-	-	-	-
	Cox Road	2,027,137	2,027,137	483,310	-	-	-	-	(0)
	Milton City Park and Preserve Facility Imp	3,727,993	1,945,000	802,007	1,282,993	-	-	500,000	0
	New Active Athletic Complex	14,550,000	14,558,532	14,558,532	-	-	-	-	(8,532)
	Indoor Community Center	13,000,000	1,000,000	1,000,000	8,200,000	-	-	-	3,800,000
TOTAL PARKS & RECREATION (ACTIVE)		\$ 42,650,427	\$ 30,883,312	\$ 19,846,265	\$ 14,442,993	\$ -	\$ 4,550,000	\$ 500,000	\$ 4,252,182
PASSIVE PARKS/GREENSPACE									
	Land Conservation	\$ -	\$ 26,362,549	\$ 5,199,904	\$ -	\$ -	\$ -	\$ -	\$ -
	Site Improvements	-	1,220,000	1,112,699	-	-	-	-	-
	Birmingham Park	1,500,000	931,250	777,788	568,750	-	-	-	-
	Mayfield Farm Park	90,000	90,000	90,000	-	-	-	-	-
	Mayfield Road Stormwater Facility	-	80,637	80,637	-	-	-	-	-
	Milton City Park and Preserve Passive Imp	6,120,000	1,766,938	771,803	1,017,812	-	-	3,335,250	-
	Lackey Road	65,000	65,000	20,000	-	-	-	-	-
TOTAL PASSIVE PARKS/GREENSPACE		\$ 7,775,000	\$ 30,516,374	\$ 8,052,832	\$ 1,586,562	\$ -	\$ -	\$ 3,335,250	\$ -
COMMUNITY DEVELOPMENT									
	Tree Recompense	\$ -	\$ 377,535	\$ 37,968	\$ -	\$ -	\$ -	\$ -	\$ -
	Gateway/Wayfinding Signage & Historic Markers	-	593,313	343,970	175,000	-	-	-	-
	Unified Development Code	195,000	195,000	-	-	-	-	-	-
	Arnold Mill Small Area Plan	125,000	125,000	125,000	-	-	-	-	-
	Winward & Hwy 9 LCI Update	60,000	60,000	60,000	-	-	-	-	-
	Code Enforcement Software	100,000	100,000	100,000	-	-	-	-	-
	Equestrian Zoning	85,000	85,000	50,000	-	-	-	-	-
	Impact Fees CIE/Methodology Updates	-	127,675	63,132	-	-	150,000	-	-
	Vehicle Replacement Reserve	-	237,622	13,728	232,554	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT		\$ 565,000	\$ 1,901,144	\$ 793,798	\$ 407,554	\$ -	\$ 150,000	\$ -	\$ -
TOTAL CAPITAL IMPROVEMENT PLAN		\$ 113,156,591	\$ 166,727,514	\$ 74,640,700	\$ 46,886,602	\$ 28,007,637	\$ 5,977,500	\$ 11,358,450	\$ 5,397,182

* The available balance includes all encumbrances to-date.



**Capital Improvement Plan
FY2024-FY2030 Funding Requests By Department/Project
Operating Transfers (Pay-As-You-Go) Funding**

DEPARTMENT	PROJECT	Available Balance (All Sources)*	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
FINANCE									
	Software Upgrades	\$ 61,665	\$ 101,325	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FINANCE		\$ 61,665	\$ 101,325	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INFORMATION SERVICES									
	Server and Storage Hardware Refresh	\$ 21,703	\$ 105,000	\$ 109,200	\$ 40,000	\$ 41,600	\$ 43,264	\$ 44,995	\$ 46,794
	Citywide Network Hardware Refresh	-	203,883	94,053	98,293	76,303	75,714	76,304	76,911
	PC LifeCycle Replacements (Public Safety)	-	165,787	93,739	59,756	62,009	64,349	67,565	70,159
	PC LifeCycle Replacements (Non Public Safety)	-	145,313	62,441	51,801	53,001	54,681	57,775	57,984
TOTAL INFORMATION SERVICES		\$ 21,703	\$ 619,983	\$ 359,433	\$ 249,850	\$ 232,913	\$ 238,008	\$ 246,638	\$ 251,848
POLICE									
	Vehicle Replacement Reserve	\$ 247,869	\$ 262,460	\$ 262,460	\$ 262,460	\$ 262,460	\$ 262,460	\$ 262,460	\$ 262,460
TOTAL POLICE		\$ 247,869	\$ 262,460	\$ 262,460	\$ 262,460	\$ 262,460	\$ 262,460	\$ 262,460	\$ 262,460
FIRE									
	Apparatus/Vehicle Replacement	\$ 1,167,878	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
	Advanced Life Support	136,140	50,000	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL FIRE		\$ 1,304,019	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
PUBLIC WORKS									
	Gravel Roads Maintenance	\$ 725,455	\$ 292,771	\$ 302,140	\$ 311,808	\$ 321,786	\$ 332,083	\$ 342,710	\$ 353,677
	Repair Major Stormwater Structures	625,903	275,000	275,000	275,000	275,000	275,000	275,000	275,000
	Pavement Management	4,632,319	2,020,300	2,020,000	2,020,000	2,020,000	2,720,000	2,720,000	2,720,000
	Bridget Replacement Program	866,287	-	-	-	300,000	300,000	300,000	300,000
	Sidewalk & Trail Construction & Repair	941,042	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Vehicle Replacement Reserve	177,066	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL PUBLIC WORKS		\$ 7,968,071	\$ 2,708,071	\$ 2,717,140	\$ 2,726,808	\$ 3,036,786	\$ 3,747,083	\$ 3,757,710	\$ 3,768,677
PARKS & RECREATION (ACTIVE)									
	Vehicle Replacement Reserve	\$ 32,999	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Providence Park	2,029,287	350,000	350,000	350,000	450,000	450,000	450,000	450,000
	Bell Memorial Park (Turf Field Replacement)	710,000	510,000	510,000	510,000	510,000	-	-	-
	Milton City Park and Preserve/Facility Imp	802,007	350,000	350,000	300,000	282,993	-	-	-
	Indoor Community Center	1,000,000	1,300,000	700,000	1,100,000	1,100,000	2,000,000	1,000,000	1,000,000
TOTAL PARKS & RECREATION (ACTIVE)		\$ 4,574,293	\$ 2,520,000	\$ 1,920,000	\$ 2,270,000	\$ 2,352,993	\$ 2,460,000	\$ 1,460,000	\$ 1,460,000
PASSIVE PARKS/GREENSPACE									
	Birmingham Park	\$ 777,788	\$ 300,000	\$ 268,750	\$ -	\$ -	\$ -	\$ -	\$ -
	Milton City Park and Preserve Passive Park Impr	771,803	200,000	200,000	200,000	200,000	200,000	17,812	-
TOTAL PASSIVE PARKS/GREENSPACE		\$ 1,549,591	\$ 500,000	\$ 468,750	\$ 200,000	\$ 200,000	\$ 200,000	\$ 17,812	\$ -
COMMUNITY DEVELOPMENT									
	Gateway/Wayfinding Signage & Historic Markers	\$ 343,970	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	Vehicle Replacement Reserve	13,728	33,222	33,222	33,222	33,222	33,222	33,222	33,222
TOTAL COMMUNITY DEVELOPMENT		\$ 357,698	\$ 58,222	\$ 58,222	\$ 58,222	\$ 58,222	\$ 58,222	\$ 58,222	\$ 58,222
TOTAL CAPITAL IMPROVEMENT PLAN		\$ 16,084,909	\$ 7,320,061	\$ 6,336,005	\$ 6,317,340	\$ 6,693,374	\$ 7,515,773	\$ 6,352,842	\$ 6,351,207

* The available balance includes all encumbrances to-date.



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Financial Software Upgrades	Estimated Project Cost:	\$163,640
		Estimated Completion:	2024-2025

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

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Long-term Financial Stability **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Upgrade to City ERP system to allow for improved performance, paperless transactions and workflow approvals. This system should integrate with the City's current approved document management system or provide the same or better document management system that works with the new ERP system.
--	--

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	163,640
Total Project Cost:	163,640

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	650

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	61,665

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	61,665

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	62,315	101,325	-	-	-	-	-	-	163,640	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
ARPA Funding	-	-	-	-	-	-	-	-	-	
Funding Source Total:	62,315	101,325	-	-	-	-	-	-	163,640	-

IMPACT ON OPERATING BUDGET:	A new ERP system will increase the annual maintenance budget for software by approximately \$31,000.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	30,698
		Other	-
Revenues			
		Total:	30,698



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Server and Storage Hardware Refresh	Estimated Project Cost:	N/A
		Estimated Completion:	N/A

DEPARTMENT: Information Services

Account #: 300-1535-542402000

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Effective Information Technology

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	This project is the lifecycle replacement for the City's on-premise server and storage systems at City Hall and the Public Safety Complex.
--	--

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	599,299

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	36,815

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	21,703

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	636,113	105,000	109,200	40,000	41,600	43,264	44,995	46,794	1,066,966	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	636,113	105,000	109,200	40,000	41,600	43,264	44,995	46,794	1,066,966	-

IMPACT ON OPERATING BUDGET:	This includes 3 year warranties, City will have to add years 4-6 after initial 3 year term. Expected cost is 6,000 per year.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	6,000-
		Revenues	
			-
		Total:	6,000



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Citywide Network Hardware Refresh	Estimated Project Cost:	N/A
		Estimated Completion:	N/A

DEPARTMENT: Information Services **Account #:** 300-1535-542402001

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Effective Information Technology **Recurring/Non-Recurring:** Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Upgrade of the network hardware within the City of Milton. Locations will included are: 1. Fire Station 41- \$10,000 (FY 2023-24) single year spend (cycle for funding starts over in 2030) 2. Fire Station 43- \$20,000 (FY 2023-24) single year spend (cycle for funding starts over in 2030) 3. City Hall- \$90,000 (FY 2024) single year spend (cycle for funding starts over in 2030) 4. Public Safety Complex- \$178,000 (27-28) or 32,500/year over 4 years 5. Fire Station 42- \$22,320 (2030) 3,200/year over 5 years 6. Fire Station 45 (new construction)- \$15,000 single year (unknown start date)
--	---

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	-

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	-	203,883	94,053	98,293	76,303	75,714	76,304	76,911	701,461	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	-	203,883	94,053	98,293	76,303	75,714	76,304	76,911	701,461	

IMPACT ON OPERATING BUDGET:	None. Annual Smartnet renewals will either stay the same or decrease.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	PC LifeCycle Replacements (Public Safety)	Estimated Project Cost:	N/A
		Estimated Completion:	N/A

DEPARTMENT: Information Services **Account #:** 300-1535-542402002

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Long-term Financial Stability **Recurring/Non-Recurring:** Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The request is for the standard replacement of Public Safety departments (Fire and Police) tablets and laptops. This includes all current Public Safety units and does not include estimates for new employees. Below are the define replacement cycles for laptops, desktops, and tablets based Information Services defined PC LifeCycle Policy.</p> <ol style="list-style-type: none"> 1. Laptops (Non-Public Safety)= 3 Years 2. Desktops (Non-Public Safety/Public Safety)= 4 Years 3. Laptops (Public Safety)= 4 Years 4. Tablets (Non-Public Safety)= 3 Years 5. Tablets (Public Safety)= 4 Years <p>Based on user specific requirements some computers/tablets may be upgraded earlier depending on needs of the users. **Note: The police department was initially going to replace tablets/laptops on a 5 year cycle with the vehicles, but there are concerns with the cost of extended warranties and limited support by the 5 year. The estimated cost does not include new docks or mounts for vehicles, which could be included in the cost of the new vehicles as long as mounts match the tablet/laptops IS purchases.**</p>
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	-

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	-	165,787	93,739	59,756	62,009	64,349	67,565	70,159	583,364	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	-	165,787	93,739	59,756	62,009	64,349	67,565	70,159	583,364	

IMPACT ON OPERATING BUDGET:	Are bundled in hardware cost, but for 4 units there will need to be funds budgeted in operating to cover an extra year since those units were purchased in FY 2023 and we will extend them out to 2028 1 year past the planned replacement cycle. That will allow IS to put all Fire units on the same replacement cycle which decreases management complexity.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	5,400
		Revenues	
			-
		Total:	5,400



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	PC LifeCycle Replacements (Non Public Safety)	Estimated Project Cost:	N/A
		Estimated Completion:	N/A

DEPARTMENT: Information Services

Account #: 300-1535-542402003

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Long-term Financial Stability

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The request is for the standard replacement of laptops and desktops for all departments. This includes all current Public Safety non-ruggedized units and does not include estimates for new employees. Below are the define replacement cycles for laptops, desktops, and tablets based Information Services defined PC LifeCycle Policy.</p> <ol style="list-style-type: none"> 1. Laptops (Non-Public Safety)= 3 Years 2. Desktops (Non-Public Safety/Public Safety)= 4 Years 3. Laptops (Public Safety)= 4 Years 4. Tablets (Non-Public Safety)= 3 Years 5. Tablets (Public Safety)= 4 Years <p>Based on user specific requirements some computers/tablets may be upgraded earlier depending on needs of the users. **Note: The cost giving does not include the replacement of monitor, which IT will budget for separately in operating. The cost of **</p>
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	-

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	-	145,313	62,441	51,801	53,001	54,681	57,775	57,984	482,996	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	-	145,313	62,441	51,801	53,001	54,681	57,775	57,984	482,996	

IMPACT ON OPERATING BUDGET:	3 year warranty cost is paid on initial purchase. IT may purchase an extended warranty for critical desktop computers as needed.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		-	
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	City Hall Parking	Estimated Project Cost:	\$60,000
		Estimated Completion:	2024

DEPARTMENT: General Government Buildings

Account #: 300-1565-541200001

STRATEGIC PLAN STRATEGY: Public Land and Resources

STRATEGIC ACTION ITEM: Mobility and Connectivity

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The goal of this project is to gain twenty parking spaces by moving curb, adding pavement, changing markings where spaces are spread out or there is already pavement. An added component of the project will be crack sealing and HAS pavement preservation treatment on the existing asphalt parking lot. This is the next recommended pavement treatment to extend the life of the parking lot and will allow remarking of the existing lines where there are proposed shifts in the marked spaces. The parking lot expansion will also include funding from stormwater and pavement management for applicable portions of the project.</p> <p>On-street parking along Lecoma Trace along with a sidewalk connection could be added as a future phase and possibly a complete street project covered by TSPLOST funding.</p>
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	40,000
Land Acquisition	-
Fleet Acquisition	-
Other	20,000
Total Project Cost:	60,000

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	60,000

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	60,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests								Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030			
Operating Budget	60,000	-	-	-	-	-	-	-	-	60,000	
Debt Financing	-	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	
Funding Source Total:	60,000	-	-	-	-	-	-	-	-	60,000	-

IMPACT ON OPERATING BUDGET:	There is no immediate impact to operating budget. There will be more pavement to upkeep the parking lot painting, and future replacement of the asphalt at the end of the lifespan of the material.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Public Safety Complex Gate	Estimated Project Cost:	\$65,000
		Estimated Completion:	Dec-23

DEPARTMENT: General Govt Building

Account #: 300-1565-541300100

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Safe and Secure Community

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	This is the final phase to securing the employee parking lot at the Public Safety Complex. The fence was installed earlier in the year and this final installation is for the automatic controlled access gate to the parking lot.
--	--

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	65,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	65,000

ACTUAL EXPENDITURES TO DATE:	
Cap Proj	-
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Cap Proj	65,000
Rollover at FYE 22	65,000

AVAILABLE BALANCE:	
Cap Proj	65,000
Rollover less current encumbrances at FYE 22	65,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests								Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030			
Operating Budget	65,000	-	-	-	-	-	-	-	-	65,000	
Debt Financing	-	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	-	
Funding Source Total:	65,000	-	-	-	-	-	-	-	-	65,000	-

IMPACT ON OPERATING BUDGET:	There will be minimal maintenance costs for repairs and maintenance.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	-



Public Safety Complex Gate

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Generators	Estimated Project Cost:	\$92,000
		Estimated Completion:	2023

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

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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. Project also includes portable gas powered generator for the Public Works building for emergency backup of that facility with electrical work for connectivity.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	82,000
Other	9,818
Total Project Cost:	91,818

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	49,462

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	42,356

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	35,556

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	91,818	-	-	-	-	-	-	-	91,818	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	91,818	-	-	-	-	-	-	-	91,818	

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



Generator

CAPITAL IMPROVEMENT PLAN

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

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	2,203,237

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	277,907

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	63,449

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	2,373,546	262,460	262,460	262,460	262,460	262,460	262,460	262,460	4,210,766	
Debt Financing	-	-	-	-	-	-	-	-	-	
HIDTA	3,750	-	-	-	-	-	-	-	3,750	
Insurance Proceeds	103,848	-	-	-	-	-	-	-	103,848	
Funding Source Total:	2,481,144	262,460	262,460	262,460	262,460	262,460	262,460	262,460	4,318,364	-

IMPACT ON OPERATING BUDGET:	The impact will involve general vehicle maintenance, insurance, and fuel.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	3,000
		Other	-
Revenues			
		Total:	3,000



Police Vehicle

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Software Upgrades	Estimated Project Cost:	\$247,869
		Estimated Completion:	2023

DEPARTMENT: Police **Account #:** 300-3210-542401000

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Safe and Secure Community **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The City of Milton and the City of Alpharetta have utilized multi-agency capabilities of both CAD and RMS since 2010. The City of Alpharetta is upgrading and migrating to a new CAD and RMS vendor and the City of Milton would like to continue in this partnership. The City will purchase the needed software and training from the City of Alpharetta already awarded under the competitive bid process approved by Alpharetta's City Council.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	247,869
Total Project Cost:	247,869

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 23	247,869

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 23	Cap Proj 247,869

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	247,869	-	-	-	-	-	-	-	247,869	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	247,869	-	-	-	-	-	-	-	247,869	

IMPACT ON OPERATING BUDGET:	Annual Licensing and Support:	Estimated Annual Impact:	
	Year 1 - \$132,591	Expenditures	
	Year 2 - \$136,569	Personnel	-
	Year 3 - \$140,666	Maintenance	132,591
	Year 4 - \$144,886	Other	-
Year 5 - \$149,233	Revenues	-	
		Total:	132,591



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Station 42 Replacement	Estimated Project Cost:	\$5,156,936
		Estimated Completion:	2023

DEPARTMENT: Fire **Account #:** 300-3510-541200001
350-3510-541200001
360-3510-541200001

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	228,550
Construction	4,631,119
Land Acquisition	-
Fleet Acquisition	-
Other	297,267
Total Project Cost:	5,156,936

ACTUAL EXPENDITURES TO DATE:			
	Cap Proj	Impact Fees	Bond fund
Expended Through FY 23	275,983	540,115	3,826,924

BUDGET ROLLOVER FROM PRIOR YEAR:			
	Cap Proj	Impact Fees	Bond Fund
Rollover at FYE 23	339,215	-	102,199

AVAILABLE BALANCE:			
Rollover less current encumbrances at FYE 23	Cap Proj	Impact Fees	Bond Fund
	-	-	0

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	615,198	-	-	-	-	-	-	-	615,198	
Impact Fees	540,115	72,500	-	-	-	-	-	-	612,615	
Debt Financing	3,929,123	-	-	-	-	-	-	-	3,929,123	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	5,084,436	72,500	-	-	-	-	-	-	5,156,936	

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



Fire Station 42 (15240 Thompson Road)

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	West Side Fire Station (Station 45)	Estimated Project Cost:	\$4,880,000
		Estimated Completion:	Oct-24

DEPARTMENT: Fire **Account #:**

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION: 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.

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.

ESTIMATED PROJECT COST:	
Planning & Design	180,000
Construction	4,400,000
Land Acquisition	-
Fleet Acquisition	-
Other	300,000
Total Project Cost:	4,880,000

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 23	4,880,000

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 23	4,867,800

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	4,880,000	-	-	-	-	-	-	-	4,880,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	4,880,000	-	-	-	-	-	-	-	4,880,000	

IMPACT ON OPERATING BUDGET:	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.	Estimated Annual Impact:	
		Expenditures	
		Personnel	1,182,512
		Maintenance	10,000
		Other	170,182
Revenues		-	
Total:		1,362,694	



Intersection of Birmingham Hwy/Providence Rd/New Providence Rd



CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Fire

Account #: 300-3510-542202000
350-3510-542202000

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Engage in Proactive Planning

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	We have completed the planned replacement of the three front line engines and purchased a quint instead of a previously planned engine to minimize staffing costs. 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 1,000,000 balance to begin with and anticipates a purchase of an additional quint for Station 45 in FY24/25 as well as the full replacement of the current fleet in FY310 through FY32. If all assumptions hold true and the current inflation rate of 5.8% holds constant over the life of this current (FY24) iteration of the plan, funding at 500,000 per year will prevent negative balances in this capital line.
--	---

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

ACTUAL EXPENDITURES TO DATE:			
	Cap Proj	Impact Fees	ARPA Funds
Expended Through FY 23	5,586,514	-	352,917

BUDGET ROLLOVER FROM PRIOR YEAR:			
	Cap Proj	Impact Fees	ARPA Funds
Rollover at FYE 23	1,049,063	-	150,000

AVAILABLE BALANCE:			
	Cap Proj	Impact Fees	ARPA Funds
Rollover less current encumbrances at FYE 23	1,017,878	-	150,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	6,635,578	500,000	500,000	500,000	500,000	500,000	500,000	500,000	10,135,578	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees (Apparatus Only)	-	-	72,500	72,500	72,500	72,500	72,500	72,500	435,000	
ARPA Funding	502,917	-	-	-	-	-	-	-	502,917	
Funding Source Total:	7,138,495	500,000	572,500	572,500	572,500	572,500	572,500	572,500	11,073,495	-

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



CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Fire

Account #: 300-3510-542507100

STRATEGIC PLAN STRATEGY:

STRATEGIC ACTION ITEM:

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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 and assuming a 5% increase year after year. 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. The current CIP request for FY24 includes the anticipated onetime purchase of an additional unit for Station 45 as well as a full replacement of 8 units in FY28. (There are also ALS supporting supplies beyond the defibrillator unit itself that will be assumed in this capital line that integrate with the defibrillator.)
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	317,584

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	136,140

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	136,140

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	453,725	50,000	50,000	50,000	50,000	50,000	50,000	50,000	803,725	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	453,725	50,000	50,000	50,000	50,000	50,000	50,000	50,000	803,725	

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



CAPITAL IMPROVEMENT PLAN

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

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	1,007,830

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	725,695

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	725,455

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	1,733,525	292,771	302,140	311,808	321,786	332,083	342,710	353,677	3,990,499	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	1,733,525	292,771	302,140	311,808	321,786	332,083	342,710	353,677	3,990,499	-

IMPACT ON OPERATING BUDGET:	Three seasonal equipment operators.	Estimated Annual Impact:	
		Expenditures	
		Personnel	73,050
		Maintenance	-
		Other	-
		Revenues	
			-
		Total:	73,050



CAPITAL IMPROVEMENT PLAN

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:		
	Cap Proj	ARPA Funds
Expended Through FY 23	1,316,797	146,782

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Proj	ARPA Funds
Rollover at FYE 23	726,265	331,951

AVAILABLE BALANCE:		
	Cap Proj	ARPA Funds
Rollover less current encumbrances at FYE 23	625,903	331,951

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	2,043,062	275,000	275,000	275,000	275,000	275,000	275,000	275,000	3,968,062	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
ARPA Funding	478,733	-	-	-	-	-	-	-	478,733	
Funding Source Total:	2,521,795	275,000	275,000	275,000	275,000	275,000	275,000	275,000	4,446,795	

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



Stormwater Repair

CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Public Works **Account #:** 300-4101-522260000
335-4101-541440000 TS2-2319
340-4101-522260000

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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 is based on prioritized City-wide evaluation of City streets and the Pavement Condition Index (PCI) rating for each road. There is anticipated LMIG funding from GDOT to supplement costs. TSPLOST II will also provide funding for this program to supplement increases in paving and full depth reconstruction costs, to increase residential roadway repaving, and to reduce local funds required. The budget is set based on 5 year plan to maintain a City-wide PCI of 70. Annual roadway pavement markings is part of this account (moved from M&O) and will address roadways that are repaved as well as other immediate striping needs each fiscal year.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:			
	Cap Proj	TSPLOST	Cap Grant
Expended Through FY 23	16,743,796	-	2,844,594

BUDGET ROLLOVER FROM PRIOR YEAR:			
	Cap Proj	TSPLOST	Cap Grant
Rollover at FYE 23	2,469,471	3,149,382	866,934

AVAILABLE BALANCE:			
	Cap Proj	TSPLOST	Cap Grant
Rollover less current encumbrances at FYE 23	1,482,937	3,149,382	440,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	18,475,352	2,020,300	2,020,000	2,020,000	2,020,000	2,720,000	2,720,000	2,720,000	34,715,652	
TSPLOST Funding	3,149,382	1,000,000	1,000,000	1,000,000	1,000,000	-	-	-	7,149,382	
Grant Funding (LMIG)	3,711,528	440,000	440,000	440,000	440,000	440,000	440,000	440,000	6,791,528	
Capital Revenues	737,915	110,000	110,000	110,000	110,000	110,000	110,000	110,000	1,507,915	
Funding Source Total:	26,074,177	3,570,300	3,570,000	3,570,000	3,570,000	3,270,000	3,270,000	3,270,000	50,164,477	-

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



Repaving

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Public Works Yard Improvements	Estimated Project Cost:	\$858,156
		Estimated Completion:	2024

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	10,000
Construction	240,000
Land Acquisition	-
Fleet Acquisition	-
Other	608,156
Total Project Cost:	858,156

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	631,055

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	227,101

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	226,436

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	858,156	-	-	-	-	-	-	-	858,156	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees (Fire)	-	-	-	-	-	-	-	-	-	
Funding Source Total:	858,156	-	-	-	-	-	-	-	858,156	

IMPACT ON OPERATING BUDGET:	Maintenance costs include the recurring expenses needed for building facility operation. These items are cleaning, grounds repair, communications, pest control, gas, electricity, etc.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	15,960
		Other	-
Revenues			
		Total:	15,960



Public Works Yard

CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Public Works **Account #:** 300-4101-541400400
335-4101-541400000
340-4101-541400400

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	The City's traffic calming program previously provided funds for potential use on qualified projects on subdivision streets. The City of Milton Code of Ordinances was updated in February 2023 to remove the 50% cost sharing on the part of the City for the installation of basic traffic calming devices on local residential streets. The traffic calming project and account provides funding to address recommendations from the Local Road Safety Plan and also includes lower Hopewell Road traffic calming project.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:			
	Cap Proj	Cap Grant	TSPLOST
Expended Through FY 23	187,791	-	43,880

BUDGET ROLLOVER FROM PRIOR YEAR:			
	Cap Proj	Cap Grant	TSPLOST
Rollover at FYE 23	1,430,156	356,000	1,085,920

AVAILABLE BALANCE:			
	Cap Proj	Cap Grant	TSPLOST
Rollover less current encumbrances at FYE 23	1,427,856	240,000	1,085,920

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	1,607,919	-	-	-	-	-	-	-	1,607,919	
TSPLOST Funding	1,129,800	-	-	-	-	-	-	-	1,129,800	
Grant Funding	356,000	-	-	-	-	-	-	-	356,000	
Other-Traffic Calming Revenues	10,029	-	-	-	-	-	-	-	10,029	
Funding Source Total:	3,103,748	-	-	-	-	-	-	-	3,103,748	

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



CAPITAL IMPROVEMENT PLAN

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

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government 350-4101-541401200

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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 GDOT inspection reports provided every two years and City inspections. TSPLOST II will also provide funding for this program to support a citywide review, prioritization and implementation of priority B repairs identified by GDOT inspections. Priority guardrail improvements at bridges will be funded through TSPLOST II as part of this program.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:		
	Cap Proj	Impact Fees
Expended Through FY 23	1,457,356	-

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Proj	Impact Fees
Rollover at FYE 23	890,454	-

AVAILABLE BALANCE:		
	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 23	866,287	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	2,347,809	-	-	-	300,000	300,000	300,000	300,000	3,547,809	
TSPLOST Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	2,347,809	-	-	-	300,000	300,000	300,000	300,000	3,547,809	-

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

CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Public Works **Account #:** 300-4101-541301300
340-4101-541301300

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

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

ACTUAL EXPENDITURES TO DATE:		
	Cap Proj	Cap Grant
Expended Through FY 23	989,565	32,619

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Proj	Cap Grant
Rollover at FYE 23	1,040,534	-

AVAILABLE BALANCE:		
	Cap Proj	Cap Grant
Rollover less current encumbrances at FYE 23	941,042	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	1,917,382	100,000	100,000	100,000	100,000	100,000	100,000	100,000	2,617,382	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding-CDBG	32,619	-	-	-	-	-	-	-	32,619	
Other-Sidewalk Replacement Fund	112,717	-	-	-	-	-	-	-	112,717	
Funding Source Total:	2,062,718	100,000	100,000	100,000	100,000	100,000	100,000	100,000	2,762,718	

IMPACT ON OPERATING BUDGET:	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.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	-



Sidewalk Repair and New Installation

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Slope Landscaping at Thomas Byrd House	Estimated Project Cost:	\$100,000
		Estimated Completion:	2024

DEPARTMENT: General Govt Building **Account #:** 300-4101-541401701

STRATEGIC PRIORITY: Public Land and Resources

STRATEGIC ACTION ITEM: Culture in Public Spaces **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Extend rubble wall and re-grade slope to accommodate landscape growth. Plant slope with appropriate landscape materials. Incorporate public art where applicable. FY23 installed phase 1 wall and plantings. Future phase will improve signage and entry based on recommendations from branding and wayfinding study.
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ESTIMATED PROJECT COST:	
Planning & Design	15,000
Construction	85,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	100,000

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	54,072

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	45,928

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	45,570

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	100,000	-	-	-	-	-	-	-	100,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	100,000	-	-	-	-	-	-	-	100,000	

IMPACT ON OPERATING BUDGET:	Future mowing and maintenance	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues	-		
	Total:	-	



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Crabapple SE Connector	Estimated Project Cost:	\$2,000,000
		Estimated Completion:	2030

DEPARTMENT: Public Works **Account #:** 300-4101-541401704

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>This project is for new location road(s) and possible intersection improvements that will connect Broadwell Rd (at any point or at any of the existing streets including Marstrow Dr, Dorstrand Way, Dunbrody Dr, or McCaus Ln) to Mid Broadwell Rd to Mayfield Rd and/or from Broadwell Rd to Charlotte Dr.</p> <p>A conceptual plan and cost was developed for a connection from Dunbrody Dr to Charlotte Dr. The District at Mayfield Plan includes additional possible connections. Based on further traffic analysis and feasibility, these connections could be part of future southeast Crabapple improvements coordinated with future developments.</p> <p>Future funding sources could include impact fees, TSPLOST, and/or improvements provided by developments.</p>
--	--

ESTIMATED PROJECT COST:	
Planning & Design	150,000
Construction	1,700,000
Land Acquisition	150,000
Fleet Acquisition	-
Other	-
Total Project Cost:	2,000,000

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	19,995

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	130,005

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	130,005

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	150,000	-	-	-	-	-	-	-	150,000	
Impact Fees	-	45,000	110,000	110,000	110,000	110,000	110,000	110,000	705,000	
TSPLOST Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	150,000	45,000	110,000	110,000	110,000	110,000	110,000	110,000	855,000	1,145,000

IMPACT ON OPERATING BUDGET:	Operating impact to be determined upon final design approval.	Estimated Annual Impact:												
		<table border="1"> <tr> <td colspan="2">Expenditures</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">Revenues</td> </tr> <tr> <td></td> <td align="right">-</td> </tr> <tr> <td align="right">Total:</td> <td align="right">-</td> </tr> </table>	Expenditures		Personnel	-	Maintenance	-	Other	-	Revenues			-
Expenditures														
Personnel	-													
Maintenance	-													
Other	-													
Revenues														
	-													
Total:	-													



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Crabapple Pedestrian Enhancements	Estimated Project Cost:	\$1,049,200
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 300-4101-541401708
335-4101-5414200000 TS2-2318

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

STRATEGIC ACTION ITEM: Create a safer commute for pedestrians **Recurring/Non-Recurring:** Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	To provide enhanced pedestrian mobility within the Crabapple area. Crosswalks on Heritage Walk is phase 1. Upgrades to the streetscape of Crabapple Road (SR372) could include protected mid-block crossings, refuge islands, travel lane reductions, curb cut closures, bike lanes, personal transportation vehicle (PTV) accommodations and speed limit reductions where possible. TSPLOST funding will be used for the protected pedestrian mid-block crossing and refuge island component of the project.
--	---

ESTIMATED PROJECT COST:	
Planning & Design	189,200
Construction	439,800
Land Acquisition	-
Fleet Acquisition	-
Other	420,200
Total Project Cost:	1,049,200

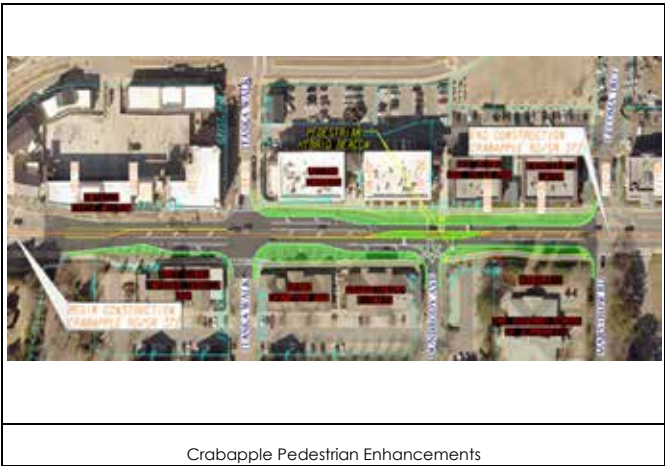
ACTUAL EXPENDITURES TO DATE:		
	Cap Proj	TSPLOST
Expended Through FY 223	241,973	-

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Proj	TSPLOST
Rollover at FYE 23	387,027	420,200

AVAILABLE BALANCE:		
	Cap Proj	TSPLOST
Rollover less current encumbrances at FYE 23	379,867	420,200

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	629,000	-	-	-	-	-	-	-	629,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
TSPLOST Funding	420,200	-	-	-	-	-	-	-	420,200	
Funding Source Total:	1,049,200	-	-	-	-	-	-	-	1,049,200	

IMPACT ON OPERATING BUDGET:	Operating impact to be determined upon final design approval.	Estimated Annual Impact:										
		<table border="0"> <tr> <td>Expenditures</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>Revenues</td> <td></td> </tr> <tr> <td>Total:</td> <td align="right">-</td> </tr> </table>	Expenditures		Personnel	-	Maintenance	-	Other	-	Revenues	
Expenditures												
Personnel	-											
Maintenance	-											
Other	-											
Revenues												
Total:	-											



CAPITAL IMPROVEMENT PLAN

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds provide for standard replacement of Public Works vehicles.
--	--

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	383,031

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	177,066

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	177,066

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	549,872	20,000	20,000	20,000	20,000	20,000	20,000	20,000	689,872	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other - Insurance Proceeds	10,225	-	-	-	-	-	-	-	10,225	
Funding Source Total:	560,097	20,000	20,000	20,000	20,000	20,000	20,000	20,000	700,097	

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



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Connected School Beacons	Estimated Project Cost:	\$20,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 300-4101-542500000
335-4101-541440000

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	There are 20 school flasher beacons throughout the City with various hardware and software systems. This project would provide connected school beacons to improve reliability, reduce maintenance costs, and increase safety. A connected system would reduce downtime and improve response times by knowing the location and status of each unit. Through this system the City would receive access to key performance indicators to analyze each school beacons' performance and create reports. Once beacons are connected, they use the on-board cellular modem to transmit and receive data. This connection also allows for over-the-air adjustment and updates when flashing times need to be modified. This type of connected system also has possible integration with connected vehicles and driving apps.
--	---

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	20,000
Total Project Cost:	20,000

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 23	20,000

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 23	20,000
Cap Proj	

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	20,000	-	-	-	-	-	-	-	20,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	20,000	-	-	-	-	-	-	-	20,000	-

IMPACT ON OPERATING BUDGET:	There are various lengths service periods depending on the vendor selected for this project. The service could be part of the overall initial cost or could be separated into a yearly data expense for the term of the services.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	5,000
		Other	-
Revenues			
		Total:	5,000



Connected School Beacons

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Trail Connection to Big Creek Greenway	Estimated Project Cost:	\$9,584,000
		Estimated Completion:	2026

DEPARTMENT: Public Works **Account #:** 335-4101-541420000 TS2-XXXX
340-4101-541400007

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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. The project identified to move forward with federal funds for all phases is a multi-use trail beginning at the intersection of Bethany Bend and Cogburn Road and continuing south on Cogburn to Webb and then east on Webb to tie into the Morris Road widening project.
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ESTIMATED PROJECT COST:	
Planning & Design	750,000
Construction	3,000,000
Land Acquisition	5,654,000
Fleet Acquisition	-
Other	180,000
Total Project Cost:	9,584,000

ACTUAL EXPENDITURES TO DATE:		
	Cap Grant	TSPLOST
Expended Through FY 23	632,852	143,291

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Grant	TSPLOST
Rollover at FYE 23	3,842,466	1,311,391

AVAILABLE BALANCE:		
	Cap Grant	TSPLOST
Rollover less current encumbrances at FYE 23	3,315,055	1,311,391

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	500,318	-	-	-	-	-	-	-	500,318	
TSPLOST Funding	799,682	730,800	-	-	-	-	-	-	1,530,482	
Grant Funding	4,400,000	523,200	2,400,000	-	-	-	-	-	7,323,200	
Alpharetta, NFCID & GDOT TAP	230,000	-	-	-	-	-	-	-	230,000	
Funding Source Total:	5,930,000	1,254,000	2,400,000	-	-	-	-	-	9,584,000	

IMPACT ON OPERATING BUDGET:	Upon completion of a trail connection, additional maintenance needs is anticipated at approx. \$5,000/mile to include trimming, edging, vegetation control, blowing, trash service etc.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	16,000
		Other	-
		Revenues	-
		Total:	16,000



CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Public Works **Account #:** 335-4101-54100000

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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.
--	--

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	750,000
Total Project Cost:	750,000

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	659,612

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	90,388

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 23	26,380

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST Funding	750,000	-	-	-	-	-	-	-	750,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	750,000	-	-	-	-	-	-	-	750,000	

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



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	SR140 @ Green MIL-009	Estimated Project Cost:	\$1,060,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-541400002

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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. The project also includes extending a multiuse path on the south side of Green Rd and east side of SR 140 from Waterhaven Ln to the Kroger driveway.
--	--

ESTIMATED PROJECT COST:	
Planning & Design	150,000
Construction	860,000
Land Acquisition	-
Fleet Acquisition	-
Other	50,000
Total Project Cost:	1,060,000

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	94,563

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	965,438

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 23	947,300

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST Funding	1,060,000	-	-	-	-	-	-	-	1,060,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	1,060,000	-	-	-	-	-	-	-	1,060,000	

IMPACT ON OPERATING BUDGET:	Concept development has not been finalized. Operating impact to be determined upon final design approval.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	-



Proposed Signal Improvements



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Hopewell @ Bethany MIL-001	Estimated Project Cost:	\$4,147,350
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541400004

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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.
--	--

ESTIMATED PROJECT COST:	
Planning & Design	250,000
Construction	3,247,350
Land Acquisition	650,000
Fleet Acquisition	-
Other	-
Total Project Cost:	4,147,350

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	3,870,507

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	276,843

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 23	1

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST Funding	4,147,350	-	-	-	-	-	-	-	4,147,350	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	4,147,350	-	-	-	-	-	-	-	4,147,350	-

IMPACT ON OPERATING BUDGET:	Operating impact will include roundabout landscaping maintenance.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	5,000
		Other	-
		Revenues	-
		Total:	5,000



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Freemerville @ B'Ham MIL-004	Estimated Project Cost:	\$1,990,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541400005

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Operational improvements of a roundabout that will address the all way stop controlled intersection.
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ESTIMATED PROJECT COST:	
Planning & Design	150,000
Construction	1,666,000
Land Acquisition	100,000
Fleet Acquisition	-
Other	74,000
Total Project Cost:	1,990,000

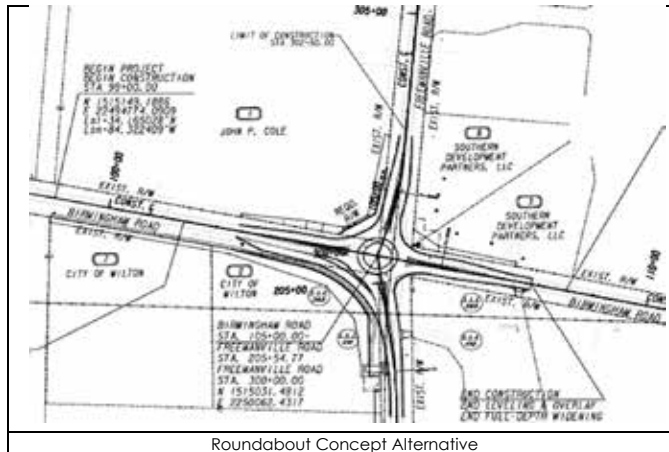
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	469,963

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	1,520,037

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	73,900

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST Funding	1,990,000	-	-	-	-	-	-	-	1,990,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	1,990,000	-	-	-	-	-	-	-	1,990,000	-

IMPACT ON OPERATING BUDGET:	Operating impact will include roundabout landscaping maintenance.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	5,000
		Other	-
Revenues			
		Total:	5,000



Roundabout Concept Alternative



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Birmingham Middle Bridge MIL-012	Estimated Project Cost:	\$2,803,458
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-541400009

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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.
--	--

ESTIMATED PROJECT COST:	
Planning & Design	100,000
Construction	2,103,458
Land Acquisition	600,000
Fleet Acquisition	-
Other	-
Total Project Cost:	2,803,458

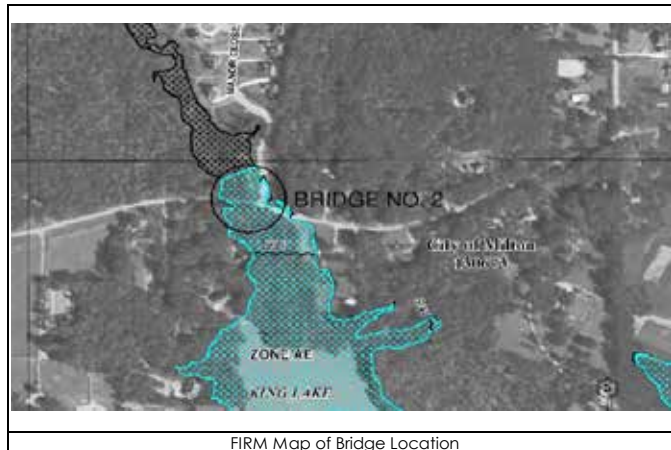
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	131,034

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	2,672,424

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	2,593,286

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST Funding	2,803,458	-	-	-	-	-	-	-	2,803,458	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	2,803,458	-	-	-	-	-	-	-	2,803,458	

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



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Morris Road Widening MIL-031	Estimated Project Cost:	\$12,418,286
		Estimated Completion:	2025

DEPARTMENT: Public Works **Account #:** 335-4101-541400010

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	670,000
Construction	5,830,000
Land Acquisition	3,500,000
Utilities Relocation	1,000,000
Other/Contingency	1,418,286
Total Project Cost:	12,418,286

ACTUAL EXPENDITURES TO DATE:		
	TSPLOST	Impact Fees
Expended Through FY 23	1,448,782	-

BUDGET ROLLOVER FROM PRIOR YEAR:		
	TSPLOST	Impact Fees
Rollover at FYE 23	10,569,096	335,409

AVAILABLE BALANCE:		
	TSPLOST	Impact Fees
Rollover less current encumbrances at FYE 23	10,320,144	335,409

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST Funding	12,017,878	-	-	-	-	-	-	-	12,017,878	
Debt Financing	-	-	-	-	-	-	-	-	-	
Impact Fees	335,409	65,000	-	-	-	-	-	-	400,409	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	12,353,286	65,000	-	-	-	-	-	-	12,418,286	-

IMPACT ON OPERATING BUDGET:	Concept development has not been finalized. Operating impact to be determined upon final design approval.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues	-		
Total:		-	



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Freemanville @ Redd MIL-010	Estimated Project Cost:	\$1,020,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-541400011

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Operational improvements at the intersection and may include turn lanes, traffic signal or roundabout.
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ESTIMATED PROJECT COST:	
Planning & Design	200,000
Construction	620,000
Land Acquisition	200,000
Fleet Acquisition	-
Other	-
Total Project Cost:	1,020,000

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	94,604

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	925,396

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	772,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST Funding	1,020,000	-	-	-	-	-	-	-	1,020,000	
Operating Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	1,020,000	-	-	-	-	-	-	-	1,020,000	-

IMPACT ON OPERATING BUDGET:	Concept development has not been finalized. Operating impact to be determined upon final design approval.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Bethany @ Providence MIL-002	Estimated Project Cost:	\$2,200,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-541400012

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	A roundabout will provide operational improvements at the intersection
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ESTIMATED PROJECT COST:	
Planning & Design	200,000
Construction	1,800,000
Land Acquisition	200,000
Fleet Acquisition	-
Other	-
Total Project Cost:	2,200,000

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	206,997

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	1,993,003

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	1,930,240

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST Funding	2,200,000	-	-	-	-	-	-	-	2,200,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	2,200,000	-	-	-	-	-	-	-	2,200,000	

IMPACT ON OPERATING BUDGET:	Operating impact to be determined upon final design approval.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Mayfield Road Sidewalks	Estimated Project Cost:	\$1,000,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541401301

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	A priority sidewalk project in the Crabapple area as identified in the 2020 Trail Prioritization Plan is connecting the Lakeside Park to Freemanville Road. This project is for a sidewalk/multiuse path along the Lakeside Park frontage and extending on the north side of Mayfield Road to the intersection with Freemanville Road. The existing sidewalk on the south side of Mayfield Road will remain as the accessible route beginning at the roundabout on Mayfield Road and Heritage Walk/Charlotte Drive and allow a multiuse trail on the north side of the road. The project includes a mid-block crossing protected by a Rapid Rectangular Flashing Beacon (RRFB) that will be used for bikes, pedestrians, and possibly PTVs to cross Mayfield Road approximately 125 feet East of the Lakeside Park entrance. The project also includes repaving Mayfield Road and adding bicycle signage and pavement markings for on-road cyclists.
--	--

ESTIMATED PROJECT COST:	
Planning & Design	100,000
Construction	800,000
Land Acquisition	100,000
Fleet Acquisition	-
Other	-
Total Project Cost:	1,000,000

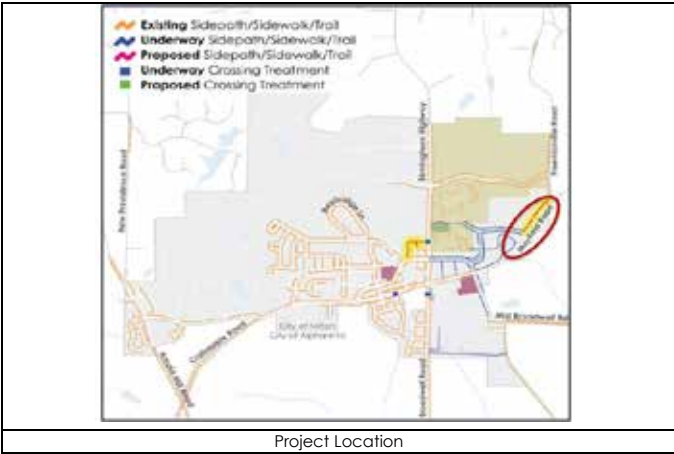
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	352,427

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	647,573

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 23	2,572

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST Funding	1,000,000	-	-	-	-	-	-	-	1,000,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	1,000,000	-	-	-	-	-	-	-	1,000,000	

IMPACT ON OPERATING BUDGET:	Devices to be solar powered so no power costs, minimal maintenance of equipment and infrastructure to be covered in existing public works maintenance accounts	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Bethany Bend Pedestrian Crossing TS2-2210	Estimated Project Cost:	\$200,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-521220000 TS2-2210
335-4101-541420000 TS2-2210

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The construction of a new midblock pedestrian crossing on Bethany Bend at Serenade Court was identified in the Milton Community Trail Prioritization Plan as a Tier 1 project in the Deerfield area. Adopted in 2020, the purpose of the plan was to guide the implementation of trail, sidepath and sidewalk projects throughout the City of Milton over the next ten years and beyond. This project is also for a priority Bethany Character Area sidewalk connection that will provide an alternate route from Deerfield Parkway to Bethany Bend at Hwy 9 with minimal impacts during the GDOT widening project. The concept for the project is to install a new Rapid Rectangular Flashing Beacon (RRFB) with a new striped crosswalk across Bethany Bend, a raised island in the existing gore area, and approximately 100 feet of new 5-foot sidewalk on the north side of Bethany Bend to connect to the existing sidewalk.
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ESTIMATED PROJECT COST:	
Planning & Design	20,000
Construction	170,000
Land Acquisition	10,000
Fleet Acquisition	-
Other	-
Total Project Cost:	200,000

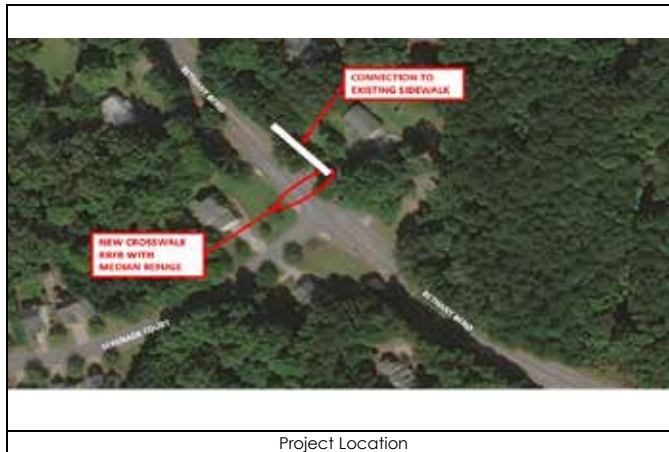
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	17,525

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	182,475

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	181,690

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II PB - Prof	37,597	-	-	-	-	-	-	-	37,597	
TSPLOST II PB - Cst	162,403	-	-	-	-	-	-	-	162,403	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	200,000	-	-	-	-	-	-	-	200,000	

IMPACT ON OPERATING BUDGET:	Concept development has not been finalized. Operating impact to be determined upon final design approval.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	SR 372 Rapid Rectangular Flashing Beacons TS2-2310	Estimated Project Cost:	\$220,450
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-521220000 TS2-2310
335-4101-541420000 TS2-2310

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>Rapid Rectangular Flashing Beacons (RRFB) are a common safety device used to enhance pedestrian crosswalks at roundabouts, especially in high pedestrian areas or if the roundabout has multi-lane approaches or exits.</p> <p>Staff is seeking Georgia Department of Transportation (GDOT) funding to purchase RRFB's for the City to install at the two roundabouts at SR 372 and Heritage Walk. The approximate total cost of these devices is \$200,000. In order to receive GDOT funding and approval, a traffic engineering (TE) study must be completed and approved by the state.</p> <p>RRFB's were identified as an effective countermeasure in the City's Local Road Safety Plan (LRSP) and is recognized by the federal government (FHWA) as a best practice.</p>
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ESTIMATED PROJECT COST:	
Planning & Design	20,450
Construction	200,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	220,450

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	11,500

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	208,950

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	200,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II PB - Prof	20,450	-	-	-	-	-	-	-	20,450	
TSPLOST II PB - Cst	200,000	-	-	-	-	-	-	-	200,000	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	220,450	-	-	-	-	-	-	-	220,450	

IMPACT ON OPERATING BUDGET:	Devices to be solar powered so no power costs, minimal maintenance of equipment to be covered in existing public works maintenance accounts	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		Total:	-



RRFBs

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Cox Road Intersection Improvement TS2-2311	Estimated Project Cost:	\$6,000,000
		Estimated Completion:	2025

DEPARTMENT: Public Works **Account #:** 335-4101-521210000 TS2-2311
335-4101-541110000 TS2-2311
335-4101-541410000 TS2-2311

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	This project includes evaluation and further implementation of intersection and operational improvements along Cox Road. The intersections of Cox Road at King Road and Cox Road at Etris Road/Ebenezer Road will include the City of Roswell with funding agreements for improvements. The intersection of Cox Road at SR 140/Arnold Mill Road will include working with and possible funding by Georgia Department of Transportation. The intersection of Cox Road at the City of Milton Cox Road Athletic Complex will involve coordination between City Public Works and Parks and Recreation Departments and the Parks and Recreation Advisory Board.
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ESTIMATED PROJECT COST:	
Planning & Design	500,000
Construction	4,500,000
Land Acquisition	1,000,000
Fleet Acquisition	-
Other	-
Total Project Cost:	6,000,000

ACTUAL EXPENDITURES TO DATE:		
	TSPLOST	IGA Funds
Expended Through FY 23	106,247	-

BUDGET ROLLOVER FROM PRIOR YEAR:		
	TSPLOST	IGA Funds
Rollover at FYE 23	4,893,753	250,000

AVAILABLE BALANCE:		
	TSPLOST	IGA Funds
Rollover less current encumbrances at FYE 23	4,851,400	250,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II O&S - Prof	500,000	-	-	-	-	-	-	-	500,000	
TSPLOST II O&S - ROW	1,000,000	-	-	-	-	-	-	-	1,000,000	
TSPLOST II O&S - Cst	3,500,000	-	-	-	-	-	-	-	3,500,000	
IGA Funding (Roswell)	250,000	750,000	-	-	-	-	-	-	1,000,000	
Funding Source Total:	5,250,000	750,000	-	-	-	-	-	-	6,000,000	

IMPACT ON OPERATING BUDGET:	Operating impact to be determined upon final design approval.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
Total:	-		



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Webb at Cogburn TS2-2312	Estimated Project Cost:	\$600,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-521210000 TS2-2312
335-4101-541110000 TS2-2312
335-4101-541410000 TS2-2312

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Intersection improvements at Cogburn Road and Webb Road was identified as a level II operational improvement project in the 2016 Milton Comprehensive Transportation Plan. The purpose of the project is to reduce congestion and improve safety at the intersection of Cogburn Road and Webb Road. A new left turn will be added to the westbound Webb Road approach. The eastbound approach will also be modified to line up the through lanes. There will also be a traffic signal modification required. The intent is for this construction to be complete before the Big Creek Greenway Connection trail project begins.
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ESTIMATED PROJECT COST:	
Planning & Design	50,000
Construction	500,000
Land Acquisition	50,000
Fleet Acquisition	-
Other	-
Total Project Cost:	600,000

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	600,000

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	550,320

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II O&S - Prof	50,000	-	-	-	-	-	-	-	50,000	
TSPLOST II O&S - ROW	50,000	-	-	-	-	-	-	-	50,000	
TSPLOST II O&S - Cst	500,000	-	-	-	-	-	-	-	500,000	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	600,000	-	-	-	-	-	-	-	600,000	-

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



Project Location and Concept



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Milton Comprehensive Transportation Plan TS2-2313	Estimated Project Cost:	\$280,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-521260000

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The first Milton Comprehensive Transportation Plan (CTP) was adopted in 2009. There was an update to the CTP in 2016 that contributed to the project list development for the 2016 Transportation Special Purpose Local Option Sales Tax (TSPLOST). The Milton CTP is a 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. This 2023 planning effort will utilize many of the recent planning documents including the Local Road Safety Plan, Comprehensive Plan, and Community Trail Prioritization Plan to address projects and policies. The CTP will also inform the specific projects for categories that are funded with TSPLOST II. The CTP outcomes will include determination of stakeholder's satisfaction with transportation, evaluation of bicycle accommodations for a safety initiative, measurement of effectiveness of intersections, and maintaining reliability.
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ESTIMATED PROJECT COST:	
Planning & Design	280,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	280,000

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	34,392

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	245,608

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	55

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II PM - Prof	280,000	-	-	-	-	-	-	-	280,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	280,000	-	-	-	-	-	-	-	280,000	

IMPACT ON OPERATING BUDGET:	Estimated Annual Impact:	
	Expenditures	
	Personnel	-
	Maintenance	-
	Other	-
Revenues	-	
	Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Bridge Maintenance TS2-2314	Estimated Project Cost:	\$1,150,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-521230000 TS2-2314
335-4101-541430000 TS2-2314

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The City of Milton is in receipt of a Bridge Inspection Report from Georgia Department of Transportation (GDOT) detailing the capital maintenance needs for 24 City-owned bridge structures that meet criteria to be inspected by GDOT. The City requested to have a consultant assess 16 of these structures and prioritize repairs to maximize efficiency of funds. Bridge Maintenance Plans would be prepared based on priority as directed by the City.</p> <p>The scope of work in this project includes site visits to 16 structures, a bridge assessment report on identified structures, prioritization of implementing repairs, maintenance plans for selected structures, and support during bid for repairs. The design and construction of this capital project will be funded as a TSPLOST II Bridge Project.</p>
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ESTIMATED PROJECT COST:	
Planning & Design	50,000
Construction	1,100,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	1,150,000

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 23	TSPLOST 20,625

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 23	TSPLOST 29,375

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 23	TSPLOST 500

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II BR - Prof	50,000	-	-	-	-	-	-	-	50,000	
TSPLOST II BR - Cst	-	1,100,000	-	-	-	-	-	-	1,100,000	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	50,000	1,100,000	-	-	-	-	-	-	1,150,000	

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



Bridge Inspection

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Guardrail Improvements TS2-2315	Estimated Project Cost:	\$700,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-52124000
335-4101-541440000

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The City-adopted Local Road Safety Plan recommended considering upgrading guardrail at bridges and culverts as engineering countermeasure RSC-10 for the emphasis area of roadway and shoulder conditions. This project includes an overall inventory and specific location improvements.</p> <p>In order to develop priorities for guardrail repair and replacement on approximately 182 miles of city-owned streets, an inventory was created of all guardrail in GIS that is used to track asset details. The inventory is a combination of information obtained through Google Streetview and field investigation that determined type of guardrail, height, end terminals, distance from the roadway, and adjacent topography. The inventory includes a categorized recommendation list based on urgency and risk to the public, as well as a cost estimate for the work.</p> <p>Following the development of the inventory and recommendations, guardrail improvements will be made through this project.</p>
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ESTIMATED PROJECT COST:	
Planning & Design	93,880
Construction	606,120
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	700,000

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	43,880

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	656,120

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	656,120

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II M&S - Prof	50,000	-	-	-	-	-	-	-	50,000	
TSPLOST II M&S - Cst	650,000	-	-	-	-	-	-	-	650,000	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	700,000	-	-	-	-	-	-	-	700,000	-

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



Guardrail Repair

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Bethany Bend Mini Roundabout TS2-2315	Estimated Project Cost:	\$550,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-521210000 TS2-2316
335-4101-541410000 TS2-2316

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>As part of the Local Road Safety Plan recommendations and continuing efforts to slow drivers down, Public Works is proposing a mini roundabout project. This type of improvement has been successful in reducing speeds and improving safety for pedestrians. Bethany Bend between SR 9 and Morris Road is a corridor that could be impacted during and after 3 major transportation projects: the SR 9 widening, the McGinnis Ferry interchange, and the Morris Road widening. The Bethany Creek subdivision is in the section of Bethany Bend near SR 9. This subdivision is in a unique situation having homeowners on both sides of Bethany Bend, with the public amenities on the Northern side. The Bethany Creek HOA Board approached Public Works asking whether there was a way to slow vehicles down and provide a safe pedestrian crossing.</p> <p>This project is for a mini roundabout which will accomplish the goals above while also being compatible with Georgia DOT's SR 9 widening project that is currently scheduled for letting in December 2023. From the Strategic Plan and Comprehensive Plan, the proposed project also aligns with the following:</p> <ul style="list-style-type: none"> •Prioritize Bethany character area (Hwy 9) sidewalk connections in coordination with GDOT Project, and identify quick win opportunities, •Consider innovations to reduce the actual speed of traffic to get drivers to stay within the posted speed limits, •Consider "smart" features to improve transportation infrastructure and safety in Milton, and •Consider the use of Smart features to improve pedestrian safety within defined urban areas, around parks and other priority walking areas. <p>The mini roundabout will be located at the intersection of Bethany Bend and South Bethany Creek Drive/North Bethany Creek Drive and will have an approximate diameter of 80 feet and fit within the existing asphalt and curb lines.</p>
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ESTIMATED PROJECT COST:	
Planning & Design	50,000
Construction	500,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	550,000

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	15,220

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	534,780

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	500,585

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II O&S - Prof	50,000	-	-	-	-	-	-	-	50,000	
TSPLOST II O&S - Cst	500,000	-	-	-	-	-	-	-	500,000	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	550,000	-	-	-	-	-	-	-	550,000	

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



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Deerfield Area Sidewalks TS2-2317	Estimated Project Cost:	\$500,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-541420000 TS2-2317

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	A project was identified that connects several sidewalk gaps in the Deerfield area based on working with the Milton Trails Advisory Committee and in consultation with the Deerfield area as identified in the 2020 Trail Prioritization Plan. The project will be construction of new sidewalk segments to close open spaces between sidewalk sections. The location of these connections are Webb Road, Deerfield Parkway, and Hopewell Road.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	500,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	500,000

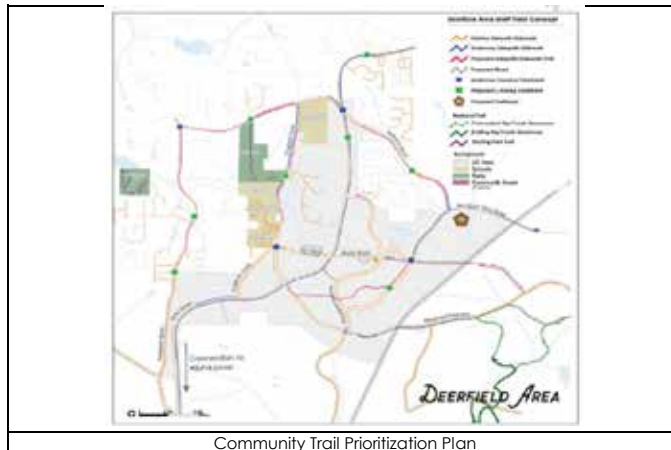
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	500,000

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	500,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II PB - Cst	500,000	-	-	-	-	-	-	-	500,000	
Operating Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	500,000	-	-	-	-	-	-	-	500,000	

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



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Dinsmore Connection TS2-2320	Estimated Project Cost:	\$300,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** 335-4101-521220000 TS2-2320

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	This project scope consists of connecting passive park improvements within the Milton City Park and Preserve by providing a roadside multi-use path serving both transportation and recreational purposes. This project reflects priorities detailed in the community-driven, Council-approved Park Master Plan of the area. The Dinsmore Connection will be 0.25-miles of a 10-ft wide multi-use concrete/paved sidewalk adjacent to Dinsmore Road. This will connect to a new trail on the east side of the park with an existing trail on the west side of the park completing an approximate 2.5-mile trail around the project site. This will also provide a transportation component to expand in the future to connect neighborhoods to both the active and passive sides of the park.
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ESTIMATED PROJECT COST:	
Planning & Design	40,000
Construction	260,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	300,000

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 23	TSPLOST -

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 23	TSPLOST 40,000

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 23	TSPLOST 40,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II PB - Prof	40,000	260,000	-	-	-	-	-	-	300,000	
Operating Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	40,000	260,000	-	-	-	-	-	-	300,000	

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



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	TSPLOST Program Management	Estimated Project Cost:	\$0
		Estimated Completion:	TBD

DEPARTMENT: Public Works **Account #:** 335-4101-521260000
335-4101-541460000

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The City currently outsources large project inspections and other TSPLOST project tasks. In FY21, a City infrastructure inspector position was added within the public works department to replace some of the outsourced inspection services such as the paving program (typically \$50k/year), stormwater inspections (\$25k/year), and assisting with various public works projects including supporting other department projects (around \$100k/year). The number of projects managed by the public works department is growing and includes adding capital projects for other departments. The most recent outsourced TSPLOST project cost over \$350k for outsourced construction inspections on a \$3M construction project. This initiative is proposed to utilize internal resources as much as possible with less dependence on outside services for inspections during construction and other project tasks. There still may be need for bidding certain services and inspections based on the complexity and duration of a project but an internal staff TSPLOST project inspector will allow greater flexibility, level of service, and less than half the costs.</p> <p>Additionally, funding for projects not yet underway will be earmarked to the Program Management - Infrastructure account. Once the Comprehensive Transportation Plan is complete and Council has provided guidance on projects, staff will allocate the funding accordingly and provide budgetary updates at each budget amendment hearing.</p>
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

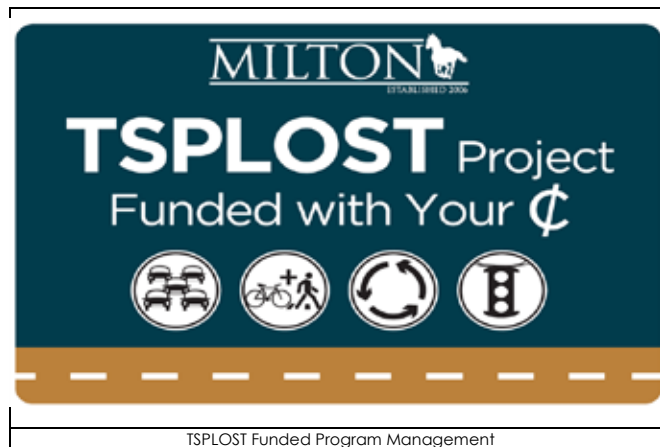
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 23	-

AVAILABLE BALANCE:	
	TSPLOST
Rollover less current encumbrances at FYE 23	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
TSPLOST II PM - Prof	-	119,149	123,915	128,872	134,026	139,387	-	-	645,349	
TSPLOST II PM - Infra	-	4,547,688	4,126,086	6,371,128	6,226,586	-	-	-	21,271,488	
Impact Fees	-	-	-	-	-	-	-	-	-	
Operating Funding	-	-	-	-	-	-	-	-	-	
Funding Source Total:	-	4,666,837	4,250,001	6,500,000	6,360,612	139,387	-	-	21,916,837	-

IMPACT ON OPERATING BUDGET:	For FY24-FY28, the salary and benefits for this position are proposed to utilize TSPLOST I and II funding as the inspections will be focused on TSPLOST funded projects. Should a TSPLOST III not occur after FY27 to fund this position, the public works department structure will be evaluated and any impacts on operating budget discussed at that time.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Sites/Park Land Acquisition	Estimated Project Cost:	N/A
		Estimated Completion:	N/A

DEPARTMENT: Parks & Recreation

Account #: 300-6110-541101000
350-6110-541101000

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks.

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	This money will be used to address opportunities to acquire active park land.
	45+ acres of land has been purchased for active park sites.
	Future requests to focus on increased pocket and neighborhood parks acquired throughout the community & in generally less-served areas.

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

ACTUAL EXPENDITURES TO DATE:		
	Cap Proj	Impact Fees
Expended Through FY 23	3,796,524	3,201,981

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Proj	Impact Fees
Rollover at FYE 23	260,960	6,474

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 23	230,131	(0)

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	4,057,484	-	-	-	-	-	-	-	4,057,484	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	3,208,455	650,000	650,000	650,000	650,000	650,000	650,000	650,000	7,758,455	
Funding Source Total:	7,265,939	650,000	650,000	650,000	650,000	650,000	650,000	650,000	11,815,939	

IMPACT ON OPERATING BUDGET:	The operating impact will depend on the type of land purchased and the end-use of the land.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues	-		
Total:		-	



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Vehicle Replacement Reserve (Parks & Recreation)	Estimated Project Cost:	N/A
		Estimated Completion:	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

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds provide for standard replacement of vehicles for Parks & Recreation.
	This accounts for the increased number of P&R fleet vehicles.

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	59,122

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	32,999

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	32,999

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	92,121	10,000	10,000	10,000	10,000	10,000	10,000	10,000	162,121	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	92,121	10,000	10,000	10,000	10,000	10,000	10,000	10,000	162,121	-

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



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Providence Park	Estimated Project Cost:	\$6,595,297
		Estimated Completion:	Beyond 2030

DEPARTMENT: Parks & Recreation (Active) **Account #:** 300-6110-541200003
 340-6110-541200001
STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government 340-6110-541300100
STRATEGIC ACTION ITEM: Provide Quality Services **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>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 FY2022/2023, trail, restroom and the fishing pier projects were completed. Grant funds were acquired for the ADA trails, restrooms and fishing pier.</p> <p>In April 2023, PRAB and Council provided feedback to staff which ultimately removed two components from the long-term phasing of the park. Those two components were an all-inclusive playground and the dedicated camping areas.</p> <p>"Phase 1": COMPLETED: Demo of structure, partial trail system improvement, restroom, lake overlook "Phase 1": NOT COMPLETED: stream alignment/dam repair, 13,000sf inclusive playground, updated fencing around quarry, wetland improvements, parking lot update/resurface "Phase 2": expanded parking area, 900sf open air quarry overlook, performance green, 6500sf nature center/lawn area, dredging of the lake, .12 mile wetland boardwalk, camping area (only with supervision).</p> <p>Phase 1 remaining: \$2,000,000 Phase 2 estimated cost: \$4,000,000</p> <p>Ongoing maintenance: Open air quarry overlook: \$4,000 annually (utilities, repairs, cleaning) 6,500sf Nature Center: \$75,000 annually (utilities, cleaning, landscaping, communications, repairs, porter services, etc) *Optional staffing to be additional \$70,000 + relocation of full-time staff member Performance Green: \$20,000 annually for landscaping, irrigation and grounds repairs</p>
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ESTIMATED PROJECT COST:	
Planning & Design	100,000
Construction	6,491,097
Land Acquisition	4,200
Fleet Acquisition	-
Other	-
Total Project Cost:	6,595,297

ACTUAL EXPENDITURES TO DATE:			
	Cap Proj	Grant Fund	Impact Fees
Expended Through FY 23	119,127	1,119,169	-

BUDGET ROLLOVER FROM PRIOR YEAR:			
	Cap Proj	Grant Fund	Impact Fees
Rollover at FYE 23	2,025,677	20,611	-

AVAILABLE BALANCE:			
	Cap Proj	Grant Fund	Impact Fees
Rollover less current encumbrances at FYE 23	2,025,677	3,611	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests								Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030			
Operating Budget (Capital Projects Fund)	2,144,804	350,000	350,000	350,000	450,000	450,000	450,000	450,000	450,000	4,994,804	
Operating Budget (Capital Grant Fund)*	739,780	-	-	-	-	-	-	-	-	739,780	
Grant Funding*	400,000	-	-	-	-	-	-	-	-	400,000	
Impact Fees**	-	-	-	-	-	-	-	-	-	-	
Funding Source Total:	3,284,584	350,000	350,000	350,000	450,000	450,000	450,000	450,000	450,000	6,134,584	

*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.

IMPACT ON OPERATING BUDGET:	Final operating costs and cleaning costs will be determined upon concept/design approval.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Bell Memorial Park (Turf Field Replacement)	Estimated Project Cost:	\$2,750,000
		Estimated Completion:	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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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.
	While bidding the carpet for the two existing artificial turf fields, converting the remainder of the natural grass fields would be beneficial for playability and utility of our baseball program. Rainouts & cancelations would reduce, while making our recreation program more attractive to prospective baseball families. The higher quality baseball programs are moving to turf for these reasons. Staff estimates the turfing of the baseball fields at \$2,000,000.
	Approx 205,000sf of field to turf
	Long-term impact: Minimal change to operating budget. \$175,000 each subsequent year for replacing carpet every 10-12 years.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	2,750,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	2,750,000

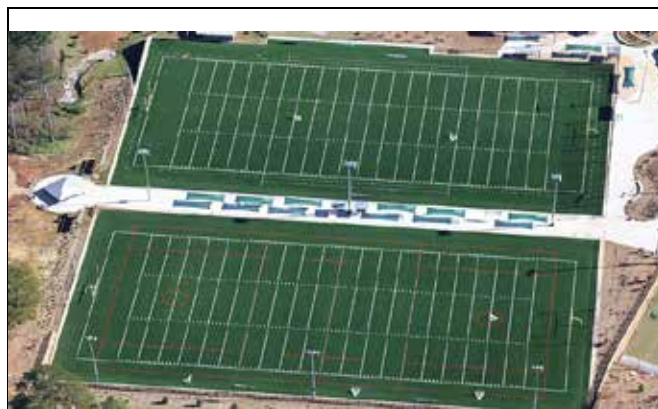
ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	710,000

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	710,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	710,000	510,000	510,000	510,000	510,000	-	-	-	2,750,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other Funding	-	-	-	-	-	-	-	-	-	
Funding Source Total:	710,000	510,000	510,000	510,000	510,000	-	-	-	2,750,000	

IMPACT ON OPERATING BUDGET:	Annual maintenance for the listed improvement is minimal.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		Total:	-



Bell Memorial Park Fields 1 & 2

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Cox Road	Estimated Project Cost:	\$2,027,137
		Estimated Completion:	2024

DEPARTMENT: Parks & Recreation (Active)

Account #: 300-6110-541200004
350-6110-541200004

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks.

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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.
	<p><u>All the above is completed.</u></p> <p>FY24- ADDRESS THE PARKING LOT Tree removal, grading, underground water retention, paving & septic improvements for maintenance building \$1,750,000 Estimated Cost for engineering/design and construction (PW calculated the project scope and estimated cost) Long term impact- reduced septic repairs, \$80,000 per year to fund carpet replacement after 10-12 years of use</p>

ESTIMATED PROJECT COST:	
Planning & Design	35,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	1,992,137
Total Project Cost:	2,027,137

ACTUAL EXPENDITURES TO DATE:		
	Cap Proj	Impact Fees
Expended Through FY 23	224,511	1,304,737

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Proj	Impact Fees
Rollover at FYE 23	497,889	0

AVAILABLE BALANCE:		
	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 23	483,310	0

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	722,400	-	-	-	-	-	-	-	722,400	
Other Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	1,304,737	-	-	-	-	-	-	-	1,304,737	
Funding Source Total:	2,027,137	-	-	-	-	-	-	-	2,027,137	

IMPACT ON OPERATING BUDGET:	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).	Estimated Annual Impact:																
		<table border="1"> <tr> <td colspan="2">Expenditures</td> <td></td> </tr> <tr> <td>Personnel</td> <td align="right">-</td> <td></td> </tr> <tr> <td>Maintenance</td> <td align="right">-</td> <td></td> </tr> <tr> <td>Other</td> <td align="right">-</td> <td></td> </tr> <tr> <td>Revenues</td> <td></td> <td align="right">(20,000)</td> </tr> <tr> <td>Total:</td> <td></td> <td align="right">(20,000)</td> </tr> </table>	Expenditures			Personnel	-		Maintenance	-		Other	-		Revenues		(20,000)	Total:
Expenditures																		
Personnel	-																	
Maintenance	-																	
Other	-																	
Revenues		(20,000)																
Total:		(20,000)																



Cox Road Facility

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Milton City Park and Preserve Facility Improvements (Active)	Estimated Project Cost:	\$3,727,993
		Estimated Completion:	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

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The Former Milton Country Club Master Plan was adopted August 19, 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.</p> <p>In April 2023, PRAB and Council provided guidance to staff re-prioritizing the long-term funding for projects. During this discussion, several components of the Park Master Plan were removed. The park components removed include the fireplace, sand volleyball courts, 100% inclusive playground and the expanded event lawn. The bioswale located to the south of the building was also deemed unnecessary, as long as it's not truly needed to collect water runoff.</p> <p>Staff to be applying for LWCF Grant funding through DNR to fund the majority of Concept "B". The estimated cost for this project is \$1.4 million, with \$500,000 in support from the grant.</p> <p>Concept "A" - Renovation of the building (COMPLETE) Concept "B" - <i>Reconfiguration of the building</i>, 2 additional tennis courts, tennis viewing deck, event lawn, sand volleyball courts, "inclusive" playground, bioswale to catch water, parking lot improvements Concept "C" - Outdoor fireplace, larger back patio, additions to viewing deck, waterslide for pool, improved "event lawn" and enhanced landscaping</p> <p>Cost Estimate: Concept B - \$1.8-\$2.0 million Cost Estimate: Concept C - \$900,000</p> <p>Long-term impact: Resurfacing tennis courts every 5-7 years- budget \$8,000 per year, stain viewing deck every 5 years (minimal) Operating: landscape improvement upkeep (\$5000 per year) Operating: Pool slide maintenance and staffing (\$18,000 per year) Operating: LED light conversion, decreased annual costs (\$1,000-\$2,000 per year)</p>
--	--

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	3,672,993
Land Acquisition	-
Fleet Acquisition	-
Other	55,000
Total Project Cost:	3,727,993

ACTUAL EXPENDITURES TO DATE:	
Cap Proj	
Expended Through FY 23	1,142,993

BUDGET ROLLOVER FROM PRIOR YEAR:	
Cap Proj	
Rollover at FYE 23	802,007

AVAILABLE BALANCE:	
Cap Proj	
Rollover less current encumbrances at FYE 23	802,007

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	1,945,000	350,000	350,000	300,000	282,993	-	-	-	3,227,993	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	500,000	-	-	-	-	-	500,000	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	1,945,000	350,000	850,000	300,000	282,993	-	-	-	3,727,993	0

IMPACT ON OPERATING BUDGET:	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.	Estimated Annual Impact:										
		<table border="0"> <tr> <td>Expenditures</td> <td></td> </tr> <tr> <td> Personnel</td> <td align="right">-</td> </tr> <tr> <td> Maintenance</td> <td align="right">14,000</td> </tr> <tr> <td> Other</td> <td align="right">-</td> </tr> <tr> <td>Revenues</td> <td align="right">(14,200)</td> </tr> <tr> <td>Total:</td> <td align="right">(200)</td> </tr> </table>	Expenditures		Personnel	-	Maintenance	14,000	Other	-	Revenues	(14,200)
Expenditures												
Personnel	-											
Maintenance	14,000											
Other	-											
Revenues	(14,200)											
Total:	(200)											



CAPITAL IMPROVEMENT PLAN

Land Conservation	New Active Athletic Complex	Estimated Project Cost:	\$14,550,000
		Estimated Completion:	2025

DEPARTMENT: Parks & Recreation (Active)

Account #: 300-6110-541200005

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM:

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The next step in the development of our Parks facilities is the development of another athletic park, with similar amenities to Bell Memorial Park. The increased population and program popularity has coorelated to an increase in our recreation programming. The current needs of the community include 4 baseball fields, another 2 rectangular fields as outlined in the 2027 comprehensive master plan. This park would feature artificial turf fields for both the multi-purpose fields and the baseball/softball fields. Recommended in this park (outside of operational needs such as storage and maintenance spaces) would be the inclusion of other parks amenities, such as but not limited to playground, concessions, picnic areas, trails and outdoor recreation space.</p> <p>Athletic Park: \$14,550,000</p>
--	--

ESTIMATED PROJECT COST:	
Planning & Design	700,000
Construction	13,500,000
Land Acquisition	-
Fleet Acquisition	-
Other	350,000
Total Project Cost:	14,550,000

ACTUAL EXPENDITURES TO DATE:	
Cap Proj	-
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Cap Proj	14,558,532
Rollover at FYE 23	14,558,532

AVAILABLE BALANCE:	
Cap Proj	14,558,532
Rollover less current encumbrances at FYE 23	14,558,532

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	4,558,532	-	-	-	-	-	-	-	4,558,532	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other (ARPA Funds)	10,000,000	-	-	-	-	-	-	-	10,000,000	
Funding Source Total:	14,558,532	-	-	-	-	-	-	-	14,558,532	

IMPACT ON OPERATING BUDGET:	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.	Estimated Annual Impact:										
		<table border="1"> <tr> <td>Expenditures</td> <td></td> </tr> <tr> <td>Personnel</td> <td align="right">300,000</td> </tr> <tr> <td>Maintenance</td> <td align="right">195,000</td> </tr> <tr> <td>Other</td> <td align="right">-</td> </tr> <tr> <td>Revenues</td> <td align="right">(30,000)</td> </tr> <tr> <td>Total:</td> <td align="right">465,000</td> </tr> </table>	Expenditures		Personnel	300,000	Maintenance	195,000	Other	-	Revenues	(30,000)
Expenditures												
Personnel	300,000											
Maintenance	195,000											
Other	-											
Revenues	(30,000)											
Total:	465,000											



CAPITAL IMPROVEMENT PLAN

Land Conservation	Indoor Community Center	Estimated Project Cost: \$13,000,000
		Estimated Completion: 2031

DEPARTMENT: Parks & Recreation (Active) **Account #:** [Finance will create account #]

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Build an Indoor Community Center **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The City has expanded the inventory of outdoor fields and playspaces. The next step in the development of our Parks facilities is the development of an indoor community center. This 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 an additional 60,216 square feet of indoor recreation center space. The 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. Costs can be reduced if it is built on land already owned by the City of Milton.
--	---

ESTIMATED PROJECT COST:	
Planning & Design	525,000
Construction	12,475,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	13,000,000

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	1,000,000

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	1,000,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	1,000,000	1,300,000	700,000	1,100,000	1,100,000	2,000,000	1,000,000	1,000,000	9,200,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	1,000,000	1,300,000	700,000	1,100,000	1,100,000	2,000,000	1,000,000	1,000,000	9,200,000	

IMPACT ON OPERATING BUDGET:	This will result in an ongoing cost of the maintenance of the facility as well as the operation of the facility. Actual impact will be determined once building design is complete.	Estimated Annual Impact:	
		Expenditures	
		Personnel	240,000
		Maintenance	259,000
		Other	-
Revenues			
			-
		Total:	499,000



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Land Conservation	Estimated Project Cost:	N/A
		Estimated Completion:	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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
	G.O. Bond Fd
Expended Through FY 23	21,150,645

BUDGET ROLLOVER FROM PRIOR YEAR:	
	G.O. Bond Fd
Rollover at FYE 23	5,211,904

AVAILABLE BALANCE:	
	G.O. Bond Fd
Rollover less current encumbrances at FYE 23	5,199,904

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Other Revenue	71,150	-	-	-	-	-	-	-	71,150	
GO Bond	25,376,842	-	-	-	-	-	-	-	25,376,842	
Interest Earnings	914,557	-	-	-	-	-	-	-	914,557	
Funding Source Total:	26,362,549	-	-	-	-	-	-	-	26,362,549	

IMPACT ON OPERATING BUDGET:	The cost of maintenance (mowing, litter pickup, etc) for each parcel purchased will have an impact on the operating fund.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Passive Parks	Estimated Project Cost:	N/A
		Estimated Completion:	N/A

DEPARTMENT: Passive Parks/Greenspace

Account #: 300-6210-54120000

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks.

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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. In FY22, funding was used for gravel equestrian accessible parking area, site and fencing repairs to improve conditions for opening the Freemanville Road at Birmingham Road (Belmont Farms) greenspace. In FY23, \$30,000 was allocated for Liberty Grove/Blue Valley Pocket Park landscaping.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	107,301

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	1,112,699

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	1,112,699

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	1,220,000	-	-	-	-	-	-	-	1,220,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	1,220,000	-	-	-	-	-	-	-	1,220,000	

IMPACT ON OPERATING BUDGET:	TBD once the implementation for the approved plans have been determined.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues	-		
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Birmingham Park	Estimated Project Cost:	\$1,500,000
		Estimated Completion:	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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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 Community Trail Prioritization Plan 2020. Additional priority improvements have been identified by the Milton Equestrian Committee.
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ESTIMATED PROJECT COST:	
Planning & Design	250,000
Construction	1,250,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	1,500,000

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	146,099

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	785,151

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	777,788

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2029		
Operating Budget	931,250	300,000	268,750	-	-	-	-	-	1,500,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	931,250	300,000	268,750	-	-	-	-	-	1,500,000	-

IMPACT ON OPERATING BUDGET:	Operating impact will be determined upon final concept/design approval.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Mayfield Farm Park	Estimated Project Cost:	\$90,000
		Estimated Completion:	TBD

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Planning initiatives for Mayfield Farm Park in cooperation with the City of Alpharetta. The demolition and site cleanup phase is planned for 2023. This includes creating a safe and blank slate for future possible agricultural and environmental uses in conjunction with the City of Alpharetta.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	90,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	90,000

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	90,000

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	90,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	90,000	-	-	-	-	-	-	-	90,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	90,000	-	-	-	-	-	-	-	90,000	-

IMPACT ON OPERATING BUDGET:	The operating costs for this park will be determined once final concept/design have been approved.	Estimated Annual Impact:										
		<table border="0"> <tr> <td>Expenditures</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>Revenues</td> <td align="right">-</td> </tr> <tr> <td>Total:</td> <td align="right">-</td> </tr> </table>	Expenditures		Personnel	-	Maintenance	-	Other	-	Revenues	-
Expenditures												
Personnel	-											
Maintenance	-											
Other	-											
Revenues	-											
Total:	-											



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Facility Repair & maintenance/Mayfield Road Stormwater Facility	Estimated Project Cost:	\$0
		Estimated Completion:	

DEPARTMENT: Passive Parks/Greenspace

Account #: 300-6210-522220010

STRATEGIC PLAN STRATEGY:

STRATEGIC ACTION ITEM:

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	80,637

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	80,637

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Capital Revenues	80,637	-	-	-	-	-	-	-	80,637	
Funding Source Total:	80,637	-	-	-	-	-	-	-	80,637	-

IMPACT ON OPERATING BUDGET:	Estimated Annual Impact:	
	Expenditures	
	Personnel	-
	Maintenance	-
	Other	-
Revenues		
	Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Milton City Park and Preserve	Estimated Project Cost:	\$6,120,000
		Estimated Completion:	Beyond 2026

DEPARTMENT: Passive Parks/Greenspace **Account #:** 300-6210-54120001

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	6,120,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	6,120,000

ACTUAL EXPENDITURES TO DATE:			
	Cap Proj	ARPA Funds	Grant Fund
Expended Through FY 23	966,385	28,750	-

BUDGET ROLLOVER FROM PRIOR YEAR:			
	Cap Proj	ARPA Funds	Grant Fund
Rollover at FYE 23	771,803	-	-

AVAILABLE BALANCE:			
	Cap Proj	ARPA Funds	Grant Fund
Rollover less current encumbrances at FYE 23	771,803	-	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	1,738,188	200,000	200,000	200,000	200,000	200,000	17,812	-	2,756,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	1,500,000	-	-	-	-	-	-	1,500,000	
ARPA Funding	28,750	1,835,250	-	-	-	-	-	-	1,864,000	
Funding Source Total:	1,766,938	3,535,250	200,000	200,000	200,000	200,000	17,812	-	6,120,000	-

IMPACT ON OPERATING BUDGET:	TBD once the implementation for the approved plan has been determined.	Estimated Annual Impact:										
		<table border="1"> <tr> <td>Expenditures</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>Revenues</td> <td align="right">-</td> </tr> <tr> <td>Total:</td> <td align="right">-</td> </tr> </table>	Expenditures		Personnel	-	Maintenance	-	Other	-	Revenues	-
Expenditures												
Personnel	-											
Maintenance	-											
Other	-											
Revenues	-											
Total:	-											



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Lackey Road	Estimated Project Cost:	\$65,000
		Estimated Completion:	2024

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	The Lackey Road property dam with outfall structure was inspected and a maintenance plan was developed. Overall, the dam is in moderate condition and requires some repairs in order to bring it into fully functional condition. The first phase includes minor improvements to the principal spillway and trash rack. A future phase could include extensive maintenance repairs and modifications to the dam.
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ESTIMATED PROJECT COST:	
Planning & Design	15,000
Construction	50,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	65,000

ACTUAL EXPENDITURES TO DATE:		
	Cap Proj	ARPA Funds
Expended Through FY 23	-	8,300

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Proj	ARPA Funds
Rollover at FYE 23	20,000	36,700

AVAILABLE BALANCE:		
	Cap Proj	ARPA Funds
Rollover less current encumbrances at FYE 23	20,000	11,900

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	20,000	-	-	-	-	-	-	-	20,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
ARPA Funding	45,000	-	-	-	-	-	-	-	45,000	
Funding Source Total:	65,000	-	-	-	-	-	-	-	65,000	-

IMPACT ON OPERATING BUDGET:	Additional impact will be determined upon completion of the inspection.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		-	
	Total:	-	



Lackey Road Property

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Tree Recompense Fund	Estimated Project Cost:	N/A
		Estimated Completion:	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

PROJECT DESCRIPTION and/or JUSTIFICATION:	<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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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	324,782

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	52,753

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	37,968

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Tree Recompense Fees	377,535	-	-	-	-	-	-	-	377,535	
Funding Source Total:	377,535	-	-	-	-	-	-	-	377,535	-

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

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Gateway/Wayfinding Signage and Historic Markers	Estimated Project Cost:	N/A
		Estimated Completion:	N/A

DEPARTMENT: Community Development

Account #: 300-7410-521200007

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Provide Quality Services

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	218,073

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	372,112

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	343,970

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	593,313	25,000	25,000	25,000	25,000	25,000	25,000	25,000	768,313	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding - GDOT	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	593,313	25,000	25,000	25,000	25,000	25,000	25,000	25,000	768,313	-

IMPACT ON OPERATING BUDGET:	Annual maintenance is minimal.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues	-		
		Total:	-



Gateway Signage

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Unified Development Code	Estimated Project Cost:	\$195,000
		Estimated Completion:	2023

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>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.</p> <p>TSW began developing the UDC between 2017 and 2018 but was postponed due to staff change and staff time and resources were directed to the development of the Comprehensive Plan 2040.</p> <p>To date, Community Development staff and TSW reconvene to restart the project. This project is slated to be completed by 4/30/2023.</p>
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	195,000
Total Project Cost:	195,000

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	175,833

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	19,167

AVAILABLE BALANCE:	
Rollover less current	Cap Proj
encumbrances at FYE 23	(0)

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	195,000	-	-	-	-	-	-	-	195,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	195,000	-	-	-	-	-	-	-	195,000	-

IMPACT ON OPERATING BUDGET:	No additional impact outside of periodic updates.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		-	
		Total:	-



CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Arnold Mill Small Area Plan	Estimated Project Cost:	\$125,000
		Estimated Completion:	2024

DEPARTMENT: Community Development **Account #:** 300-7410-521201001

STRATEGIC PRIORITY: Smart Land Planning

STRATEGIC ACTION ITEM: Enhance Commercial Nodes **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>Milton's 2030 Comprehensive Plan identifies Arnold Mill as a Character Area designated for future master planning. The plan recommends policies that preserves the area's rural character, avoids commercial development, dense townhomes and apartment, and guides new development to one or two small nodes with a design-oriented zoning overlay, reserving the rest of the corridor for rural, agricultural, and low-density residential use. The recent 2040 Comprehensive Plan conveys the same vision to protect the existing low density, rural residential housing in Arnold Mill. The 2040 Comp Plan also promotes policies where development designs, landscaping, lighting, signage, and scale add value to our community. In order to support this policy, the Comp Plan 2040 identifies a strategy to update the Master Plan 2014 and create more specific detailed design guidelines for Arnold Mill Road (SR140).</p> <p>The funding for this capital project will go toward the hiring of a consultant to create a small area plan which reflects the Master Plan 2014 and its Character area narrative</p> <p>*Comp Plan LU.1 and Strategic Plan SR.1b.3</p>
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ESTIMATED PROJECT COST:	
Planning & Design	125,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	125,000

ACTUAL EXPENDITURES TO DATE:	
Cap Proj	
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Cap Proj	
Rollover at FYE 23	125,000

AVAILABLE BALANCE:	
Cap Proj	
Rollover less current encumbrances at FYE 23	125,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	125,000	-	-	-	-	-	-	-	125,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	125,000	-	-	-	-	-	-	-	125,000	

IMPACT ON OPERATING BUDGET:	No future impact known at this time.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		-	
		Total:	-



CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Windward & Hwy 9 Livable Centers Initiative (LCI) Update	Estimated Project Cost:	\$60,000
		Estimated Completion:	2024

DEPARTMENT: Community Development **Account #:** 300-7410-521201003

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Calm, Efficient Transportation Infrastructure **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The Comprehensive Plan Advisory Committee and the public articulated a desire to proactively focus on the Deerfield Character Area using the RKG study as a road map. This STWP ED.3d/Strategic Plan SR.1b.5d). Community Development proposed two initiatives necessary for the implementation of this plan. The first one is the beautification of Hwy 9 which is an ongoing assessment of businesses' signage and property maintenance; and the second initiative is updating the Livable Centers Initiative Plan--the focus of this Capital Request.</p> <p>The first Highway 9/GA 400 Area LCI Plan was adopted in 2012 and an update is needed to promote greater livability, mobility, development alternatives and transportation investments in existing corridors. The new LCI Plan calls for enhancing and strengthening the area's character with emphasis on enhanced walkability, connectivity, landscaping, architectural character, and mixed-use developments that promote a live-work-play community concept.</p> <p>Community Development Department seeks funding to hire consultant with expertise on on integrated planning of transportation and land use and prepare the LCI Plan Update</p> <p>*Comp Plan ED.3d and Strategic Plan SR.1b.5d</p>
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ESTIMATED PROJECT COST:	
Planning & Design	60,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	60,000

ACTUAL EXPENDITURES TO DATE:	
Cap Proj	
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Cap Proj	
Rollover at FYE 23	60,000

AVAILABLE BALANCE:	
Cap Proj	
Rollover less current encumbrances at FYE 23	60,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests								Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030			
Operating Budget	60,000	-	-	-	-	-	-	-	-	60,000	
Debt Financing	-	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	
Funding Source Total:	60,000	-	-	-	-	-	-	-	-	60,000	-

IMPACT ON OPERATING BUDGET:	No future impact known at this time.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		-	
		Total:	-



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Code Enforcement Software	Estimated Project Cost:	\$100,000
		Estimated Completion:	2024

DEPARTMENT: Community Development **Account #:** 300-7410-542401000

STRATEGIC PLAN STRATEGY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Effective Information Technology **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Code enforcement staff play an integral role in the community and deserve high-quality software that assists them in enforcing the city ordinance. The funding for this capital request will go toward the purchase of a new code enforcement software—a software solution that is intuitive, modernized, and efficient. This software streamlines the process by giving a comprehensive way to track violations, maintain records, scheduling inspections, generating and issuing notices. In addition, this software has a mobile functionality that enables staff to retrieve case information, enter inspection information, and take and upload photos from the field. Lastly, this software must have the ability for citizens to submit complaints online and view status updates. With all these features integrated in one software technology, staff can operate with greater efficiency and increase the overall effectiveness of administering code enforcement in Milton.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	100,000
Total Project Cost:	100,000

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	100,000

AVAILABLE BALANCE:	
	Cap Proj
Rollover less current encumbrances at FYE 23	100,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	100,000	-	-	-	-	-	-	-	100,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	100,000	-	-	-	-	-	-	-	100,000	

IMPACT ON OPERATING BUDGET:	Software requires annual maintenance or subscription fee, thus, each year the department will pay fee each fiscal year.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	5,000
		Other	-
Revenues			
		-	
	Total:	5,000	



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Equestrian Zoning and Large Lot Incentive Study	Estimated Project Cost:	\$85,000
		Estimated Completion:	Spring 2023

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	85,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	85,000

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 23	25,551

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 23	59,449

AVAILABLE BALANCE:	
Rollover less current	Cap Proj
encumbrances at FYE 23	50,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests								Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030			
Operating Budget	85,000	-	-	-	-	-	-	-	-	85,000	
Debt Financing	-	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	
Funding Source Total:	85,000	-	-	-	-	-	-	-	-	85,000	

IMPACT ON OPERATING BUDGET:	No future impact known at this time.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues	-		
	Total:	-	

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Impact Fee CIE/Methodology Updates/Impact Fee Administration	Estimated Project Cost:	N/A
		Estimated Completion:	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

PROJECT DESCRIPTION and/or JUSTIFICATION:	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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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
	Impact Fees
Expended Through FY 23	32,580

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Impact Fees
Rollover at FYE 23	95,095

AVAILABLE BALANCE:	
	Impact Fees
Rollover less current encumbrances at FYE 23	63,132

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	127,675	-	-	30,000	30,000	30,000	30,000	30,000	277,675	
Funding Source Total:	127,675	-	-	30,000	30,000	30,000	30,000	30,000	277,675	

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



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Vehicle Replacement Reserve (Community Development)	Estimated Project Cost:	N/A
		Estimated Completion:	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

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

ACTUAL EXPENDITURES TO DATE:	
Cap Proj	
Expended Through FY 23	223,894

BUDGET ROLLOVER FROM PRIOR YEAR:	
Cap Proj	
Rollover at FYE 23	13,728

AVAILABLE BALANCE:	
Cap Proj	
Rollover less current encumbrances at FYE 23	13,728

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount	
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029			
Operating Budget	237,622	33,222	33,222	33,222	33,222	33,222	33,222	33,222	33,222	470,176	
Debt Financing	-	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	
Funding Source Total:	237,622	33,222	33,222	33,222	33,222	33,222	33,222	33,222	33,222	470,176	

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



TSPLOST II Funding by Category/Project

Category funding request breakdown by project:	FY23 Amended Budget	FY24 Adopted Budget	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
<u>TSPLOST II/Professional Services-Program Mgmt:</u>	280,000	119,149	123,915	128,872	134,026	139,387	-	-
TS2-2313 Comprehensive Transportation Plan Project Inspector	280,000 -	- 119,149	- 123,915	- 128,872	- 134,026	- 139,387	- -	- -
<u>TSPLOST II/Professional Services-Operations & Safety:</u>	600,000	-	-	-	-	-	-	-
TS2-2311 Cox Road Intersection Imp	500,000	-	-	-	-	-	-	-
TS2-2312 Webb at Cogburn	50,000	-	-	-	-	-	-	-
TS2-2316 Bethany Bend Mini Roundabout	50,000	-	-	-	-	-	-	-
<u>TSPLOST II/Professional Services-Bike/Pedestrian:</u>	98,047	260,000	-	-	-	-	-	-
TS2-2210 Bethany Bend Pedestrian Crossing	37,597	-	-	-	-	-	-	-
TS2-2310 SR 372 Rectangular Rapid-Flashing Beacons	20,450	-	-	-	-	-	-	-
TS2-2320 MCPP Dinsmore Connector	40,000	260,000	-	-	-	-	-	-
<u>TSPLOST II/Professional Services-Bridges:</u>	50,000	-	-	-	-	-	-	-
TS2-2314 Bridge Maintenance	50,000	-	-	-	-	-	-	-
<u>TSPLOST II/Professional Services-Maint & Safety:</u>	50,000	-	-	-	-	-	-	-
TS2-2315 Guardrail Improvements	50,000	-	-	-	-	-	-	-
<u>TSPLOST II/Sites/ROW-Operations & Safety:</u>	1,050,000	-	-	-	-	-	-	-
TS2-2311 Cox Rpad Intersection Imp	1,000,000	-	-	-	-	-	-	-
TS2-2312 Webb at Cogburn	50,000	-	-	-	-	-	-	-
<u>TSPLOST II/Infrastructure-Program Mgmt:</u>	-	4,547,688	4,126,086	6,371,128	6,226,586	-	-	-
Infrastructure (funds to be allocated across approved projects after the completion of the CTP)	-	4,547,688	4,126,086	6,371,128	6,226,586	-	-	-
<u>TSPLOST II/Infrastructure-Operations & Safety:</u>	4,500,000	-	-	-	-	-	-	-
TS2-2311 Cox Road Intersection Imp	3,500,000	-	-	-	-	-	-	-
TS2-2312 Webb at Cogburn	500,000	-	-	-	-	-	-	-
TS2-2316 Bethany Bend Mini Roundabout	500,000	-	-	-	-	-	-	-
<u>TSPLOST II/Infrastructure-Bike/Pedestrian:</u>	1,282,603	-	-	-	-	-	-	-
TS2-2310 SR 372 Rectangular Rapid-Flashing Beacons	200,000	-	-	-	-	-	-	-
TS2-2317 Deerfield Area Sidewalks	500,000	-	-	-	-	-	-	-
TS2-2318 Crabapple Streetscape	420,200	-	-	-	-	-	-	-
TS2-2210 Bethany Bend Pedestrian Crossing	162,403	-	-	-	-	-	-	-
<u>TSPLOST II/Infrastructure-Bridges:</u>	-	1,100,000	-	-	-	-	-	-
TS2-2314 Bridge Maintenance	-	1,100,000	-	-	-	-	-	-
<u>TSPLOST II/Infrastructure-Maint & Safety</u>	3,799,382	1,000,000	1,000,000	1,000,000	1,000,000	-	-	-
TS2-2319 Pavement Management	3,149,382	1,000,000	1,000,000	1,000,000	1,000,000	-	-	-
TS2-2315 Guardrail Improvements	650,000	-	-	-	-	-	-	-
<u>TSPLOST II/Traffic Calming</u>	1,129,800	-	-	-	-	-	-	-
Traffic Calming (funds to be allocated across approved projects)	1,129,800	-	-	-	-	-	-	-
Category/Project Total:	12,839,832	7,026,837	5,250,001	7,500,000	7,360,612	139,387	-	-



TSPLOST Initiatives Summary

Initiative	FY 2024 Proposed	FY 2025 Impact	FY 2026 Impact	FY 2027 Impact	FY 2028 Impact
PUBLIC WORKS					
Project Inspector (1 FTE)	\$ 119,149	\$ 123,915	\$ 128,872	\$ 134,026	\$ 139,387
TOTAL PUBLIC WORKS	\$ 119,149	\$ 123,915	\$ 128,872	\$ 134,026	\$ 139,387
TSPLOST INITIATIVES TOTAL	\$ 119,149	\$ 123,915	\$ 128,872	\$ 134,026	\$ 139,387

**CITY OF MILTON
TSPLOST INITIATIVE REQUEST FORM**

Public Works

TSPLOST Project Inspector

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:	
Strategic Priority:	Sustainability and Resiliency	ACCOUNT DESCRIPTION	BUDGET REQUEST
Strategic Action Item/Goal:	Long-term Financial Stability		
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	80,000
The City currently outsources large project inspections and other TSPLOST project tasks. In FY21, a City infrastructure inspector position was added within the public works department to replace some of the outsourced inspection services such as the paving program (typically \$50k/year), stormwater inspections (\$25k/year), and assisting with various public works projects including supporting other department projects (around \$100k/year). The number of projects managed by the public works department is growing and includes adding capital projects for other departments. The most recent outsourced TSPLOST project cost over \$350k for outsourced construction inspections on a \$3M construction project. This initiative is proposed to utilize internal resources as much as possible with less dependence on outside services for inspections during construction and other project tasks. There still may be need for bidding certain services and inspections based on the complexity and duration of a project but an internal staff TSPLOST project inspector will allow greater flexibility, level of service, and less than half the costs.		Benefits	39,149
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 existing performance measurements to advance transportation and infrastructure improvement projects through design and construction and finish projects on time and within budget will be a reflection of the need for this position. The new number of projects and total construction funds managed by internal staff will be measured to demonstrate efficiency, effectiveness, and savings provided by internal staff.		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	-
For FY24-FY28, this salary is proposed to utilize TSPLOST I and II funding as the construction inspection and project support will be focused on TSPLOST funded projects. Should a TSPLOST III not occur after FY27 to fund this position, the public works department structure will be evaluated to shift responsibilities and plan for succession with current staffing if possible. This position will only exist if there is TSPLOST funding to support it.		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	-
			-
			-
			-
		TOTAL	119,149
		Salary/Benefits	119,149
		Maintenance & Operating	-
Impact on Future Operating Budgets	FY 2025	FY 2026	FY 2027
Increases Operating Costs	-	-	-
Decreases Operating Costs	-	-	-
Additional Revenues/TSPLOST	-	-	-
Other	-	-	-
Total Operating Impact	-	-	-
FY 2028			

Notes:



Capital Initiatives Summary

Initiative	Capital Projects Fund		Operating Impact			
	FY 2024 Proposed	FY 2025-FY 2030	FY 2025	FY 2026	FY 2027	FY 2028
POLICE						
Vehicle for Community Outreach/School Liaison Officer (1 FTE)	\$ 70,000	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Vehicles for Sergeants (2 FTEs)	140,000	-	4,000	4,000	4,000	4,000
TOTAL POLICE	\$ 210,000	\$ -	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
PUBLIC WORKS						
Asset Management Software	\$ 70,000	\$ -	\$ 50,000	\$ 52,000	\$ 54,080	\$ 56,243
TOTAL PUBLIC WORKS	\$ 70,000	\$ -	\$ 50,000	\$ 52,000	\$ 54,080	\$ 56,243
PARKS & RECREATION (ACTIVE)						
Physical Security Upgrades-Parks/Facilities	\$ 75,000	\$ 75,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
TOTAL PARKS & RECREATION (ACTIVE)	\$ 75,000	\$ 75,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
COMMUNITY DEVELOPMENT						
Marketing Plan	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL COMMUNITY DEVELOPMENT	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL INITIATIVES	\$ 400,000	\$ 75,000	\$ 58,000	\$ 60,000	\$ 62,080	\$ 64,243

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

**Police
Police Sergeant Positions (2)**

Supportive of which strategy from the Strategic Plan (required field)		Enter Funding Request by Account in the Area Below:	
Strategic Priority:	Sustainability and Resiliency	ACCOUNT DESCRIPTION	BUDGET REQUEST
Strategic Action Item/Goal:	Safe and Secure Community		
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	155,480
This initiative is to promote two current officers to sergeant and backfill their positions. Allowing each shift to always have a supervisor without having to cover with overtime or by pulling the lieutenant to cover as the sole supervisor. Additionally, as the department continues to grow this would keep the supervisory span of control in line with industry standards. This increases ownership and improves mentoring with employees, allowing greater responsiveness with sergeants on serious calls. Per policy, a supervisor is required to respond to all foreseeable felonies, physical assaults, and serious injury crashes. See attached document		Benefits	77,740
		Professional Fees	500
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	17,200
Improved organizational efficiency, employee development and response and supervision to police services.		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	-
Salary and benefits		Education & Training	-
		Contract Labor	-
		Maintenance Contract	-
		General Supplies	-
		Utilities	-
		Gasoline/Diesel	-
		Food/Meals	-
		Uniforms	5,000
		Machinery	-
		Vehicles	140,000
		Furniture/Fixtures	-
		Computer Software	-
		Computer Hardware	6,600
		Other Equipment	6,800
			-
			-
			-
		TOTAL	409,320
		Salary/Benefits	233,220
		Maintenance & Operating	176,100

Impact on Future Operating Budgets	FY 2025	FY 2026	FY 2027	FY 2028
Increases Operating Costs	242,549	252,251	262,341	272,834
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	242,549	252,251	262,341	272,834

Notes:



CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Asset Management Software Solution	Estimated Project Cost:	\$70,000
		Estimated Completion:	2024

DEPARTMENT: Public Works **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

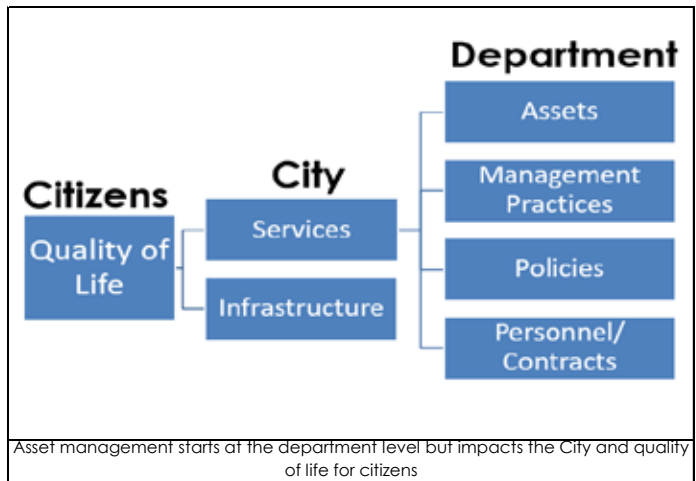
STRATEGIC ACTION ITEM: Environmental Sustainability **Recurring/Non-Recurring:** Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The City has a basic spreadsheet system for tracking assets with some of the data in GIS and other assets that are not tracked or monitored. The most efficient system is to have a single platform that works with GIS and the Request Management system to monitor and track assets and work that is permitted or preformed. The goal is for a GIS-centric public asset lifecycle management and permitting/work order platform to support the complete lifecycle of infrastructure, from permits and construction to maintenance and replacement. The system must be built exclusively on Esri® ArcGIS®, to fully leverage GIS data and provide a total solution to improve operational effectiveness and build a safe, resilient, and smarter community.</p> <p>There are various performance measures that relate to this software solution need. New measurements will also be established based on the selected solution for all assets citywide. The goal is to incorporate facility management, right of way infrastructure, as well as pavement management. A base facility condition assessment will need to be performed and included as an input for the system to support improving assets performance and driving down total cost of ownership. Using a single system to include pavement evaluations and deterioration could save approximately \$5,000 per year in software support of the 5-year paving program.</p>
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	70,000
Total Project Cost:	70,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	-	70,000	-	-	-	-	-	-	70,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
EPD Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	-	70,000	-	-	-	-	-	-	70,000	

IMPACT ON OPERATING BUDGET:	<p>Typically these software solutions require a startup fee with first year maintenance and then a reduced subscription fee for the following years. The estimated startup year is \$60k-\$80k with \$40k-\$60k for subsequent years.</p> <p>Notes: The software implementation cost and yearly operating costs are estimated for budgeting purposes and actuals will depend on RFP responses and consultant/provider</p>	Estimated Annual Impact:											
		<table border="0"> <tr> <td>Expenditures</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">50,000</td> </tr> <tr> <td>Revenues</td> <td align="right">-</td> </tr> <tr> <td>Total:</td> <td align="right">50,000</td> </tr> </table>	Expenditures		Personnel	-	Maintenance	-	Other	50,000	Revenues	-	Total:
Expenditures													
Personnel	-												
Maintenance	-												
Other	50,000												
Revenues	-												
Total:	50,000												



CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Physical Security Upgrades-Parks/Facilities	Estimated Project Cost:	\$150,000
		Estimated Completion:	2025

DEPARTMENT: Parks & Recreation (Active) **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Effective Information Technology **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	This project will be to implement a cloud based access control and video surveillance system at all City facilities and parks. The first phase of the project will be focused on some of the City Parks starting with Birmingham, Lackey, and Bell Parks. The system will be completely cloud based with no on-premise management servers or storage. Estimated number of cameras is 7 cameras, with some needing cellular routers for connectivity, polls, and solar powered units.
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	150,000
Total Project Cost:	150,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	-	75,000	75,000	-	-	-	-	-	150,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	-	75,000	75,000	-	-	-	-	-	150,000	

IMPACT ON OPERATING BUDGET:	Estimated Annual Impact:	
	Expenditures	
	Personnel	-
	Maintenance	2,000
	Other	-
Revenues		
	Total:	2,000



CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Marketing Plan	Estimated Project Cost: \$45,000
		Estimated Completion: [enter year of completion]

DEPARTMENT: Community Development **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Long-term Financial Stability **Recurring/Non-Recurring:** Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	<p>The City of Milton has experienced growth over the last decade that has come about based on carefully developed plans that has guided public investment, land use decisions, and policy decisions in a manner designed to attract and encourage private sector investment and job growth. Taking into account the feedback and output from the Placemaking and Branding study, output from the Highway 9/Windward Parkway Strategic Master Plan, and the Deerfield Parkway Corridor Study conducted by RKG Associates in March of 2020, Community and Economic Development seeks to pursue a Marketing Plan with a consulting partner to fill in any gaps in order to strengthen a forward-thinking strategy. This Marketing Plan will help identify target industries and conduct a development feasibility analysis, and will help identify barriers to provide strategic recommendations to help steer public and private investment. The purpose of these analyses is to guide Milton's viability to attract development and make more informed decisions about investments in infrastructure and can focus resources on areas of higher retail development potential. Marketing Plans can be beneficial to provide information pertaining to dominant segments, leakage and surplus analysis (to examine the quantitative aspect of the community's retail opportunities), and provide a competitive snapshot of Milton. The Marketing Plan for Economic Development is a tool that represents the culmination of all research completed and presents action items geared towards addressing challenges and capitalizing on opportunities for visionary growth.</p> <p>Note: Completing this project satisfies the Short Term Work Program ED.2 and Strategic Plan LP.1c.3</p>
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ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	-

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 23	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 23	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		
Operating Budget	-	45,000	-	-	-	-	-	-	45,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	-	45,000	-	-	-	-	-	-	45,000	

IMPACT ON OPERATING BUDGET:	No future impact known at this time.	Estimated Annual Impact:	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
Revenues			
		Total:	-





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:

	PAY-AS-YOU-GO	DEBT FINANCING
 Advantages	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
 Disadvantages	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 2022 Annual Comprehensive Financial Report (ACFR):

Assessed Value:	\$ 3,327,896,569
10% of Assessed value (Legal Debt Limit):	\$ 332,789,657
Milton Debt Applicable to Debt Limit:	\$ 19,995,000
Legal Debt Margin:	\$ 312,794,657

Milton's current net debt applicable to the debt limit is 6.01%, leaving significant room for growth if the voters choose to approve future general obligation bonds. There are no projects currently identified in the seven-year Capital Improvement Plan as potentially being funded by debt. Should Council propose utilizing general obligation bonds to bring projects on line faster than projected, the City would ensure to 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 above.

Although there is considerable room for additional debt under State law, Milton's traditional pay-as-you-go program has been the preferred method of funding projects as part of our conservative budgeting philosophy. G.O. bond debt is funded through a separately levied millage rate, and Council takes that into consideration when assessing the total millage rate levy - including M&O and bond - during the millage rate adoption process each summer.

Fiscal Year	Bond Millage Rate
2018	0.321
2019	0.671
2020	0.588
2021	0.538
2022	0.487
2023	0.452
2024	0.364

General Obligation Bond Debt Service		
Fiscal Year	Principal	Interest
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
	\$19,010,000	\$4,949,750



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.

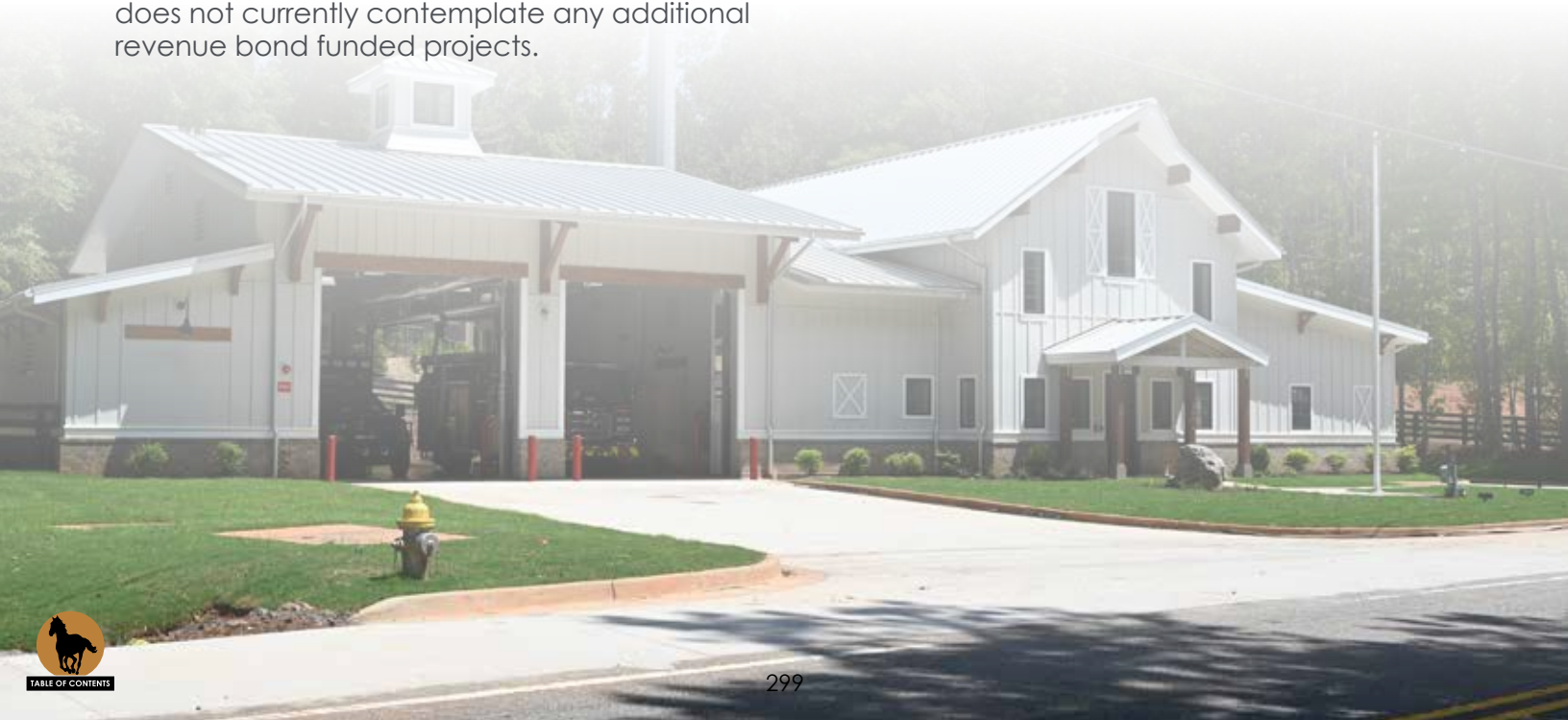
This funding strategy results in fewer operating dollars to be spent on other initiatives as required debt service payments must be taken into consideration before other discretionary funding. That means in each given fiscal year the amount shown in the Revenue Bond Debt Service table must be set aside in the first stage of funding allocations before continuing operations and new initiatives may be taken into consideration.

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 11 years.

Debt issued as part of bond series 2019 funded the construction of the Public Safety Complex on Highway 9 (completed August 2020), the reconstruction of Fire Station #42 on Thompson Road (completed August 2023), and installation of 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
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
	\$21,780,000	\$6,236,222





GLOSSARY/ ACRONYMS

GLOSSARY

A

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

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

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

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

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

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

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

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

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

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

Note – A short-term loan, typically with a maturity date of a year or less.

O

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

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

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

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

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

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

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

BZA – Board of Zoning Appeals

C

CAD – Computer-Aided Dispatch
CD – Community Development
CDBG – Community Development Block Grant
CGA – Citizen's Government Academy
CID – Criminal Investigations Division
CIE – Capital Improvements Element
CIT – Crisis Intervention Team
CIP – Capital Improvement Plan
CPAC – Comprehensive Plan Advisory Committee
CPI – Consumer Price Index
CUVA – Conservation Use Valuation Assessment

D

DEI – Diversity, Equity, and Inclusion
DRB – Design Review Board

E

EM – Emergency Management
EMS – Emergency Medical Services
EMT – Emergency Medical Technician
EPD – Environmental Protection Division

F

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

G

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
GMAG – Georgia Mutual Aid Group
GNFCC – Greater North Fulton Chamber of Commerce
GO/G.O. – General Obligation

H

HR – Human Resources
HRIS – Human Resource Information System
HSEEP – Homeland Security Exercise and Evaluation Program

I

IGA – Intergovernmental Agreement
IS – Information Services
ISO – Insurance Services Office
IT – Information Technology
ITB – Invitation to Bid

L

LCI – Livable Centers Initiative
LOST – Local Option Sales Tax
LRSP – Local Road Safety Plan

M

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

NCS – National Citizen Survey
NFPA – National Fire Protection Association
NIMS – National Incident Management System
NPDES – National Pollutant Discharge Elimination System
NSAA – National State Auditors Association

P

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

RFP – Request for Proposal
RMS – Record Management Systems

S

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

TAVT – Title Ad Valorem Tax
TSPLOST – Transportation Special Local Option Sales Tax

U

UPD – Uniform Patrol Division

V

VOIP – Voice Over Internet Protocol