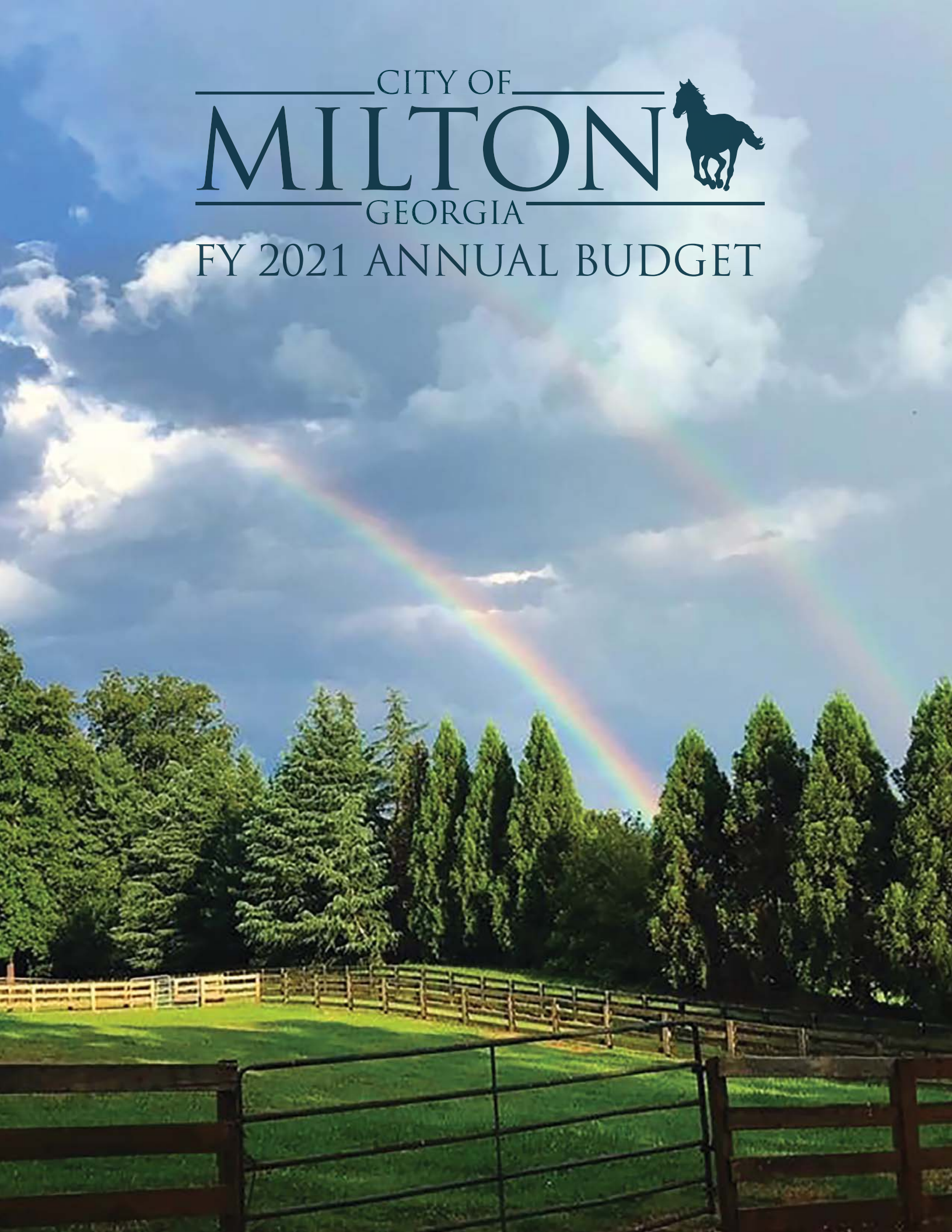


CITY OF

MILTON

GEORGIA

FY 2021 ANNUAL BUDGET

Mission Statement



All members of the City of Milton take responsibility together to provide the best quality of life to those we serve. Through excellent services to our neighbors, we strengthen our cherished sense of community.

Table of Contents

Introduction and Overview

- Message from the City Manager 6
- Top 10 Budget Questions 15
- Executive Summary 16
- City Planning Process 26
- Strategic Plan 29
- City Location/Key Demographics 35
- Elected Officials 37
- City Organizational Chart 38
- Staffing Summary by Department 39

Financial Policies and Procedures

- Fund Structure 42
- Department–Fund Relationship 43
- Financial Policies & Procedures 44
- Budget Process & Calendar 47

Consolidated Financial Summaries

- Consolidated Budget Summary: FY 2018 – FY 2021 50
- Consolidated Budget Summary (All Funds): FY 2019 - FY 2021 51
- Consolidated Budget Summary by Fund: FY 2021 52
- Projected Changes in Fund Balance 54

General Fund

- General Fund Budget Summary 56
- Cash Flow Budget 57
- Revenue Detail 58
- Major Revenues – 10-Year History 61
- Expenditures by Category 64
- Expenditures by Department 65
  - Mayor and City Council 66
  - City Clerk 69
  - City Manager 73
  - Finance 76
  - Information Services 80

Vision Statement



Milton is a premier city where we strive to:

- Promote a high quality of life
- Create a strong sense of community and place
- Respect our rural heritage while guiding our future
- Be the best place to call home

Human Resources 84
General Government Buildings 88
Communications 91
Community Outreach & Engagement 96
Municipal Court 100
Police 104
Fire 108
Public Works 112
Parks & Recreation (Active) 116
Passive Parks/Greenspace 120
Community Development 123
Economic Development 128
Other Unstaffed Departments 132
Maintenance & Operating Initiatives 135

Special Revenue Funds
Special Events Fund Budget Summary 147
Expenditures by Event 149
Confiscated Assets Fund Budget Summary 152
E-911 Fund Budget Summary 153
Operating Grant Fund 154
Hotel/Motel Tax Fund Budget Summary 155

Capital Projects Funds
Capital Improvement Plan (CIP)
Capital Projects Funds Summaries 157
CIP FY 2021 – FY 2027 Funding Requests by Department/Project – All Funding Sources 160
CIP FY 2021 – FY 2027 Funding Requests by Department/Project – Operating Transfers (Pay-As-You-Go) 162
Capital Initiatives Summary 225

Debt
Debt Issuance and Management 234
General Obligation Debt 235
Revenue Bond Debt 236

GLOSSARY/ACRONYMS 237

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, 2019.

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 1, 2019

Christopher P. Morrill

Executive Director

Introduction and Overview

MILTON
ESTABLISHED 2006

September 3, 2020

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

It is my pleasure to submit to you the Fiscal Year 2021 Proposed Operating and Capital Budget for review and consideration. The recommendations contained herein are derived from the Mayor and City Council's priorities and our master plans including the Comprehensive Parks and Recreation Master Plan, the Milton Community Trail Prioritization Plan, our Comprehensive Transportation Plan, our updated 2030 Comprehensive Plan, and several others.

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

BUDGET PROCESS

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

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

And finally, the City of Milton has a capped millage rate of 4.731 mills. That means that regardless of the City's needs, it cannot exceed that tax rate. So when considering our revenue limitations, our pay-as-you-go policy of financing capital expenditures and

improvements, and finally, our capped millage rate, the budget process gets upended a bit. Instead of first determining our expenditures based on the desired level of service and debt-service obligation and then calculating a millage rate to cover those costs, this process occurs in reverse. The City of Milton sets its millage rate first, which has been at the capped rate of 4.731 mills every year since our inception except for FY 2019, determines its forecasted revenues, and then prioritizes and affixes funds by priority to offset operational and long-term capital costs.

CURRENT FINANCIAL CONDITION

COVID-19

The unexpected onset of COVID-19 and its associated impacts have been a significant challenge to municipalities across the world. Many are reeling from large, unbudgeted revenue shortfalls coupled with increased service demands. Fortunately, Milton has not recognized either of those in a manner that will affect our ability to maintain our level of service to our citizens or impact our long-term capital plans. Due to Milton's limited commercial footprint, our reliance on business-related tax revenues – especially from the hospitality industry which was hit so hard by the economic impacts of COVID-19 – is not significant enough to appreciably affect revenues. Our greatest exposure was to sales tax (LOST) revenues, where we experienced less than expected shortfalls.

The demands for our services did not significantly increase during this period. Milton's citizens are generally less reliant on public services than many north-metro municipalities, which translated into less of an impact. Moreover, many of the COVID-19-related costs that we did recognize are expected to be reimbursed by the federal government.

Property Tax Revenues

In 2018, Milton voters approved legislation outlined in House Bill 710 to implement a new property tax exemption. This floating homestead exemption caps taxable value growth (for a primary residence and five contiguous acres for eligible properties) by the lesser of the consumer price index for the prior year or 3%. In effect, Milton's exemptions have nearly doubled, reducing growth in this revenue category and yielding an anticipated loss of $209,624 to revenues relative to current year real property collections. And while this contributes to our anticipated 1.1% drop in revenues from FY 2020 (not including proceeds from sales of assets or interfund transfers), this is offset through other cost savings.

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 for cash-low purposes. The City of Milton's current financial condition remains excellent.

GENERAL FUND PROPOSED BUDGET

The forecasted General Fund revenues for FY 2021 equal our anticipated expenditures of $31,140,044, with a budgeted use of excess fund balance equal to $1,628,677. These funds are the result of Milton's continued conservative budgeting of revenues, as well as City staff's dedication to identifying cost-savings whenever possible. This excess (or surplus) fund balance, which is what remains after funding our mandatory reserves of 25% of the subsequent year's budgeted revenues, must be utilized for one-time expenditures and will be applied to our capital improvement plan.

The total proposed General Fund budget is $31,140,044 – an increase of $176,291 or 0.6% over the FY 2020 amended budget, but a decrease of $463,712 or 1.5% from the FY 2020 adopted budget. The difference between the FY 2020 adopted budget and FY 2020 amended budget represents savings related to personnel vacancies, deferred projects, and general cost savings. This all subsidized the surplus fund balance.

The $332,020 drop in estimated revenues, as seen in the table below, is largely driven by a forecasted decrease in intangible taxes, investment income, and property taxes. While real estate loans are being refinanced at a high rate currently due to record low interest rates, we are uncertain that this will continue through FY 2021. Low interest rates, consequently, are also expected to affect our investment income negatively. And finally, there is the anticipated impact in the collection of real property tax associated with the new floating homestead exemption (as previously discussed) and a conservative 95% collection rate.

The proposed maintenance and operating (M & O) expenses are $24,562,962 – an increase of $128,108 or 0.5% over the FY 2020 amended budget, but a decrease of $2,146,276 or 8.0% from the FY 2020 adopted budget. A significant portion of the reduction between the FY 2020 adopted budget and the FY 2020 amended budget resulted from the transfer of $1,177,201 from the General Fund Debt Service account to the Debt Service account in the Revenue Bond Fund. This left a decrease of $1,097,183 or 4.3% between the FY 2020 adopted budget and the FY 2020 amended budget. The remaining difference is the result of savings related to personnel vacancies, deferred projects, and general cost savings, which subsidized the surplus fund balance mentioned above.

Moving into FY 2021, the City is able to maintain this level of savings to the M & O expenses through the termination of two property leases as well as one-time expenses related to the set-up of the newly constructed Public Safety Complex. On the latter point, these equipment, furniture and fixtures, and supplies purchased for the Municipal Court, Police, and Fire departments for the new complex will not recur in FY 2021.

This budget features $422,606 in new M & O initiatives, including $200,000 to address year-one goals established from the current strategic planning process discussed in detail below. Additionally, this budget incorporates a 3% adjustment to staff salaries

amounting to $250,626. Please see the Executive Summary for additional in-depth information regarding year-over-year variances in this budget proposal.

General Fund Year-Over-Year Comparison

	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
Revenues	$ 29,843,387	$ 29,511,367	$ (332,020)	(1.1)
Transfers In	689,484	-	(689,484)	(100.0)
Budgeted Fund Balance	430,882	1,628,677	1,197,795	278.0
TOTAL SOURCE OF FUNDS	**$ 30,963,753**	**$ 31,140,044**	**$ 176,291**	**0.6**
Maintenance & Operating (M&O)	$ 24,434,854	$ 24,562,962	$ 128,108	0.5
Transfers Out	6,528,899	6,577,082	48,183	0.7
TOTAL USE OF FUNDS	**$ 30,963,753**	**$ 31,140,044**	**$ 176,291**	**0.6**

BUDGET PRIORITIES

Opportunities for Tax Savings

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

The M & O millage rate generates revenues vital to Milton's operations, while the general obligation bond millage rate generates revenues dedicated to pay principal and interest due on the City's Greenspace Bond. With that said, the City offers several opportunities for tax savings through homestead exemptions and use assessments that will save property owners more than $2.5 million this year. (These estimated savings are based on 2019 property values; actual exemptions will be calculated once the official digest has been certified by the State Department of Revenue.)

Milton's current exemptions include:

- Basic Homestead Exemption (apply with Fulton County) = $15,000
  - Primary residence; no age or income restrictions
  - Applies to M & O millage rate

- Floating Homestead Exemption (CPI) (apply with Fulton County) = amount by which the current year assessed value exceeds the adjusted base year value times the lesser of the consumer price index, or 3%
  - Primary residence (applies to the primary residence and 5 contiguous acres of land); no age or income restrictions
  - Applies to M & O millage rate

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

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

- Senior Basic Plus Exemption (apply with the City) = $10,000
  - Primary residence; 65+; must meet income qualification
  - Applies to M & O millage rate and general obligation bond millage rate

- Senior Full Value Exemption (apply with the City) = 100% Exemption
  - Primary residence; age 70+; must meet income qualification
  - Full value exemption applies to M & O millage rate and general obligation bond millage rate

- Disability Full Value Exemption (apply with the City) = 100% Exemption
  - Primary residence; no age restriction; disability certified by a licensed physician; must meet income qualification
  - Full value exemption applies to M & O millage rate and general obligation bond millage rate

Other opportunities for savings:

- Conservation Use Value Assessment (CUVA) (apply with Fulton County)
  - Qualifying property values will be based on land use and not market value.
  - No minimum amount of acreage/maximum acreage of 2,000 acres.
  - If less than 10 acres, owner must submit additional relevant records regarding proof of bona fide conservation use.
  - Owner agrees to maintain property in bona fide qualifying use for a period of 10 years.

- One Year's Support for Surviving Spouse (apply with County Probate Court)
  - Exemption from property taxes for one year with the required court order.

Strategic Planning

The FY 2021 budget strategically builds upon work accomplished over the last five years, while the City undergoes a new strategic planning process. In August 2020, the Mayor and City Council approved a contract with Berry, Dunn, McNeil & Parker, LLC to support the planning process and help incorporate a comprehensive engagement phase that incorporates feedback from citizens, business owners, Councilmembers, committees' members, and City employees. There also will be an environmental scan phase that takes into consideration the City's various other plans, documents and surveys, such as our Comprehensive Transportation Plan, Parks Master Plan, and National Citizen Survey results, to name a few.

Understanding that outcomes from this planning process will guide our decisions over the next five years, the FY 2021 Budget focuses on interim goals and objectives set by

each department in consultation with City management. The interim goals and objectives will accomplish necessary tasks that are required and desired irrespective of the larger plan. As mentioned, to ensure that we are prepared to hit the ground running on the new five-year plan, $200,000 has been set aside to address year-one initiatives formulated during the strategic planning process.

Increasing Capacity for Active and Passive Parks

Milton's citizens have made clear – while offering input to the many planning processes and surveys that have gone out over the past few years – their desire for additional active and passive park amenities.

Milton's Parks and Recreation staff have partnered with multiple community organizations in order to expand active park amenities. A partnership with Birmingham United Methodist Church has provided access to one additional diamond-shaped field. Meanwhile, similar partnerships with Mill Springs Academy and Crabapple First Baptist Church have provided access to two additional basketball courts. In addition, Milton also utilized impact fees to purchase land off Cox Road that includes two full-sized grass fields, one half-sized turf field, and adjacent buildings that could be put to use for storage and a community center in the future.

As the City continues to execute its Comprehensive Parks and Recreation Master Plan, we will actively pursue opportunities to increase our indoor and outdoor recreational capacities. In addition to developing new win-win relationships, staff will assess the conversion of underutilized field space into multi-use fields, as well as seek advantageous purchases, like our Cox Road athletic complex acquisition.

In August 2020, the Mayor and Council approved the Milton Community Trail Prioritization Plan. This update of the Trail & Pedestrian Master Plan will establish implementation priorities for the construction of the citywide trail master plan. This document incorporated the views of the twenty-five member Trail Advisory Committee, members of the City's Equestrian Committee and Milton Arts Council, and citizens who participated in several rounds of community meetings and responded to surveys. The Plan prioritizes suitable walking areas around Crabapple, Deerfield, Birmingham Park, and Greenspace Bond-purchased properties located on Lackey Road and the corner of Bethany Road and Providence Road. The document also emphasized bike/pedestrian safety concerns citywide. The Plan lays out a phased approach for trail implementation with realistic budget considerations in the short-term, mid-term, and long-term. Impact fees, TSPLOST funds, and Milton's pay-as-you-go program will be utilized to fund related construction.

With trails and public outdoor spaces a top priority in Milton, we are also in the process of implementing related trail plans at the Former Milton County Club (FMCC) on Dinsmore Road and Providence Park off Providence Road. In addition to trails, the FMCC work will include the transformation of the golf course greens back to their more

natural states, becoming meadows and contributing to a more enjoyable passive park experience. Providence Park's ADA-compliant trail will be partially funded by a grant through the Georgia Department of Natural Resources, Georgia Recreational Trails Program. In addition, plans call for Providence Park to have new bathrooms as well as a fishing pier/boardwalk and pavilion partially funded by other Department of Natural Recourses grants through the Land and Water Conservation Fund. Please see the master plans for each property for more details on these exciting projects and others.

There is certainly a lot to look forward to as our passive parks continue to take on the vision set by these planning processes.

Promoting Quality of Life

The City's vision focuses on promoting a high quality of life. According to the National Citizen Survey (NCS), conducted in 2019, an overwhelming 95% of Milton respondents rated the quality of life here good or excellent. This budget proposal contains recommendations to continue fulfilling that promise and maintaining that high satisfaction.

The City is committed to this goal while respecting our rural heritage. Great strides have been made to create an equestrian zoning overlay, including large lot incentives and the purchase of additional greenspace properties though the bond initiative approved by 83% of Milton voters in 2016.

Community Development Department staff (with help from consultants at TSW) worked with the Equestrian Committee and other community stakeholders to produce a plan to strengthen Milton's equestrian character through long-range planning and effective land-use practices. Their plan is in final draft form and is scheduled to go before the Planning Commission at the end of September 2020.

To date, the Mayor and Council have approved the acquisition of over 400 acres of greenspace with the aid of the Milton Greenspace Advisory Committee (MGAC). With approximately $4.9 million remaining in greenspace bond funds, MGAC continues to evaluate/recommend properties that promise to protect vital land and natural habitats while maintaining our rural heritage.

Safe and Efficient Travel on Our Roads

One project approved in the FY 2020 Budget that will continue into the next fiscal year is the *Citywide Traffic Counts and Speed Studies* initiative. In conjunction with the Director of Public Works and the Chief of Police, we began the process of analyzing the problem in preparation for scoping out the task. We quickly realized that the problem is likely larger than traffic counts and speeds, though those are very likely key contributing factors. The first step in solving a problem is to clearly identify and understand it.

The next steps in this effort – which will carry us into the new fiscal year – will include a stakeholder analysis to identify communities most affected by traffic and speed issues. The goal is to better understand the various perspectives. In addition to all of us who

travel on Milton's roads, there are uniquely situated individuals who have specific challenges. Some homeowners residing on our main roads who find it difficult to enter and exit their driveways, or even retrieve their mail. Others include our many equestrian residents who travel, enter, and exit our roadways with precious cargo. And finally, there are also cyclists, joggers/walkers, children, and many others to be identified.

Our objectives will be clear in this task: We will examine and mitigate all reasonable factors that contribute to the difficulties and fears for all those that live adjacent to and travel on our roadways.

FINANCIAL OUTLOOK

Several risks still exist regarding future revenue collections. Taxes, including real property, personal property, sales and use, and a handful of other categories, make up roughly 94% of Milton's FY 2021 revenues—a significantly higher proportion than many North Fulton cities. Over the coming year, we will continue our research for other potential revenue streams to reduce this percentage and reduce our reliance on property taxes as prescribed by the City's Revenue Administration Policy.

The recent growth of our downtown plus the diversification of businesses promise to introduce needed commercial tax revenue. Furthermore, the rewrite of our alcohol-related ordinances has created new opportunities for existing businesses and opened the door for new ones, in addition to creating additional revenue opportunities for the City.

Our LOST revenues represent approximately 30% of our total revenues (excluding budgeted use of fund balance). There are three major risk factors associated with this revenue source: macro-economic factors that influence personal spending habits, a poor response rate in the 2020 Census, and possible unfavorable future LOST negotiations that could significantly affect revenues. Conservative estimates have already been incorporated into the FY 2021 LOST revenues related to COVID-19. But if there be any further ripple effects or other negative macroeconomic factors, we will need to reassess our strategies.

It is essential to recognize the significant positive impacts of the 2016 voter-approved Fulton County Transportation Special Purpose Local Option Sales Tax (TSPLOST), while acknowledging the nature of this temporary funding source. This five-year additional $0.75 sales tax has injected significant revenues that have allowed the City of Milton to expedite numerous transportation projects. These projects would not have been possible on this timeline given the pay-as-you-go system we use for funding capital improvements. Continued transportation improvements of this scale, beyond the initial five-year referendum, will depend upon a voter-approved extension of the five-year TSPLOST.

Overall, Milton's history of conservative budgeting and tight fiscal policies, paired with our outstanding stewardship of taxpayer dollars, affords us financial health and stability. We have one of the lowest expenditures per capita in North Fulton, which is quite an

accomplishment when considering our capped millage rate, limited commercial footprint, and "rural by design" community vision.

Our conservative fiscal policies have provided a solid foundation, and the continued adherence to these policies should produce the desired effect. Our financial outlook remains excellent.

ACKNOWLEDGEMENT

The development of this Proposed FY 2021 Budget is a significant undertaking by each of the City department heads and their staff. I sincerely appreciate the efforts and contributions, and sometimes sacrifices, made by our employees to ensure the best possible outcomes for the City of Milton.

Special recognition is extended to the Finance Director, Bernadette Harvill, for her leadership and dedication to the creation of a budget plan that is 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 and FY 2020 submissions. It is efforts such as these that undoubtedly contribute to our citizens' improved trust that the City government acts in their best interests (NCS, 2019).

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

Respectfully Submitted,



Steven Krokoff

City Manager

Top 10 Budget Questions

1 What is the Milton millage rate?

The maintenance and operating (M&O) millage rate for FY 2021 is 4.731. Milton's millage rate was capped at 4.731 in the 2006 state legislation passed creating the City of Milton.

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

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

3 What does my Fulton County tax portion cover?

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

4 What does my Milton tax portion cover?

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

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

In FY 2021, $12,097,325 is budgeted for real and personal property taxes in the General Fund. This figure is based on the M&O millage rate of 4.731 mills, and includes anticipated revenue from: current year taxes, prior year taxes due as a result of final approved assessments from Fulton County, delinquent taxes due and penalties and interest on those delinquent taxes.

6 How much revenue comes from Local Option Sales Tax?

In FY 2021, $8,775,931 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 51.5% of the budgeted operating expenditures in FY 2021 (this calculation does not account for any operating transfers out to other funds).

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

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

9 What is a fund?

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

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

The City currently has 152 budgeted full-time employees, 20 budgeted part-time employees, and 14 budgeted seasonal employees. For a complete listing of employees by department and new position requests please refer to page 39.

Executive Summary

The City of Milton's Fiscal Year 2021 proposed budget is based on anticipated citywide revenue collections of $39.7 million. The City's FY 2021 budget is comprised of one general fund, four special revenue funds, and six capital projects funds.

General Fund

Special Revenue Funds

- Special Events Fund
- Confiscated Assets Fund
- E-911 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, is comprised of $29.5 million in projected revenues or 74% of the citywide total. This represents a $332,020 or 1.1% decrease in operating revenues as compared to the Fiscal Year 2020 amended budget. This reduction is primarily a result of anticipated revenue decreases related to property taxes (primarily being driven by reassessments to existing real property and the impact of the new floating homestead exemption on taxable values) and investment income (as a result of the drop in interest rates).

KEY GENERAL FUND REVENUE FACTS

- The FY 2021 maintenance & operating (M & O) millage rate is 4.731 mills. This rate represents a decision to remain at the capped millage rate of 4.731 mills, the same rate the City has had since its incorporation except for FY 2019.
- Property taxes for the 2020 calendar year will fund the FY 2021 budget. The decision to change the timing in which property taxes would be recognized was a strategic financial decision the City made to aid in enhanced budgeting capabilities and further even greater fiscal responsibility.
- The new floating homestead exemption – as outlined in House Bill 710 (2017-2018 regular session) and approved by a majority of Milton voters in November 2018 – has had a substantial impact on exemption values in the City - nearly doubling them. This in turn will impact revenue growth related to real property that qualify for the exemption.
- The budget was balanced using $1,628,677 from excess fund balance for the purposes of funding capital initiative requests and pay-as-you-go projects related to vehicle replacements, park improvements, and pavement management. These funds are a result of additional revenues received and cost-savings from prior year's that are above and beyond the City's required reserves.
- Local Option Sales Tax (LOST) is the City's second largest revenue source after property taxes. This revenue source is economically driven, and staff takes this into account when forecasting anticipations each year. Economic impacts from the COVID-19 pandemic have had an impact on the growth of this revenue category. This is reflected in the overall decrease of $624,069 or 6.6% from the original FY 2020 budget, and the minor increase of only $184,008 or 2.1% from the amended FY 2020 budget, as staff cautiously anticipates a return to more favorable circumstances towards the fourth quarter of FY 2021.

- Another revenue category impacted by the current economic circumstances is Investment Income. Interest rates dropped during the first half of 2020 and are not expected to return to pre-pandemic rates anytime soon.
- As anticipated, collections across several revenue categories show a decrease compared to last year. In light of this, City staff continue to work to identify new revenue opportunities to lessen Milton's reliance upon property taxes as is required by Milton's Code of Ordinances.

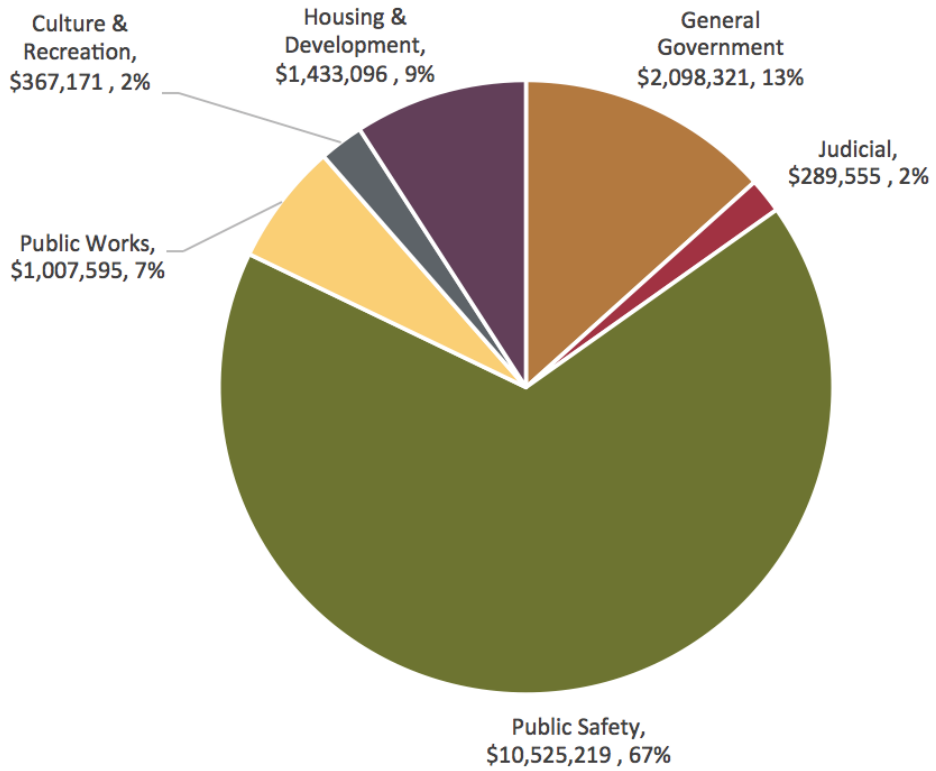
General Fund Revenues (Excluding Interfund Transfers)

	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
REVENUES				
Taxes	$ 28,217,580	$ 27,815,229	$ (402,351)	(1.4)
Licenses & Permits	537,546	604,800	67,254	12.5
Intergovernmental Revenues	41,260	7,500	(33,760)	(81.8)
Charges for Services	411,913	474,210	62,297	15.1
Fines & Forfeitures	250,000	400,000	150,000	60.0
Investment Income	211,000	84,500	(126,500)	(60.0)
Contributions & Donations	23,503	-	(23,503)	(100.0)
Miscellaneous Revenue	125,585	110,128	(15,457)	(12.3)
Proceeds From Sale Of Assets	25,000	15,000	(10,000)	(40.0)
TOTAL REVENUES	**$ 29,843,387**	**$ 29,511,367**	**$ (332,020)**	**(1.1)**

KEY GENERAL FUND EXPENDITURE FACTS

- Salary and benefit savings that resulted from vacancies were utilized in FY 2020 to offset operating costs as well as a transfer out to the Capital Projects Fund. This reallocation of funds in FY 2020 has inflated the year-over-year increase of 4.3% seen in the table on p. 20. When factoring in the approved positions from FY 2020's M & O Initiatives, the proposed FY 2021 salaries and benefits reflect an overall increase of 0.3% from the original FY 2020 budget. This calculation takes into consideration an overall decrease to employee benefits of 1.7%. This outweighs the requested increase to salaries of 1.1% – which takes retirements, turnover, and the removal of one full-time position in Information Services into consideration. Salaries and benefits make up the largest portion of the maintenance & operating budget at $15,720,957 or 65% of expenditures excluding interfund transfers and new initiatives. (M & O initiatives related to salaries and benefits will be discussed later.)

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



- The FY 2021 budget includes funding for an across-the-board increase to salaries of 3%, at a total cost of $250,626. This adjustment is prorated by the number of months each employee worked for the City during FY 2020 and is included in the figures displayed in the chart above.
- The Fire Department's budget no longer includes debt service payments for Fire Station #43, as this lease has come to an end. The FY 2021 proposed budget dedicates the savings from the end of this lease in the amount of $360,396 along with the savings from the termination of the lease for the Police and Court offices on Deerfield Parkway in the amount of $250,412 towards debt service payments owed on the bond issuance for the construction of the Public Safety Complex on Highway 9 and the Fire Station #42 replacement.
- Debt service payments related to the City's revenue bond issuance will now be maintained in the Revenue Bond Fund. Please see that section for additional information related to bonds and debt service due in FY 2021.
- Operating expenditures – excluding personnel costs, debt service, contingency, and new initiatives – total $8,176,201. This is approximately $867,851 or 9.6% less than FY 2020. The most significant drivers of this decrease are related to professional and contracted services, property services, and capital outlays. Specifically:
  - The City incurred contract labor expenses related to Community Development and Public Works that will not recur in FY 2021.
    These FY 2020 expenses included a part-time arborist (at a cost of $29,209) and a land development inspector (at $150,000). Part of the savings tied to the land development inspector will be offset in salaries and benefits related to the new initiative to bring the Soil and Erosion Control Manager in-house. (Please see the cost benefit analysis that supports the request in the M & O initiatives section of the General Fund details on p. 135.)
    In Public Works, there has been a reduction in the scope of work related to the MS4/NPDES compliance contract amounting to $96,921. Many of these responsibilities will now be handled in-house by the City Engineer. (Some of these savings have been offset by COVID-19 related delays to the citywide traffic counts/speed study.);

– The decrease in the Property Services category is primarily driven by the end of the Police Department and Municipal Court's lease on Deerfield Parkway discussed earlier; this amounts to a $250,412 decrease;

– The City has recognized significant savings – $316,587, year over year – in Parks & Recreation (Active) expenditures due to the end of the active parks IGA with the City of Alpharetta.

– The decrease in Capital Outlay from FY 2020 to FY 2021 is being driven by one-time expenses related to furniture & equipment needs to outfit the new Public Safety Complex on Highway 9, as well as the replacement of outdoor furniture at the City Pool on Dinsmore Road, neither of which will recur in FY 2021.

- Transfers out of the General Fund include $4,927,056 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 8.3% from FY 2020's amended budget. Milton's conservative budgeting and responsible spending in the General Fund throughout the past few fiscal years 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 operating transfer out to the Capital Projects Fund in the amount of $475,872.

  There is also a request to transfer $1,650,026 to the Revenue Bond Fund. As mentioned earlier, all debt service related to the City's revenue bond issuance will now be accounted for this in this fund. 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 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
EXPENDITURES BY FUNCTION				
General Government	$ 4,319,436	$ 4,597,976	$ 278,540	6.4
Judicial	494,318	370,108	(124,210)	(25.1)
Public Safety	12,723,870	12,558,752	(165,118)	(1.3)
Public Works	2,932,682	3,086,704	154,022	5.3
Culture & Recreation	1,740,606	1,442,032	(298,574)	(17.2)
Housing & Development	1,863,546	1,841,586	(21,960)	(1.2)
Debt Service	360,396	-	(360,396)	(100.0)
Contingency	-	243,198	243,198	-
M&O Initiatives	-	422,606	422,606	-
TOTAL EXPENDITURES	**$ 24,434,854**	**$ 24,562,962**	**$ 128,108**	**0.5**

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

	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS				
Salaries	$ 10,875,554	$ 11,395,035	$ 519,481	4.8
Employee Benefits	4,195,796	4,325,922	130,126	3.1
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 15,071,350**	**$ 15,720,957**	**$ 649,607**	**4.3**
MAINTENANCE & OPERATIONS				
Professional Services	$ 1,537,727	$ 1,252,951	$ (284,776)	(18.5)
Property Services	1,614,431	1,371,722	(242,709)	(15.0)
Other Purchased Services	3,675,201	3,636,401	(38,800)	(1.1)
Supplies	559,742	444,610	(115,132)	(20.6)
Utilities	323,544	414,481	90,937	28.1
Fuel	465,577	442,726	(22,851)	(4.9)
Capital Outlay	823,786	609,710	(214,076)	(26.0)
Other Costs	3,100	3,600	500	16.1
TOTAL MAINTENANCE & OPERATIONS	**$ 9,003,108**	**$ 8,176,201**	**$ (826,907)**	**(9.2)**
DEBT SERVICE				
Capital Lease(s) P&I	$ 360,396	$ -	$ (360,396)	(100.0)
TOTAL DEBT SERVICE	**$ 360,396**	**$ -**	**$ (360,396)**	**(100.0)**
OTHER COSTS				
Contingency	$ -	$ 243,198	$ 243,198	-
TOTAL OTHER COSTS	**$ -**	**$ 243,198**	**$ 243,198**	**-**
TOTAL EXPENDITURES	**$ 24,434,854**	**$ 24,140,356**	**$ (294,498)**	**(1.2)**

MAINTENANCE & OPERATING (M & O) INITIATIVE HIGHLIGHTS

- As mentioned in the Message form the City Manager, Milton is currently in the process of transitioning from one five-year strategic plan to another. While the Mayor, City Council members, City staff, and City stakeholders work toward completing the new plan, management recognizes that there will be a need for funding related to year-one initiatives. The decision has been made to set aside $200,000 to be allocated through the budget amendment process once specific projects/goals have been identified.
- The completion of Fire Station #44, located on Highway 9 in the recently constructed Public Safety Complex, has led the Fire Department to request nine positions to fully staff its new facility. Please note, the request for FY 2021 is for two months as the station will be occupied by the crew from Fire Station #42 as that facility undergoes reconstruction through part of FY 2021. This request also factors in the anticipation of receiving grant funding related to staffing.

- The Public Works Department has requested $15,000 in funding to pilot a street sweeping program in areas of the City with curb and gutter. In addition, the Department completed a cost-benefit analysis showing the acquisition of a backhoe and dump truck will save the City money long-term compared to the continued rental of these pieces of equipment; the calculated break-even is year seven and four, respectively. This equipment is used to maintain the City's gravel roads and ditches, in addition to being utilized during inclement weather.
- The Community Development Department has identified savings by bringing the Soil and Erosion Control Manager in-house as a staff position (instead of a contracted position). The request of $92,891 – plus the vehicle request in the Capital Projects Fund of $35,485 – will be offset by the reduction of contract service-related dollars in the amount of $150,000.

  In addition, Community Development is requesting a reclassification of the Planning Technician position to that of Planner I. This change will allow staff to address additional projects in-house, as opposed to using contractors.

Special Revenue Funds Overview

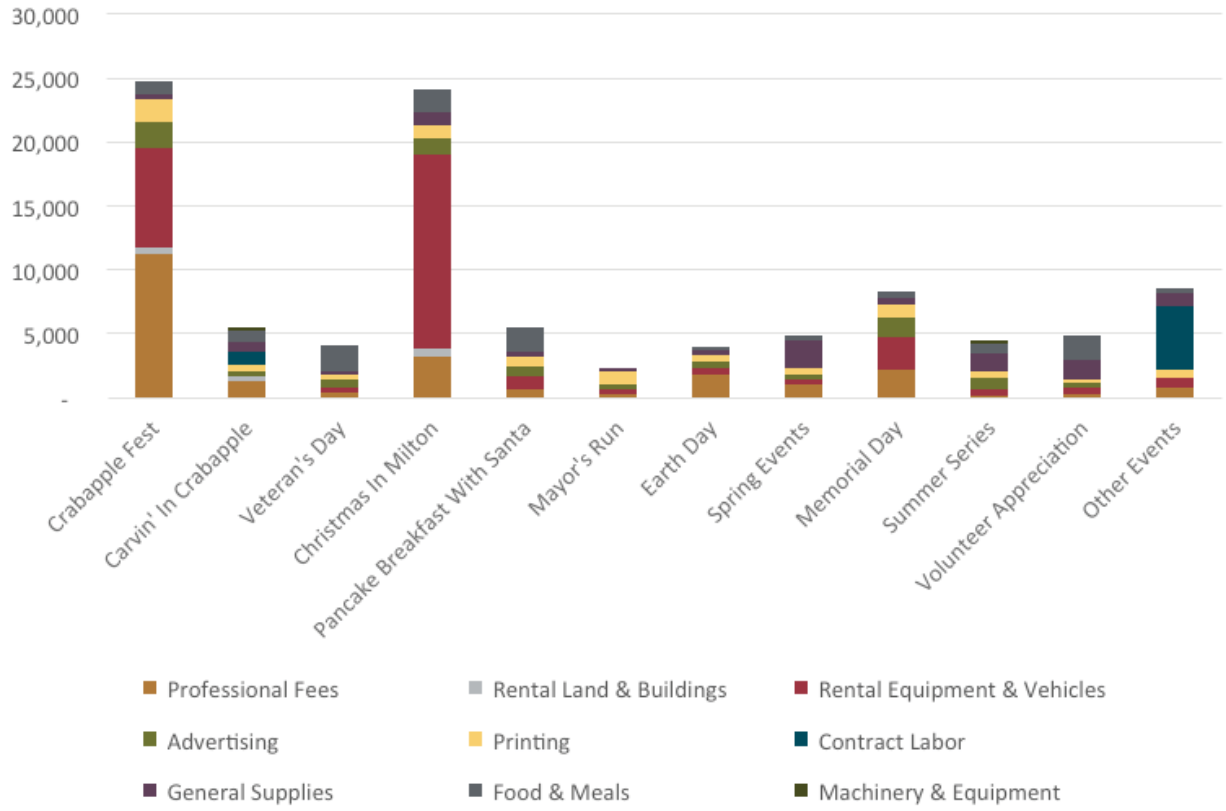
The City adopts annual budgets for each Special Revenue Fund that demonstrates any legally restricted revenue sources. In FY 2021, $1.03 million in anticipated revenues are attributable to the four Special Revenue Funds (excluding interfund transfers in and budgeted fund balances).

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 a transfer in from the Hotel/Motel Tax Fund ($24,000, or 74%). Revenues are expected to decrease by $22,100 or 40.5% due to the COVID-19 pandemic's impact to Milton's one hotel. Many events had to be canceled or postponed in FY 2020, so the fund balance will be utilized to offset the loss in hotel/motel tax related revenues.

Expenditure appropriations within the fund span over 11 scheduled event categories and one "other events" category that allows for the City's involvement in unplanned events that may come up. As mentioned, many FY 2020 events had to be called off, and those budgeted funds were released to carry over as a fund balance into FY 2021. As a result, expenditures appear to be increasing by $44,356 or 78.1%. When compared to FY 2020's original requests, prior to COVID-19 related cancellations, the expenditure budget in the Special Events Fund is down $19,510 or 16% year over year. One contributing factor of this decrease is the cancellation of the Rock for Rescues event.

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 2021 Milton's Police Department plans on looking for opportunities to obtain new equipment and search for new training opportunities with the remaining fund balance.

E-911 FUND

The Emergency 911 (E-911) Fund has been set up to account for monthly 911 charges to help fund the cost of providing emergency 911 services to the community. Milton currently has an active Intergovernmental Agreement (IGA) with the City of Alpharetta. Alpharetta runs the 911 center, including emergency communication services. In order to compensate Alpharetta for these services, Milton turns over 100% of its E-911 collections to them. Revenues are anticipated to decrease by approximately $60,000 or 5.7%, and a corresponding decrease to expenditures for payments to Alpharetta has also been budgeted.

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 decline $21,000 or 46.7%. There is currently one hotel within Milton's city limits, and the pandemic's impact on travel, tourism, and in-person conferences has reduced hotel/motel related tax revenues received. The FY 2021 projection anticipates a conservative increase in hotel occupancy towards the end of the fiscal year.

Capital Projects Funds Overview

Annually, the City reviews its seven-year capital improvement program and submits a formal Capital Improvement Plan (CIP) as a part of its budget process. City Code requires a five-year plan, but staff has chosen to add an additional two years in order to allow added flexibility and adequate time for planning. In FY 2021, all six budgeted capital projects funds have been incorporated into the seven-year Capital Improvement Plan and account for $9.12 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 2021's budget continues the strategy of utilizing pay-as-you-go funding to implement the adopted Parks & Recreation master plan, the City's trail plan, vehicle/apparatus replacements, pavement management, and other public works infrastructure maintenance projects.
In addition to the interfund transfer in from the General Fund, the Capital Projects Fund has other smaller revenue sources that make up about 3% of its anticipated revenues in FY 2021. These sources include: infrastructure maintenance fees charged to solid waste haulers at a rate of 5% of the company's gross receipts ($110,000) and landfill use fees charged to any companies operating a landfill within City limits ($45,000). Cell tower lease revenues have been moved back to the General Fund to offset annual operating costs associated with mowing and hazard mitigation throughout the City's network of passive parks and greenspaces.

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 2021 includes debt service for both principal and interest in the amount of $1,711,125. The millage rate to collect tax revenues to make these payments is 0.538 mills. Expenditures related to land acquisition occur once the Mayor and Council members approve a purchase, a move that follows research and recommendations made by the Milton Greenspace Advisory Committee.

TSPLOST FUND

The TSPLOST Fund is used to account for the proceeds of the transportation local option sales tax and the various improvement projects outlined in the program. As multiple funding sources begin to be utilized across projects, this fund has been merged into the larger CIP for ease of project tracking. The current TSPLOST initiative – which was approved by voters in the November 2016 election – includes a dedicated project list. The TSPLOST Fund is budgeted to bring in approximately $6.07 million in revenues in FY 2021. These funds will go towards infrastructure improvement projects, including Freemanville Road at Birmingham Road, Morris Road, Bethany Road at Providence Road, Freemanville Road at Redd Road. Other items are the replacement of a bridge on Birmingham Road, as well as pedestrian-related projects including the connection to the Big Creek Greenway, sidewalks on Cogburn Rd, and other sidewalk/trail construction throughout Milton.

CAPITAL GRANT FUND

The Capital Grant Fund was set up to account for capital grant revenue and expenditures made by the City. Throughout FY 2019 staff identified new projects in Parks & Recreation and Community Development that are continuing through FY 2021 utilizing project-length budgets as approved by the Mayor & Council. The only new budget request in FY 2021 is related to the Local Maintenance and Improvement Grant (LMIG) at $440,000 which will go towards funding the FY 2021 pavement maintenance program.

IMPACT FEES FUND

In October 2015, Milton began collecting impact fees on new development projects in order to offset the costs associated with providing City services to these new developments and their residents and businesses. This fund accounts for impact fees restricted for the acquisition or construction of specific capital projects outlined in the City's Capital Improvements Element (CIE). Revenues are conservatively estimated to come in at approximately 17% more than FY 2020 at $875,500. This amount mirrors the original request for FY 2020 before the reduction experienced as a result of delays in activity during the last half of FY 2020.

Staff is in the process of updating the methodology report that allocates funds across current City projects (which will be funded using the administrative portion of the impact fees collected to-date). 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 rectangular athletic fields on Cox Road, the active acres on Dinsmore Road, and more;
- Playground structure adjacent to Broadwell Pavilion;
- Live fire mobile training facility;
- Fire Department storage building located behind Fire Station #43;
- Intersection improvements at Hopewell Road and Birmingham Road, as well as Freemanville Road and Providence Road;
- Public Safety Complex on Highway 9.

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

REVENUE BOND FUND

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

Milton's Mayor and Council members approved this funding strategy in FY 2018, and the bonds were issued in October 2019. This bond issuance included the refunding (refinancing) of the debt related to the Bell Memorial Park renovation/expansion project. The debt service for this new issuance will be funded through an operating transfer from the General Fund in the amount of $1,650,026 in FY 2021.

CONCLUSION

The Fiscal Year 2021 Budget illustrates the City's dedication to providing the highest level of services while maintaining sound fiscal policies. This budget is the product of much collaboration and commitment by "Team Milton." The goal is to develop a plan that addresses the City Council's major policy goals and priorities, upholds our residents' vision for their community, and protects the City's financial health now and into the future. If while reviewing this document you have questions, please do not hesitate to contact us at **info@cityofmiltonga.us.**

DEPARTMENT-FUNCTION RELATIONSHIP

General Government

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

Judicial

- Municipal Court

Public Safety

- Police
- Fire

Public Works

- General Government Buildings
- Public Works

Culture & Recreation

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

Housing & Development

- Community Development
- Economic Development

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 2016-2020	A comprehensive, high-lev-elfive 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 acheive 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 five-year work program that list projects the City should pursue in the short-term (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 encourage 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 implementation tools specific to the major commercial corridor.	The directives from the project recommentation lists may require budgeting for consulting services, staff, equipment, facilities, and real estate.

City Planning Processes Continued

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.	The directives from the project recommentation 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.
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.
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.
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.
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.

City Planning Processes Continued

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
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.
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 emergenices. The plan encompases Police, Fire, Communications, and Public Works, as well as other support departments.ty.	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 deparments.	This plan primarily makes use of exisiting 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.

Milton Strategic Plan* 2016-2020

	Administration*	Municipal Court	Police	Fire	Public Works	Parks & Recreation	Community Development	Economic Development
GOAL: Economic Development – Structure economic development and responsible business growth								
Objective – Develop a working spirit with our business community to foster a reputation for being a great place to do business								
Initiative #1 Explore a Milton CID in the downtown Crabapple area to carry out infrastructure projects in that boundary zone.					✓		✓	✓
Initiative #2 Launch door-to-door outreach program to formalize the feedback loop within the business community.	✓							✓
Initiative #3 Explore an innovation center in a suitable location to incubate future business opportunity and growth.								✓
Initiative #4 Conduct business association outreach for regular interaction with the Milton Business Council, Crabapple Business Association, Greater North Fulton Chamber of Commerce, and Metro Chamber.								✓
Objective – Maximize available commercial capacity in appropriately defined areas								
Initiative #1 Build and maintain an available land database listing of properties in CoStar and Select Georgia databases to convert properties from vacant to filled.					✓		✓	

*Milton's current strategic plan comes to an end in December 2020. The vast majority of the goals and objectives have already been accomplished as has been outlined in the FY 2019 Budget Book, the FY 2020 Budget Book, and the Message from the City Manager beginning on p. 6 of this year's Budget Book. Mayor & Council approved an agreement with Berry, Dunn, McNeil & Parker, LLC for strategic planning services in August 2020. This new plan will set the goals and objectives for the next five-year strategic plan (Strategic Plan 2021-2025). The planning process will incorporate a comprehensive engagement phase that includes feedback from citizens, business owners, councilmembers, other committee members, and employees. There will be an environmental scan phase that takes into consideration the City's various other plans such as those listed in the City Planning Process above, documents and surveys, and National Citizen Survey results. The City is also about to kick-off the planning process for the 2040 Comprehensive Plan, and intends to include any relevant information gathered from those stakeholder meetings as well. In the meantime, this budget document includes interim goals and objectives developed by staff that guide their funding requests. These interim goals and objectives can be found in the General Fund section's individual department pages beginning on p. 65. Lastly, a request for $200,000 has been included in the Maintenance & Operating Initiatives for FY 2021 in order to fund those initiatives formulated during this planning process that staff can address in year one of the plan (p. 135).

Milton Strategic Plan 2016-2020

	Administration*	Municipal Court	Police	Fire	Public Works	Parks & Recreation	Community Development	Economic Development
GOAL: Park & Recreation Enrichment - Provide for the parks and recreation needs of our city								
Objective - Foster good relationships with providers								
Initiative #1 Conduct City-driven surveys for providers of all programs.						✓		
Objective - Increase our capacity for active, passive, and linear parks								
Initiative #1 Enhance multi-use connection to Big Creek Greenway.					✓			
Initiative #2 Explore the feasibility of a walkable connection from Birmingham Park to an Arnold Mill Park at the closing landfill with focus being along Little River.					✓	✓		
Initiative #3 Develop phase one of Providence Park to re-establish trails and open to the public.					✓	✓	✓	
Initiative #4 Develop phase two of Providence Park to repair the rock quarry, establish access to water, public restrooms, and a safe shelter.					✓	✓	✓	
Objective - Explore partnerships and relationships to meet the needs of the community								
Initiative #1 Evaluate renewal and continuation of the intergovernmental agreement with the City of Alpharetta for parks without borders.	✓					✓		
Initiative #2 Partner with a provider to establish programming at Providence Park.						✓		
Initiative #3 Research new program offerings which might include activities not currently offered by Milton.						✓		

Milton Strategic Plan 2016-2020

GOAL: Strategic, Efficient, and Engaged Government – Seek innovative ways to improve both the infrastructure and services we provide to keep pace with growth

	Administration*	Municipal Court	Police	Fire	Public Works	Parks & Recreation	Community Development	Economic Development
Objective - Streamline Processes								
Initiative #1 Produce process maps for all customer interactions seeking to maximize efficiency as measured by average time per permit.	✓		✓	✓		✓	✓	
Initiative #2 Establish a Unified Development Code to encourage better development and design while clarifying process.					✓		✓	
Initiative #3 Formalize a training program so each city staff member can act as concierge for our customers (in coordination with process mapping).	✓	✓	✓	✓	✓	✓	✓	✓
Objective – Recognize future challenges or threats and plan for them today								
Initiative #1 Implement Citizens Emergency Response Team (CERT) programs through various departments to streamline our emergency response capabilities.			✓	✓	✓			
Initiative #2 Identify appropriate staffing needs and make sound recommendations as needed.	✓	✓	✓	✓	✓	✓	✓	✓
Initiative #3 Establish a traffic safety stakeholder group to make recommendations to improve traffic safety.					✓			
Initiative #4 Strategically place police, fire, and public works facilities to maximize effectiveness.					✓		✓	
Initiative #5 Produce comprehensive safety guide for the community on home safety and first aid.				✓				
Initiative #6 Manage, maintain, and improve mobility in Milton.					✓		✓	

Milton Strategic Plan 2016-2020

	Administration*	Municipal Court	Police	Fire	Public Works	Parks & Recreation	Community Development	Economic Development
Objective – Improve the community's interactions with its government								
Initiative #1 Establish 311 system for the creation of a simple, one-touch customer service system.	✓							
Initiative #2 Explore a system where volunteers can find access to available opportunities to serve and services can find access to available volunteers.	✓	✓				✓		
Initiative #3 Implement youth programming through an Explorer Program in either (or both) the police and fire departments.			✓	✓				
Initiative #4 Create a Community Risk Reduction (CRR) educational program in the fire department.				✓				
Initiative #5 Explore juried public art as a way to build community spirit through the creation of a focus group tasked to review an art installation program with specific criteria.	✓							✓
Objective – Maintain high morale among " Team Milton" by fostering professional and rewarding careers								
Initiative #1 Through the Innovation Academy, explore implementing a detailed employee review process/performance management system.	✓							
Initiative #2 Conduct an employee satisfaction survey to build a positive, productive workforce.	✓							

Milton Strategic Plan 2016-2020

	Administration*	Municipal Court	Police	Fire	Public Works	Parks & Recreation	Community Development	Economic Development
GOAL: Preserve What Makes Milton Unique								
Objective – Safeguard historic landmarks, farms, woodlands, streams, and open spaces								
Initiative #1 Reinvent the Historic Preservation Commission for the review and designation of historic properties.							✓	
Initiative #2 Establish and implement a signage program for historic land markers and points of interest.							✓	
Initiative #3 Create educational opportunities for the community that are grounded in sustainability, resiliency, and conservation.	✓						✓	
Initiative #4 Create a formal feedback loop with the equestrian community.	✓							
Objective – Address need for community greenspace								
Initiative #1 Review the code of ordinances for desired enhancements that protect our rural character.					✓	✓	✓	
Initiative #2 Review the potential of asking the public to consider a bond issuance for conservation-type purposes.	✓				✓	✓	✓	
Initiative #3 Establish and facilitate a working group charged to identify evaluation criteria for potential areas of land conservation or community greenspace.	✓					✓		
Initiative #4 Reflect greenspace needs within the updated comprehensive plan.						✓	✓	

Milton Strategic Plan 2016-2020

	Administration*	Municipal Court	Police	Fire	Public Works	Parks & Recreation	Community Development	Economic Development
GOAL: Build Community Connections - Create a culture of togetherness								
Objective – Foster proactive and open communication								
Initiative #1 Create and maintain a signage program that directs people where to find additional information on current City projects and developments.	✓				✓		✓	
Initiative #2 Create and implement basic guides to enhance the ease of understanding our building and design standards.	✓				✓		✓	
Objective - Build a sense of pride in the community								
Initiative #1 Create branding material that promotes Milton's unique identity.	✓							
Initiative #2 Recognize Milton's 10th Anniversary with a community celebration.	✓							
Initiative #3 Pursue a street topper sign program that would be intended to create a sense of place through signage.							✓	
Initiative #4 Continue welcome packets mailed monthly to new homeowners to increase resident awareness of Milton's programs.	✓							
Initiative #5 Support the Village Volunteers program designed to assist young adults who have graduated high school and also have special needs.	✓							

* Consists of City Clerk, City Manager, Finance, IS, Human Resources, Communications, and Community Outreach & Engagement.

City Location & Key Demographics

CITY HALL

2006 Heritage Walk,
Milton, Georgia 30004
678.242.2500

cityofmiltonga.us

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



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

CITY OF MILTON, GA

AT A GLANCE

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

- Area – **31.9 square miles**
- Total Adopted Fiscal Year 2021 Budget - **$41.9M**

Demographics

- Population = **39,673**
- By Sex = Males, **19,290** and Females, **20,383**
- Median Age = **38.5**
- Average Family Size = **3.34**
- Median Home Value = **$510,457**
- Median Household Income = **$126,331**
- Per Capita Income = **$59,536**

EDUCATIONAL ATTAINMENT

- High School Graduate or More **= 98%**
- Bachelor's Degree or Higher **= 68%**

(Note: Percentages calculated for 25 years or older age category.)

Business Statistics

DESCRIPTION	NUMBERS
Home-Based Business	**465**
Gross Receipts	**419**
# of Employees	**42**
Professional Practitioner	**36**
Non-Profit	**15**
	977

TOP MILTON EMPLOYERS

Verizon	**2,337**
Fulton County Schools	**1,014**
Philips North America, LLC	**477**
Infor (US), Inc	**348**
Exide Technologies	**279**
Walmart	**295**

Existing Land Usage

Land Use	Acres	Land Use Percentage
Ag/Equestrian	8,990	35.93%
City Owned/ Parks/Greenspace	689	2.75%
Commercial	645	2.58%
Forested/Undeveloped	2,537	10.14%
Institutional	692	2.76%
Lakes/Ponds	583	2.33%
Mixed-Use	62	0.25%
Private Recreation/ Golf Course	945	3.78%
Residential	8,496	33.96%
Right of Way	1,315	5.25%
Senior Living	7	0.03%
Transportation/ Communication/Utility	59	0.24%
TOTAL	**25,021**	**100%**

Note: Changes in existing land usage acreage are the result of the completed parcel alignment project.

Elected Officials



MAYOR

Joe Lockwood



DISTRICT 1/POST 1

Peyton Jamison



DISTRICT 2/POST 1

Laura Bentley



DISTRICT 3/POST 1

Joe Longoria



DISTRICT 1/POST 2

Carol Cookerly



DISTRICT 2/POST 2

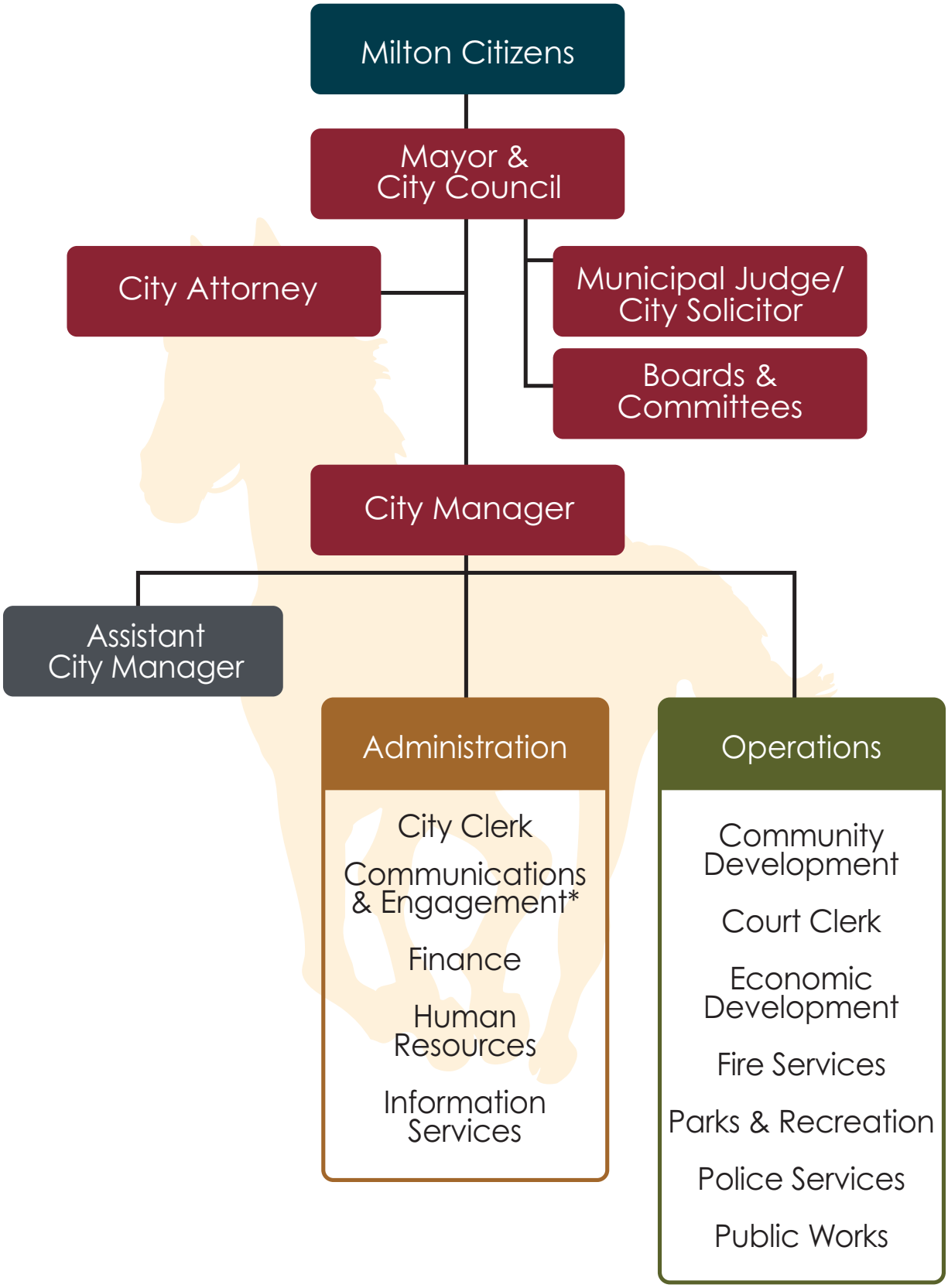
Paul Moore



DISTRICT 3/POST 2

Rick Mohrig

Organizational Chart



*For purposes of the organizational chart, these two departments are combined for reporting purposes, while budgeted for separately. Please see the individual department pages beginning on p. 65 for department specific organizational charts.

FY 2021 Staffing Summary By Department

DEPARTMENT NAME	FY 2019	FY 2020	FY 2021	FY 2021 REQUESTS	VARIANCE
FULL-TIME					
City Clerk	2	2	2	0	0
City Manager	3	3	3	0	0
Finance	5	5	5	0	0
Information Services	2	2	1	0	-1
Human Resources	2	2	2	0	0
Communications	2	2	2	0	0
Community Outreach & Engagement	1	1	1	0	0
Municipal Court	2	2	2	0	0
Police	44	46	46	0	0
Fire	62	64	64	9	9
Public Works	8	8	8	0	0
Parks & Recreation (Active)	2	3	3	0	0
Community Development	11	12	12	1	1
Economic Development	1	1	1	0	0
TOTAL FULL-TIME	**147**	**153**	**152**	**10**	**9**
PART-TIME					
Mayor & Council	7	7	7	0	0
City Clerk	1	1	1	0	0
Finance	1	1	1	0	0
Community Outreach & Engagement	1	2	2	0	0
Municipal Court	2	2	2	0	0
Police	3	3	3	0	0
Public Works	3	3	3	0	0
Parks & Recreation (Active)	1	0	0	0	0
Community Development	1	1	1	0	0
TOTAL PART-TIME	**20**	**20**	**20**	**0**	**0**
SEASONAL					
Community Outreach & Engagement	0	2	2	0	0
Parks & Recreation (Active)	12	12	12	0	0
TOTAL SEASONAL	**12**	**14**	**14**	**0**	**0**
TOTAL CITY EMPLOYEES (ALL SCHEDULES)	**179**	**187**	**186**	**10**	**9**

FY 2021 Staffing Summary By Department continued

Notes:

- This list does not include board/committee members who may be eligible for meeting attendance stipends, volunteers or unpaid interns.
- A category for seasonal employees has been added which now includes the staff for Camp Joyful Soles and two paid summer interns.
- The FY 2020 & FY 2021 position counts incorporate two summer intern positions approved through the budget process. This pilot program was a success and is now a permanent part of the position count. The program was initially set up under the City Manager's Department, but was ultimately transferred to the Community Outreach and Engagement Department through a formal budget amendment.

FY20 to FY21 Variances Explained:

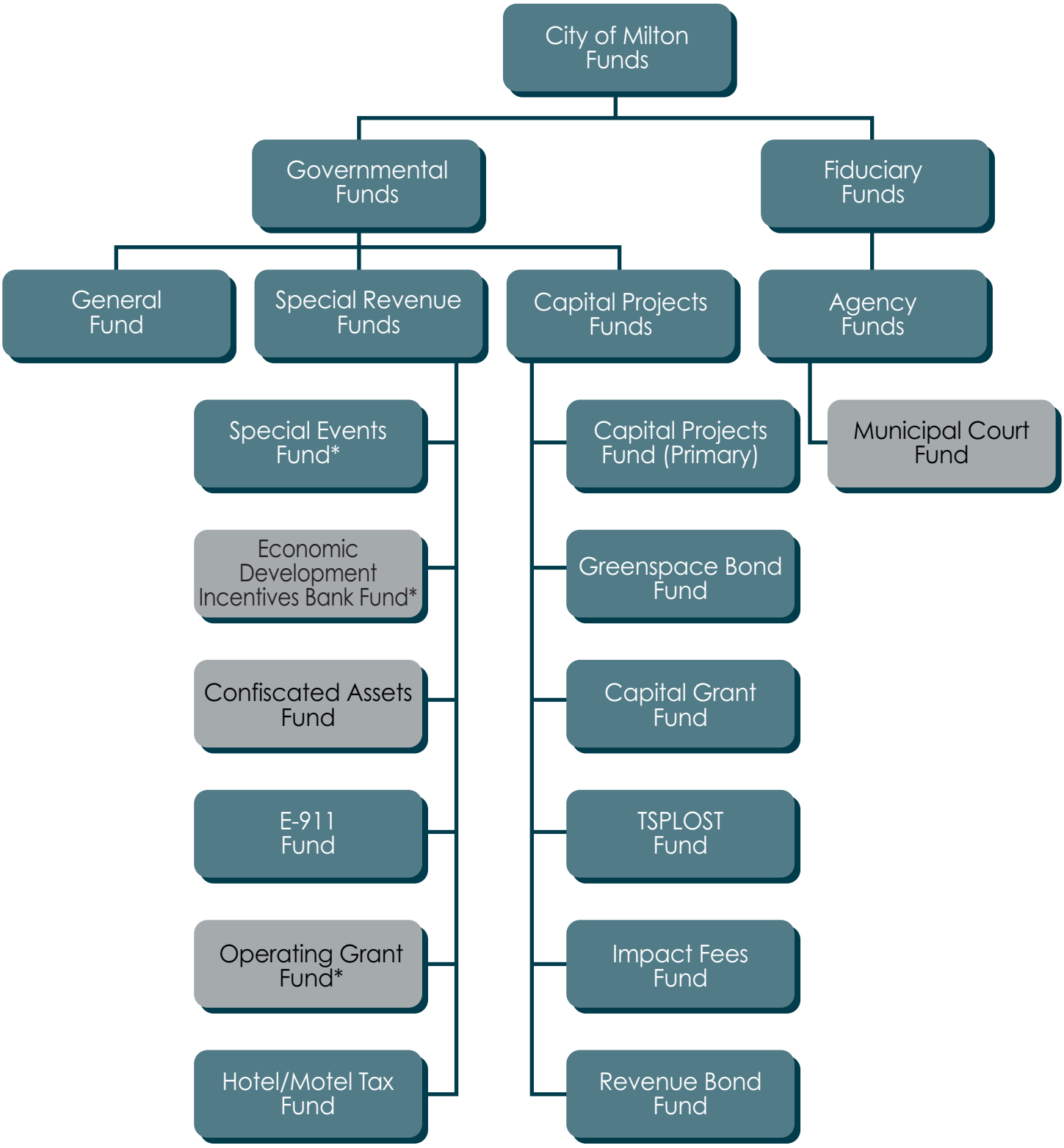
- In FY 2020 the GIS Manager responsibilities were transitioned to the current contract with a third party service provider. A formal request to remove the position from the position count is outlined in the FY 2021 staffing figures for Information Services.
- Fire has requested the addition of nine full-time positions to staff Fire Station 44 (newly constructed fire station on Highway 9).
- Community Development has requested the addition of a full-time Soil and Erosion Control Manager.

Please see the FY21 Maintenance and Operating Initiatives for a detailed listing of requested positions and reclassifications.



Financial Policies and Procedures

Fund Structure



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

These funds have no appropriations in the FY 2021 Budget.

Department-Fund Relationship

The following shows which departments are represented within each budgeted fund for Fiscal Year 2021. (Capital funds include project-length budgets that may not have additional funding requests in FY 2021.)

General Fund

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

Special Events Fund

Community Outreach & Engagement

E-911 Fund

Police

Hotel/Motel Tax Fund*

Community Outreach & Engagement

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

Capital Projects Fund (Primary)

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

Greenspace Bond Fund

Passive Parks/Greenspace
Debt Service

TSPLOST Fund

Public Works

Capital Grant Fund

Fire
Public Works
Parks & Recreation (Active)
Community Development

Impact Fees Fund

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

Revenue Bond Fund

General Government Buildings
Fire
Debt Service

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 2021 process commenced in May 2020 with staff discussions around interim goal setting and long-range planning while the City undergoes the strategic planning process for the next five-year plan (see the Message from the City Manager for more details about this process). At the department level each department head is responsible for providing requests related to both a current services budget as well as an enhanced services budget while Finance staff, along with City Management, calculates expenses associated with salaries and benefits, and projects revenues for the upcoming year.

THE PROCESS

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

Throughout June, each department head met with the City Manager, Assistant City Manager, and the Finance Director to explore, in detail, the department requests. At the end of June into early July, the City Manager, Assistant City Manager, and the Finance Director reviewed all budget requests one more time in order to get a high-level perspective of the citywide budget. As the City has a defined revenue footprint, careful consideration must be given to the priorities identified by the departments. With guidance from the City's Strategic Plan, department goals, and other planning process documents (see p. 26), the City Manager made the final determination of what would be proposed to Mayor and Council in the final budget document.

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

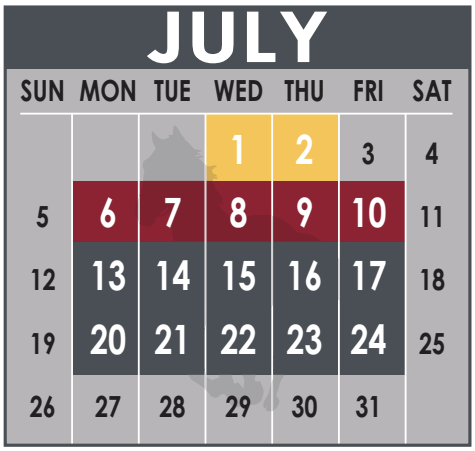
The budget calendar found on p. 48 details the dates when the budget was presented to Mayor and Council as well as the required public hearings. Public hearings are a time for the community to give their input and be heard by Mayor and Council, and staff to ensure a collaborative and transparent process.

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

Fiscal Year 2021 Budget Calendar







May 12-Jun 4
Goal setting and long-range planning discussions among departments and management/departments formulate budget requests

Jun 5
Budget requests due (including M&O Initiatives and Capital Improvement requests)

Jun 8-Jun 19
Budget requests are discussed with City Manager, Assistant City Manager, Finance Director and Directors/ Department Heads

Jun 22– Jul 2
Budget requests are reviewed by City Manager, Assistant City Manager and Finance Director

Jul 6-10
Final budget decisions made by City Manager

Jul 13-24
Finance assembles the budget book for Mayor and Council and Milton stakeholders





Aug 10
Budget Workshop

Sep 9
Public Hearing #1 - First Reading of Budget Ordinance

Sep 14
Final Budget Workshop (if needed)

Sep 21
Public Hearing #2 - Approval of Budget

Consolidated Financial Summaries

Consolidated Budget Summary (All Funds)
FY 2018-FY 2021

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget
REVENUES				
Taxes				
Property Taxes	$ 14,971,071	$ 17,299,916	$ 17,772,236	$ 17,046,185
Sales & Use Taxes	15,852,753	16,824,966	14,496,470	15,100,181
Business & Other Taxes	3,207,190	3,401,308	3,418,040	3,375,600
Licenses & Permits	628,090	700,580	537,546	604,800
Intergovernmental Revenues	773,062	888,118	1,501,769	447,500
Charges for Services	2,718,438	2,817,577	2,268,513	2,395,710
Fines & Forfeitures	422,670	448,243	275,732	400,000
Investment Income	506,452	956,330	509,579	165,500
Contributions & Donations	47,363	51,785	32,003	7,500
Miscellaneous Revenue	164,808	222,798	162,935	110,128
subtotal	$ 39,291,897	$ 43,611,623	$ 40,974,823	$ 39,653,104
Other Financing Sources				
Proceeds From Sale Of Assets	$ 31,240	$ 168,100	$ 25,000	$ 15,000
Bond Proceeds	-	-	27,493,663	-
Interfund Transfers In	3,416,353	9,045,265	7,676,521	6,601,082
Budgeted Fund Balance	-	-	32,005,622	2,273,189
subtotal	$ 3,447,593	$ 9,213,365	$ 67,200,806	$ 8,889,271
TOTAL REVENUES	**$ 42,739,490**	**$ 52,824,988**	**$ 108,175,629**	**$ 48,542,375**
EXPENDITURES (by Function)*				
General Government	$ 3,640,731	$ 4,140,103	$ 4,674,825	$ 4,597,976
Judicial	411,698	428,571	494,318	370,108
Public Safety	12,509,445	13,697,371	20,852,996	14,367,976
Public Works	6,706,825	12,198,503	42,725,807	13,274,216
Culture & Recreation	7,264,072	15,683,286	17,803,544	2,959,810
Housing & Development	1,441,510	1,699,026	2,689,398	1,921,440
Debt Service	1,584,128	2,561,519	11,258,221	3,362,457
Contingency	-	-	-	391,219
Initiatives	-	-	-	696,091
subtotal	$ 33,558,409	$ 50,408,379	$ 100,499,108	$ 41,941,293
Other Financing Uses				
Interfund Transfers Out	$ 3,416,353	$ 9,045,265	$ 7,676,521	$ 6,601,082
subtotal	$ 3,416,353	$ 9,045,265	$ 7,676,521	$ 6,601,082
TOTAL EXPENDITURES	**$ 36,974,762**	**$ 59,453,644**	**$ 108,175,629**	**$ 48,542,375**

Note: The FY 2020 Amended Budget reflects project-length budget balances. Unspent capital project appropriations and corresponding revenue anticipations as of 9/30/2020 will carry forward to the subsequent year's budget through budgeted fund balance.

*Expenditure functions throughout this budget book have been updated to include the following changes: General Government Buildings has been moved from the General Government to the Public Works function, Community Outreach & Engagement in the Special Events Fund has been moved to the Culture & Recreation function, and Debt Service related to Fire Station #43 has been moved from Public Safety to Debt Service as is consistent with other financial reporting.

Consolidated Budget Summary (All Funds)
FY 2019-FY 2021

	FY 2019 Total Activity						FY 2020 Amended Budget						FY 2021 Proposed Budget					
	General Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Revenue Bond Fund	Other Funds	General Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Revenue Bond Fund	Other Funds	General Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Revenue Bond Fund	Other Funds
REVENUES																		
Taxes																		
Property Taxes	$ 15,322,027	$ 136,749	$ 1,841,140	$ -	$ -	$ -	$ 15,893,670	$ 110,000	$ 1,768,566	$ -	$ -	$ -	$ 15,364,948	$ 110,000	$ 1,571,237	$ -	$ -	$ -
Sales & Use Taxes	10,041,169	-	-	6,701,787	-	82,010	8,908,923	-	-	5,542,547	-	45,000	9,076,181	-	-	6,000,000	-	24,000
Business & Other Taxes	3,396,192	366	4,750	-	-	-	3,414,987	483	2,570	-	-	-	3,374,100	-	1,500	-	-	-
Licenses & Permits	700,580	-	-	-	-	-	537,546	-	-	-	-	-	604,800	-	-	-	-	-
Intergovernmental Revenues	16,322	302,558	-	-	-	569,238	41,260	-	-	-	-	1,460,509	7,500	-	-	-	-	440,000
Charges for Services	503,758	66,046	-	-	-	2,247,773	411,913	45,000	-	-	-	1,811,600	474,210	45,000	-	-	-	1,876,500
Fines & Forfeitures	432,196	-	-	-	-	16,048	250,000	-	-	-	-	25,732	400,000	-	-	-	-	-
Investment Income	421,821	274	321,778	210,894	-	1,563	211,000	1,500	51,753	124,160	121,166	-	84,500	-	9,000	72,000	-	-
Contributions & Donations	10,222	17,000	-	-	-	24,563	23,503	-	-	-	-	8,500	-	-	-	-	-	7,500
Miscellaneous Revenue	84,949	137,850	-	-	-	-	125,585	-	37,350	-	-	-	110,128	-	-	-	-	-
subtotal	$ 30,929,235	$ 660,843	$ 2,167,668	$ 6,912,682		$ 2,941,195	$ 29,818,387	$ 156,983	$ 1,860,239	$ 5,666,707	$ 121,166	$ 3,351,341	$ 29,496,367	$ 155,000	$ 1,581,737	$ 6,072,000	$ -	$ 2,348,000
Other Financing Sources																		
Proceeds From Sale Of Assets	$ 164,600	$ -	$ -	$ -	$ -	$ 3,500	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ 15,000	$ -	$ -	$ -	$ -	$ -
Bond Proceeds	-	-	-	-	-	-	-	-	-	-	27,493,663	-	-	-	-	-	-	-
Interfund Transfers In	-	8,371,562	-	-	-	673,703	689,484	5,774,464	-	-	1,158,509	54,064	-	4,927,056	-	-	1,650,026	24,000
Budgeted Fund Balance	-	-	-	-	-	-	430,882	8,532,748	7,328,154	13,514,695	-	3,859,292	1,628,677	-	139,694	436,140	-	68,678
subtotal	$ 164,600	$ 8,371,562	$ -	$ -	$ -	$ 677,203	$ 1,145,366	$ 14,307,212	$ 7,328,154	$ 13,514,695	$ 28,652,172	$ 3,913,356	$ 1,643,677	$ 4,927,056	$ 139,694	$ 436,140	$ 1,650,026	$ 92,678
TOTAL REVENUES	**$ 31,093,834**	**$ 9,032,406**	**$ 2,167,668**	**$ 6,912,682**	**$ -**	**$ 3,618,398**	**$ 30,963,753**	**$ 14,464,195**	**$ 9,188,393**	**$ 19,181,402**	**$ 28,773,338**	**$ 7,264,697**	**$ 31,140,044**	**$ 5,082,056**	**$ 1,721,431**	**$ 6,508,140**	**$ 1,650,026**	**$ 2,440,678**
EXPENDITURES (by Function)																		
General Government	$ 3,781,995	$ 358,108	$ -	$ -	$ -	$ -	$ 4,319,436	$ 355,389	$ -	$ -	$ -	$ -	$ 4,597,976	$ -	$ -	$ -	$ -	$ -
Judicial	428,571	-	-	-	-	-	494,318	-	-	-	-	-	370,108	-	-	-	-	-
Public Safety	11,702,231	924,517	-	-	-	1,070,623	13,084,266	2,164,009	-	-	4,116,803	1,487,918	12,558,752	736,724	-	-	-	1,072,500
Public Works	2,375,986	6,178,621	-	1,593,440	1,546,653	503,804	2,932,682	6,356,436	-	19,181,402	12,932,479	1,322,808	3,086,704	3,116,372	-	6,508,140	-	563,000
Culture & Recreation	1,374,142	397,512	13,782,672	-	-	128,960	1,740,606	4,787,785	7,473,212	-	-	3,801,942	1,442,032	757,600	9,000	-	-	751,178
Housing & Development	1,466,582	227,915	-	-	-	4,528	1,863,546	708,419	-	-	-	117,432	1,841,586	49,854	-	-	-	30,000
Debt Service	852,144	-	1,709,375	-	-	-	-	-	1,715,181	-	9,543,039	-	-	-	1,712,431	-	1,650,026	-
Contingency	-	-	-	-	-	-	-	-	-	-	-	-	243,198	148,021	-	-	-	-
Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	422,606	273,485	-	-	-	-
subtotal	$ 21,981,651	$ 8,086,673	$ 15,492,047	$ 1,593,440	$ 1,546,653	$ 1,707,915	$ 24,434,854	$ 14,372,038	$ 9,188,393	$ 19,181,402	$ 26,592,322	$ 6,730,100	$ 24,562,962	$ 5,082,056	$ 1,721,431	$ 6,508,140	$ 1,650,026	$ 2,416,678
Other Financing Uses																		
Interfund Transfers Out	$ 8,888,252	$ -	$ -	$ -	$ -	$ 157,013	$ 6,528,899	$ 92,157	$ -	$ -	$ 520,868	$ 534,596	$ 6,577,082	$ -	$ -	$ -	$ -	$ 24,000
subtotal	$ 8,888,252	$ -	$ -	$ -	$ -	$ 157,013	$ 6,528,899	$ 92,157	$ -	$ -	$ 520,868	$ 534,596	$ 6,577,082	$ -	$ -	$ -	$ -	$ 24,000
TOTAL EXPENDITURES	**$ 30,869,903**	**$ 8,086,673**	**$ 15,492,047**	**$ 1,593,440**	**$ 1,546,653**	**$ 1,864,928**	**$ 30,963,753**	**$ 14,464,195**	**$ 9,188,393**	**$ 19,181,402**	**$ 27,113,190**	**$ 7,264,697**	**$ 31,140,044**	**$ 5,082,056**	**$ 1,721,431**	**$ 6,508,140**	**$ 1,650,026**	**$ 2,440,678**

Note: The FY 2020 Amended Budget reflects project-length budget balances. Unspent capital project appropriations and corresponding revenue anticipations as of 9/30/2020 will carry forward to the subsequent year's budget through budgeted fund balance.







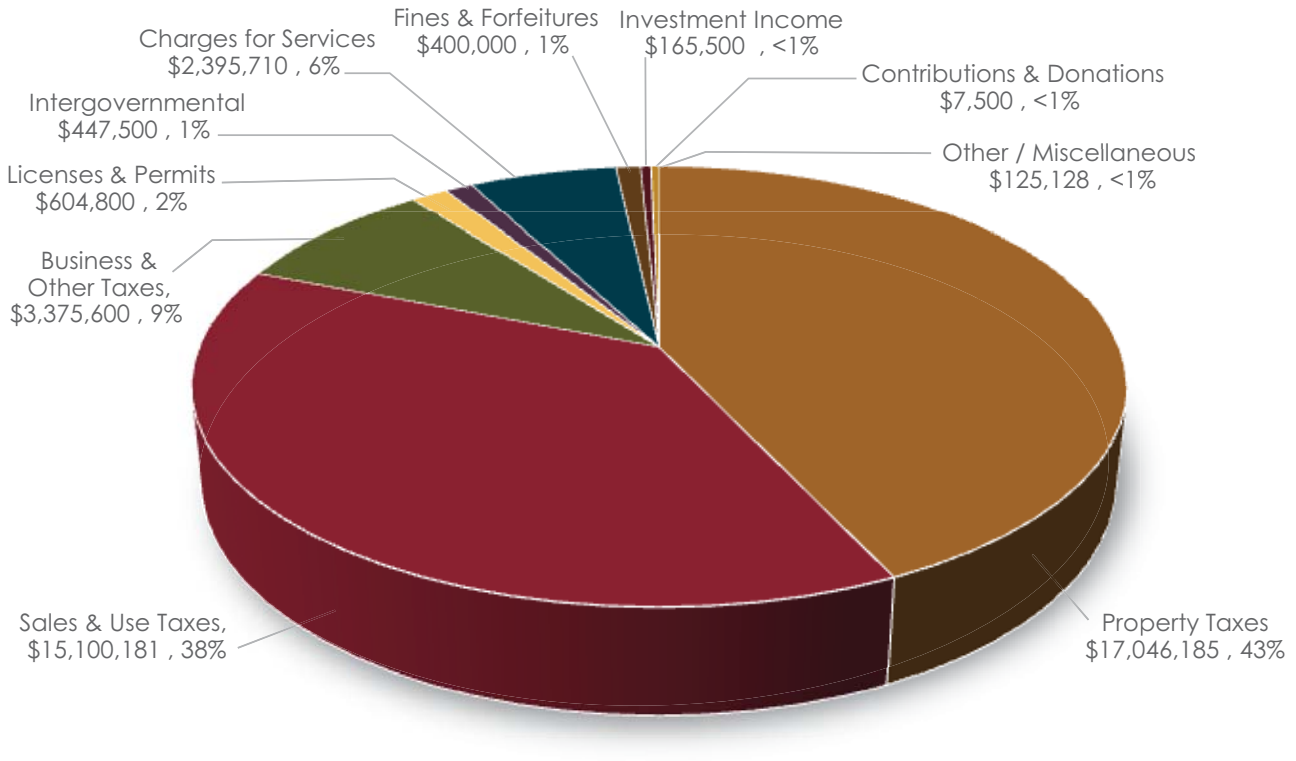
Consolidated Budget Summary (by Fund)
FY 2021

		Special Revenue Funds			Capital Projects Funds						
	General Fund	Special Events Fund	E-911 Fund	Hotel/Motel Tax Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Capital Grant Fund	Impact Fees Fund	Revenue Bond Fund	Total
REVENUES											
Taxes											
Property Taxes	$ 15,364,948	$ -	$ -	$ -	$ 110,000	$ 1,571,237	$ -	$ -	$ -	$ -	$ 17,046,185
Sales & Use Taxes	9,076,181	-	-	24,000	-	-	6,000,000	-	-	-	15,100,181
Business & Other Taxes	3,374,100	-	-	-	-	1,500	-	-	-	-	3,375,600
Licenses & Permits	604,800	-	-	-	-	-	-	-	-	-	604,800
Intergovernmental Revenues	7,500	-	-	-	-	-	-	440,000	-	-	447,500
Charges for Services	474,210	1,000	1,000,000	-	45,000	-	-	-	875,500	-	2,395,710
Fines & Forfeitures	400,000	-	-	-	-	-	-	-	-	-	400,000
Investment Income	84,500	-	-	-	-	9,000	72,000	-	-	-	165,500
Contributions & Donations	-	7,500	-	-	-	-	-	-	-	-	7,500
Miscellaneous Revenue	110,128	-	-	-	-	-	-	-	-	-	110,128
subtotal	$ 29,496,367	$ 8,500	$ 1,000,000	$ 24,000	$ 155,000	$ 1,581,737	$ 6,072,000	$ 440,000	$ 875,500	$ -	$ 39,653,104
Other Financing Sources											
Proceeds From Sale Of Assets	$ 15,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,000
Interfund Transfers In	-	24,000	-	-	4,927,056	-	-	-	-	1,650,026	6,601,082
Budgeted Fund Balance	1,628,677	68,678	-	-	-	139,694	436,140	-	-	-	2,273,189
subtotal	$ 1,643,677	$ 92,678	$ -	$ -	$ 4,927,056	$ 139,694	$ 436,140	$ -	$ -	$ 1,650,026	$ 8,889,271
TOTAL REVENUES	**$ 31,140,044**	**$ 101,178**	**$ 1,000,000**	**$ 24,000**	**$ 5,082,056**	**$ 1,721,431**	**$ 6,508,140**	**$ 440,000**	**$ 875,500**	**$ 1,650,026**	**$ 48,542,375**
EXPENDITURES (by Function)											
General Government	$ 4,597,976	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,597,976
Judicial	370,108	-	-	-	-	-	-	-	-	-	370,108
Public Safety	12,558,752	-	1,000,000	-	736,724	-	-	-	72,500	-	14,367,976
Public Works	3,086,704	-	-	-	3,116,372	-	6,508,140	440,000	123,000	-	13,274,216
Culture & Recreation	1,442,032	101,178	-	-	757,600	9,000	-	-	650,000	-	2,959,810
Housing & Development	1,841,586	-	-	-	49,854	-	-	-	30,000	-	1,921,440
Debt Service	-	-	-	-	-	1,712,431	-	-	-	1,650,026	3,362,457
Contingency	243,198	-	-	-	148,021	-	-	-	-	-	391,219
Initiatives	422,606	-	-	-	273,485	-	-	-	-	-	696,091
subtotal	$ 24,562,962	$ 101,178	$ 1,000,000	$ -	$ 5,082,056	$ 1,721,431	$ 6,508,140	$ 440,000	$ 875,500	$ 1,650,026	$ 41,941,293
Other Financing Uses											
Interfund Transfers Out	$ 6,577,082	$ -	$ -	$ 24,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,601,082
subtotal	$ 6,577,082	$ -	$ -	$ 24,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,601,082
TOTAL EXPENDITURES	**$ 31,140,044**	**$ 101,178**	**$ 1,000,000**	**$ 24,000**	**$ 5,082,056**	**$ 1,721,431**	**$ 6,508,140**	**$ 440,000**	**$ 875,500**	**$ 1,650,026**	**$ 48,542,375**

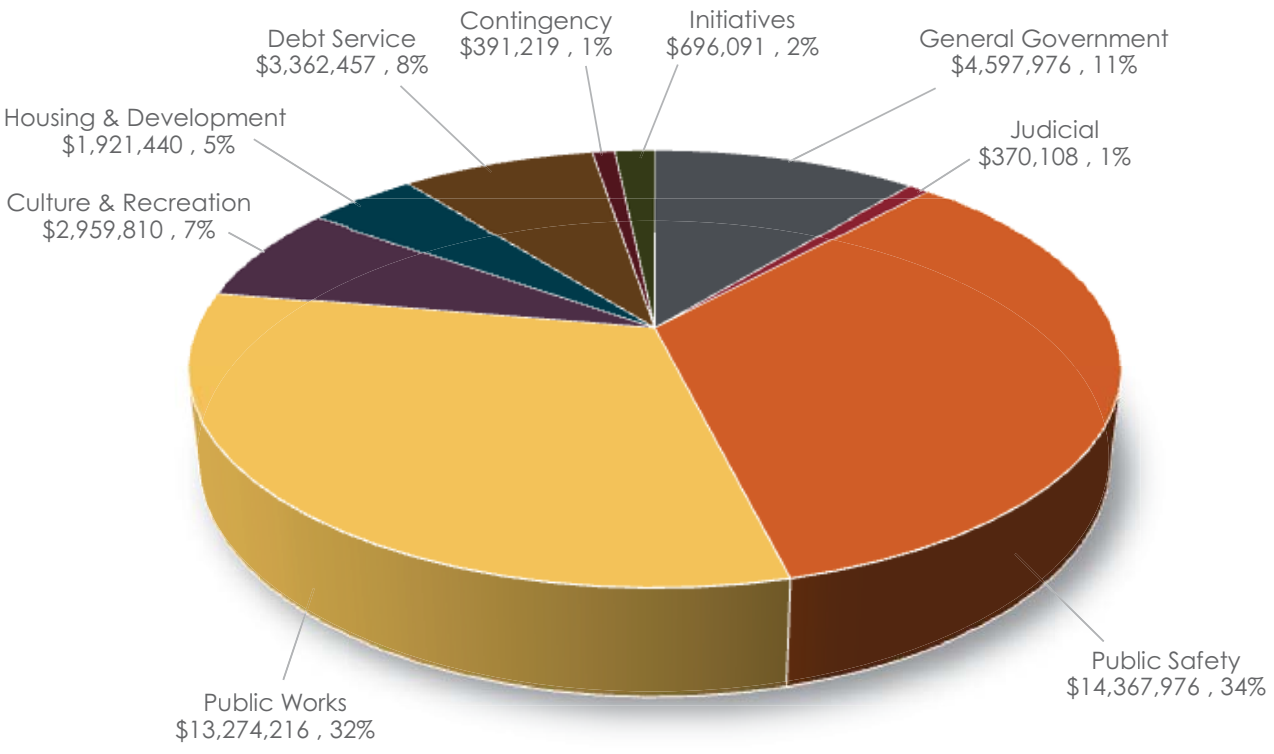


Consolidated Budget FY 2021

CITYWIDE REVENUES BY SOURCE



CITYWIDE 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	2018 Actual	3,340,647	29,004,532	22,073,703	10,271,476	6,930,829	207.5
	2019 Actual	10,271,476	31,093,834	30,869,903	10,495,407	223,931	2.2
	2020 Amended Budget	10,495,407	30,532,871	30,963,753	10,064,525	(430,882)	(4.1)
	2021 Proposed Budget	10,064,525	29,511,367	31,140,044	8,435,848	(1,628,677)	(16.2)
SPECIAL REVENUE FUNDS							
Special Events Fund	2018 Actual	28,708	105,953	77,061	57,600	28,892	100.6
	2019 Actual	57,600	99,716	86,140	71,176	13,576	23.6
	2020 Amended Budget	71,176	54,600	56,822	68,954	(2,222)	(3.1)
	2021 Proposed Budget	68,954	32,500	101,178	276	(68,678)	(99.6)
Confiscated Assets Fund	2018 Actual	135,981	12,836	64,997	83,820	(52,161)	(38.4)
	2019 Actual	83,820	19,584	8,237	95,166	11,347	13.5
	2020 Amended Budget	95,166	25,732	28,149	92,749	(2,417)	(2.5)
	2021 Proposed Budget	92,749	-	-	92,749	-	-
E-911 Fund	2018 Actual	-	966,265	966,265	-	-	-
	2019 Actual	-	1,062,386	1,062,386	-	-	-
	2020 Amended Budget	-	1,060,000	1,060,000	-	-	-
	2021 Proposed Budget	-	1,000,000	1,000,000	-	-	-
Operating Grant Fund	2018 Actual	(300)	19,452	19,152	-	300	(100.0)
	2019 Actual	-	-	-	-	-	-
	2020 Amended Budget	-	-	-	-	-	-
	2021 Proposed Budget	-	-	-	-	-	-
Hotel/Motel Tax Fund	2018 Actual	-	78,498	78,498	-	-	-
	2019 Actual	-	82,010	82,010	-	-	-
	2020 Amended Budget	-	45,000	45,000	-	-	-
	2021 Proposed Budget	-	24,000	24,000	-	-	-
CAPITAL PROJECTS FUNDS							
Capital Projects Fund (Primary)	2018 Actual	11,520,372	1,514,152	5,447,508	7,587,016	(3,933,356)	(34.1)
	2019 Actual	7,587,016	9,032,406	8,086,673	8,532,749	945,733	12.5
	2020 Amended Budget	8,532,749	5,931,447	14,464,195	0	(8,532,748)	(100.0)
	2021 Proposed Budget	0	5,082,056	5,082,056	0	-	-
Greenspace Bond Fund	2018 Actual	25,067,864	1,082,392	5,289,269	20,860,987	(4,206,877)	(16.8)
	2019 Actual	20,860,987	2,167,668	15,492,047	7,536,608	(13,324,379)	(63.9)
	2020 Amended Budget	7,536,608	1,860,239	9,188,393	208,454	(7,328,154)	(97.2)
	2021 Proposed Budget	208,454	1,581,737	1,721,431	68,760	(139,694)	(67.0)
TSPLOST Fund	2018 Actual	2,960,061	6,410,060	738,529	8,631,592	5,671,531	191.6
	2019 Actual	8,631,592	6,912,682	1,593,440	13,950,834	5,319,242	61.6
	2020 Amended Budget	13,950,834	5,666,707	19,181,402	436,140	(13,514,695)	(96.9)
	2021 Proposed Budget	436,140	6,072,000	6,508,140	-	(436,140)	(100.0)
Capital Grant Fund	2018 Actual	800,535	764,347	1,316,281	248,602	(551,934)	(68.9)
	2019 Actual	248,602	1,170,867	569,009	850,459	601,858	242.1
	2020 Amended Budget	850,459	1,469,573	2,320,032	0	(850,459)	(100.0)
	2021 Proposed Budget	0	440,000	440,000	0	-	-
Impact Fee Fund	2018 Actual	-	2,781,002	903,499	1,877,503	1,877,503	-
	2019 Actual	1,877,503	1,183,835	57,145	3,004,194	1,126,690	60.0
	2020 Amended Budget	3,004,194	750,500	3,754,694	0	(3,004,194)	(100.0)
	2021 Proposed Budget	0	875,500	875,500	0	-	-
Revenue Bond Fund	2018 Actual	-	-	-	-	-	-
	2019 Actual	-	-	1,546,653	(1,546,653)	(1,546,653)	-
	2020 Amended Budget	(1,546,653)	28,773,338	27,113,190	113,496	1,660,148	(107.3)
	2021 Proposed Budget	113,496	1,650,026	1,650,026	113,496	-	-

FY 2021 Significant Changes in Fund Balance (+/- 10%)

General Fund - The City of Milton's Code of Ordinances calls for conservative budgeting of volatile revenues. That budgeting philosophy combined with staff's prudent efforts regarding fiscal responsibility always yield a fund balance higher than budgeted. With this in mind a purposeful amount of fund balance has been budgeted in both FY 2020 and FY 2021 putting the City in a good place to move towards FY 2022 with adequate reserves to meet the required minimum balance.

Special Events Fund - The driving cause of the year-over-year variance in fund balance within this fund is related to the cancellation of several events in FY 2020 due to COVID-19. Through the end of year amendment process, a decision was made to remove the budgets for cancelled events to utilize as part of the budgeted fund balance in FY 2021.

Greenspace Bond Fund - The FY 2021 fund balance represents property tax collections budgeted in excess of debt service payments due. This amount will be monitored, taken into consideration on calculations of future bond millage rates, and applied to debt service payments due on the greenspace bond.

TSPLOST Fund - The driving cause of the year-over-year variance in fund balance within this fund is related to the budgeted use of fund balance. 100% of revenues collected in the TSPLOST fund must be spent on projects approved through the referendum process.

General Fund

General Fund Budget Summary

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
REVENUES						
Taxes						
Property Taxes	$ 14,110,611	$ 15,322,027	$ 15,893,670	$ 15,364,948	$ (528,722)	(3.3)
Sales & Use Taxes	9,395,303	10,041,169	8,908,923	9,076,181	167,258	1.9
Business & Other Taxes	3,207,120	3,396,192	3,414,987	3,374,100	(40,887)	(1.2)
Licenses & Permits	628,090	700,580	537,546	604,800	67,254	12.5
Intergovernmental Revenues	37,320	16,322	41,260	7,500	(33,760)	(81.8)
Charges for Services	591,612	503,758	411,913	474,210	62,297	15.1
Fines & Forfeitures	411,582	432,196	250,000	400,000	150,000	60.0
Investment Income	139,825	421,821	211,000	84,500	(126,500)	(60.0)
Contributions & Donations	19,298	10,222	23,503	-	(23,503)	(100.0)
Miscellaneous Revenue	89,741	84,949	125,585	110,128	(15,457)	(12.3)
subtotal	$ 28,630,503	$ 30,929,235	$ 29,818,387	$ 29,496,367	$ (322,020)	(1.1)
Other Financing Sources						
Proceeds From Sale Of Assets	$ 31,240	$ 164,600	$ 25,000	$ 15,000	$ (10,000)	(40.0)
Interfund Transfers In	342,788	-	689,484	-	(689,484)	(100.0)
subtotal	$ 374,028	$ 164,600	$ 714,484	$ 15,000	$ (699,484)	(97.9)
TOTAL REVENUES	**$ 29,004,532**	**$ 31,093,834**	**$ 30,532,871**	**$ 29,511,367**	**$ (1,021,504)**	**(3.3)**
EXPENDITURES (by Department)						
Mayor & Council	$ 140,603	$ 131,726	$ 154,101	$ 161,081	$ 6,980	4.5
City Clerk	248,714	167,519	294,928	296,633	1,705	0.6
City Manager	704,420	635,515	574,467	646,407	71,940	12.5
General Administration	54,718	51,103	47,673	45,557	(2,116)	(4.4)
Finance	464,429	507,479	594,442	642,277	47,835	8.0
Legal	285,459	319,921	360,000	335,000	(25,000)	(6.9)
Information Services	800,329	1,151,009	1,221,896	1,383,409	161,513	13.2
Human Resources	315,685	291,611	355,456	372,280	16,824	4.7
Risk Management	242,109	216,564	261,010	265,345	4,335	1.7
General Government Buildings	174,307	214,720	265,066	325,126	60,060	22.7
Communications	172,467	191,221	273,875	263,418	(10,457)	(3.8)
Community Outreach & Engagement	117,301	118,326	181,588	186,569	4,981	2.7
Municipal Court	411,698	428,571	494,318	370,108	(124,210)	(25.1)
Police	4,434,698	4,659,334	5,394,022	5,198,242	(195,780)	(3.6)
Fire	6,723,389	7,042,898	7,690,244	7,360,510	(329,734)	(4.3)
Public Works	2,298,983	2,161,266	2,667,616	2,761,578	93,962	3.5
Parks & Recreation (Active)	1,212,878	1,374,142	1,553,350	1,282,458	(270,892)	(17.4)
Passive Parks/Greenspace	-	-	187,256	159,574	(27,682)	(14.8)
Community Development	993,728	1,215,834	1,683,891	1,685,339	1,448	0.1
Economic Development	183,577	250,749	179,655	156,247	(23,408)	(13.0)
Debt Service	852,136	852,144	-	-	-	-
Contingency	-	-	-	243,198	243,198	-
M&O Initiatives	-	-	-	422,606	422,606	-
subtotal	$ 20,831,629	$ 21,981,651	$ 24,434,854	$ 24,562,962	$ 128,108	0.5
Other Financing Uses						
Interfund Transfers Out	$ 1,242,074	$ 8,888,252	$ 6,528,899	$ 6,577,082	$ 48,183	0.7
subtotal	$ 1,242,074	$ 8,888,252	$ 6,528,899	$ 6,577,082	$ 48,183	0.7
TOTAL EXPENDITURES	**$ 22,073,703**	**$ 30,869,903**	**$ 30,963,753**	**$ 31,140,044**	**$ 176,291**	**0.6**
Total Revenues Over/(Under) Expenditures	$ 6,930,829	$ 223,931	$ (430,882)	$ (1,628,677)		
Beginning Fund Balance	3,340,647	10,271,476	10,495,407	10,064,525		
ENDING FUND BALANCE	**$ 10,271,476**	**$ 10,495,407**	**$ 10,064,525**	**$ 8,435,848**		

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

FY 2021 General Fund Cash Flow Budget

	OCT	NOV	DEC	JAN	FEB	MAR
BEGINNING BALANCE	**$ 2,530,463**	**$ 3,318,571**	**$ 8,106,841**	**$ 8,419,589**	**$ 7,053,069**	**$ 5,745,874**
INFLOWS						
Revenues	$ 3,663,591	$ 7,238,251	$ 2,793,443	$ 1,799,606	$ 1,199,740	$ 1,704,031
TOTAL INFLOWS	**$ 3,663,591**	**$ 7,238,251**	**$ 2,793,443**	**$ 1,799,606**	**$ 1,199,740**	**$ 1,704,031**
OUTFLOWS						
Expenditures	$ 2,327,394	$ 1,901,891	$ 1,932,604	$ 2,618,036	$ 1,958,845	$ 1,958,845
Interfund Transfers Out	548,090	548,090	548,090	548,090	548,090	548,090
TOTAL OUTFLOWS	**$ 2,875,484**	**$ 2,449,981**	**$ 2,480,694**	**$ 3,166,126**	**$ 2,506,935**	**$ 2,506,935**
ENDING BALANCE	**$ 3,318,571**	**$ 8,106,841**	**$ 8,419,589**	**$ 7,053,069**	**$ 5,745,874**	**$ 4,942,969**

	APR	MAY	JUN	JUL	AUG	SEP
BEGINNING BALANCE	**$ 4,942,969**	**$ 4,373,387**	**$ 3,046,146**	**$ 1,662,121**	**$ 123,035**	**$ 288,072**
INFLOWS						
Revenues	$ 1,916,373	$ 1,038,978	$ 1,059,957	$ 1,468,335	$ 975,863	$ 4,653,198
Transfer from Investments	-	-	-	-	1,500,000	-
TOTAL INFLOWS	**$ 1,916,373**	**$ 1,038,978**	**$ 1,059,957**	**$ 1,468,335**	**$ 2,475,863**	**$ 4,653,198**
OUTFLOWS						
Expenditures	$ 1,937,865	$ 1,818,128	$ 1,895,893	$ 2,459,332	$ 1,762,735	$ 1,991,394
Interfund Transfers Out	548,090	548,090	548,090	548,090	548,090	548,090
TOTAL OUTFLOWS	**$ 2,485,955**	**$ 2,366,219**	**$ 2,443,983**	**$ 3,007,422**	**$ 2,310,825**	**$ 2,539,484**
ENDING BALANCE	**$ 4,373,387**	**$ 3,046,146**	**$ 1,662,121**	**$ 123,035**	**$ 288,072**	**$ 2,401,787**

Note: The beginning balance shown above was calculated using the projected cash balance for FY 2020. Any idle funds will be considered for investment per the City's Cash and Investment Policy.

General Fund Revenue Detail

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
TAXES						
Property Taxes:						
Real Property Tax - Current Year	$ 10,658,247	$ 11,746,964	$ 11,940,008	$ 11,730,384	$ (209,624)	(1.8)
Public Utility Tax	95,502	86,418	101,408	95,000	(6,408)	(6.3)
Real Property Tax - Prior Year	22,379	(23,825)	120,000	50,000	(70,000)	(58.3)
Personal Property Tax - Current Year	204,844	187,955	204,117	204,641	524	0.3
Personal Property Tax - Prior Year	2,912	1,171	3,200	1,500	(1,700)	(53.1)
Motor Vehicle Tax	99,108	68,423	48,300	34,278	(14,022)	(29.0)
Title Ad Valorem Tax (TAVT)	452,866	670,023	778,785	703,521	(75,264)	(9.7)
Alternative Ad Valorem Tax (AAVT)	3,991	4,155	6,915	5,000	(1,915)	(27.7)
Intangible Tax	239,711	255,508	437,099	266,000	(171,099)	(39.1)
Real Estate Transfer Tax	93,963	105,837	100,000	100,000	-	-
Franchise Fees	-	-	-	-	-	-
Electric	1,237,910	1,246,006	1,200,000	1,228,000	28,000	2.3
Gas	313,646	348,793	358,503	350,000	(8,503)	(2.4)
Cable	568,981	546,453	519,535	520,000	465	0.1
Telephone	23,222	24,041	22,000	22,500	500	2.3
Cell/Fiber/Telecommunications	93,331	54,104	53,800	54,124	324	0.6
subtotal	14,110,611	15,322,027	15,893,670	15,364,948	(528,722)	(3.3)
Sales & Use Taxes:						
Local Option Sales Tax	$ 9,077,345	$ 9,702,339	$ 8,591,923	$ 8,775,931	$ 184,008	2.1
Alcohol Beverage Excise	317,701	338,599	317,000	300,000	(17,000)	(5.4)
Fireworks Excise Tax	258	231	-	250	250	-
subtotal	9,395,303	10,041,169	8,908,923	9,076,181	167,258	1.9
Business Taxes:						
Business & Occupation Tax	$ 781,276	$ 803,913	$ 824,000	$ 800,000	$ (24,000)	(2.9)
Insurance Premium Tax	2,353,949	2,499,885	2,500,000	2,500,000	-	-
Financial Institutions Tax	43,387	45,738	52,187	50,000	(2,187)	(4.2)
subtotal	3,178,612	3,349,536	3,376,187	3,350,000	(26,187)	(0.8)
Other Taxes:						
Penalties & Interest On Delinquent Taxes	$ 19,609	$ 34,072	$ 37,200	$ 15,800	$ (21,400)	(57.5)
Penalties & Interest On Alcoholic Beverage Excise Tax	121	610	300	300	-	-
Penalties & Interest On Business & Occupation Tax	8,778	11,973	1,300	8,000	6,700	515.4
subtotal	28,509	46,656	38,800	24,100	(14,700)	(37.9)
TOTAL TAXES	**$ 26,713,035**	**$ 28,759,387**	**$ 28,217,580**	**$ 27,815,229**	**$ (402,351)**	**(1.4)**
LICENSES & PERMITS						
Alcohol Beverage Licenses	$ 155,491	$ 165,436	$ 156,000	$ 160,000	$ 4,000	2.6
Advertising Fee	2,200	-	-	-	-	-
Pouring Permit	6,285	8,540	7,000	7,200	200	2.9
Public Facilities Alcohol Permit	1,050	1,000	500	300	(200)	(40.0)
Solicitation Permit	585	2,340	900	900	-	-
Zoning & Land Use Permits	10,200	3,650	2,000	2,800	800	40.0
Land Disturbance Permits	20,892	113,791	50,000	50,000	-	-
Modification	1,050	350	1,050	1,000	(50)	(4.8)
Variance	6,500	2,750	5,000	4,700	(300)	(6.0)
Seasonal & Special Events	1,170	950	400	900	500	125.0
Sign Permits	8,882	5,166	6,000	5,000	(1,000)	(16.7)
Film & Media Permit Fee	1,000	900	1,000	1,000	-	-
Tree Removal Permit	15,100	17,806	18,550	17,000	(1,550)	(8.4)
Building Permits	393,554	372,493	285,000	350,000	65,000	22.8

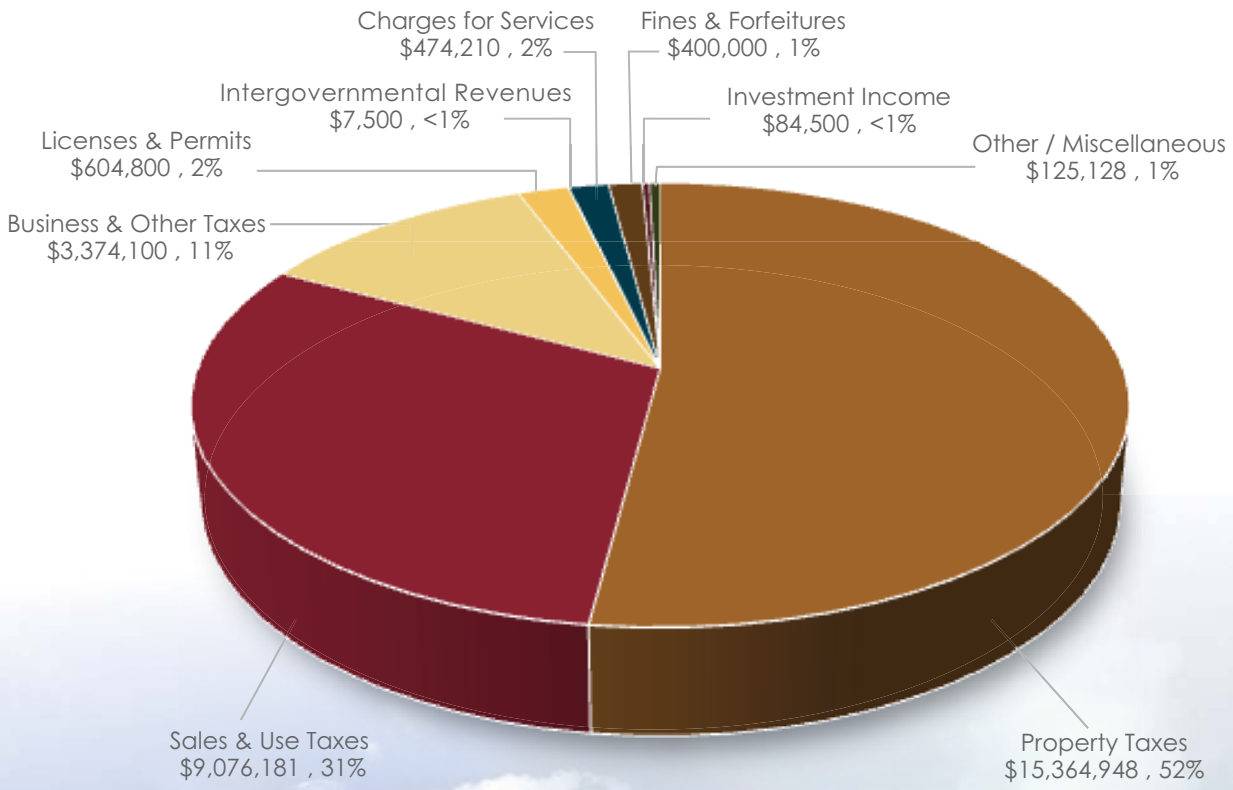
General Fund Revenue Detail

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
NPDES Fees	721	2,736	1,700	1,700	-	-
Penalties & Interest On Delinquent Licenses & Permits	3,408	2,673	2,446	2,300	(146)	(6.0)
TOTAL LICENSES & PERMITS	**$ 628,090**	**$ 700,580**	**$ 537,546**	**$ 604,800**	**$ 67,254**	**12.5**
INTERGOVERNMENTAL REVENUES						
Federal Government Grants	$ 18,056	$ 4,772	$ 41,200	$ -	$ (41,200)	(100.0)
Local Government Grants	19,265	11,550	60	7,500	7,440	12,400.0
TOTAL INTERGOVERNMENTAL GRANTS	**$ 37,320**	**$ 16,322**	**$ 41,260**	**$ 7,500**	**$ (33,760)**	**(81.8)**
CHARGES FOR SERVICES						
Administrative Fees	$ 174,692	$ 167,899	$ 127,800	$ 160,000	$ 32,200	25.2
Planning & Development Fees	127,515	101,165	114,350	100,400	(13,950)	(12.2)
Open Records Fees	2,259	1,139	1,050	1,000	(50)	(4.8)
Other Charges For Services	25,044	24,869	32,070	4,000	(28,070)	(87.5)
Special Police Services Fees	12,450	13,750	6,900	6,900	-	-
Special Fire Services Fees	10,629	9,068	9,200	9,500	300	3.3
Fingerprinting Fee	28,135	22,635	17,800	17,800	-	-
Medical Reimbursement (E-911)	1,675	-	-	-	-	-
Other Public Safety Fees	600	640	600	600	-	-
Background Check Fees	14,800	10,120	7,000	7,000	-	-
Activity Fees	193,324	152,203	94,943	166,800	71,857	75.7
Event Admission Fees	278	60	-	-	-	-
Other Charges For Services	210	210	200	210	10	5.0
TOTAL CHARGES FOR SERVICES	**$ 591,612**	**$ 503,758**	**$ 411,913**	**$ 474,210**	**$ 62,297**	**15.1**
FINES & FORFEITURES						
Court Fines & Forfeitures	$ 411,582	$ 432,196	$ 250,000	$ 400,000	$ 150,000	60.0
TOTAL FINES & FORFEITURES	**$ 411,582**	**$ 432,196**	**$ 250,000**	**$ 400,000**	**$ 150,000**	**60.0**
INVESTMENT INCOME						
Interest Revenues	$ 1,662	$ 1,062	$ 1,000	$ 500	$ (500)	(50.0)
Realized Gain Or Loss	138,163	420,759	210,000	84,000	(126,000)	(60.0)
TOTAL INVESTMENT INCOME	**$ 139,825**	**$ 421,821**	**$ 211,000**	**$ 84,500**	**$ (126,500)**	**(60.0)**
CONTRIBUTIONS & DONATIONS						
Donation Revenues	$ 19,298	$ 10,222	$ 23,503	$ -	$ (23,503)	(100.0)
TOTAL CONTRIBUTIONS & DONATIONS	**$ 19,298**	**$ 10,222**	**$ 23,503**	**$ -**	**$ (23,503)**	**(100.0)**
MISCELLANEOUS REVENUE						
Rents & Royalties	$ -	$ 8,500	$ 80,026	$ 77,828	$ (2,198)	(2.7)
Facility Rentals	37,840	33,911	27,900	30,800	2,900	10.4
Reimbursement For Damaged Property	25,292	35,372	13,767	-	(13,767)	(100.0)
Other Miscellaneous Revenue	26,609	7,166	3,892	1,500	(2,392)	(61.5)
TOTAL MISCELLANEOUS REVENUE	**$ 89,741**	**$ 84,949**	**$ 125,585**	**$ 110,128**	**$ (15,457)**	**(12.3)**
OTHER FINANCING SOURCES						
Proceeds From Sale Of Assets	$ 31,240	$ 164,600	$ 25,000	$ 15,000	$ (10,000)	(40.0)
Operating Transfers In						
From Capital Project Fund	315,788	-	83,093	-	(83,093)	(100.0)
From Capital Grant Fund	-	-	85,523	-	(85,523)	(100.0)
From Revenue Bond Fund	-	-	520,868	-	(520,868)	(100.0)
From Impact Fees Fund/Admin	27,000	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES	**$ 374,028**	**$ 164,600**	**$ 714,484**	**$ 15,000**	**$ (699,484)**	**(97.9)**
TOTAL REVENUES	**$ 29,004,532**	**$ 31,093,834**	**$ 30,532,871**	**$ 29,511,367**	**$ (1,021,504)**	**(3.3)**

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

General Fund FY 2021

REVENUES BY SOURCE



General Fund Major Revenue Sources

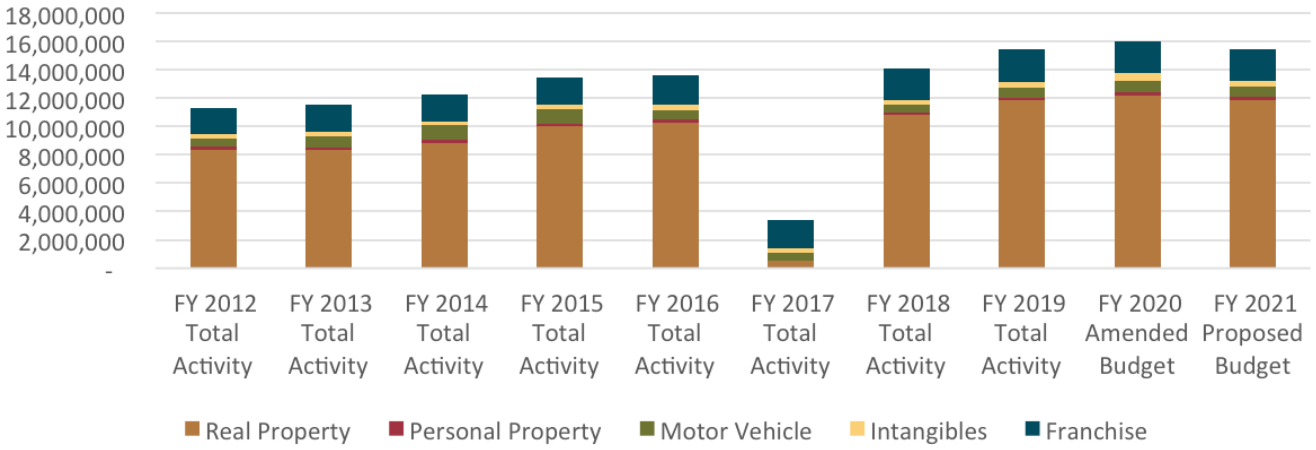
Taxes make up 94% or $27,815,229 of budgeted revenues in Fiscal Year 2021 (all revenue figures detailed exclude budgeted fund balance). Historically, taxes have always been the City's most significant revenue source. According to the Georgia Uniform Chart of Accounts, taxes include: general property taxes, general sales & use taxes, selective sales & use taxes, local option income taxes, business taxes, and other taxes (penalties & interest).

Property Taxes

The City of Milton's main source of revenue is property taxes. Property taxes are made up of real and personal property taxes, motor vehicle taxes, taxes on intangibles, and franchise taxes. In FY 2021 property taxes represent 52% or $15,364,948 of total revenues. This category is anticipated to decrease by $528,722 or 3.3% from FY 2020's amended budget. This decrease is a result of reassessments of existing real property as well as the impact of the new floating homestead exemption on taxable values.

In FY 2021, 79% or $12,081,525 of the property tax category is made up of real and personal taxes, and 14% or $2,174,624 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.

Property Taxes – 10-Year History

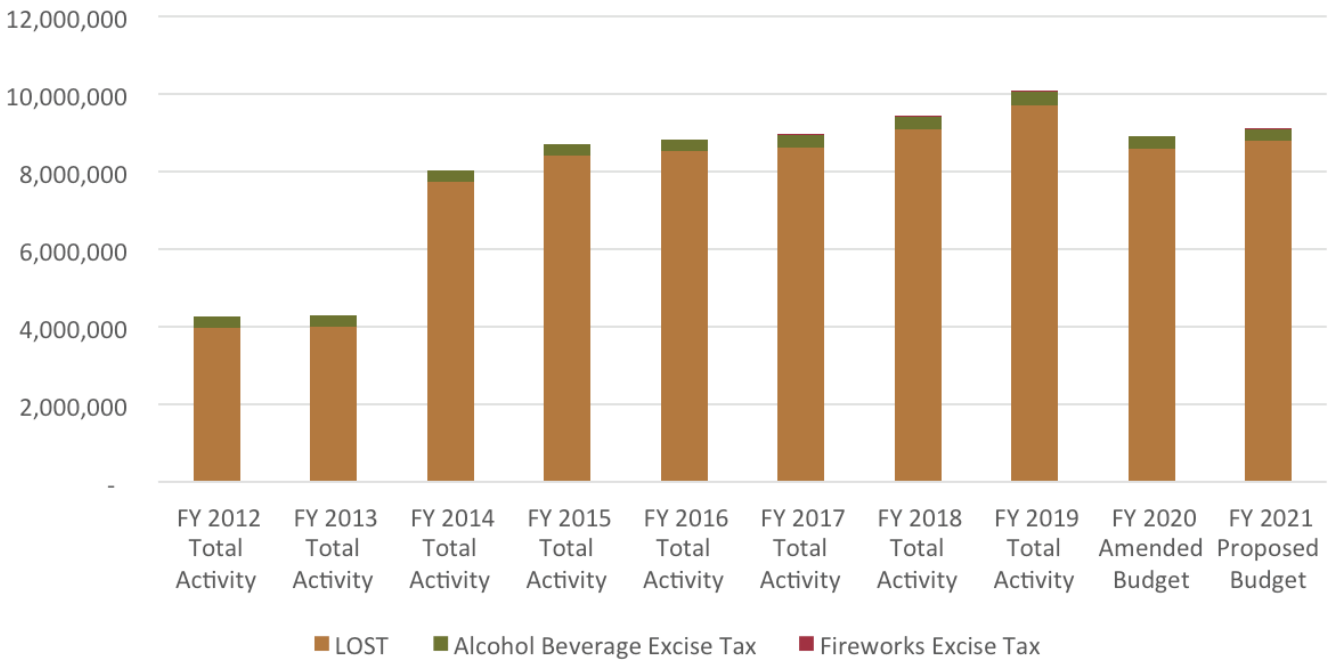


Note: The drop in FY 2017 activity is attributable to the delayed billing of property taxes in that year. A spike is not seen in FY 2018 as a result of the decision to change the fiscal year in which the City would account for property tax revenues, thus avoiding issues with delayed billing cycles going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

Sales & Use Taxes

The City's second largest revenue grouping is sales & use taxes. Sales & use taxes are broken into two categories: general and selective. Milton's general sales & use tax revenues come from its distribution of the local option sales tax (LOST) that was negotiated between Fulton County and the municipalities therein in 2013. Milton's share under the current plan is 3.3% of total collections. FY 2021's budget forecasts $8.8 million in LOST revenues, an increase of $184,008 from the FY 2020 amended budget (please note, the impact from COVID-19 has caused an overall decrease of $624,069 or 6.6% from FY 2020's original forecast for LOST). 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.

Sales & Use Taxes – 10-Year History

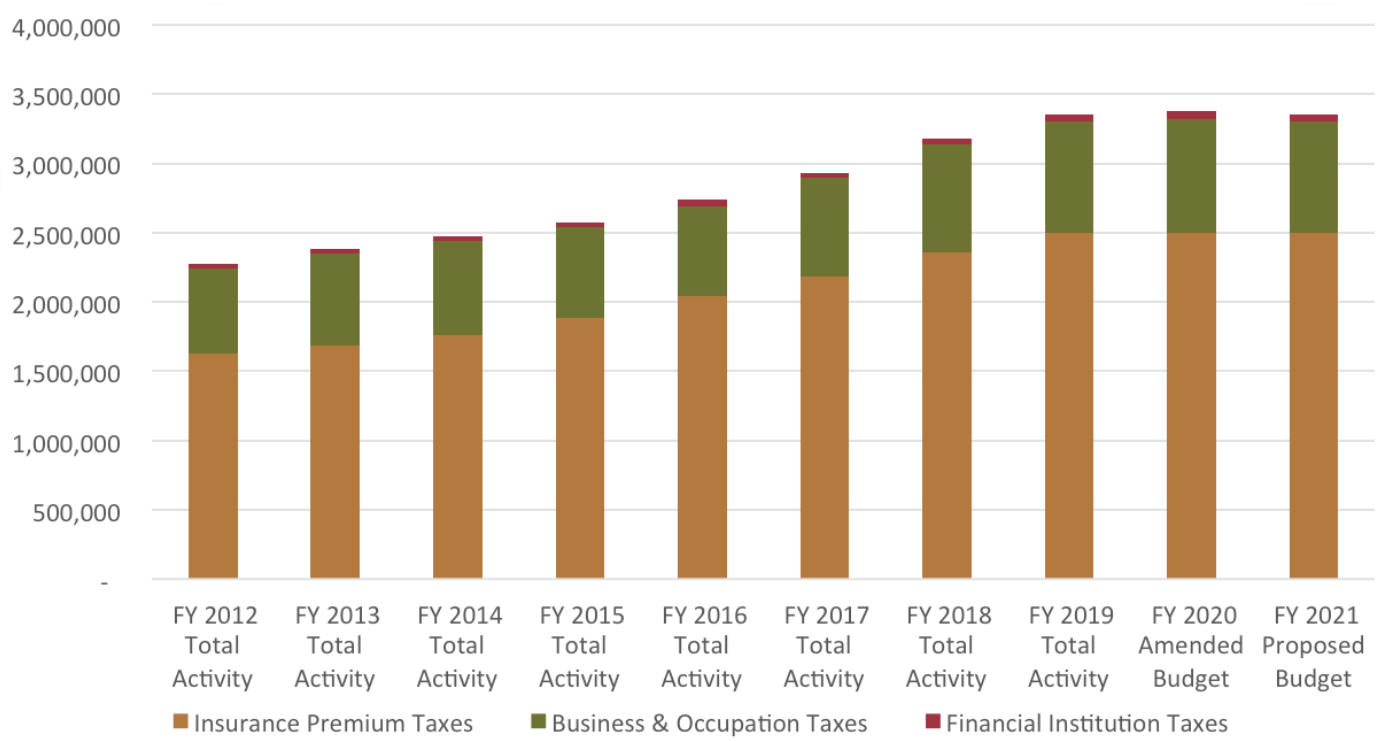


Note: The increase in LOST revenues seen in FY 2014 is a direct result of the renegotiated distributions agreed to at the end of calendar year 2013.

Business Taxes

Milton's third largest revenue source is business taxes. Business taxes include: business and occupation taxes, insurance premium taxes, and financial institutions taxes. This category accounts for $3,350,000, or 11% of budgeted revenues in FY 2021 a decrease of $26,187 from FY 2020's amended budget. Within this category insurance premium taxes make up 75% or $2,500,000 of the $3,350,000 projection. This revenue is derived from a tax on the premiums paid for insurance policies. Business and occupation taxes are assessed to those individuals or businesses conducting their operations within the City limits. The FY 2021 budget for these tax collections is $800,000, down $24,000 from FY 2020's amended budget. 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, a slight decline of $2,187 from last fiscal year.

Business Taxes – 10-Year History



General Fund Expenditures by Category

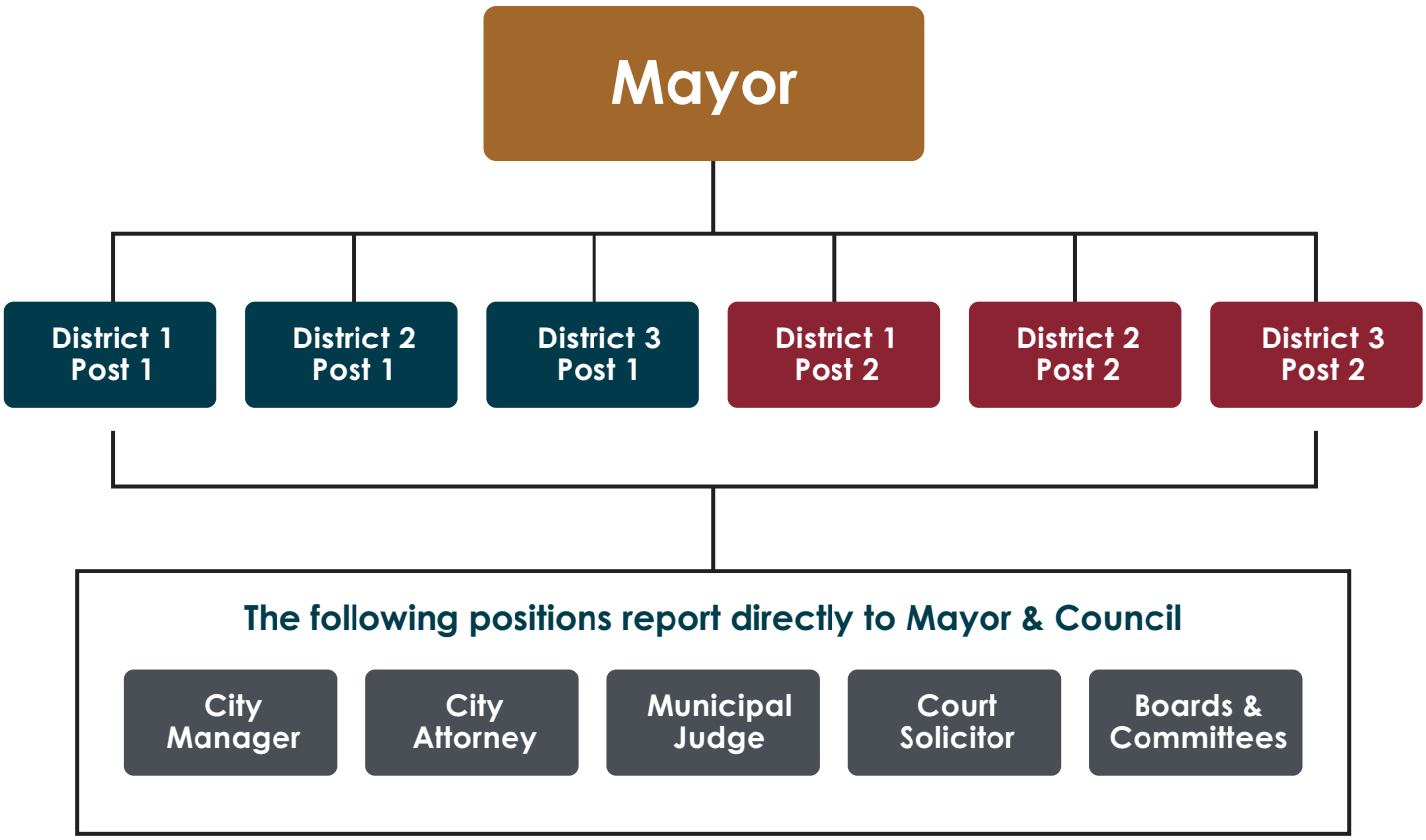
	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 9,804,390	$ 10,060,670	$ 10,875,554	$ 11,395,035	$ 519,481	4.8
Employee Benefits	3,647,665	3,794,744	4,195,796	4,325,922	130,126	3.1
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 13,452,055**	**$ 13,855,414**	**$ 15,071,350**	**$ 15,720,957**	**$ 649,607**	**4.3**
MAINTENANCE & OPERATIONS						
Professional Services	$ 1,104,111	$ 1,144,661	$ 1,537,727	$ 1,252,951	$ (284,776)	(18.5)
Property Services	738,582	1,191,747	1,614,431	1,371,722	(242,709)	(15.0)
Other Purchased Services	2,968,130	2,996,277	3,675,201	3,636,401	(38,800)	(1.1)
Supplies	341,109	323,191	559,742	444,610	(115,132)	(20.6)
Utilities	582,018	445,304	323,544	414,481	90,937	28.1
Fuel	173,503	337,167	465,577	442,726	(22,851)	(4.9)
Capital Outlay	256,088	472,694	823,786	609,710	(214,076)	(26.0)
Other Costs	2,285	2,151	3,100	3,600	500	16.1
M&O Initiatives	-	-	-	422,606	422,606	-
TOTAL MAINTENANCE & OPERATIONS	**$ 6,165,825**	**$ 6,913,191**	**$ 9,003,108**	**$ 8,598,807**	**$ (404,301)**	**(4.5)**
DEBT SERVICE						
Revenue Bond(s) P&I	$ 852,136	$ 852,144	$ -	$ -	$ -	-
Capital Lease(s) P&I	361,613	360,903	360,396	-	(360,396)	(100.0)
TOTAL DEBT SERVICE	**$ 1,213,749**	**$ 1,213,047**	**$ 360,396**	**$ -**	**$ (360,396)**	**(100.0)**
OTHER COSTS						
Contingency	$ -	$ -	$ -	$ 243,198	$ 243,198	-
TOTAL OTHER COSTS	**$ -**	**$ -**	**$ -**	**$ 243,198**	**$ 243,198**	**-**
OTHER FINANCING USES						
Interfund Transfers Out						
To Capital Projects Fund	$ 1,194,174	$ 8,296,559	$ 5,370,390	$ 4,927,056	$ (443,334)	(8.3)
To Capital Grant Fund	28,750	591,693	-	-	-	-
To Revenue Bond Fund	-	-	1,158,509	1,650,026	491,517	42.4
To Special Events Fund	17,450	-	-	-	-	-
To Confiscated Assets Fund	1,700	-	-	-	-	-
TOTAL OTHER FINANCING USES	**$ 1,242,074**	**$ 8,888,252**	**$ 6,528,899**	**$ 6,577,082**	**$ 48,183**	**0.7**
TOTAL EXPENDITURES	**$ 22,073,703**	**$ 30,869,903**	**$ 30,963,753**	**$ 31,140,044**	**$ 176,291**	**0.6**

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

GENERAL FUND
EXPENDITURES BY DEPARTMENT

Mayor and City Council

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

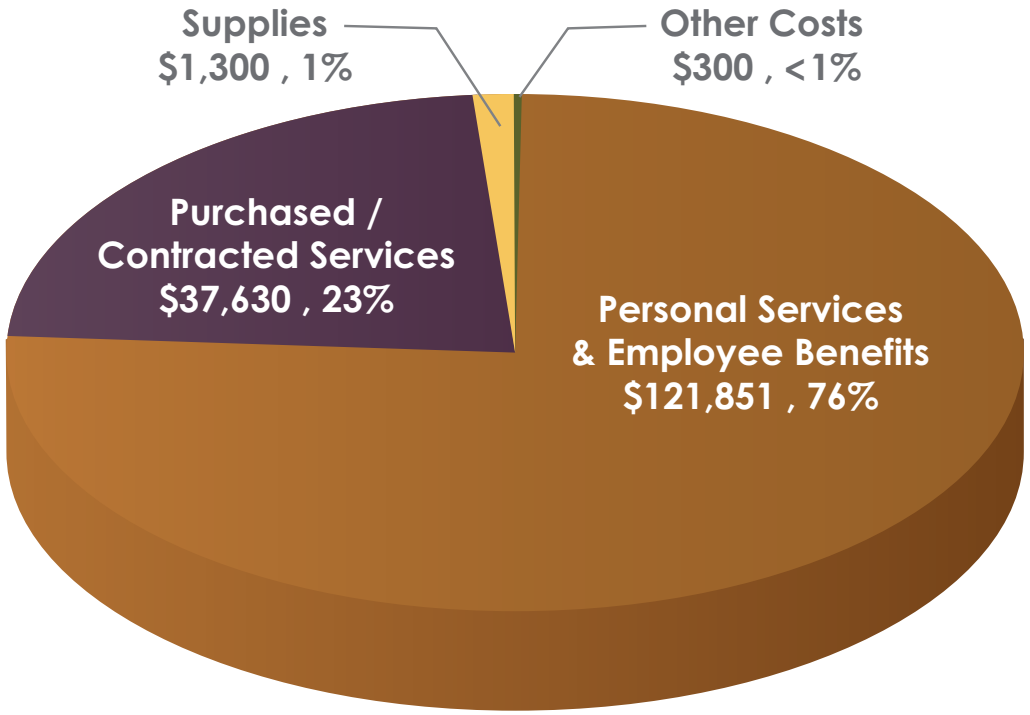




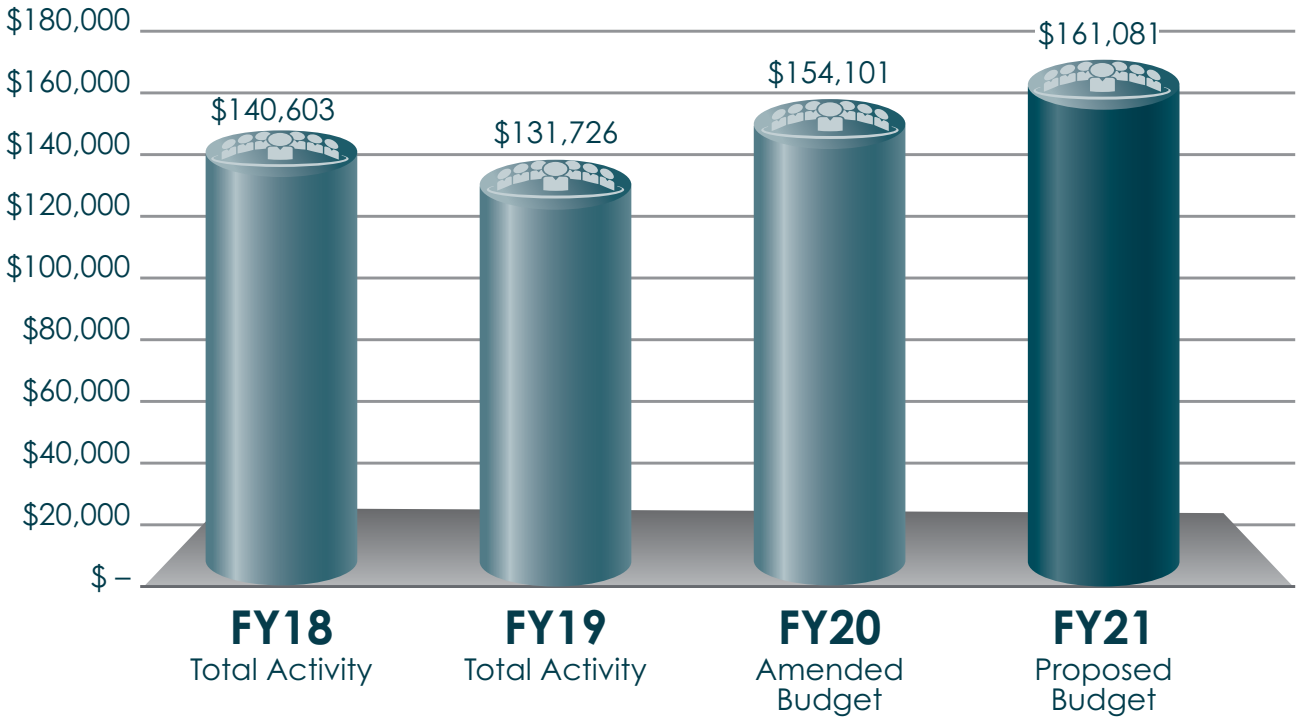
Mayor and City Council

FY21 Expenditures by Fund: **General Fund $161,081**

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Mayor & Council General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 96,000	$ 99,639	$ 101,001	$ 101,001	$ -	-
Stipend	5,274	2,611	15,000	15,000	-	-
Employee Benefits	5,469	5,602	5,850	5,850	-	-
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 106,743**	**$ 107,851**	**$ 121,851**	**$ 121,851**	**$ -**	**-**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ -	$ -	$ 10,000	$ 5,000	$ (5,000)	(50.0)
Advertising	1,800	-	-	-	-	-
Printing	830	297	450	350	(100)	(22.2)
Travel	10,654	7,085	2,850	11,830	8,980	315.1
Dues & Fees	10,673	10,847	11,108	11,350	242	2.2
Education & Training	7,700	5,450	5,650	9,100	3,450	61.1
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 31,657**	**$ 23,679**	**$ 30,058**	**$ 37,630**	**$ 7,572**	**25.2**
SUPPLIES						
General Supplies	$ 1,484	$ 8	$ 1,500	$ 300	$ (1,200)	(80.0)
Food & Meals	593	131	392	1,000	608	155.1
TOTAL SUPPLIES	**$ 2,077**	**$ 139**	**$ 1,892**	**$ 1,300**	**$ (592)**	**(31.3)**
OTHER COSTS						
Payment To Others	$ 125	$ 58	$ 300	$ 300	$ -	-
TOTAL OTHER COSTS	**$ 125**	**$ 58**	**$ 300**	**$ 300**	**$ -**	**-**
TOTAL MAYOR & COUNCIL	**$ 140,603**	**$ 131,726**	**$ 154,101**	**$ 161,081**	**$ 6,980**	**4.5**

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

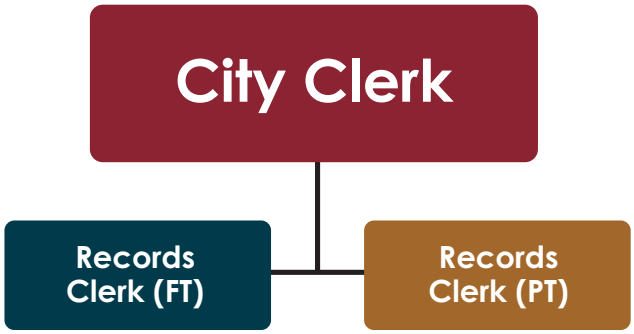
Notable Variances Explained

- The reduction of $5,000 in Professional Fees in FY 2021 reflects an anticipated reduction in expenses related to professional facilitator fees for Council/Staff sessions to work together on strategies and plan implementation.
- The variance of $8,980 in Travel and $3,450 in Education & Training are a result of training/conference cancellations in FY 2020 due to COVID-19.



City Clerk

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





City Clerk

FY 2021 Department-wide Opportunities

- Streamlining Agenda Management process using cutting-edge technology.
- Utilizing digital resources to contribute to paperless environment.

FY 2021 Department-wide Challenges

- Implementing State mandated records retention schedule within Laserfiche for archived documents.
- Meeting State statutory requirements if COVID continues into 2021.
- Manual process for Agenda Management.

FY 2020 Department Accomplishments

- Administered November 2019 municipal election.
- Launched, implemented and trained departments on JustFoia Open Records Management software.
- Implemented and administered DocuSign to obtain digital signatures for agreements and legislation documents due to COVID environment.
- Successful transition to virtual city council meetings.
- Reduction of paper usage for Open Records retention.

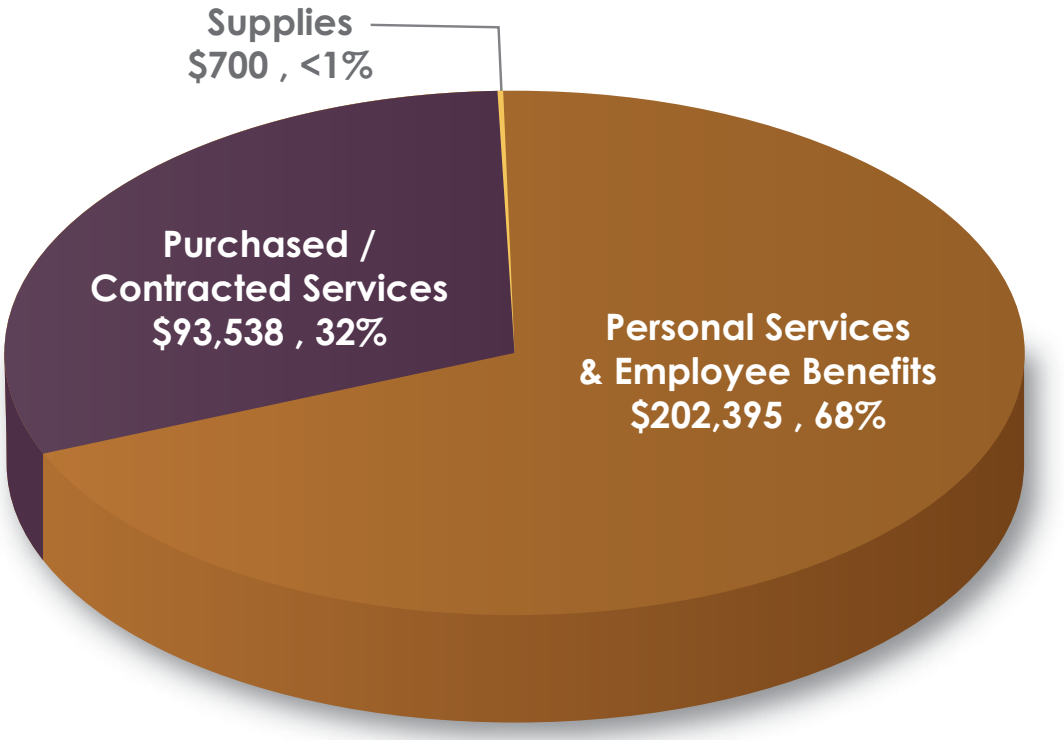
FY 2021 Department Goals

- Implementation of Agenda Management software.
- Prepare for the November 2021 election.
- Cross-train staff to ensure long-term continuity of the Clerk's Office.
- Full implementation of Laserfiche.
- Improve transparency utilizing electronic voting for elected officials with agenda management program.

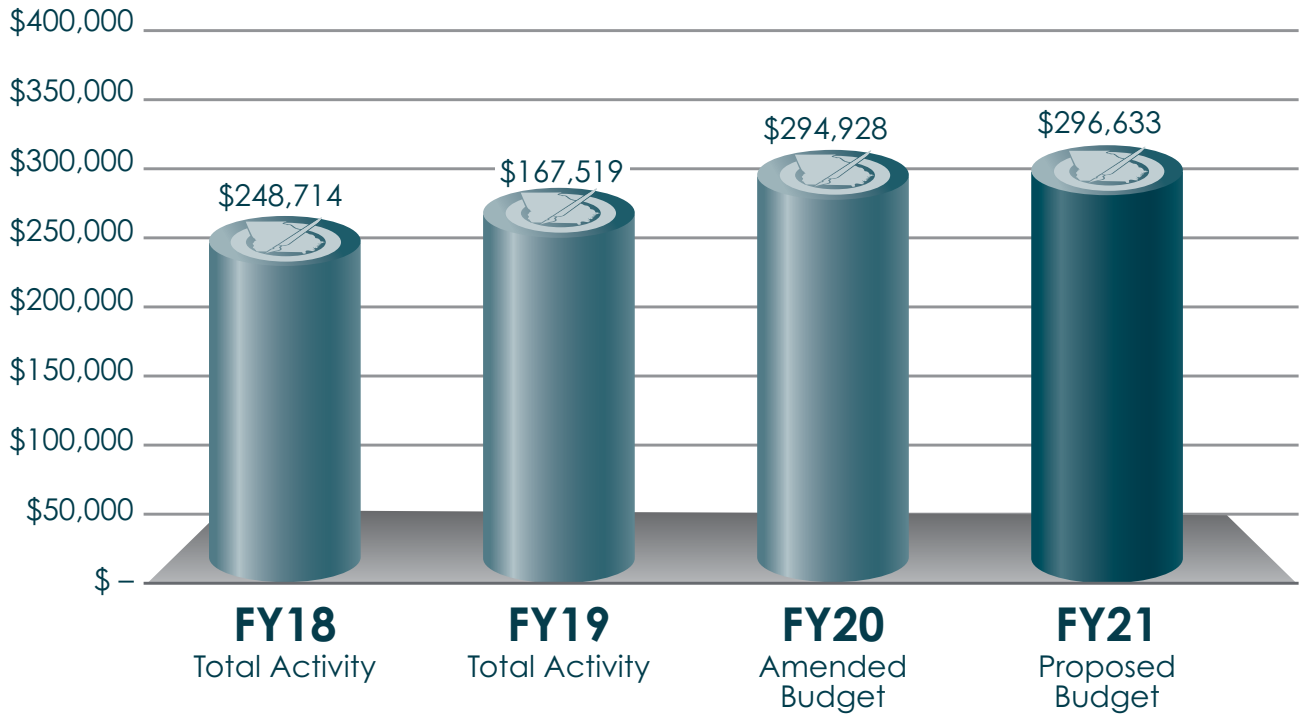
City Clerk

FY21 Expenditures by Fund: **General Fund $296,633**

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



City Clerk General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 123,932	$ 117,608	$ 105,430	$ 149,843	$ 44,413	42.1
Employee Benefits	31,997	33,164	33,292	52,552	19,260	57.9
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 155,929**	**$ 150,772**	**$ 138,722**	**$ 202,395**	**$ 63,673**	**45.9**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 74,635	$ 871	$ 119,936	$ 55,000	$ (64,936)	(54.1)
Communications	720	720	600	468	(132)	(22.0)
Postage	27	109	100	100	-	-
Advertising	2,069	2,908	3,500	700	(2,800)	(80.0)
Printing	-	56	600	600	-	-
Travel	1,336	1,306	2,050	1,900	(150)	(7.3)
Dues & Fees	119	100	200	180	(20)	(10.0)
Education & Training	915	490	980	1,350	370	37.8
Maintenance Contracts	11,929	8,698	26,290	33,240	6,950	26.4
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 91,750**	**$ 15,258**	**$ 154,256**	**$ 93,538**	**$ (60,718)**	**(39.4)**
SUPPLIES						
General Supplies	$ 1,035	$ 462	$ 1,950	$ 700	$ (1,250)	(64.1)
TOTAL SUPPLIES	**$ 1,035**	**$ 462**	**$ 1,950**	**$ 700**	**$ (1,250)**	**(64.1)**
CAPITAL OUTLAYS						
Machinery & Equipment	$ -	$ 1,027	$ -	$ -	$ -	-
TOTAL SUPPLIES	**$ -**	**$ 1,027**	**$ -**	**$ -**	**$ -**	**-**
TOTAL CITY CLERK	**$ 248,714**	**$ 167,519**	**$ 294,928**	**$ 296,633**	**$ 1,705**	**0.6**

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

Notable Variances Explained

• In FY 2020 the City Clerk Department had salary and benefit savings from a vacant position utilized to offset an operating transfer out to the Capital Projects Fund which has resulted in the variance seen above. Had those funds not been released the Salaries & Wages and Employee Benefits would have decreased by approximately 3.5% due to a position reclassification within the department from Deputy Clerk to Records Clerk.

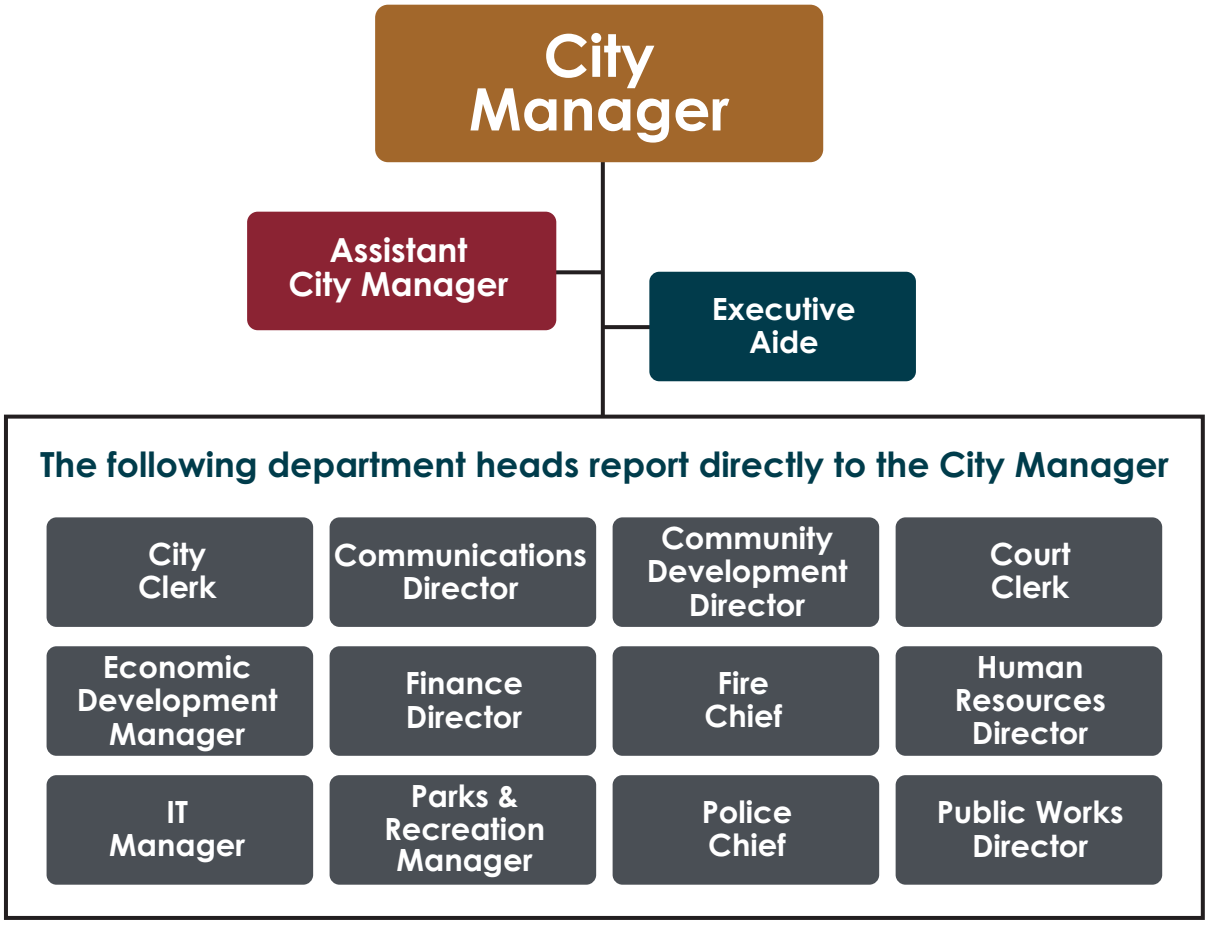
• The variance in Professional Fees is due to the budget requirements for funding elections according to the City's IGA with Fulton County. There are no scheduled elections for Milton in FY 2021.



City Manager



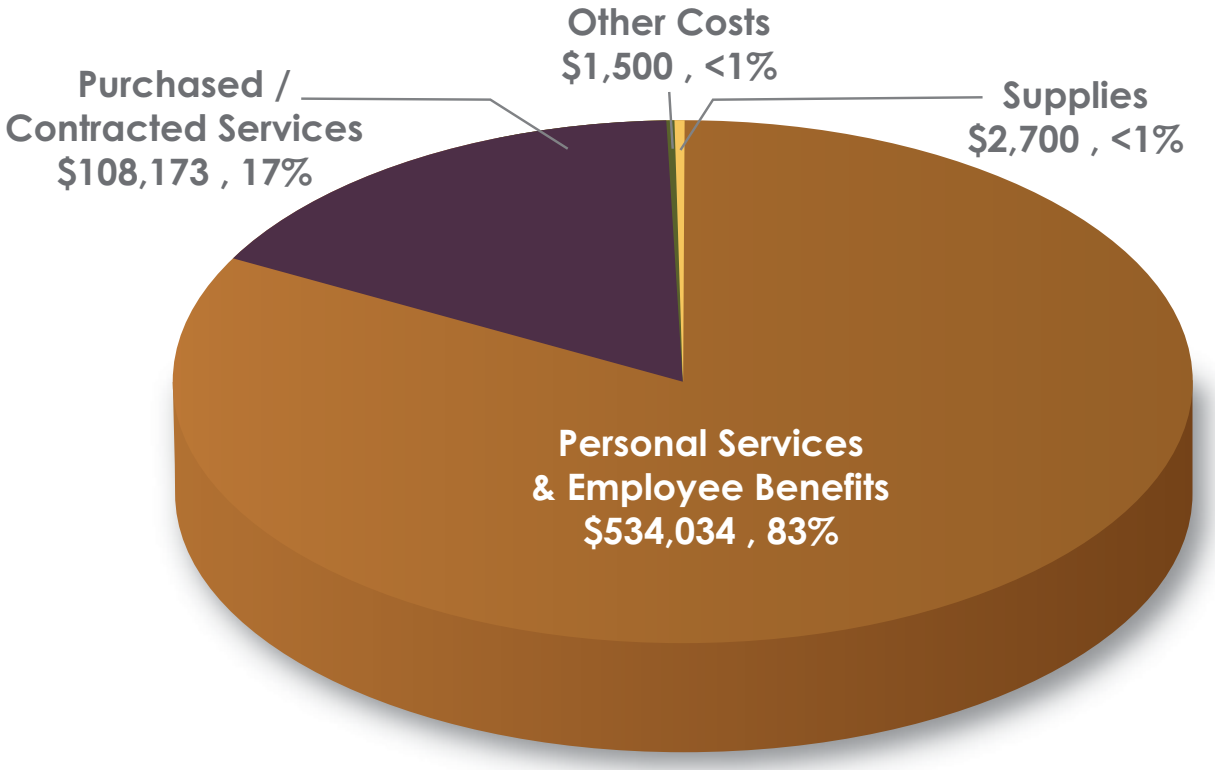
The department serves as the City's administrative manager based on Milton's council-manager form of municipal government, directing a variety of administrative processes that allow a city government to operate efficiently and effectively. The department includes a City Manager, appointed by the Mayor,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



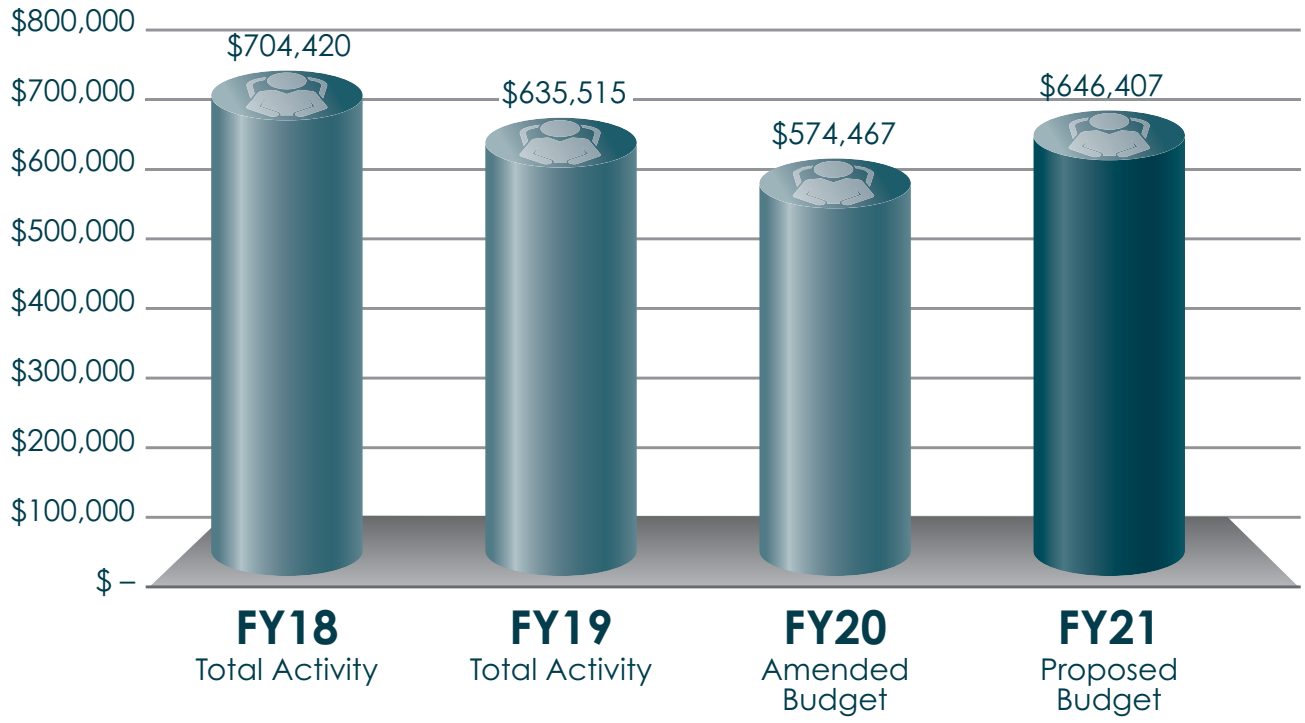
City Manager

FY21 Expenditures by Fund: **General Fund $646,407**

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



City Manager General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 523,724	$ 461,305	$ 406,488	$ 413,407	$ 6,919	1.7
Employee Benefits	137,513	133,920	121,970	120,627	(1,343)	(1.1)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 661,237**	**$ 595,225**	**$ 528,458**	**$ 534,034**	**$ 5,576**	**1.1**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 13,690	$ 24,085	$ 29,000	$ 99,000	$ 70,000	241.4
Communications	3,153	2,386	1,200	1,380	180	15.0
Postage	-	-	100	50	(50)	(50.0)
Advertising	79	-	500	240	(260)	(52.0)
Printing	67	36	500	200	(300)	(60.0)
Travel	5,262	1,625	2,754	2,228	(526)	(19.1)
Dues & Fees	6,529	3,862	3,875	2,975	(900)	(23.2)
Education & Training	4,993	2,195	2,940	2,100	(840)	(28.6)
Maintenance Contracts	4,897	4,897	2,040	-	(2,040)	(100.0)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 38,669**	**$ 39,086**	**$ 42,909**	**$ 108,173**	**$ 65,264**	**152.1**
SUPPLIES						
General Supplies	$ 443	$ 22	$ 850	$ 200	$ (650)	(76.5)
Food & Meals	4,043	756	750	1,500	750	100.0
Books & Periodicals	-	-	500	1,000	500	100.0
TOTAL SUPPLIES	**$ 4,486**	**$ 778**	**$ 2,100**	**$ 2,700**	**$ 600**	**28.6**
CAPITAL OUTLAYS						
Machinery & Equipment	$ 28	$ 426	$ -	$ -	$ -	-
TOTAL CAPITAL OUTLAYS	**$ 28**	**$ 426**	**$ -**	**$ -**	**$ -**	**-**
OTHER COSTS						
Payment To Others	$ -	$ -	$ 1,000	$ 1,500	$ 500	50.0
TOTAL OTHER COSTS	**$ -**	**$ -**	**$ 1,000**	**$ 1,500**	**$ 500**	**50.0**
TOTAL CITY MANAGER	**$ 704,420**	**$ 635,515**	**$ 574,467**	**$ 646,407**	**$ 71,940**	**12.5**

Note: The FY 2020 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 decision to move the summer interns from the City Manager Department to the Community Outreach and Engagement Department in FY 2020, and an overall reduction in anticipated benefit expenses citywide.

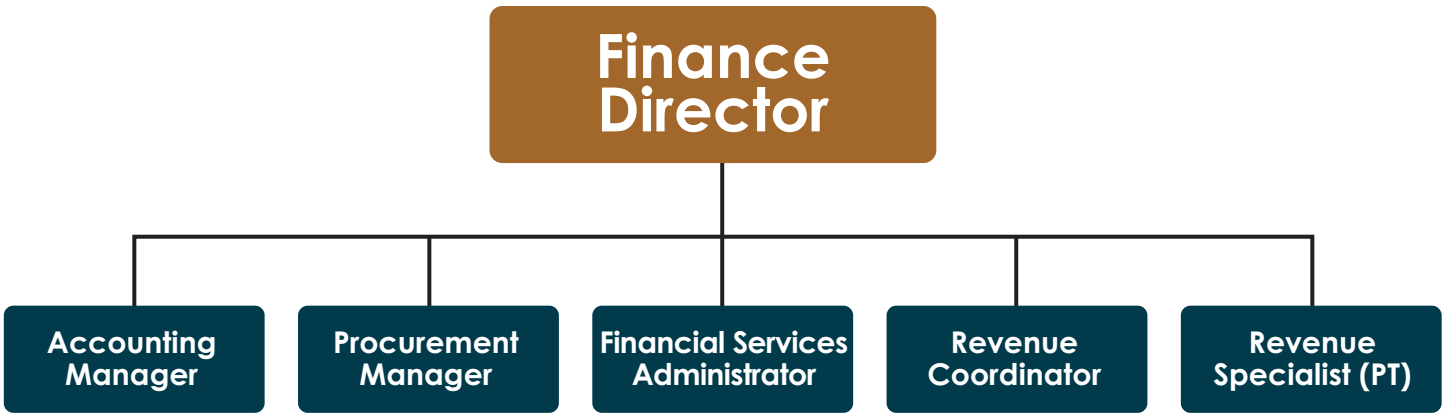
• The increase in Professional Fees is a result of the timeline for implementation of the strategic planning process. This was originally budgeted for in FY 2020 which was reduced and allocated to FY 2021 as the contract was approved by Mayor & Council on August 3, 2020.

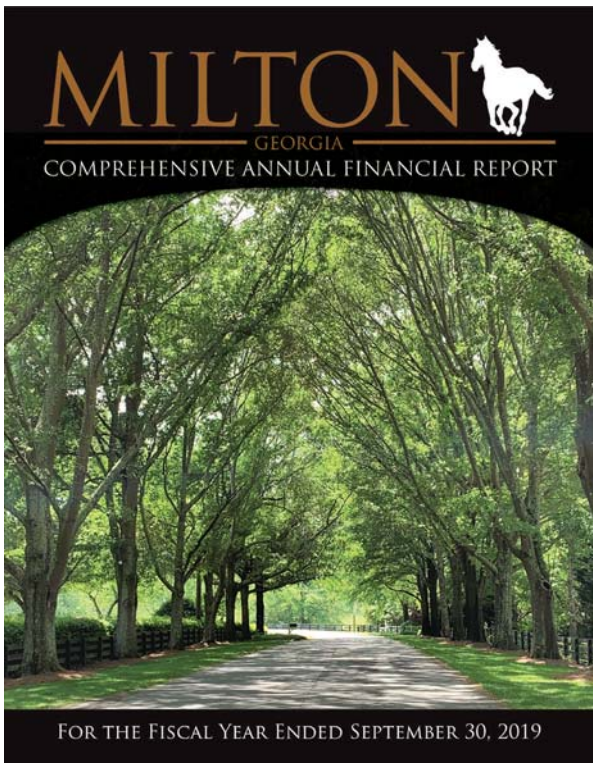


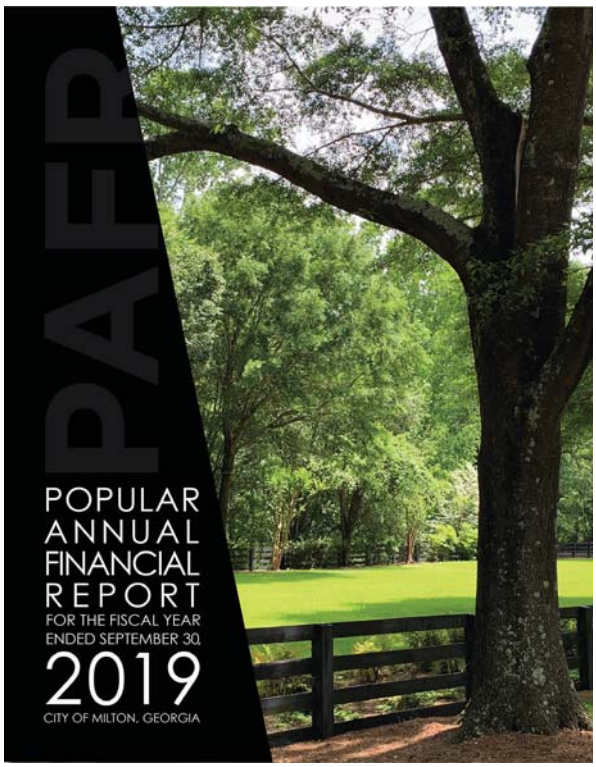


Finance

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







Finance

FY 2021 Department-wide Opportunities

- Leverage new tools within the financial management system to improve internal processes including payable routing and budgeting.
- Leverage new merchant services platforms to streamline processes and allow for more online payment opportunities for residents, business owners, developers and others doing business with the City.

FY 2021 Department-wide Challenges

- Staying current with and implementing new federal, state, and local laws as well as Generally Accepted Accounting Principles (GAAP) maintained by the Governmental Accounting Standards Board (GASB) and standards recommended by the Government Finance Officers Association (GFOA).
- Potential impacts to revenue associated with an economic downturn.
- Limited commercial tax-base.

FY 2020 Department Accomplishments

- Received an unmodified ("clean") opinion on the City's audited financial statements for FY 2019.
- Awarded the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY 2018 in November 2019.
- Awarded the GFOA's Award for Outstanding Achievement in Popular Annual Financial Reporting for FY 2018 in November 2019.
- Awarded the GFOA's Distinguished Budget Presentation Award for FY 2020 in April 2020.

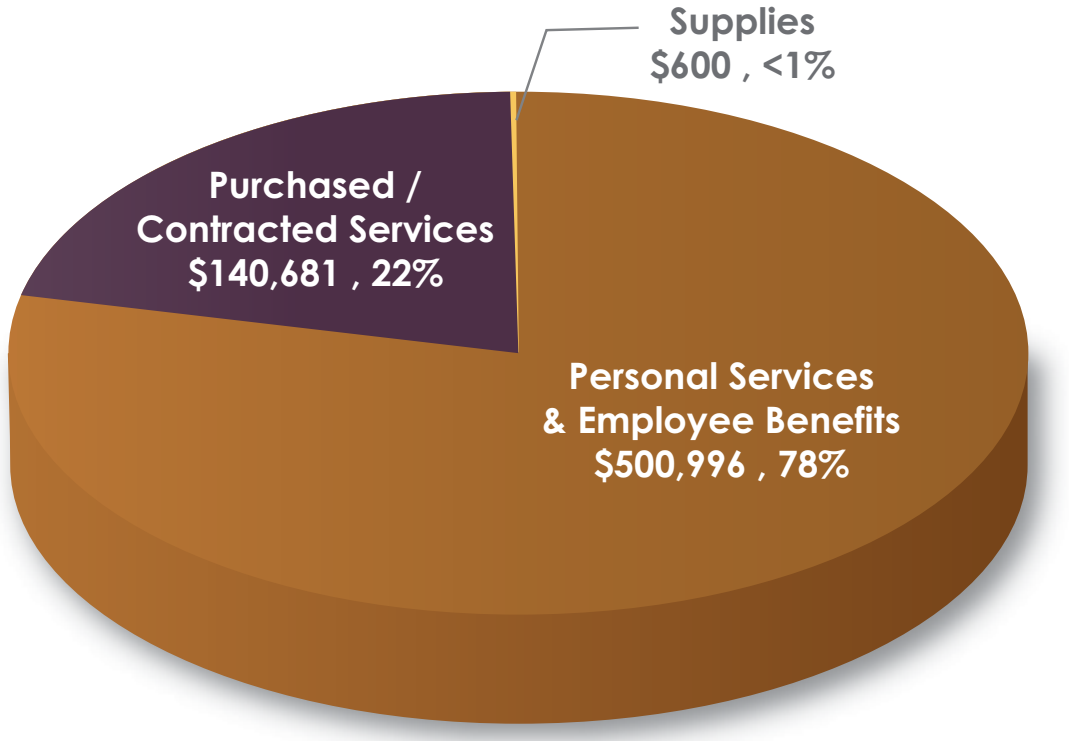
FY 2021 Department Goals

- Improve online payment capabilities.
- Continue working towards the goal of a paperless department with the implementation of Tyler Content Management and further utilization of the Laserfiche data management system.
- Streamline the application processes for Alcohol Beverage Licenses and Occupational Tax Certificates.
- Improve the budget process by implementing a new module as part of our financial transparency tool. This will allow for multiple scenario forecasting, more robust reporting and internal communication and documentation capabilities.

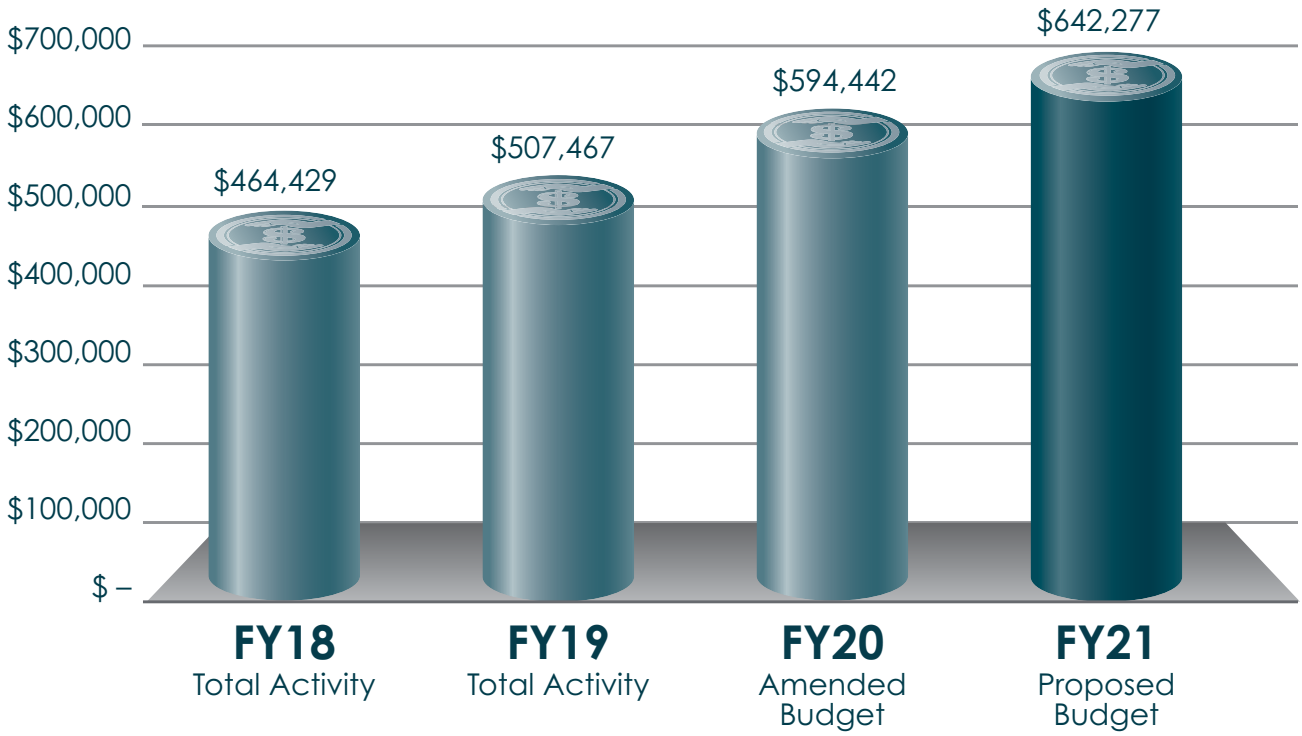
Finance

FY21 Expenditures by Fund: General Fund $642,277

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Finance General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 255,105	$ 299,574	$ 350,700	$ 363,279	$ 12,579	3.6
Employee Benefits	81,691	86,819	96,440	137,717	41,277	42.8
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 336,796**	**$ 386,393**	**$ 447,140**	**$ 500,996**	**$ 53,856**	**12.0**
PURCHASED/CONTRACTED SERVICES						
Administrative Fees	$ 29,114	$ 19,900	$ 33,000	$ 5,500	$ (27,500)	(83.3)
Professional Fees	33,500	34,500	41,500	57,300	15,800	38.1
Communications	720	485	600	1,200	600	100.0
Postage	10,915	5,727	6,500	6,500	-	-
Advertising	6,753	5,679	4,500	240	(4,260)	(94.7)
Printing	7,656	4,703	5,120	5,360	240	4.7
Travel	1,720	1,730	3,192	4,192	1,000	31.3
Dues & Fees	950	1,557	1,906	1,780	(126)	(6.6)
Education & Training	1,223	2,731	5,585	5,874	289	5.2
Maintenance Contracts	34,717	35,889	40,049	52,735	12,686	31.7
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 127,268**	**$ 112,901**	**$ 141,952**	**$ 140,681**	**$ (1,271)**	**(0.9)**
SUPPLIES						
General Supplies	$ 264	$ 387	$ 1,100	$ 600	$ (500)	(45.5)
Books & Periodicals	100	89	-	-	-	-
TOTAL SUPPLIES	**$ 364**	**$ 476**	**$ 1,100**	**$ 600**	**$ (500)**	**(45.5)**
CAPITAL OUTLAYS						
Machinery & Equipment	$ -	$ 7,697	$ 4,250	$ -	$ (4,250)	(100.0)
TOTAL CAPITAL OUTLAYS	**$ -**	**$ 7,697**	**$ 4,250**	**$ -**	**$ (4,250)**	**(100.0)**
OTHER COSTS						
Interest Due On Tax Refunds	$ -	$ -	$ -	$ -	$ -	-
TOTAL OTHER COSTS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
TOTAL FINANCE	**$ 464,429**	**$ 507,467**	**$ 594,442**	**$ 642,277**	**$ 47,835**	**8.0**

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

Notable Variances Explained

• The increase in Salaries & Wages and Employee Benefits represents a fully staffed department for FY 2021. Finance experienced vacancies in FY 2020 that resulted in the release of funding from these categories for use balancing benefit shortages in certain departments (the City budgets an average cost per employee which may come in higher or lower depending upon the plans selected, and this is always trued-up across departments in the end-of-year amendment process).

• The decrease in Administrative Fees represents the transition to a new merchant services/credit card processing provider that will collect all convenience fees directly, eliminating the need for the City to pay monthly dues.

• The increase in Professional Fees is related to the decision to book all graphic design fees directly to the user department rather than the Communications Department - $7,000 as well as the request for $6,000 for an actuarial review of the retiree healthcare proposal anticipated to be completed in FY 2021 as opposed to the original FY 2020 proposal.

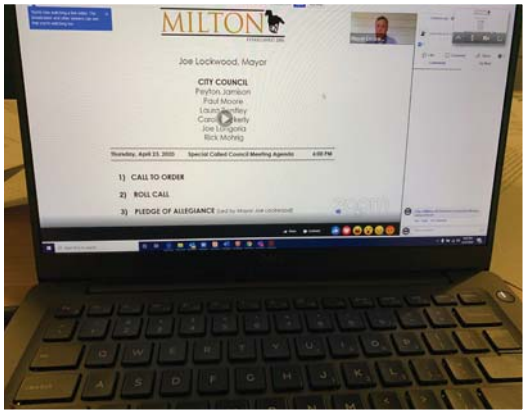
• The multi-year contract with Milton's current transparency portal provider is coming to an end. The increase in the Maintenance Contracts category corresponds to the request to add a budget module on to the transparency platform in FY 2021's re-bidding of the services.

Information Services (IS)

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

IT Manager

Third-Party IT/GIS Support (Contract)



Information Services (IS)

FY 2021 Department-wide Opportunities

- Leverage new network infrastructure at Public Safety Complex to improve network efficiency and speed up processes.
- Utilize the new Public Safety Complex as a secondary site for continuity of operations purposes.

FY 2021 Department-wide Challenges

- Staying current with network threats and implementing network security solutions to harden the target.
- Integrating and understanding clear roles and responsibilities across all IS positions.
- Project management instating new software solutions.

FY 2020 Department Accomplishments

- Successfully stood up the network and all associated hardware and software at the new Public Safety Complex.
- Very quickly provided the capabilities necessary for telecommuting associated with the COVID-19 pandemic.
- Completed a needs assessment and acquired the equipment necessary for citywide continuity of operations.
- Streamlined and instituted quality control for help desk ticket response.
- Implemented a new network security stack.

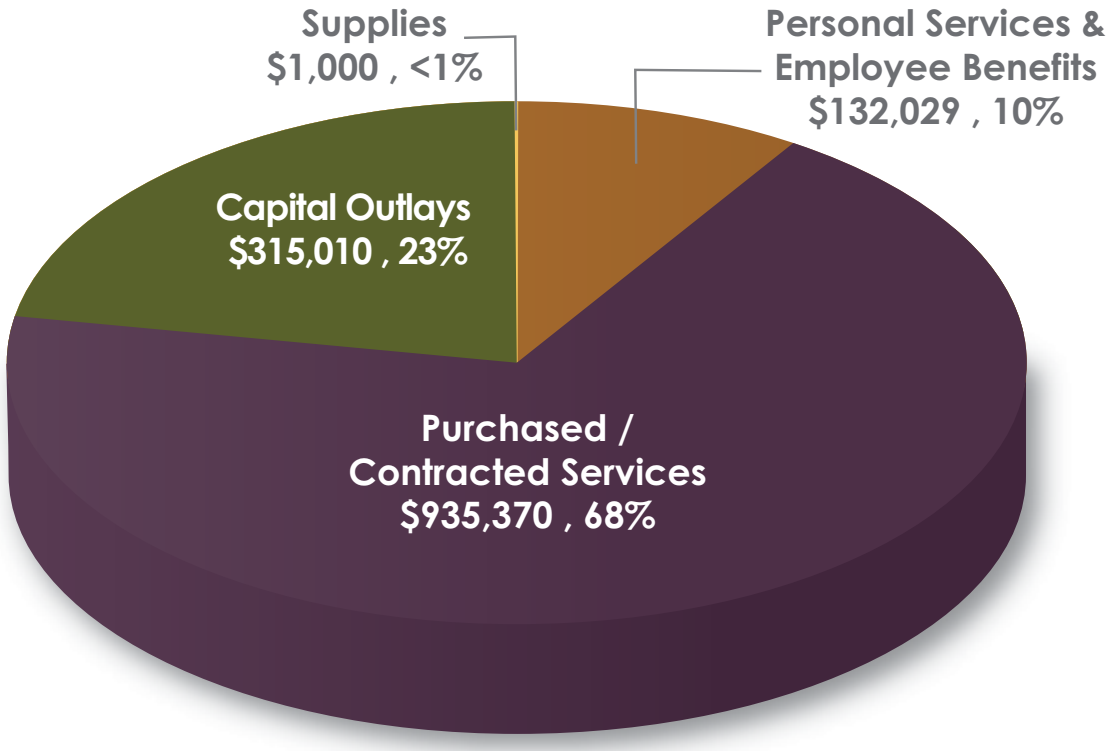
FY 2021 Department Goals

- Improve year-over-year end-user satisfaction rating by 10%.
- Enhance the telecommuting experience for Milton staff.
- Increase the public utility of the GIS Open Data Portal by providing the data most often sought.
- Establish a clear life cycle replacement plan for all machines and devices.

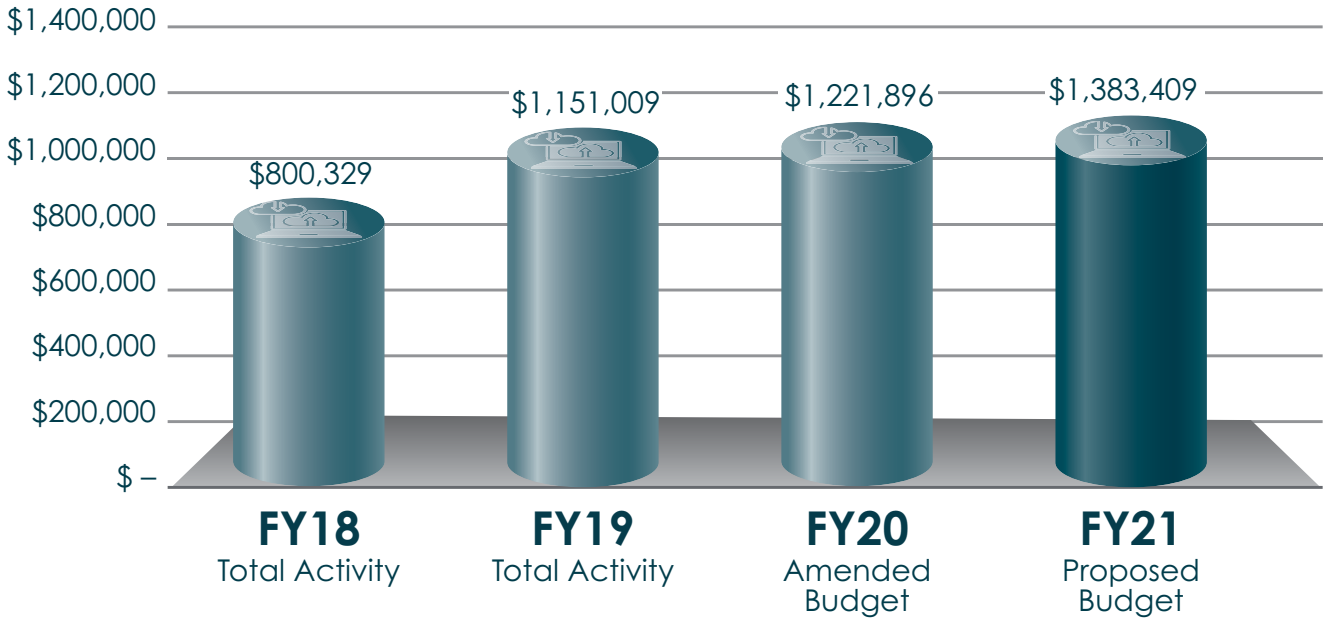
Information Services (IS)

FY21 Expenditures by Fund: **General Fund** **$1,383,409**

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Information Services General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 96,189	$ 144,442	$ 110,790	$ 98,948	$ (11,842)	(10.7)
Employee Benefits	37,380	57,813	62,268	33,081	(29,187)	(46.9)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 133,569**	**$ 202,255**	**$ 173,058**	**$ 132,029**	**$ (41,029)**	**(23.7)**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 30,467	$ -	$ 7,750	$ 41,000	$ 33,250	429.0
Communications	168,271	185,749	75,280	48,738	(26,542)	(35.3)
Postage	42	-	-	250	250	-
Advertising	-	-	-	480	480	-
Printing	-	-	-	50	50	-
Travel	884	4,244	-	3,800	3,800	-
Dues & Fees	20	30	-	-	-	-
Education & Training	325	5,150	2,200	3,600	1,400	63.6
Maintenance Contracts	389,743	626,869	773,918	837,452	63,534	8.2
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 589,751**	**$ 822,042**	**$ 859,148**	**$ 935,370**	**$ 76,222**	**8.9**
SUPPLIES						
Food & Meals	$ -	$ 578	$ 419	$ 1,000	$ 581	138.7
TOTAL SUPPLIES	**$ -**	**$ 578**	**$ 419**	**$ 1,000**	**$ 581**	**73.0**
CAPITAL OUTLAYS						
Machinery & Equipment	$ 77,010	$ 126,134	$ 189,271	$ 315,010	$ 125,739	66.4
TOTAL CAPITAL OUTLAYS	**$ 77,010**	**$ 126,134**	**$ 189,271**	**$ 315,010**	**$ 125,739**	**66.4**
TOTAL INFORMATION SERVICES	**$ 800,329**	**$ 1,151,009**	**$ 1,221,896**	**$ 1,383,409**	**$ 161,513**	**13.2**

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

Notable Variances Explained

• Restructuring of Information Services has resulted in a further decrease to Salaries & Wages and Employee Benefits with the decision to transition the GIS Manager duties from a staffed position to the current managed services contract handled by a third party, and an anticipated decrease in benefit expenses citywide.

• The variance in Professional Fees is related to the costs associated with migrating the City's Office 365 account to the G1/G3 platform.

• The variance in Communications is due to further updates related to the decision to budget for department related phone lines and bandwidth in those dedicated department budgets as opposed to Information Services as in years past.

• The Maintenance Contracts category increase is the result of the delay of the implementation of the VOIP phone system initiative in FY 2020 as well as the request for enhancements to the VMware solution and offsite backup fees in FY 2021.

• The overall increase in Machinery & Equipment is primarily being driven by requests related to software upgrades including migration to the G1/G3 platforms, server and SQL licensing and citywide security enhancements.

Human Resources

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

Human Resources Director

Human Resources Manager







Human Resources

FY 2021 Department-wide Opportunities

- Better utilize our HRIS/Payroll system to automate payroll and enrollment systems reducing chance for potential errors.
- Create opportunities to interact with staff.
- Complete and act on employee culture and employee engagement survey.

FY 2021 Department-wide Challenges

- Reviewing and enhancing recruitment efforts and employment levels of racial/ethnic minorities, women, and people with disabilities to more closely represent the relevant labor market.
- Developing new wellness programs to keep employees engaged with program.

FY 2020 Department Accomplishments

- Changed 401/457 providers moving more than $15M of employee assets to VOYA.
- Oversaw the hiring of 26 new hires with a retention rate of 92%.
- Completed first online open enrollment.
- Developed written guidance and policy related to COVID-19.
- Began wellness program that included providing free angioscreens to employees testing 86 employees.
- Hired new position of Human Resources Manager.
- Began utilizing LeaderGov for employee training.

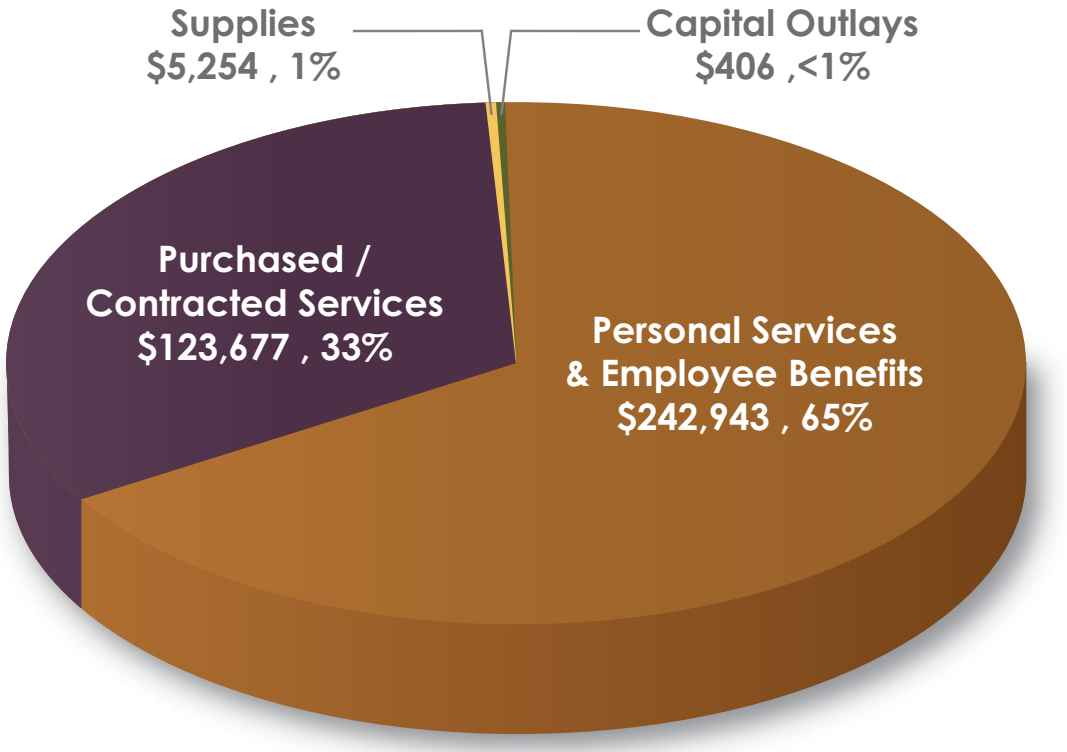
FY 2021 Department Goals

- Completion of actuarial study providing strategic funding strategy and review of early retirement options for public safety.
- Wage survey to incorporate both public safety and administrative positions in preparation for FY 2022 budget.
- Improve financial guidance of 401/457 ensuring an enhanced benefit.
- Enhance wellness programs to include quarterly meetings and added programs interrupted by COVID -19.
- Complete re-write and approval of Personnel Policies.
- Expand on HR Guidance.
- Implement new performance management program.

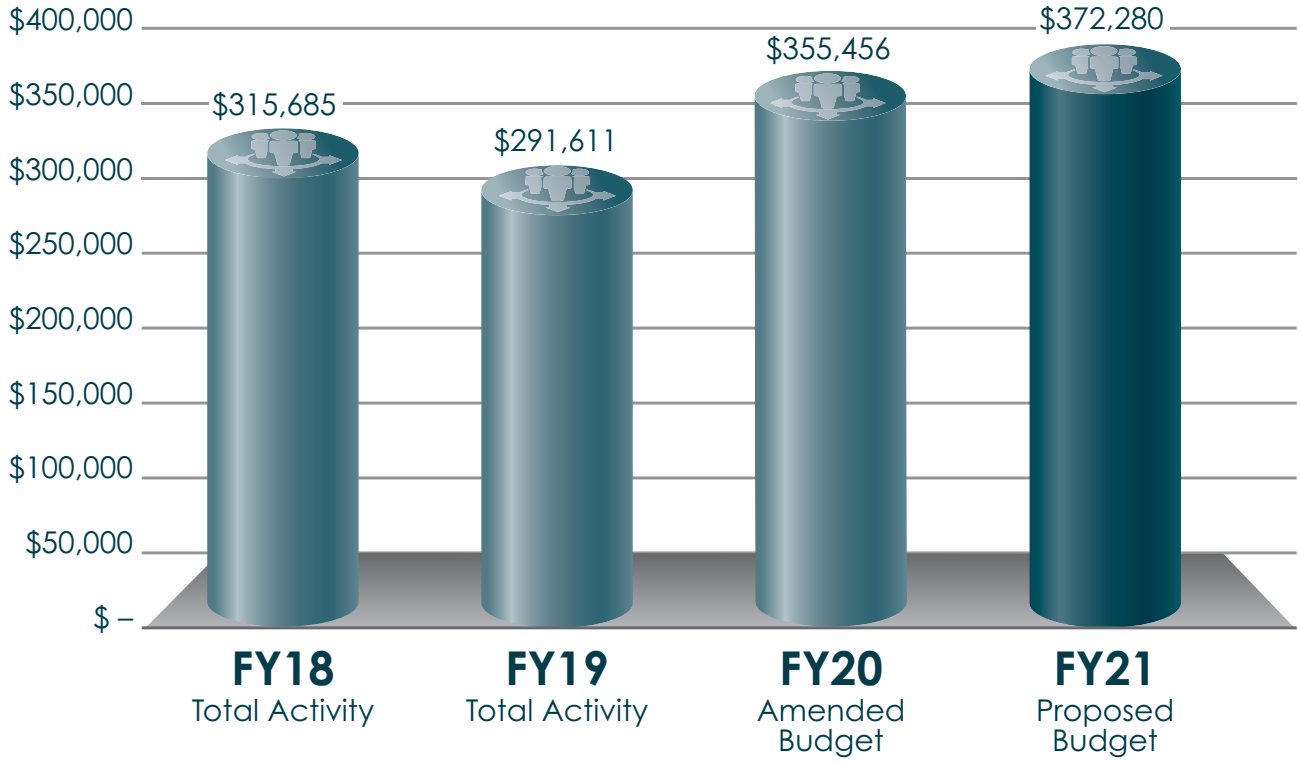
Human Resources

FY21 Expenditures by Fund: **General Fund $372,280**

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Human Resources General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 149,567	$ 153,232	$ 168,230	$ 182,381	$ 14,151	8.4
Employee Benefits	48,606	50,149	72,451	60,562	(11,889)	(16.4)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 198,173**	**$ 203,381**	**$ 240,681**	**$ 242,943**	**$ 2,262**	**0.9**
PURCHASED/CONTRACTED SERVICES						
Administrative Fees	$ 43,650	$ 42,667	$ 49,370	$ 46,150	$ (3,220)	(6.5)
Professional Fees	26,860	28,857	36,696	35,211	(1,485)	(4.0)
Rental Equipment & Vehicles	-	-	-	-	-	-
Communications	720	690	600	1,176	576	96.0
Postage	36	-	100	100	-	-
Advertising	100	1,638	1,565	1,840	275	17.6
Printing	-	18	160	100	(60)	(37.5)
Travel	5,000	5,853	890	18,940	18,050	2,028.1
Dues & Fees	644	644	1,149	1,963	814	70.8
Education & Training	36,919	1,082	11,103	16,697	5,594	50.4
Maintenance Contracts	203	-	1,500	1,500	-	-
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 114,133**	**$ 81,450**	**$ 103,133**	**$ 123,677**	**$ 20,544**	**19.9**
SUPPLIES						
General Supplies	$ 2,431	$ 2,374	$ 3,020	$ 2,754	$ (266)	(8.8)
Food & Meals	662	4,180	5,500	2,500	(3,000)	(54.5)
TOTAL SUPPLIES	**$ 3,093**	**$ 6,554**	**$ 8,520**	**$ 5,254**	**$ (3,266)**	**(38.3)**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ 285	$ -	$ -	$ -	$ -	-
Machinery & Equipment	-	227	3,122	406	(2,716)	(87.0)
TOTAL CAPITAL OUTLAYS	**$ 285**	**$ 227**	**$ 3,122**	**$ 406**	**$ (2,716)**	**(87.0)**
TOTAL HUMAN RESOURCES	**$ 315,685**	**$ 291,611**	**$ 355,456**	**$ 372,280**	**$ 16,824**	**4.7**

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

Notable Variances Explained

• Human Resources had a reclassification in FY 2020 from a Records Clerk to a Human Resources Manager (offset by changes made in the City Clerk Department). This change has resulted in the variances seen in the Salaries & Wages and Employee Benefits categories above. In addition, there is an anticipated decrease in benefit expenses city-wide for FY 2021.

• The increase in the Travel category is related to the budget for relocation expenses for recruitment purposes. These funds were released in FY 2020 as there were no qualifying expenses resulting in the variance seen above.



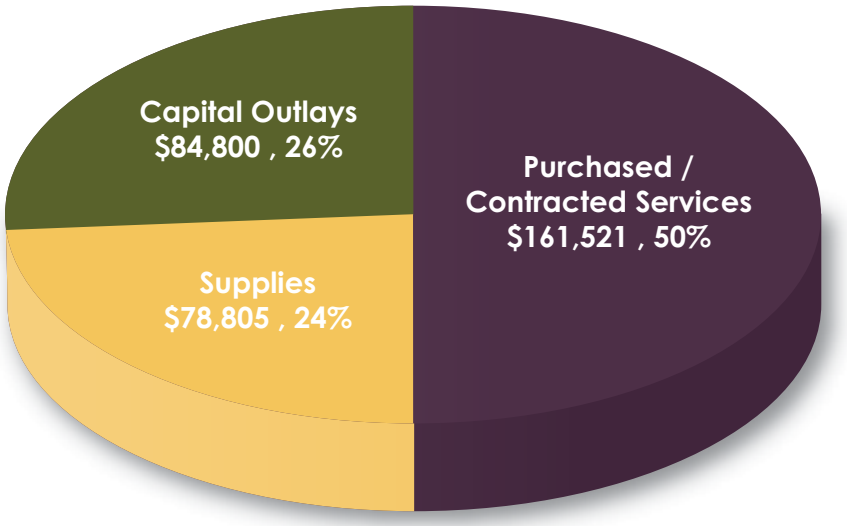
General Government Buildings

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, Community Place, The Thomas S. Byrd Sr. House, and the Public Works maintenance building. Additionally, large scale facility construction projects (ex. City Hall/Public Safety Complex) are expensed to this department.

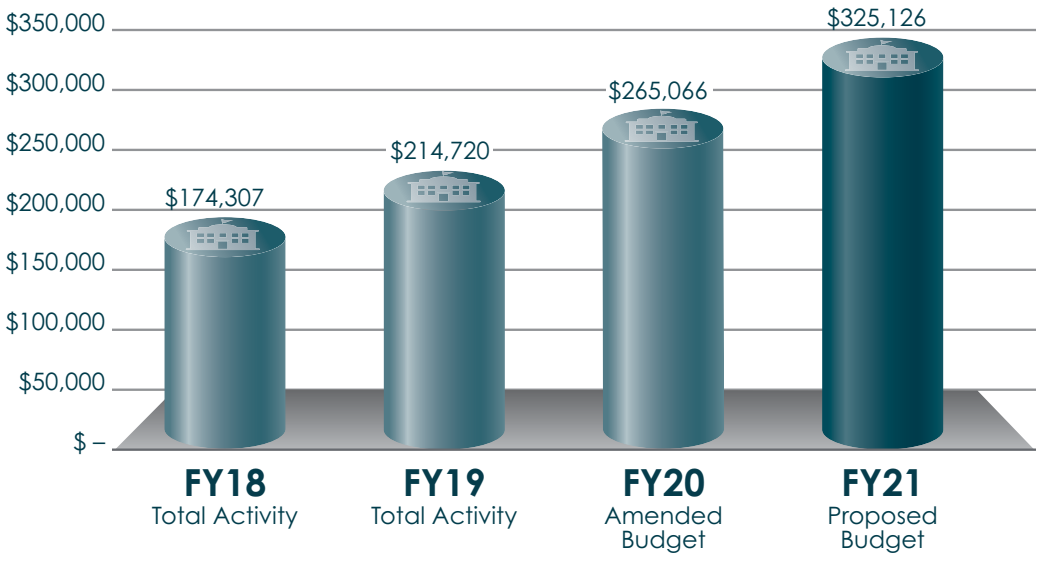
FY21 Expenditures by Fund:

General Fund $325,126
Impact Fees Fund $13,000

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



General Government Buildings

FY 2021 Department-wide Opportunities

- Transformation towards "smart buildings".
- Utilizing the new Public Works Facility to improve service delivery through centralization of daily operations.
- Identifying opportunities for more efficient maintenance at the Byrd House while improving quality.

FY 2021 Department-wide Challenges

- Mastering the complexities of the technologically advanced system controls at City Hall.
- How to best manage building maintenance across the spectrum of City facilities.

FY 2020 Department Accomplishments

- Hired a new custodial service for City Hall and various other facilities.
- Making facility modifications and operational changes to protect the health and welfare of City staff at City Hall amidst COVID-19.
- Completion of the new Public Works Facility off Old Bull Pen Road.

FY 2021 Department Goals

- Initiate a portable power system for City Hall in the event of a lengthy power outage.
- Improve acoustic challenges throughout City Hall.
- Resurface restroom floors for Community Place.
- Provide a pavement rejuvenation to the asphalt parking lot at City Hall to extend the life of the surface.
- Create versatile workspace for "hot seating".



General Government Buildings

General Government Buildings General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ -	$ 587	$ -	$ -	$ -	-
Cleaning Services	29,944	31,802	38,780	44,308	5,528	14.3
Facility Repair & Maintenance	22,581	49,829	47,608	36,130	(11,478)	(24.1)
Grounds Repair & Maintenance	41,154	46,350	47,255	51,680	4,425	9.4
Rental Land & Buildings	2,666	-	-	-	-	-
Communications	-	155	29,160	27,600	(1,560)	(5.3)
Maintenance Contracts	2,358	2,358	1,763	1,803	40	2.3
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 98,703**	**$ 131,081**	**$ 164,566**	**$ 161,521**	**$ (3,045)**	**(1.9)**
SUPPLIES						
General Supplies	$ 11,534	$ 11,692	$ 11,124	$ 10,250	$ (874)	(7.9)
Utilities	64,071	71,947	69,376	68,555	(821)	(1.2)
TOTAL SUPPLIES	**$ 75,605**	**$ 83,639**	**$ 80,500**	**$ 78,805**	**$ (1,695)**	**(2.1)**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ -	$ -	$ 20,000	$ 80,000	$ 60,000	300.0
Machinery & Equipment	-	-	-	4,800	4,800	-
TOTAL CAPITAL OUTLAYS	**$ -**	**$ -**	**$ 20,000**	**$ 84,800**	**$ 64,800**	**324.0**
TOTAL GENERAL GOVERNMENT BUILDINGS	**$ 174,307**	**$ 214,720**	**$ 265,066**	**$ 325,126**	**$ 60,060**	**22.7**

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

Notable Variances Explained

- The variance in the Facility Repair & Maintenance category is related to the expenses related to painting and the Thomas S Byrd Sr House and other minor repairs needed.
- The variance in Furniture & Fixtures is due to the request related to building new work stations on the second floor which will include innovative spaces that will allow any employee to plug in and work from their laptop as well as increased heights on the existing work stations to offer better protection against germ transference and noise reduction to employees at those desks.



Communications

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

Communications Director

Communications Coordinator

The following department head reports directly to the Communications Director

Community Outreach Manager



Communications

FY 2021 Department-wide Opportunities

- Optimize the City's newly redesigned website to make it even more helpful for residents, visually appealing, and representative of the City.
- Maintain and expand the use of the City's social media channels – specifically Facebook, Twitter and Instagram – in order to bolster engagement and activity.
- Maximize and effectively showcase videos produced by and for the City of Milton through the development of a dedicated YouTube channel.
- Create and smartly utilize an "intranet" with and among City employees as part of a comprehensive internal communication plan.

FY 2021 Department-wide Challenges

- Overcome numerous challenges associated with the COVID-19 pandemic to communicate proactively in engaging, informative, thorough, creative ways.
- Make good use of virtual communications options (such as Zoom, Teams, social media, and online forms) to connect with citizens safely and effectively.
- Partner with fellow City departments to make public records and information easily accessible, including through the use of Laserfiche software.
- Ensure City employees – even those working remotely and on shift schedules – fully understand what is happening in Milton and its government.

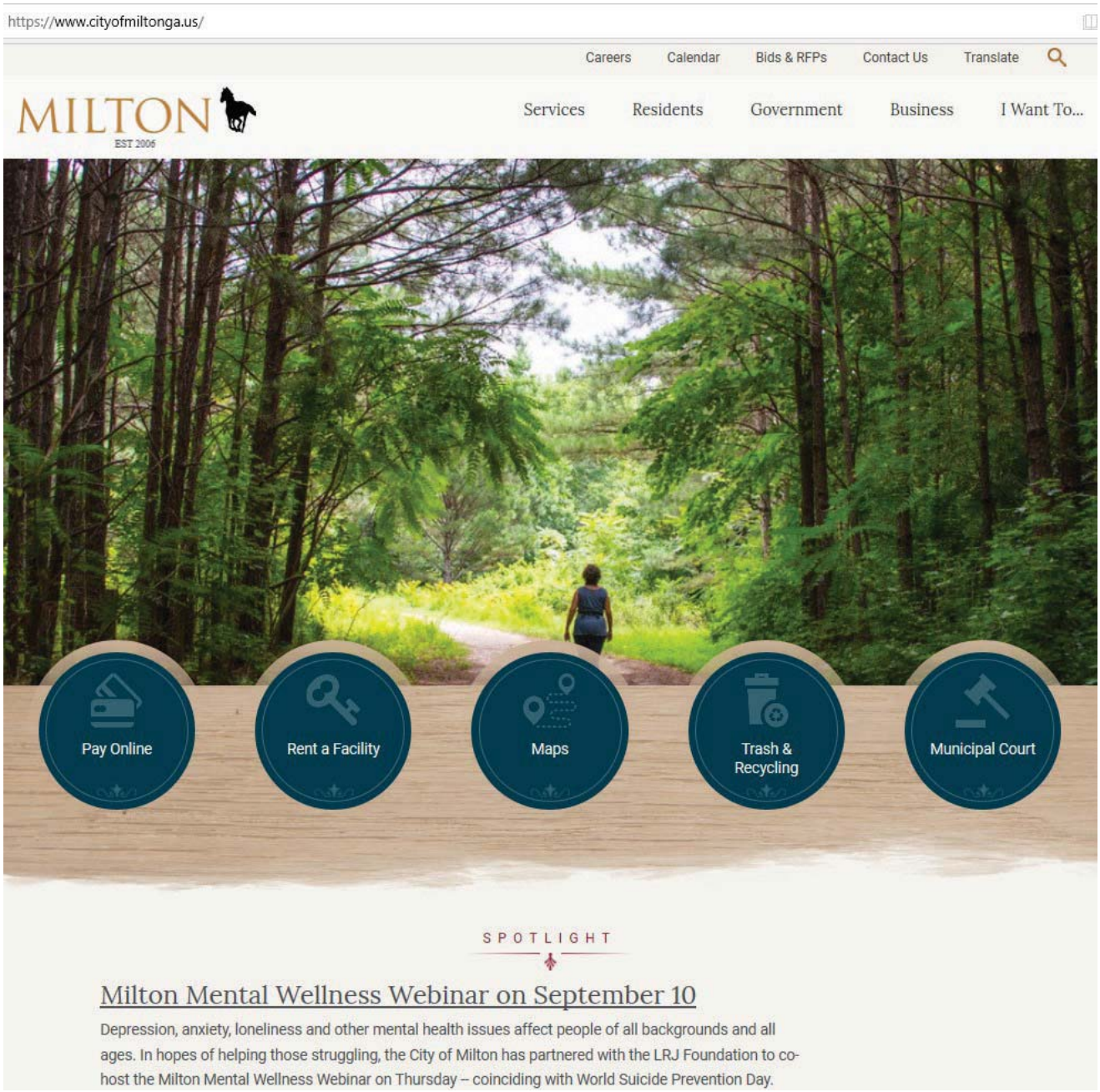
FY 2020 Department Accomplishments

- Reinvented and bolstered the City social media strategy to be more proactive and productive in terms of overall posts and engagement, more diverse in our offerings and tone, and more responsive to our online audience.
- Drastically increased our Web traffic, as well as the number and engagement levels of our social media posts and community emails.
- Created and disseminated detailed previews and recaps of all City Council and many City board and committee meetings, in addition to other key government developments.
- Launched a thoroughly redesigned website that aims to be more informative, easier-to-use and valuable as a communications tool.
- Revamped our internal communications system with regular, useful messaging to all City employees.
- Successfully related important and extensive information to citizens during the COVID-19 pandemic.

Communications

FY 2021 Department Goals

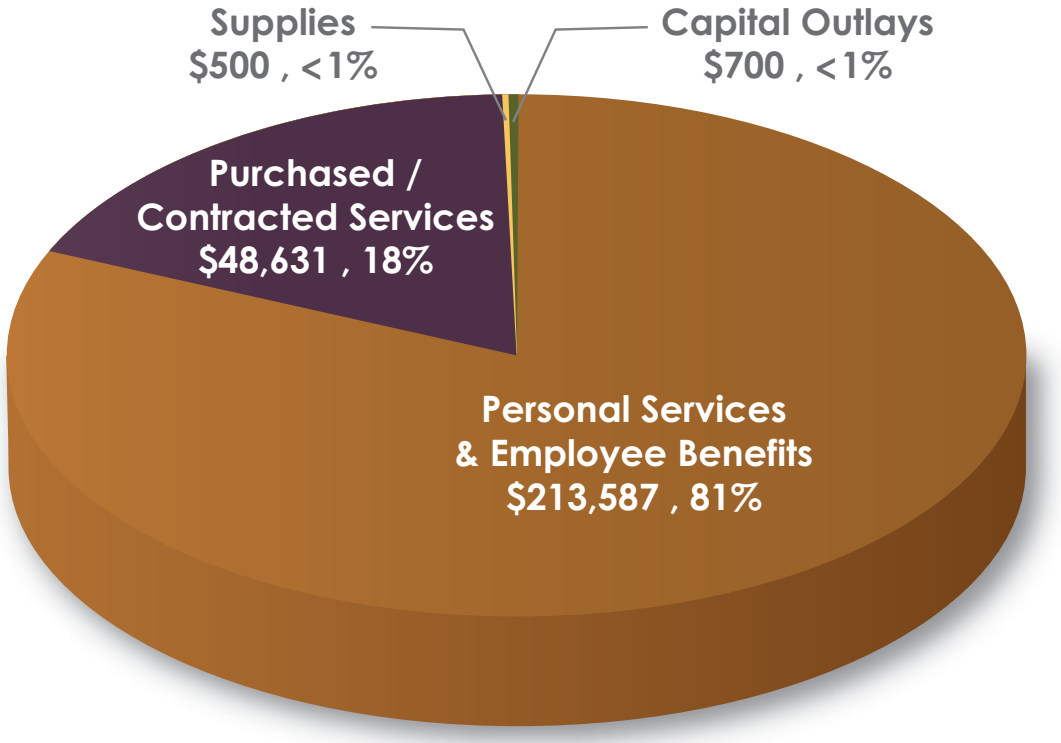
- Find innovative new ways to interact with and inform citizens, such as ideally launching a text-alerting system
- Lead initiatives that highlight unique elements within the city, such as a Milton trails webpage (with maps and pictures) or more thorough explanation of City parks, or initiatives important to Milton's future, like the 2040 Comprehensive Plan.
- Better showcase pictures and video on the City's various platforms, including by rebuilding and rebranding the City's YouTube channel.
- Team with Community Outreach and other City departments to inform and engage citizens throughout Milton – especially those in high-population corridors and target groups (such as the elderly and special needs).
- Build out the City's website with even more features, pertinent content and smart functionality.



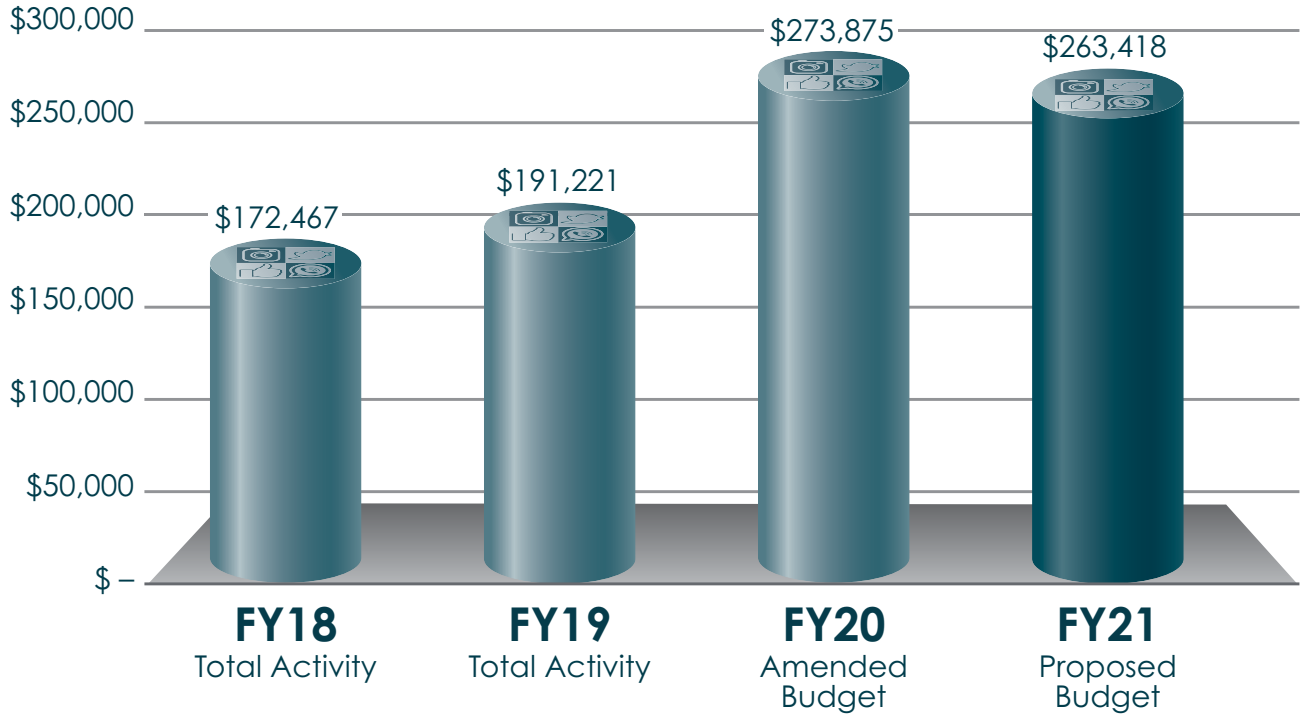
Communications

FY21 Expenditures by Fund: **General Fund $263,418**

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Communications General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 72,207	$ 120,045	$ 132,027	$ 153,769	$ 21,742	16.5
Employee Benefits	10,248	19,748	45,560	59,818	14,258	31.3
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 82,454**	**$ 139,793**	**$ 177,587**	**$ 213,587**	**$ 36,000**	**20.3**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 77,872	$ 32,763	$ 61,512	$ 18,080	$ (43,432)	(70.6)
Communications	851	488	600	600	-	-
Postage	-	-	302	302	-	-
Advertising	436	2,269	4,000	2,500	(1,500)	(37.5)
Printing	1,828	1,391	3,000	3,000	-	-
Travel	1,258	6	1,430	1,080	(350)	(24.5)
Dues & Fees	645	400	585	585	-	-
Education & Training	575	2,807	2,871	1,760	(1,111)	(38.7)
Maintenance Contracts	6,199	10,152	20,713	20,724	11	0.1
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 89,664**	**$ 50,275**	**$ 95,013**	**$ 48,631**	**$ (46,382)**	**(48.8)**
SUPPLIES						
General Supplies	$ 320	$ 265	$ 400	$ 400	$ -	-
Uniforms	-	-	50	100	50	100.0
TOTAL SUPPLIES	**$ 320**	**$ 282**	**$ 475**	**$ 500**	**$ 25**	**5.3**
CAPITAL OUTLAYS						
Machinery & Equipment	$ 28	$ 871	$ 800	$ 700	$ (100)	(12.5)
TOTAL CAPITAL OUTLAYS	**$ 28**	**$ 871**	**$ 800**	**$ 700**	**$ (100)**	**(12.5)**
TOTAL COMMUNICATIONS	**$ 172,467**	**$ 191,221**	**$ 273,875**	**$ 263,418**	**$ (10,457)**	**(3.8)**

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

Notable Variances Explained

• The increase in Salaries & Wages and Employee Benefits represents a fully staffed department for FY 2021. Communications had a vacancy in FY 2020 that resulted in the release of funding from these categories for use balancing benefit shortages in certain departments (the City budgets an average cost per employee which may come in higher or lower depending upon the plans selected, and this is always trued-up across departments in the end-of-year amendment process).

• The decrease in Professional Fees is directly related to the decision to book all graphic design fees to the user department rather than the Communications Department as in years past.



Community Outreach & Engagement

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

Community Outreach Manager

- Special Events Coordinator (PT)
- Special Events Coordinator (PT)
- Summer Intern (Seasonal)
- Summer Intern (Seasonal)



Community Outreach & Engagement

FY 2021 Department-wide Opportunities

- Connect with businesses and citizens "virtually" by efficiently and effectively using social media and videoconferencing technology.
- Boost efforts to educate citizens about the functions, policies and planning processes of the City of Milton's government.
- Expand citizens' opportunities to offer input on the City government and its future.
- Build connections between City and citizens from Milton's high-population corridors.

FY 2021 Department-wide Challenges

- Find and manage effective way for community events, public education and outreach efforts to occur successfully even with gathering limitations, social distancing and other COVID-19 mitigation measures.
- Prepare plans in case of possible lower-than-normal tax revenues that are specifically earmarked to fund special events.
- Master – and teach citizens to master – videoconferencing and similar technologies that can connect them even during an ongoing health crisis.
- Maintain a strong sense of belonging and community pride even in the absence of traditional large-scale, in-person events.

FY 2020 Department Accomplishments

- Transitioned to "virtual" events during the COVID-19 pandemic, reinventing the City of Milton's celebrations of Earth Day, Memorial Day and Independence Day.
- Reimagined how we connected with citizens through our social media, such as the #MakingLemonade campaign highlighting safe, fun activities that all could appreciate.
- Worked diligently to support struggling Milton citizens and businesses by collecting and sharing resources, creating games to encourage sales, and other initiatives.

FY 2021 Department Goals

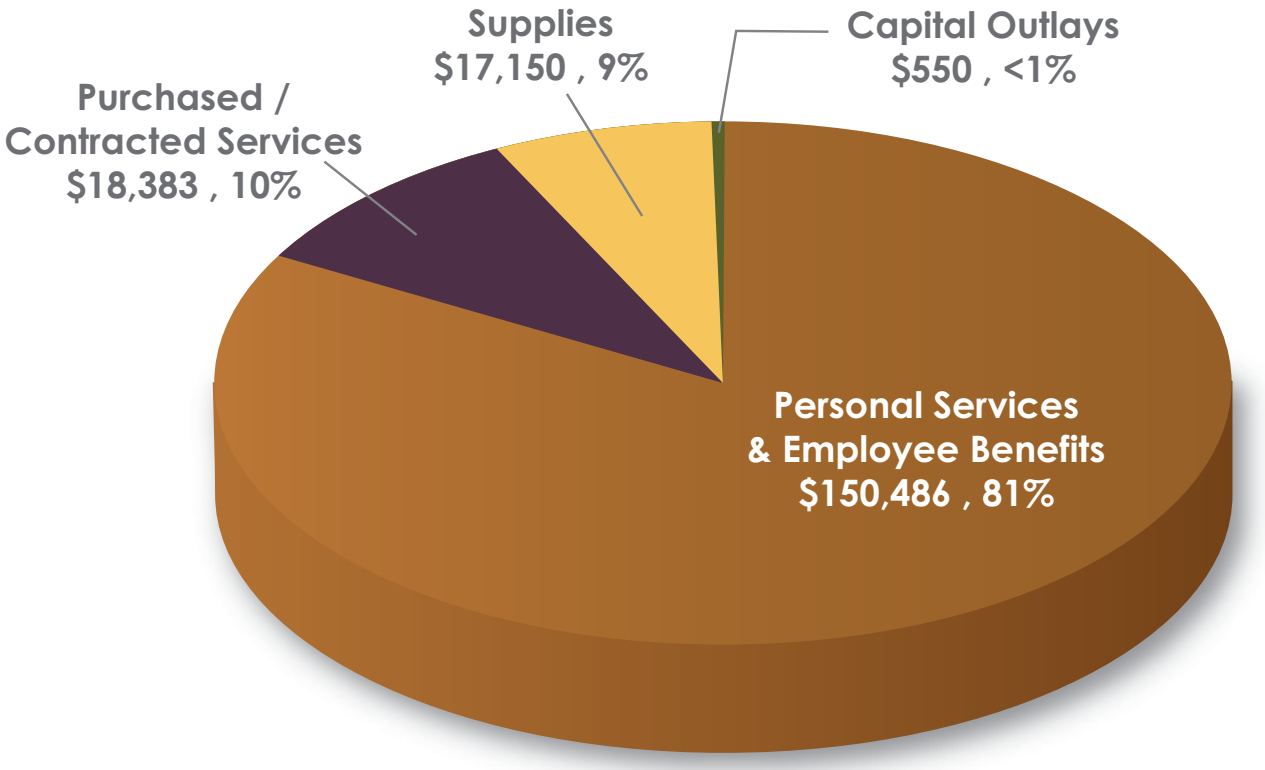
- Guide a Diversity, Equity, and Inclusion (DEI) Workgroup with representatives from City departments to foster and support a positive, inclusive workplace culture.
- Innovatively spearhead special events, prioritizing safety and effectiveness in reaching the community.
- Work with all City departments to implement innovative ways to create a "Culture of Connectedness" between residents and City officials – stressing education about departmental processes and positive interactions.
- Use technology to offer robust virtual "events" if and when conditions warrant, building community even amidst a health crisis.

Community Outreach & Engagement

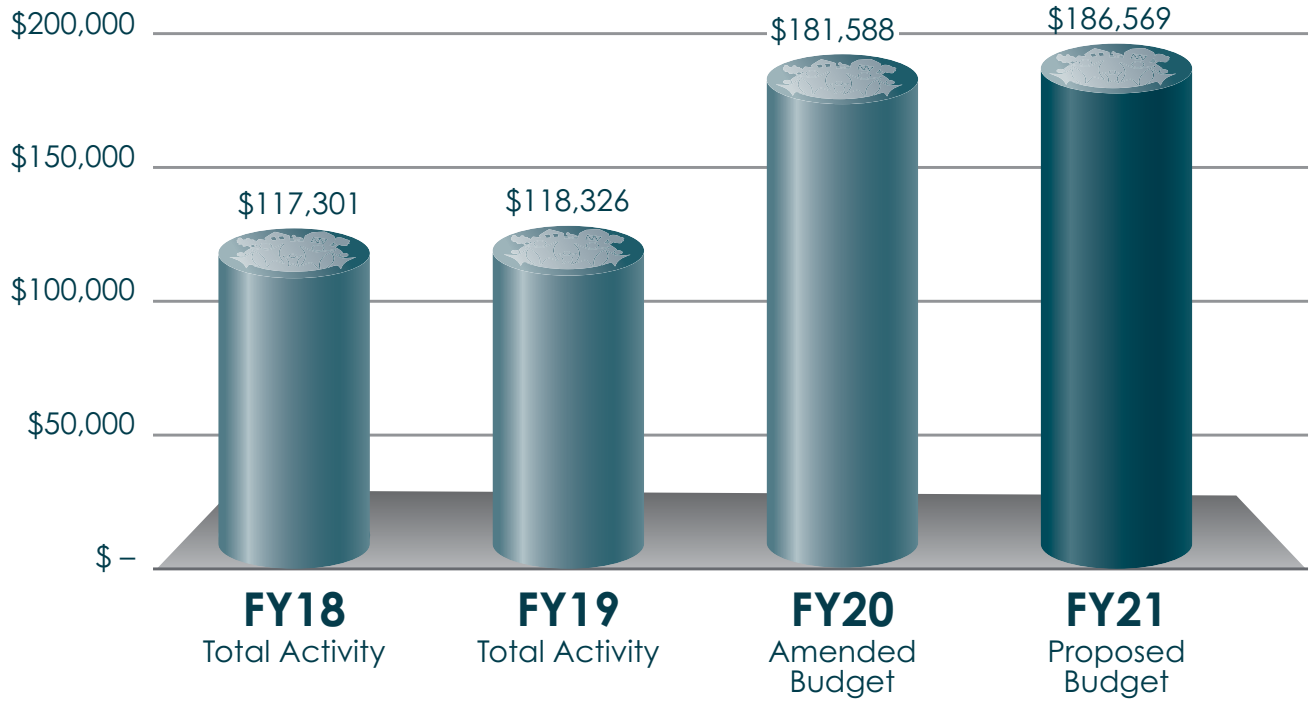
FY21 Expenditures by Fund:

General Fund	**$186,569**
Special Events Fund	**$101,178**

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Community Outreach & Engagement General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 76,700	$ 68,547	$ 114,826	$ 122,499	$ 7,673	6.7
Employee Benefits	31,319	30,470	33,601	27,987	(5,614)	(16.7)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 108,020**	**$ 99,016**	**$ 148,427**	**$ 150,486**	**$ 2,059**	**1.4**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 371	$ 800	$ 3,349	$ 3,960	$ 611	18.2
Rental Equipment & Vehicles	-	1,612	1,000	1,000	-	-
Communications	1,176	1,325	1,200	1,200	-	-
Postage	-	-	500	500	-	-
Advertising	56	113	2,213	2,663	450	20.3
Printing	69	651	2,950	2,950	-	-
Travel	26	1,389	-	300	300	-
Dues & Fees	969	1,912	1,509	2,350	841	55.7
Education & Training	47	3,943	1,595	2,500	905	56.7
Maintenance Contracts	-	-	-	960	960	-
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 2,714**	**$ 11,745**	**$ 14,316**	**$ 18,383**	**$ 4,067**	**28.4**
SUPPLIES						
General Supplies	$ 1,909	$ 1,161	$ 5,963	$ 7,150	$ 1,187	19.9
Food & Meals	622	1,901	4,063	6,000	1,937	47.7
Promotional Items	3,540	3,479	4,000	4,000	-	-
TOTAL SUPPLIES	**$ 6,072**	**$ 6,541**	**$ 14,026**	**$ 17,150**	**$ 3,124**	**22.3**
CAPITAL OUTLAYS						
Machinery & Equipment	$ 136	$ 563	$ 4,819	$ 550	$ (4,269)	(88.6)
TOTAL CAPITAL OUTLAYS	**$ 136**	**$ 563**	**$ 4,819**	**$ 550**	**$ (4,269)**	**(88.6)**
OTHER COSTS						
Payments To Others	$ 360	$ 461	$ -	$ -	$ -	-
TOTAL OTHER COSTS	**$ 360**	**$ 461**	**$ -**	**$ -**	**$ -**	**-**
TOTAL COMMUNITY OUTREACH & ENGAGEMENT	**$ 117,301**	**$ 118,326**	**$ 181,588**	**$ 186,569**	**$ 4,981**	**2.7**

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

Notable Variances Explained

• The increase in Salaries & Wages is a result of the transition of the summer interns from the City Manager Department to the Community Outreach & Engagement Department.

• The decrease in Employee Benefits is a result of the City budgeting process for benefits. An average cost per employee is allocated to each department at the beginning of the year. Actual expenses may come in higher or lower depending upon the plans selected (higher in the case of this department), and this is always trued-up across departments in the end-of-year amendment process which has led to the variance seen above.

• The decrease in Machinery & Equipment is a result of the one-time expenses related to the purchase of laptops for the part-time and seasonal employees in FY 2020.





Municipal Court

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

Municipal Judge

Court Solicitor

Court Clerk

- **Deputy Court Clerk**



Municipal Court

FY 2021 Department-wide Opportunities

The new recording technology that is being installed in the Public Safety Complex will interface with ZOOM. This will provide an opportunity to offer Virtual arraignments and trials. We will also explore the possibility of virtual warrant applications. This will allow the Police to contact the Judge without having to travel to his location for a signature. The Alpharetta jail closed due to COVID-19 in March. Once it has reopened, I would like to research the ability to create a rotating on-call list for available judges to hold bond hearings. This will reduce the amount of times an individual judge will need to respond to the jail.

FY 2021 Department-wide Challenges

The ongoing Pandemic and Judicial orders from the Chief Justice will mandate our ability to hold court sessions in person. We will continue to offer the option to appear in court, but will seek out opportunities to transition to a virtual court wherever possible.
FY 2020 Department Accomplishments

- Completion of the Public Safety Complex
- Fully transitioned to ECourt software
- Continued to operate virtually during the statewide closures due to the pandemic
- Created a virtual pretrial program for defendants that qualify based on their driving histories and severity of the moving violation.

FY 2021 Department Goals

Our Goal for FY 2021 is to complete the transition to a paperless court. This will require all citations to be imported electronically from the Police server.

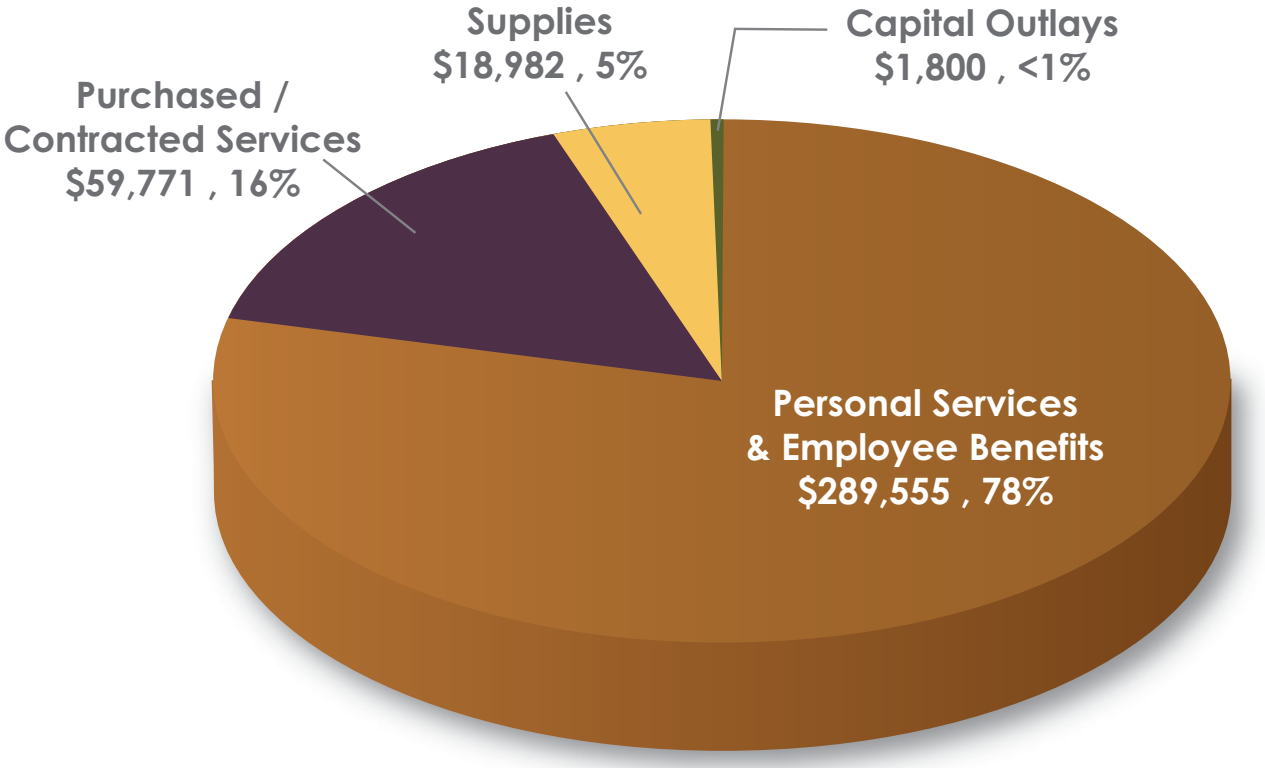




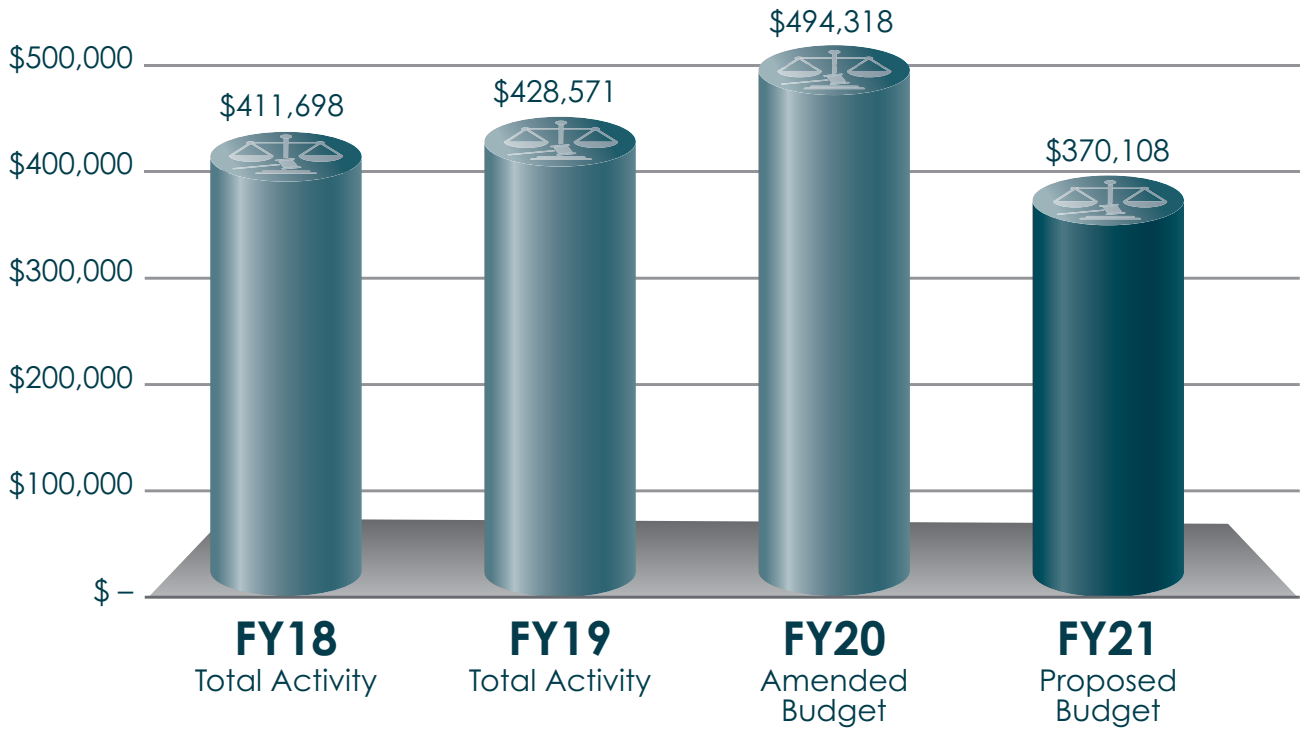
Municipal Court

FY21 Expenditures by Fund: **General Fund $370,108**

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Municipal Court General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 213,731	$ 220,955	$ 234,568	$ 233,327	$ (1,241)	(0.5)
Employee Benefits	50,444	60,718	67,956	56,228	(11,728)	(17.3)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 264,174**	**$ 281,673**	**$ 302,524**	**$ 289,555**	**$ (12,969)**	**(4.3)**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 20,718	$ 21,829	$ 15,484	$ 21,850	$ 6,366	41.1
Cleaning Services	-	-	1,100	10,320	9,220	838.2
Facility Repair & Maintenance	750	-	-	-	-	-
Grounds Repair & Maintenance	-	-	900	6,276	5,376	597.3
Rental Land & Buildings	116,553	110,679	125,206	-	(125,206)	(100.0)
Communications	720	720	600	2,280	1,680	280.0
Postage	555	498	2,000	1,500	(500)	(25.0)
Printing	449	1,025	1,600	750	(850)	(53.1)
Travel	1,637	4,806	4,800	4,100	(700)	(14.6)
Dues & Fees	130	480	300	300	-	-
Education & Training	725	2,284	1,475	1,325	(150)	(10.2)
Maintenance Contracts	850	850	1,520	11,070	9,550	628.3
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 143,087**	**$ 143,170**	**$ 154,985**	**$ 59,771**	**$ (95,214)**	**(61.4)**
SUPPLIES						
General Supplies	$ 1,257	$ 1,210	$ 5,200	$ 7,000	$ 1,800	34.6
Utilities	-	-	2,585	11,832	9,247	357.7
Books & Periodicals	-	-	150	150	-	-
Uniforms	-	-	-	-	-	-
TOTAL SUPPLIES	**$ 1,257**	**$ 1,210**	**$ 7,935**	**$ 18,982**	**$ 11,047**	**139.2**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ -	$ -	$ 14,463	$ 1,000	$ (13,463)	(93.1)
Machinery & Equipment	3,180	2,519	14,411	800	(13,611)	(94.4)
TOTAL CAPITAL OUTLAYS	**$ 3,180**	**$ 2,519**	**$ 28,874**	**$ 1,800**	**$ (27,074)**	**(93.8)**
TOTAL MUNICIPAL COURT	**$ 411,698**	**$ 428,571**	**$ 494,318**	**$ 370,108**	**$ (124,210)**	**(25.1)**

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

Notable Variances Explained

• The slight decrease in Salaries & Wages is related to the reduced rate related to the job-share position between the Police Department and Municipal Court.

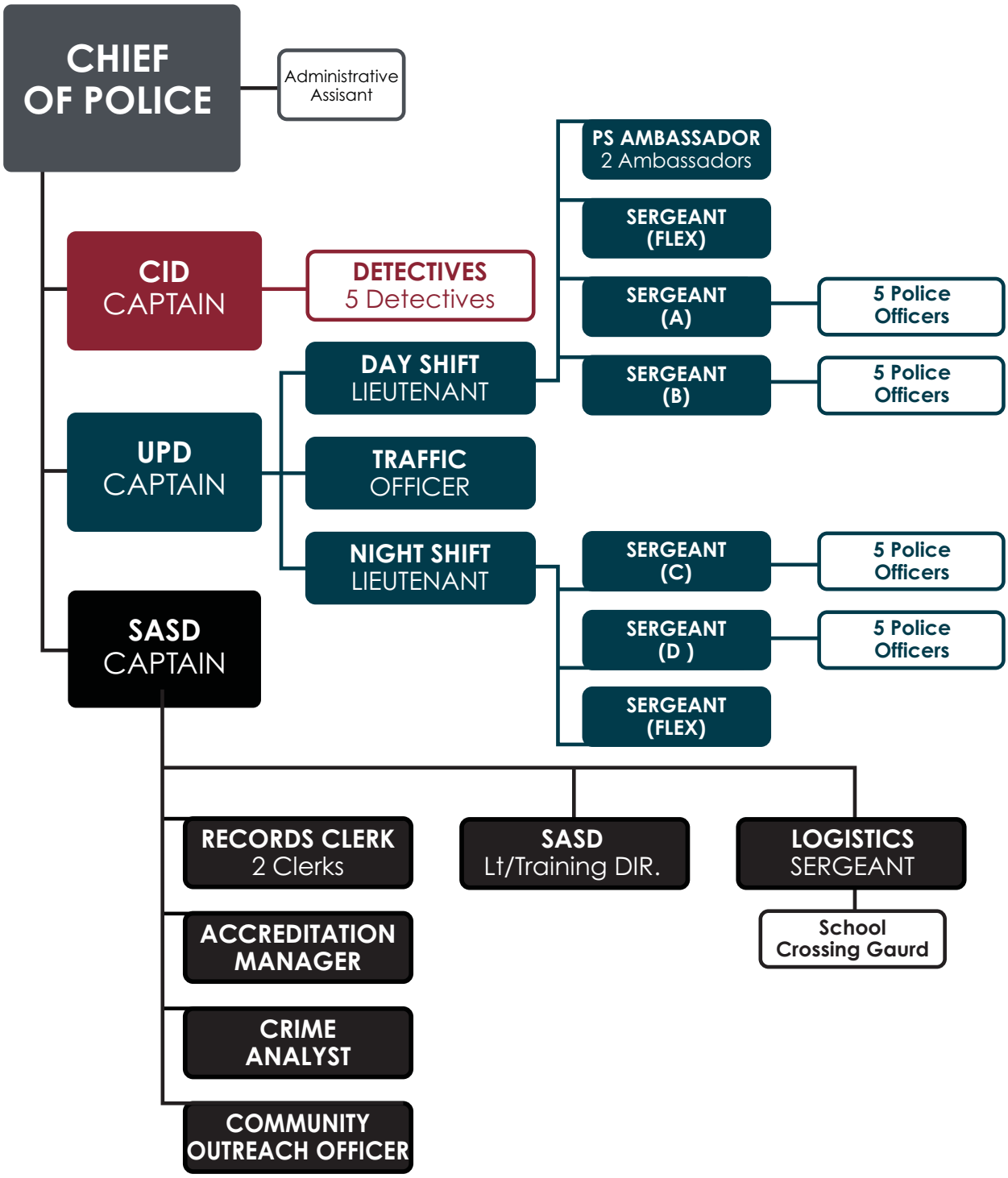
• The decrease in Employee Benefits is a result of the City budgeting process for benefits as well as the anticipated decrease in benefit expenses for FY 2021 overall. An average cost per employee is allocated to each department at the beginning of the year. Actual expenses may come in higher or lower depending upon the plans selected (higher in the case of this department), and this is always trued-up across departments in the end-of-year amendment process which has led to the variance seen above.

• The decrease in Rental Land & Buildings is due to the end of the lease on Deerfield Parkway as the Municipal Court relocates to the new Public Safety Complex on Highway 9. Decreases seen across other categories including Furnitures & Fixtures and Machinery & Equipment are also related to one-time purchases made to outfit the new building in FY 2020.

• Increases seen in Cleaning Services and Utilities correspond to a full year of expenses at the new Public Safety Conference.

Police

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



Police

FY 2021 Department-wide Opportunities

- The police department's greatest asset is our people. Investing in our employees and continuing to develop strong bonds within our community are two key opportunities. To that end, we will continue to strengthen recruiting, training and career development options for both our officers and our non-sworn employees. We will also be able to augment our community engagement with the completion of our new Public Safety Complex which will provide greatly enhanced meeting space and technology.

FY 2021 Department-wide Challenges

Our Fiscal Year 2021 goal is to continue to maintain a consistent low crime and victimization rate while providing the highest level of service to our community; to provide the highest overall workforce satisfaction and continue to build community engagement, trust, and collaboration.

FY 2020 Department Accomplishments

- Completed a rebranding of the department with new badges, new patches and vehicle graphics
- Created an Unmanned Aerial team and procured two drones for deployment for use in search and rescue calls.
- Completed the implementation of upgraded in-car camera systems and body worn cameras for all Uniformed Patrol Officers
- Finished construction of a new and modern building to provide greater accessibility to the public and improved technology and infrastructure to the department
- Enhanced community engagement through social media platforms and increased interaction with residents through community education and training programs

FY 2021 Department Goals

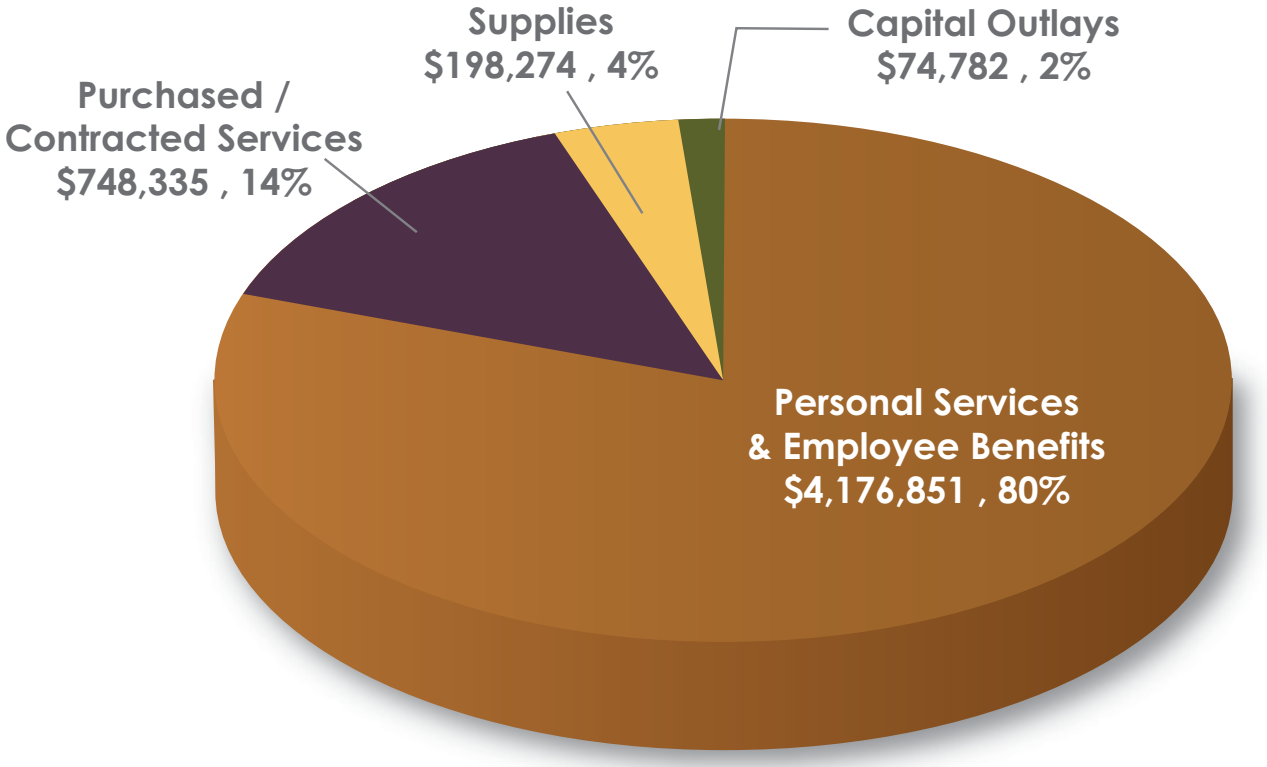
- To continue to reduce the number of crimes and traffic accidents throughout Milton and continue to keep Milton one of Georgia's safest cities.
- Decrease response times to high priority calls for service to provide continued exceptional service to Milton's residents.
- Enhance community engagement by effectively utilizing the improved Police Department facilities and its associated space and technology improvements.
- Grow our social media footprint and engagement via leveraging technological potential to be more accessible and informative to residents.
- Learn more about the expectations of our community through the implementation of a Chief's Advisory Board
- Continue to expand and develop recruiting efforts through available opportunities and innovations, attracting the best qualified candidates to work within the department.

Police

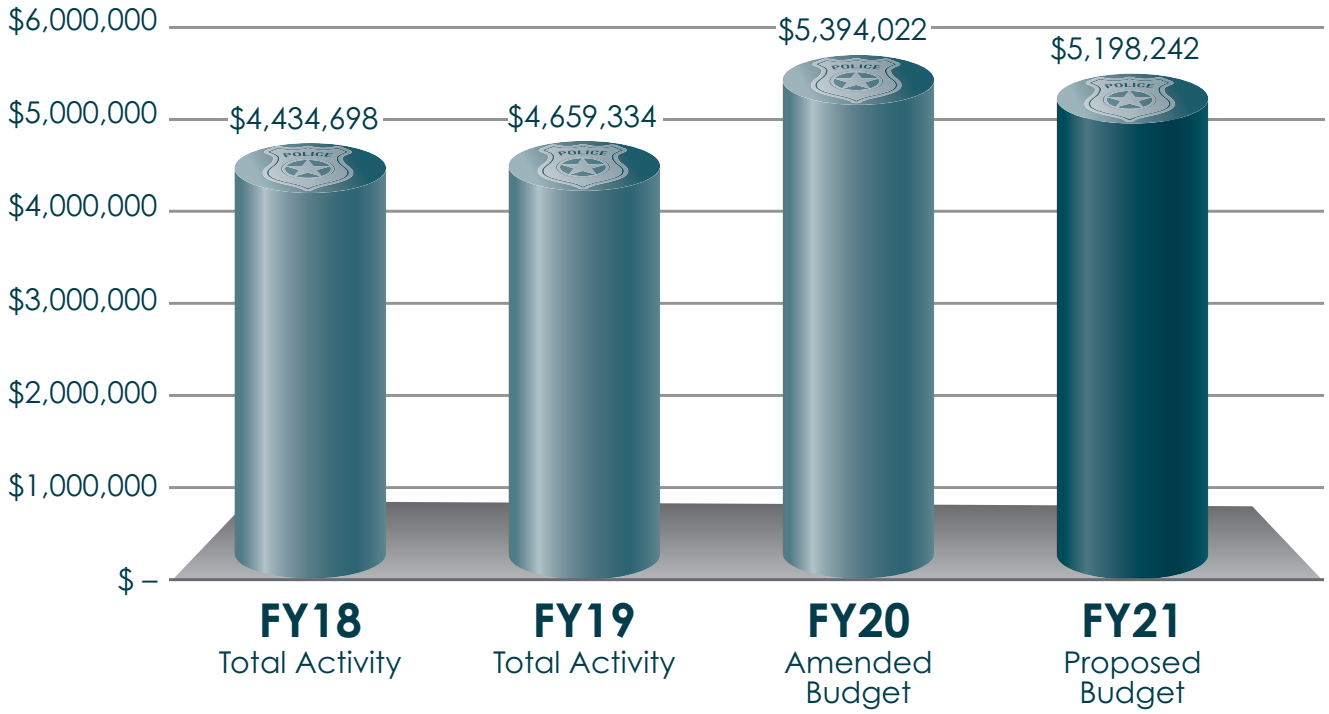
FY21 Expenditures by Fund:

General Fund	$5,198,242
E-911 Fund	$1,000,000
Capital Projects Fund	$190,164

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Police General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 2,473,279	$ 2,574,254	$ 2,792,611	$ 2,920,698	$ 128,087	4.6
Employee Benefits	1,009,182	1,013,776	1,145,837	1,256,153	110,316	9.6
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 3,482,462**	**$ 3,588,030**	**$ 3,938,448**	**$ 4,176,851**	**$ 238,403**	**6.1**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 40,571	$ 36,409	$ 33,475	$ 47,211	$ 13,736	41.0
Cleaning Services	-	-	1,100	12,480	11,380	1,034.5
Equipment Repair & Maintenance	2,286	4,516	2,000	3,660	1,660	83.0
Facility Repair & Maintenance	1,048	118	400	-	(400)	(100.0)
Vehicle Repair & Maintenance	93,767	76,189	100,000	80,022	(19,978)	(20.0)
Grounds Repair & Maintenance	-	-	900	6,276	5,376	597.3
Rental Land & Buildings	116,847	110,679	125,206	-	(125,206)	(100.0)
Communications	32,026	31,772	122,056	82,344	(39,712)	(32.5)
Postage	1,007	1,723	1,800	996	(804)	(44.7)
Advertising	68	-	-	-	-	-
Printing	3,332	3,493	12,500	4,275	(8,225)	(65.8)
Travel	18,858	17,373	14,400	26,675	12,275	85.2
Dues & Fees	16,393	20,230	25,785	25,820	35	0.1
Education & Training	28,343	22,394	15,188	33,530	18,342	120.8
Contract Labor	-	-	-	-	-	-
Maintenance Contracts	361,443	366,974	455,931	425,046	(30,885)	(6.8)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 715,989**	**$ 691,871**	**$ 910,741**	**$ 748,335**	**$ (162,406)**	**(17.8)**
SUPPLIES						
General Supplies	$ 28,823	$ 28,729	$ 66,850	$ 43,261	$ (23,589)	(35.3)
Utilities	-	-	2,585	12,408	9,823	380.0
Gasoline/Diesel	109,184	108,220	80,000	95,000	15,000	18.8
Food & Meals	1,599	2,203	2,700	2,950	250	9.3
Books & Periodicals	1,024	1,326	1,500	1,820	320	21.3
Uniforms	33,565	36,796	69,459	42,835	(26,624)	(38.3)
TOTAL SUPPLIES	**$ 174,195**	**$ 177,274**	**$ 223,094**	**$ 198,274**	**$ (24,820)**	**(11.1)**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ 724	$ 516	$ 87,254	$ 2,500	$ (84,754)	(97.1)
Machinery & Equipment	61,328	201,278	234,485	72,282	(162,203)	(69.2)
TOTAL CAPITAL OUTLAYS	**$ 62,052**	**$ 201,794**	**$ 321,739**	**$ 74,782**	**$ (246,957)**	**(76.8)**
OTHER COSTS						
Payments To Others	$ -	$ 364	$ -	$ -	$ -	-
TOTAL OTHER COSTS	**$ -**	**$ 364**	**$ -**	**$ -**	**$ -**	**-**
TOTAL POLICE	**$ 4,434,698**	**$ 4,659,334**	**$ 5,394,022**	**$ 5,198,242**	**$ (195,780)**	**(3.6)**

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

Notable Variances Explained

• In FY 2020 Police had salary and benefit savings from vacancies which were utilized to offset other operating expenses including a transfer out to the Capital Projects Fund which has resulted in the variances seen above. New hires being brought in at starting wages are also having an impact on the minimal variance that would have been seen without this release of funds.

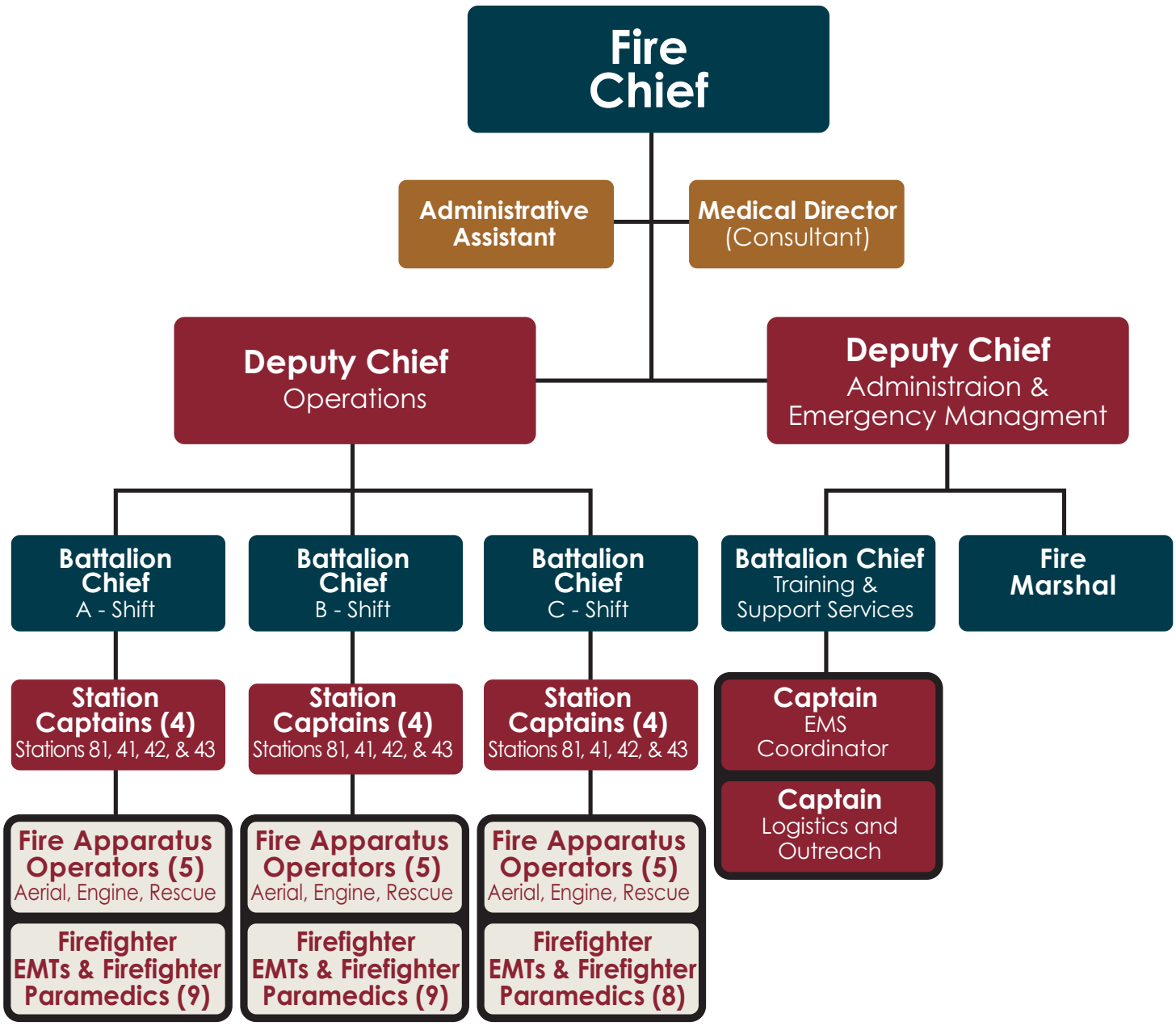
• The decrease in Rental Land & Buildings is due to the end of the lease on Deerfield Parkway as the Police Department relocates to the new Public Safety Complex on Highway 9. Decreases seen across other categories including General Supplies, Furnitures & Fixtures and Machinery & Equipment are also related to one-time purchases made to outfit the new building in FY 2020.

• The decrease the Maintenance Contracts category is primarily being driven by the decision to bring property and evidence processing/handling in-house. This change will end the current IGA with the City of Alpharetta.

• The increase in Gasoline is directly related to COVID-19 and the cancellation of training related travel in FY 2020.

Fire

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



Fire

FY 2021 Department-wide Opportunities

- New fire station opening (Station #44, 13690 Hwy 9), improved service delivery to the Highway 9/Deerfield area of the City.
- New rescue unit and mini-pumper both planned for increased service levels and efficiency.
- Design, construction and reopening of Fire Station #42.
- Replace self-contained breathing apparatus (SCBA) used by firefighters.
- Expand the training room and storage area at Fire Station #43.
- Post Covid-19 resume our community outreach, community risk reduction programs and our support of MDA.

FY 2021 Department-wide Challenges

- Ongoing pandemic monitoring and concerns.
- Recovery from COVID-19 Pandemic, including PPE issues and staffing concerns.
- On the Emergency Management (EM) side, tracking of different grant funds for COVID, reporting compliance, getting the EM program project back on track post-pandemic.
- Relocation of staff and equipment with the design and rebuilding of Fire Station #42.

FY 2020 Department Accomplishments

- The design, construction and grand opening of Fire Station #44.
- Replaced two 2007 fire engines with two 2020 Pierce Enforcer engines, expanding firefighter safety and the cancer initiative.
- Managed the City's logistics for COVID-19 in addition to normal fire department responsibilities.
- Insurance Services Office (ISO) review.
- Awarded a grant from the Assistance to Firefighters Grant (AFG) program in the amount of $98,000 for exhaust extractors for Fire Stations #41 and #43.

FY 2021 Department Goals

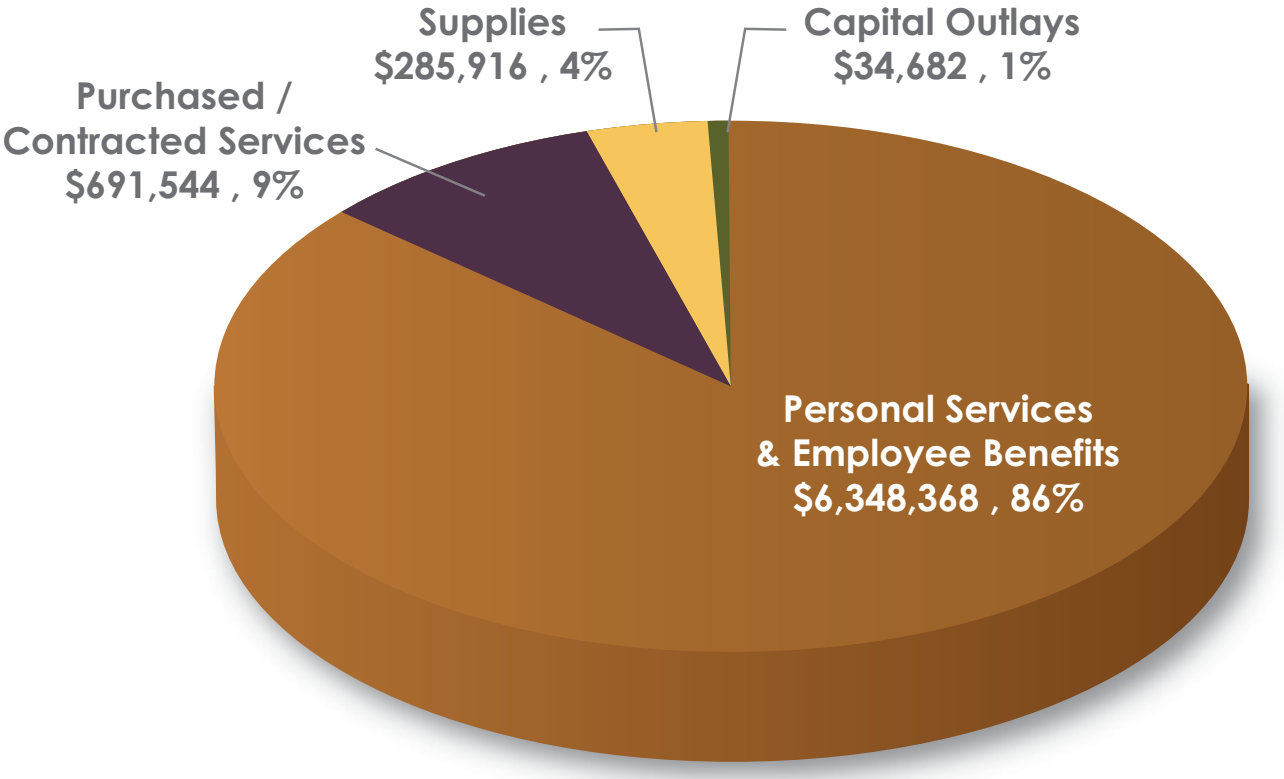
- Design, construction, and reopening of Fire Station #42 (15240 Thompson Rd).
- Receive SAFER Grant funds for personnel to staff Fire Station #44.
- Reduce our ISO rating from a Class 2 to a Class 1.
- Redeploy the fleet and expand coverage in Hwy 9 area.
- Successfully recover from COVID-19 pandemic.
- Installation of exhaust extractors in Fire Stations #41 and #43, firefighter health and safety.
- Installation of a new station alerting system in Fire Stations #41 and #43, reduce response times and improve turn-out time to emergency calls for service, while reducing firefighter stress.

Fire

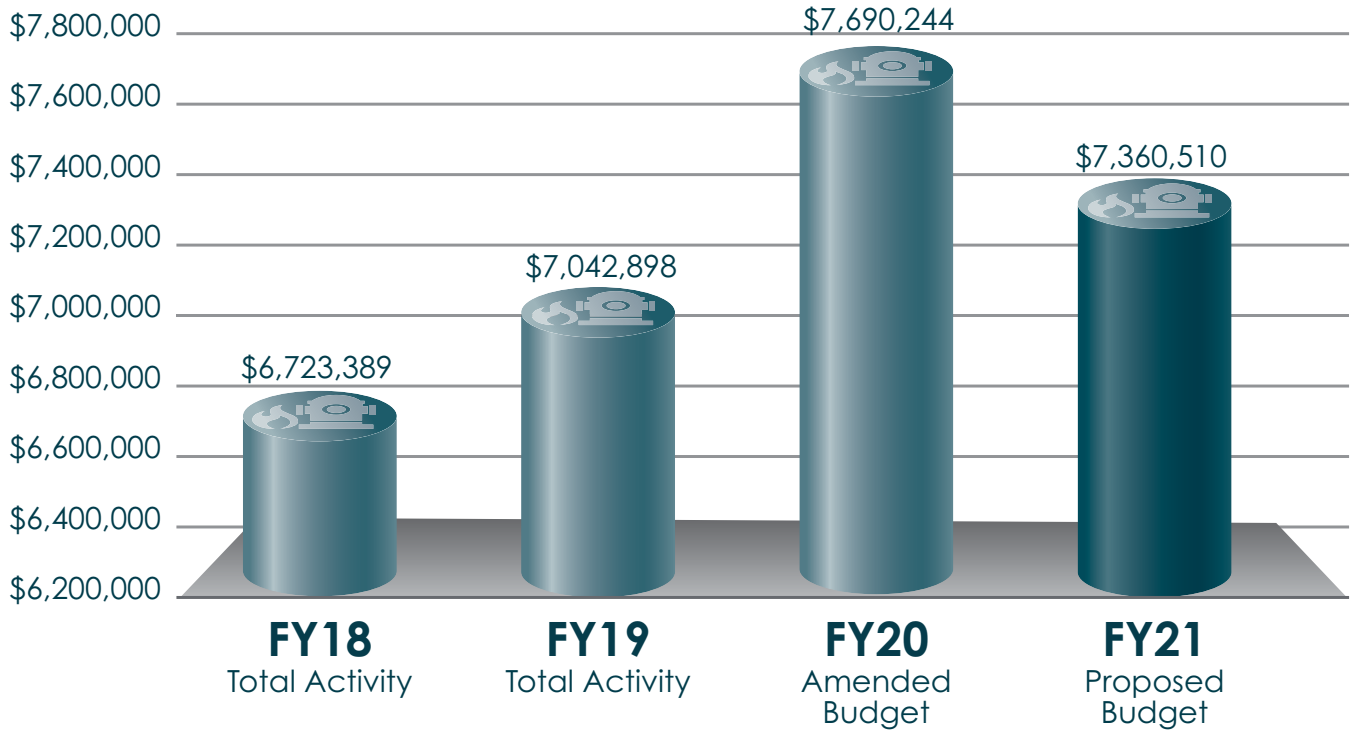
FY21 Expenditures by Fund:

General Fund	$7,360,510
M&O Initiatives	$93,898
Capital Projects Fund	$546,560
Impact Fees Fund	$72,500

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Fire General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 4,060,343	$ 4,183,593	$ 4,458,607	$ 4,565,650	$ 107,043	2.4
Employee Benefits	1,594,820	1,696,095	1,810,196	1,782,718	(27,478)	(1.5)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 5,655,163**	**$ 5,879,688**	**$ 6,268,803**	**$ 6,348,368**	**$ 79,565**	**1.3**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 44,148	$ 49,278	$ 60,810	$ 64,364	$ 3,554	5.8
Cleaning Services	12,058	14,124	20,000	22,320	2,320	11.6
Equipment Repair & Maintenance	107,936	207,451	200,243	209,716	9,473	4.7
Facility Repair & Maintenance	6,140	-	800	13,800	13,000	1,625.0
Grounds Repair & Maintenance	24,249	18,291	21,688	26,600	4,912	22.6
Rental Land & Buildings	3,316	2,105	3,000	2,000	(1,000)	(33.3)
Rental Equipment & Vehicles	-	-	-	-	-	-
Communications	19,184	16,897	92,656	86,570	(6,086)	(6.6)
Postage	171	739	500	500	-	-
Advertising	-	-	-	720	720	-
Printing	279	429	900	900	-	-
Travel	13,964	1,949	8,335	14,612	6,277	75.3
Dues & Fees	8,715	10,053	9,819	13,492	3,673	37.4
Education & Training	10,866	5,853	4,604	5,800	1,196	26.0
Contract Labor	-	-	-	-	-	-
Maintenance Contracts	123,442	140,442	170,883	230,150	59,267	34.7
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 374,467**	**$ 467,611**	**$ 594,238**	**$ 691,544**	**$ 97,306**	**16.4**
SUPPLIES						
General Supplies	$ 38,349	$ 50,279	$ 102,907	$ 80,745	$ (22,162)	(21.5)
Utilities	51,312	52,879	58,068	68,766	10,698	18.4
Gasoline/Diesel	47,940	47,392	50,400	48,000	(2,400)	(4.8)
Food & Meals	683	282	996	996	-	-
Books & Periodicals	4,186	1,372	2,330	1,370	(960)	(41.2)
Uniforms	111,293	96,267	140,805	86,039	(54,766)	(38.9)
TOTAL SUPPLIES	**$ 253,763**	**$ 248,471**	**$ 355,506**	**$ 285,916**	**$ (69,590)**	**(19.6)**
CAPITAL OUTLAYS						
Property	$ -	$ -	$ 693	$ -	$ (693)	(100.0)
Machinery & Equipment	77,496	81,010	78,961	31,282	(47,679)	(60.4)
Furniture & Fixtures	887	5,215	31,647	3,400	(28,247)	(89.3)
TOTAL CAPITAL OUTLAYS	**$ 78,383**	**$ 86,225**	**$ 111,301**	**$ 34,682**	**$ (76,619)**	**(68.8)**
DEBT SERVICE						
Station 43 Capital Lease Principal	$ 320,010	$ 335,394	$ 351,760	$ -	$ (351,760)	(100.0)
Station 43 Capital Lease Interest	41,603	25,509	8,636	-	(8,636)	(100.0)
TOTAL DEBT SERVICE	**$ 361,613**	**$ 360,903**	**$ 360,396**	**$ -**	**$ (360,396)**	**(100.0)**
TOTAL FIRE	**$ 6,723,389**	**$ 7,042,898**	**$ 7,690,244**	**$ 7,360,510**	**$ (329,734)**	**(4.3)**

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

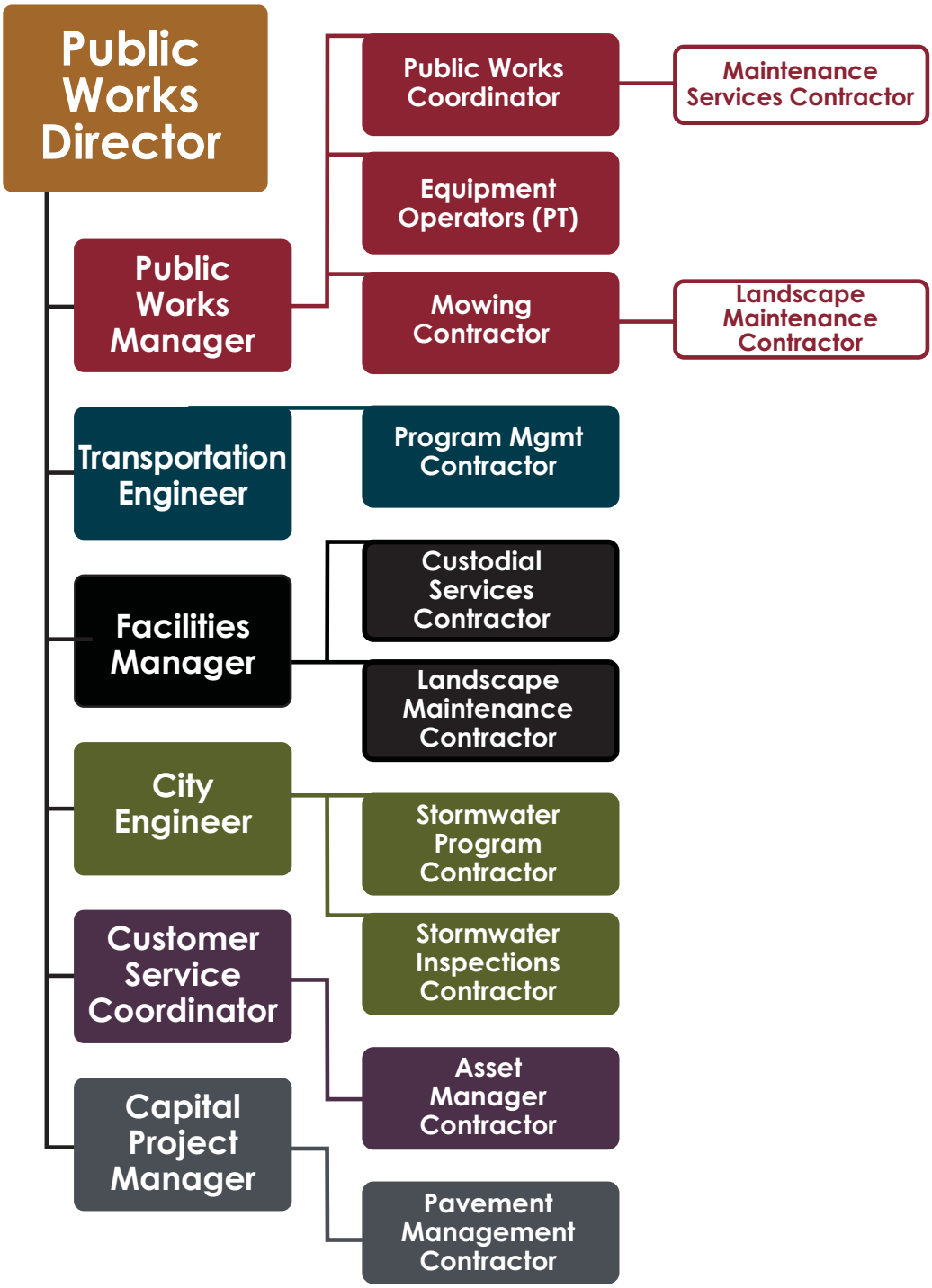
Notable Variances Explained

- In FY 2020 Fire had Salaries & Wages savings from vacancies which were utilized to offset an operating transfer out to the Capital Projects Fund which has resulted in the variances seen above.
- The decrease in Employee Benefits is a result of the anticipated reduction in benefit expenses citywide for FY 2021.
- The variance in Maintenance Contracts is a related to the agreement for the new alerting system that was installed in all Fire Stations citywide.
- The decrease in the Uniforms category is being driven by the reduced request for turnout gear in FY 2021.
- Decreases seen across other categories including General Supplies, Furnitures & Fixtures and Machinery & Equipment are related to one-time purchases made to outfit Station 44 located on Highway 9 at the new Public Safety Complex in FY 2020.
- The large variance seen in the Debt Service categories are a result of the final payments due to Fulton County for Fire Station 43 being made in FY 2020.

Public Works



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



Public Works

FY 2021 Department-wide Opportunities

- For the coming fiscal year, Public Works has the opportunity to improve maintenance services by:
  - Replacing current contractor for the roadway Maintenance and Operation Services.
  - Street sweeping services on State Routes, collector roads and medians where curb and gutter exists.
  - Trash and debris removal service during non-mowing season in the right of way.
- Also, the department anticipates the continuation of an aggressive pavement management program by initiating a second round of a road reconstruction and resurfacing project.

FY 2021 Department-wide Challenges

- Availability of oversight during an active construction program and the management of traffic during construction of those projects.
- Submittal of the Annual Stormwater report using in-house staff.
- Adapting staff to new plan review processes and software updates.
- Incorporating new roundabout maintenance.

FY 2020 Department Accomplishments

- Completed construction of the Heritage Walk extension, Mayfield roundabout at Charlotte Drive including extending sidewalk that connects Crabapple to the City of Alpharetta.
- Various stormwater structure repairs citywide.
- Installed new zinc battery backups at five signalized intersections.
- Completed sidewalk, curb and gutter and ADA ramp repairs in the Belleterre, Bethany Creek and Brookshade subdivisions.
- Developed a 5-year capital pavement management program.
- Improved ride quality and structural durability of the gravel roads.

FY 2021 Department Goals

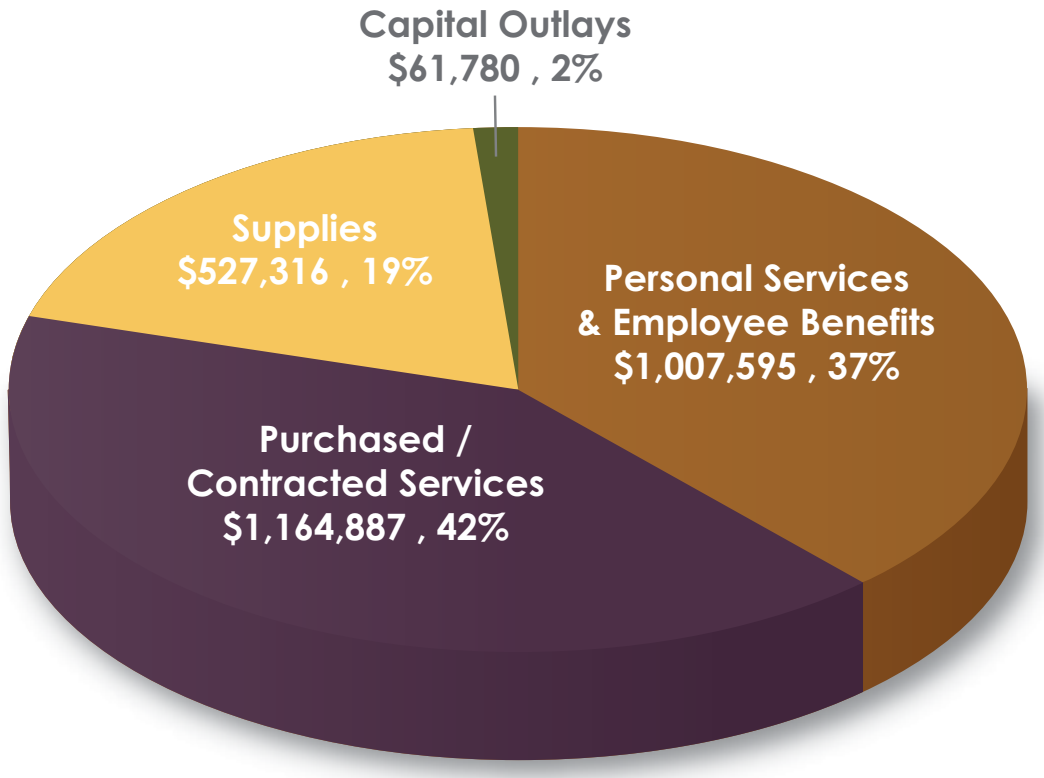
- Construction of the Hopewell Road @ Thompson Road roundabout.
- Construction of the Hopewell Road @ Hamby Road roundabout.
- Pavement reconstruction and resurfacing program for several roads around Milton including New Providence Road and Hopewell Road.
- Construction of the Cogburn Road sidewalk extension.
- Installation of the Emergency Vehicle Hybrid Beacon on SR 9 for the Milton Safety Complex.
- Repair of the Saddlesprings Road box culvert.
- Improve the process for issuing a Right-of-way Encroachment permits.
- Various stormwater structure repairs citywide.
- Submittal of a successful the annual MS4 (stormwater) report to Georgia EPD.
- Bid Hopewell at Bethany Road/Bethany Bend intersection improvements.

Public Works

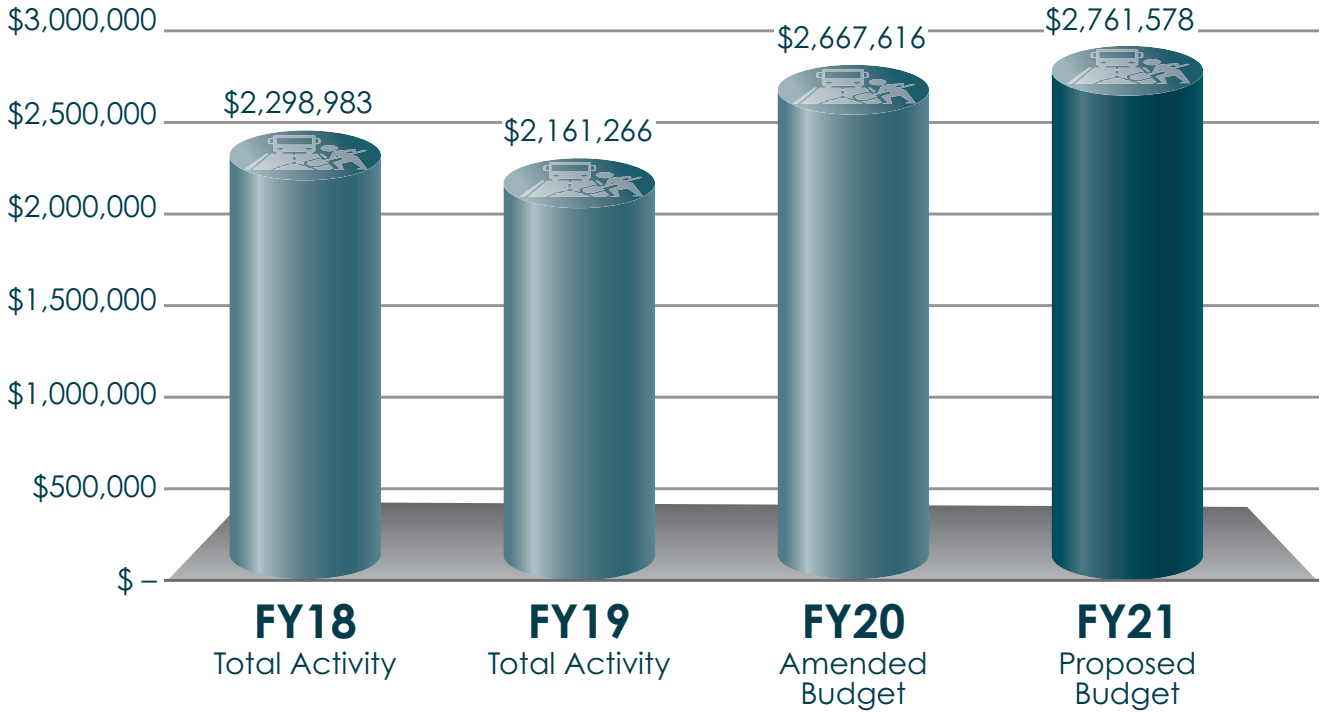
FY21 Expenditures by Fund:

General Fund	$2,761,578
M&O Initiatives	$27,000
Capital Projects Fund	$3,116,372
TSPLOST Fund	$6,508,140
Capital Grant Fund	$440,000
Impact Fees Fund	$110,000
Capital Initiatives	$238,000

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Public Works General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 680,974	$ 573,526	$ 695,712	$ 745,013	$ 49,301	7.1
Employee Benefits	282,276	246,393	271,535	262,582	(8,953)	(3.3)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 963,249**	**$ 819,919**	**$ 967,247**	**$ 1,007,595**	**$ 40,348**	**4.2**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 295,642	$ 223,705	$ 191,921	$ 117,400	$ (74,521)	(38.8)
Cleaning Services	4,661	5,739	15,725	22,225	6,500	41.3
Equipment Repair & Maintenance	6,962	1,971	7,950	7,950	-	-
Facility Repair & Maintenance	-	900	-	-	-	-
Vehicle Repair & Maintenance	11,141	8,786	9,920	7,420	(2,500)	(25.2)
Rental Equipment & Vehicles	1,080	928	1,800	1,800	-	-
Communications	5,344	7,740	5,488	5,904	416	7.6
Postage	-	33	50	50	-	-
Advertising	56	-	50	2,210	2,160	4,320.0
Other Purchased Services	5,072	1,382	13,960	12,500	(1,460)	(10.5)
Printing	230	142	100	100	-	-
Travel	3,942	2,882	6,933	6,010	(923)	(13.3)
Dues & Fees	765	1,287	2,673	2,821	148	5.5
Education & Training	2,248	1,480	7,326	5,920	(1,406)	(19.2)
Contract Labor	466,397	557,903	841,784	954,795	113,011	13.4
Maintenance Contracts	53,522	32,428	19,151	17,782	(1,369)	(7.1)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 857,061**	**$ 847,306**	**$ 1,124,831**	**$ 1,164,887**	**$ 40,056**	**3.6**
SUPPLIES						
General Supplies	$ 31,246	$ 25,255	$ 66,100	$ 70,600	$ 4,500	6.8
Utilities	403,492	419,568	419,800	441,800	22,000	5.2
Gasoline/Diesel	12,752	10,688	12,116	12,116	-	-
Food & Meals	486	369	600	400	(200)	(33.3)
Uniforms	750	310	2,312	2,400	88	3.8
TOTAL SUPPLIES	**$ 448,727**	**$ 456,189**	**$ 500,928**	**$ 527,316**	**$ 26,388**	**5.3**
CAPITAL OUTLAYS						
Properties/Sites	$ -	$ -	$ 1,242	$ -	$ (1,242)	(100.0)
Machinery & Equipment	29,946	37,851	73,368	61,780	(11,588)	(15.8)
TOTAL CAPITAL OUTLAYS	**$ 29,946**	**$ 37,851**	**$ 74,610**	**$ 61,780**	**$ (12,830)**	**(17.2)**
TOTAL PUBLIC WORKS	**$ 2,298,983**	**$ 2,161,266**	**$ 2,667,616**	**$ 2,761,578**	**$ 93,962**	**3.5**

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

Notable Variances Explained

- The decrease in Professional Services is being driven by the reduced scope of work related to MS4/NPDES compliance. Most of these responsibilities can now be handled in-house by the City Engineer. Some of these savings have been offset by COVID-19 related delays to the citywide traffic counts/speed study that have resulted in the need to move a portion of this funding to FY 2021.
- The increase in the Contract Labor category is related to anticipated rate increases as the City re-bids the right of way maintenance contract.
- The variance in the Utilities category is related to new service points including new subdivisions, City roads and roundabouts.
- The reduction seen in the Machinery & Equipment category is related to the decrease to the sign materials line item.

Parks & Recreation (Active)

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

Parks & Recreation Manager

Program Manager

Parks & Recreation Specialist

Camp Manager Joyful Soles (Seasonal)

Camp Joyful Soles Staff
(Supervisor, Medical Aide, 9 Counselors) (Seasonal)





Parks & Recreation (Active)

FY 2021 Department-wide Opportunities

- Leverage additional local schools, churches and private facilities for additional gymnasium & athletic field space.
- Reconfiguration of existing athletic fields to accommodate diverse programming.
- Explore mutually beneficial relationships with surrounding municipalities.

FY 2021 Department-wide Challenges

- Growing programs back to healthy numbers during/post COVID-19.
- Budgeting for expected revenues in FY2021 during the COVID-19 pandemic.

FY 2020 Department Accomplishments

- Creation of a partnership with Mill Springs Academy to provide a home for Camp Joyful Soles and gymnasium space for the youth basketball program.
- Acquisition of the Cox Road Athletic Complex. The complex has three fields for lacrosse, soccer or football. They are also a rental opportunity for the city. Most importantly, the fields are already lit.
- The transformation of the Milton Pool, including a new pool deck, lighting detection system and pool furniture.
- Formation of an adult soccer program to expand the recreational adult offerings within the City.

FY 2021 Department Goals

- Per the 2027 Master Plan, expand the capacity of diamond shaped athletic fields and gymnasium space.
- Find a payment portal that will fully integrate with the City's recreation software to better the customer experience and eliminate internal staff challenges.
- Retrofit all parks to become "smart facilities" to save energy, and secure specific spaces within the parks.
- Move to paperless registration for field rentals to enhance the user experience for our citizens.
- Increase program participation within the Fine Arts.
- Continued improvements to the Milton Pool, including an ADA chair lift and a new awning.



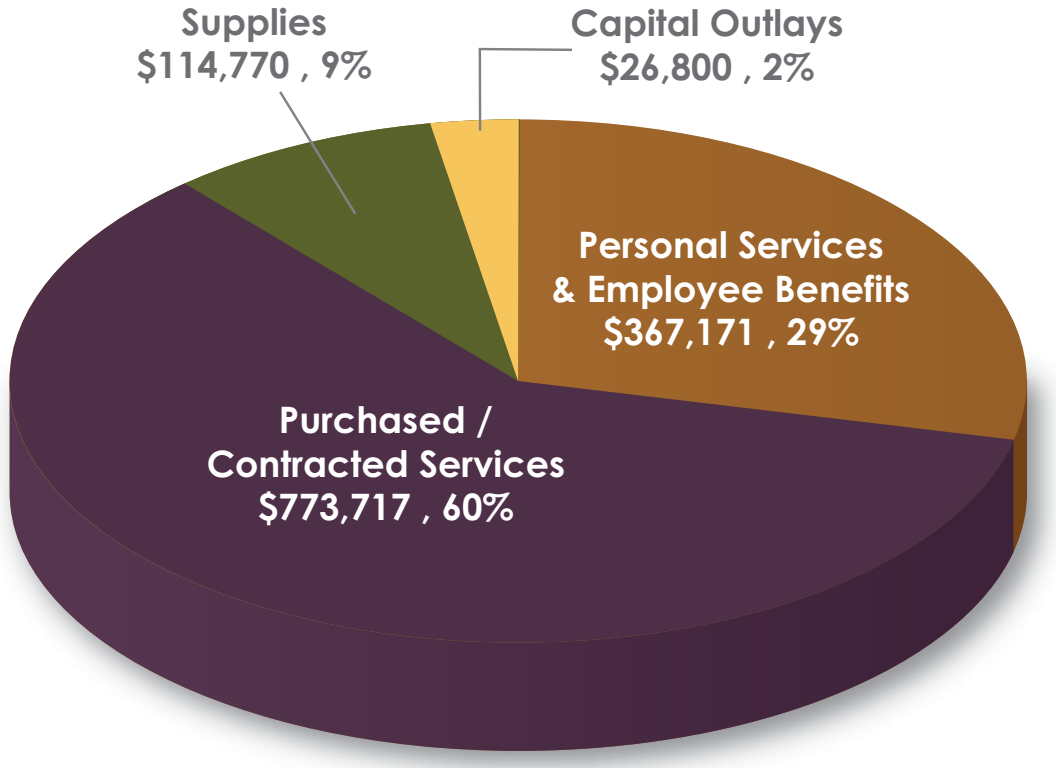


Parks & Recreation (Active)

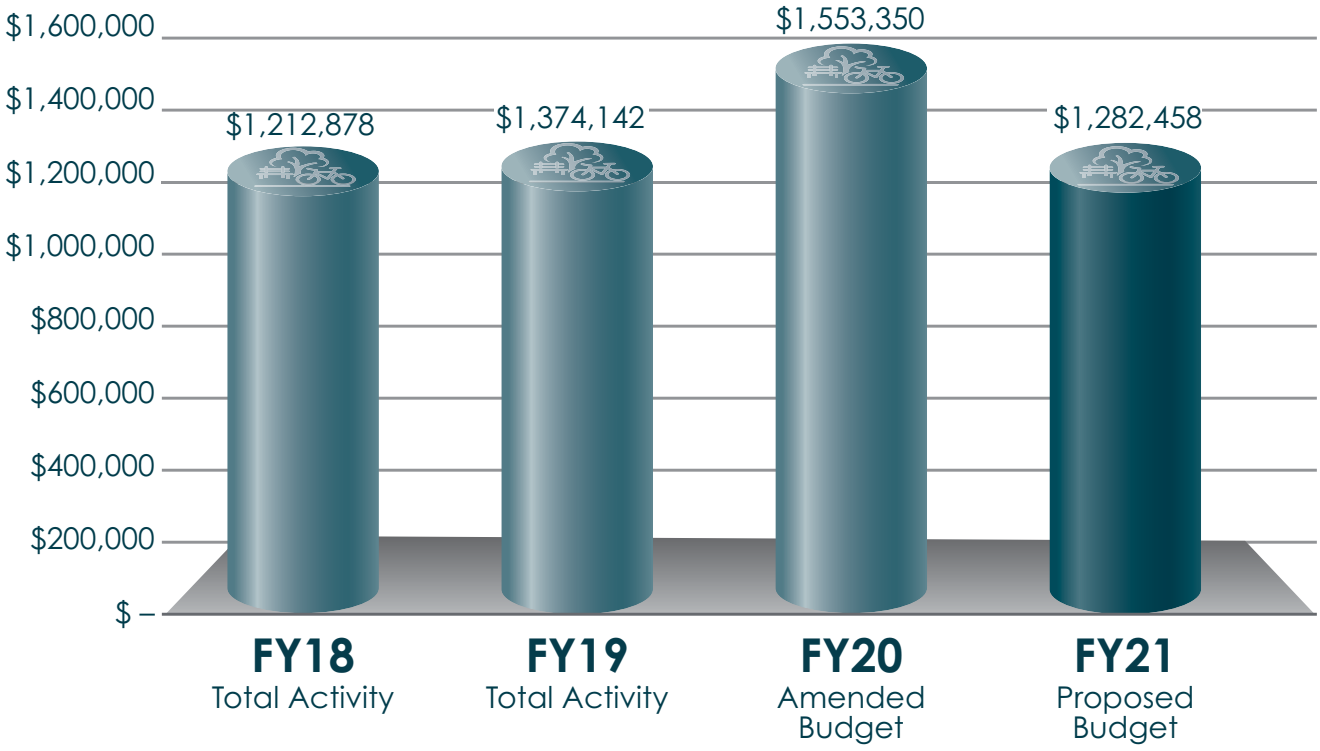
FY21 Expenditures by Fund:

General Fund	$1,282,458
Capital Projects Fund	$557,600
Impact Fees Fund	$650,000

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Parks & Recreation (Active) General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 198,607	$ 213,150	$ 214,553	$ 276,979	$ 62,426	29.1
Employee Benefits	62,825	63,728	81,394	90,192	8,798	10.8
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 261,432**	**$ 276,878**	**$ 295,947**	**$ 367,171**	**$ 71,224**	**24.1**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 2,615	$ 4,175	$ 11,600	$ 3,250	$ (8,350)	(72.0)
Cleaning Services	1,107	2,911	27,873	40,060	12,187	43.7
Lawn Care	-	-	379,961	387,450	7,489	2.0
Facility Repair & Maintenance	16,060	74,967	112,902	37,100	(75,802)	(67.1)
Vehicle Repair & Maintenance	635	1,175	1,755	1,755	-	-
Grounds Repair & Maintenance	66,450	92,615	79,379	71,600	(7,779)	(9.8)
Rental Land & Buildings	37,534	46,731	67,616	100,800	33,184	49.1
Rental Equipment & Vehicles	8,813	10,297	200	10,400	10,200	5,100.0
Communications	2,188	2,451	7,924	9,422	1,498	18.9
Postage	-	66	50	50	-	-
Advertising	264	477	600	1,230	630	105.0
Printing	195	768	3,200	1,000	(2,200)	(68.8)
Travel	904	2,030	1,250	2,265	1,015	81.2
Dues & Fees	5,573	4,589	2,850	9,200	6,350	222.8
Education & Training	160	400	1,200	2,400	1,200	100.0
Contract Labor	258,468	303,065	35,250	39,330	4,080	11.6
Maintenance Contracts	463,970	454,392	328,960	20,625	(308,335)	(93.7)
Other Purchased Service	1,841	9,256	37,820	35,780	(2,040)	(5.4)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 866,777**	**$ 1,010,366**	**$ 1,100,390**	**$ 773,717**	**$ (326,673)**	**(29.7)**
SUPPLIES						
General Supplies	$ 14,470	$ 8,875	$ 13,270	$ 21,000	$ 7,730	58.3
Utilities	63,144	68,792	85,955	91,430	5,475	6.4
Gasoline/Diesel	667	655	800	800	-	-
Food & Meals	1,197	3,786	200	1,180	980	490.0
Uniforms	150	10	530	360	(170)	(32.1)
TOTAL SUPPLIES	**$ 79,629**	**$ 82,118**	**$ 100,755**	**$ 114,770**	**$ 14,015**	**13.9**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ 452	$ -	$ 18,958	$ 6,500	$ (12,458)	(65.7)
Machinery & Equipment	4,588	4,780	37,300	20,300	(17,000)	(45.6)
TOTAL CAPITAL OUTLAYS	**$ 5,040**	**$ 4,780**	**$ 56,258**	**$ 26,800**	**$ (29,458)**	**(52.4)**
TOTAL PARKS & RECREATION (ACTIVE)	**$ 1,212,878**	**$ 1,374,142**	**$ 1,553,350**	**$ 1,282,458**	**$ (270,892)**	**(17.4)**

Note: The FY 2020 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

- Camp Joyful Soles was canceled in FY 2020 due to COVID-19. All funds related to the program across Salaries & Wages ($57,400, Rental Land and Buildings ($11,000), Rental Equipment & Vehicles ($9,760), Education & Training ($2,000), Contract Labor ($7,000), General Supplies ($3,000) and Food & Meals ($590) was released along with the anticipated revenues for the program. Corresponding increases will be seen in FY 2021 as the program has been budgeted in anticipation of opening again in the summer of 2021.
- Additional reductions can be seen in the Facility Repair & Maintenance, Furniture & Fixtures and Machinery & Equipment categories related to one-time expenses made in FY 2020 to resurface the pool, purchase new pool furniture and make other upgrades to the pool area at the Former Milton Country Club property on Dinsmore Road.
- The substantial decrease in Maintenance Contracts is directly related to the end of the IGA with the City of Alpharetta regarding active programming.

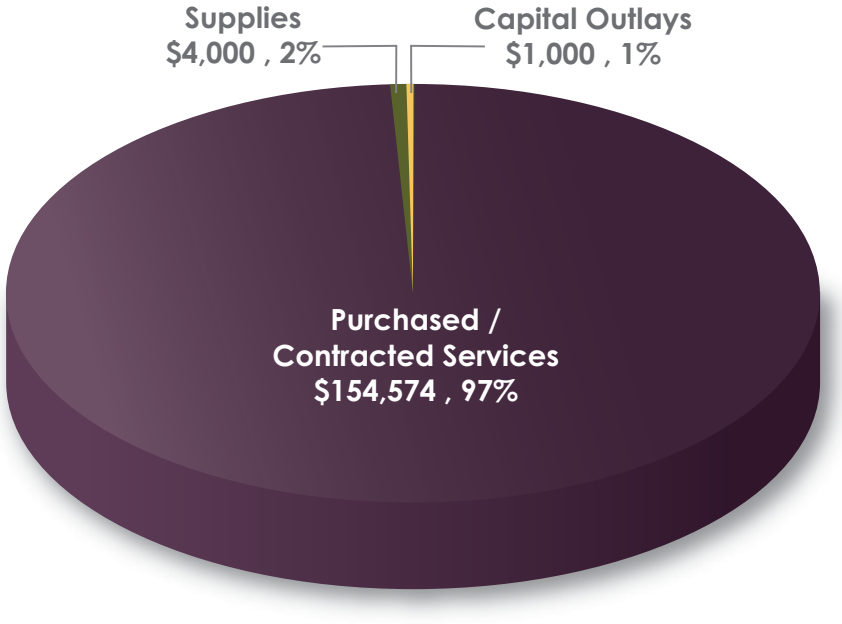
Passive Parks/Greenspace

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 Park.

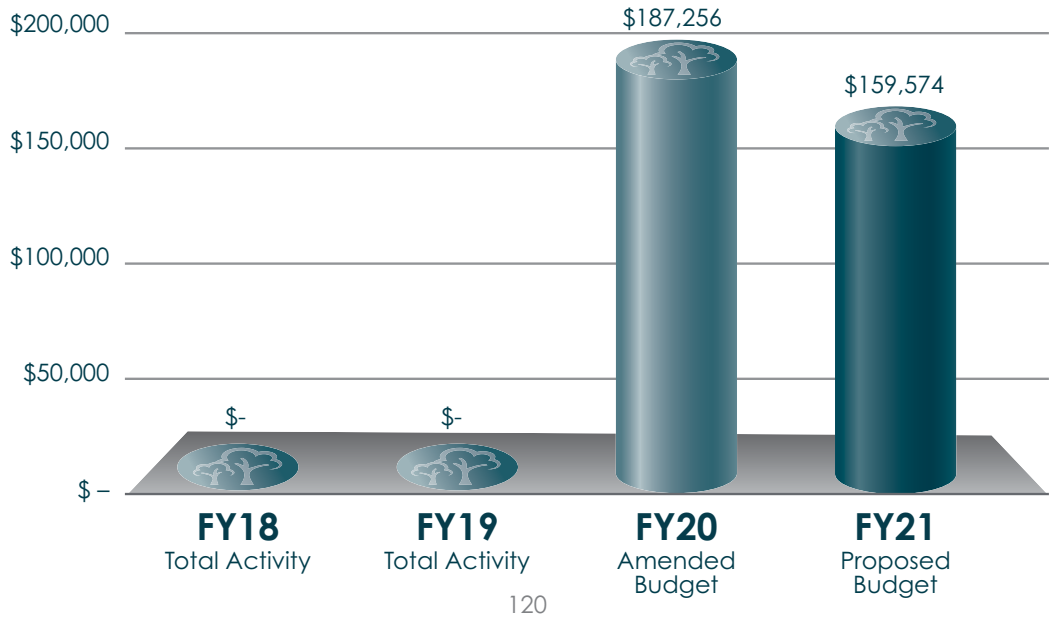
FY21 Expenditures by Fund:

General Fund	$159,574
Capital Projects Fund	$200,000
Greenspace Bond Fund	$9,000

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Passive Parks

FY 2021 Department-wide Opportunities

- For the coming fiscal year, Public Works has the opportunity to create trails in several parks for the public to use and enjoy.

FY 2021 Department-wide Challenges

- Managing and monitoring passive park property with a team approach.
- Illegal dumping and unauthorized use on the property.
- Maintenance program after new trails are in use.

FY 2020 Department Accomplishments

- Completed a vegetation control project on the trails at Birmingham Park.

FY 2021 Department Goals

- Construction of Trail Phase 1a and 1b of the Former Milton Country Club.
- Development of meadows at the Former Milton County Club.
- Construction of the Providence Park trail, restroom facility and pier.



Passive Parks/Greenspace General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ -	$ -	$ 12,377	$ -	$ (12,377)	(100.0)
Lawn Care	-	-	97,175	84,370	(12,805)	(13.2)
Facility Repair & Maintenance	-	-	1,699	1,000	(699)	(41.1)
Grounds Repair & Maintenance	-	-	62,599	69,204	6,605	10.6
Rental Equipment & Vehicles	-	-	92	-	(92)	(100.0)
Maintenance Contracts	-	-	236	-	(236)	(100.0)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ -**	**$ -**	**$ 174,178**	**$ 154,574**	**$ (19,604)**	**(11.3)**
SUPPLIES						
General Supplies	$ -	$ -	$ 1,077	$ 1,000	$ (77)	(7.1)
Utilities	-	-	3,936	3,000	(936)	(23.8)
TOTAL SUPPLIES	**$ -**	**$ -**	**$ 5,013**	**$ 4,000**	**$ (1,013)**	**(20.2)**
CAPITAL OUTLAYS						
Property/Sites	$ -	$ -	$ 7,065	$ -	$ (7,065)	(100.0)
Machinery & Equipment	-	-	1,000	1,000	-	-
TOTAL CAPITAL OUTLAYS	**$ -**	**$ -**	**$ 8,065**	**$ 1,000**	**$ (7,065)**	**(87.6)**
TOTAL PASSIVE PARKS/GREENSPACE	**$ -**	**$ -**	**$ 187,256**	**$ 159,574**	**$ (27,682)**	**(14.8)**

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

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

Notable Variances Explained

- The decrease in Professional Fees and Property/Sites is a result of one-time expenses in FY 2020 for survey work and procurement fees related to the purchase of land from Fulton County on the Birmingham Park property (this settlement is part of the end of the Fire Station 43 lease).

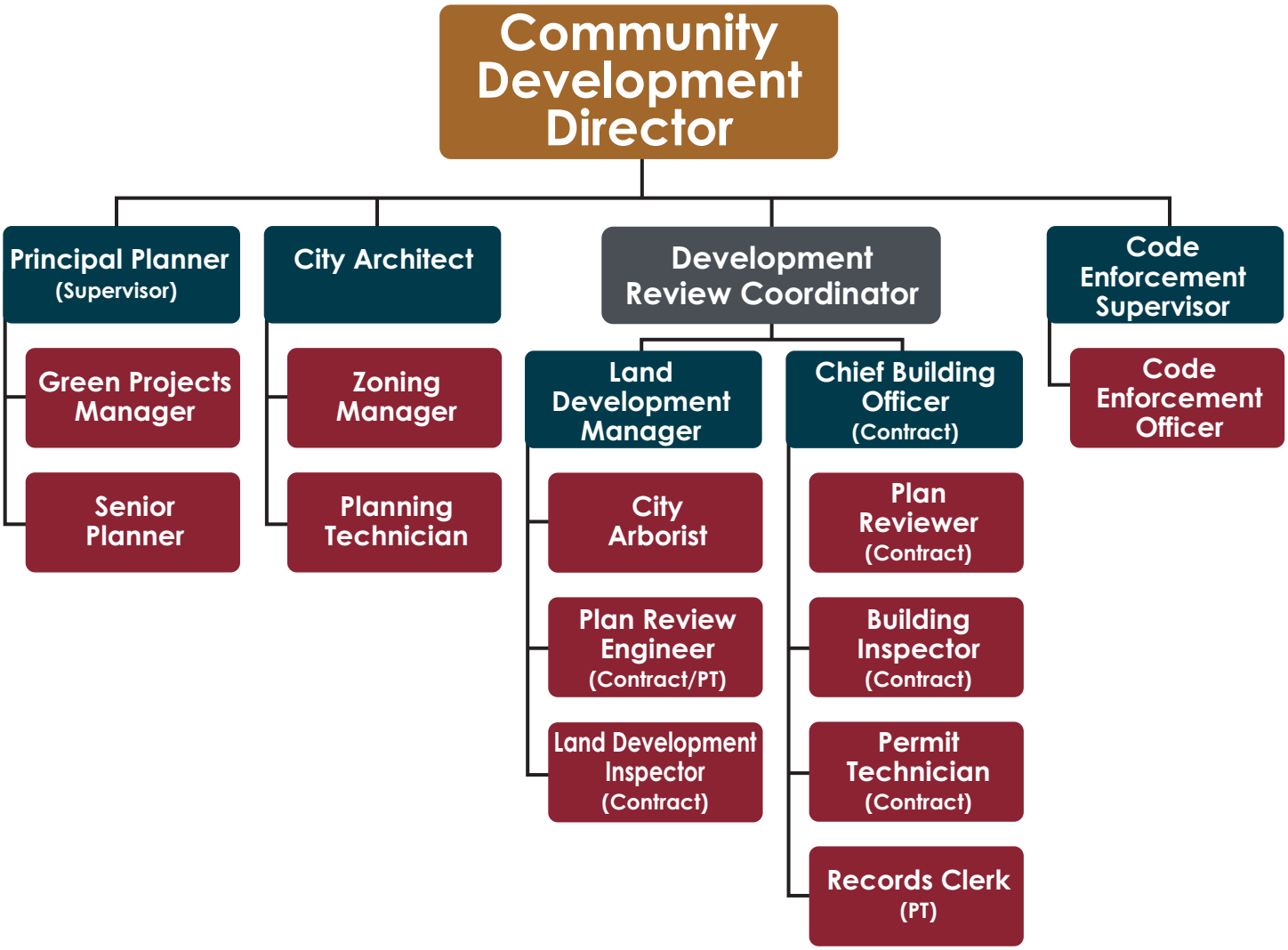
- The decrease in Lawn Care costs is a result of a change in the scope of work related to mowing the north woods at the Former Milton Country Club. This change is part of the plan to convert the passive acres from a golf course to a more natural state. There is an increase to the trail maintenance on the property under the Grounds Repair & Maintenance category which is being offset by a reduction in anticipated expenses at Birmingham Park (in FY 2020 trail maintenance was completed at Birmingham Park that will not need to be addressed at that level in FY 2021).



Community Development



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



Community Development

FY 2021 Department-wide Opportunities

- We will implement technology and systems to improve the customer service experience and efficiency of internal department processes. This will be accomplished with the installation of electronic plan review software called CityView, and the rollout of enhanced check lists and performance matrix.
- The adoption of the Trail Master Plan in 2020 moves the trail planning and trail construction projects into the implementation phase. Implementation of the Trail Master Plan will present an opportunity to develop a trail network that meets community needs.
- The comprehensive planning process will conclude in 2021 and will present an opportunity to discuss the matters of future growth, community character, and sustainability in Milton.

FY 2021 Department-wide Challenges

- The challenges that will be presented with implementing new software are those that come with the transition to new methods. Staff will have to adapt, as well as the customers to the new electronic plan review process. There will also be the challenge of promoting the new software to the community and managing the shift from paper to an electronic environment.
- The change to the performance matrix approach will present the challenge of determining the most effective ways to capture the matrix.
- The Department currently has many ongoing active projects. The challenge is the prioritization and management of multiple projects at the same time. This includes the workload for the citizen boards that help review the projects as well as staff.
- All planning projects should strive to seek maximum community input. The challenge is to design a community participation process that is inclusive and captures the participation of a more representative cross section of the Milton community.

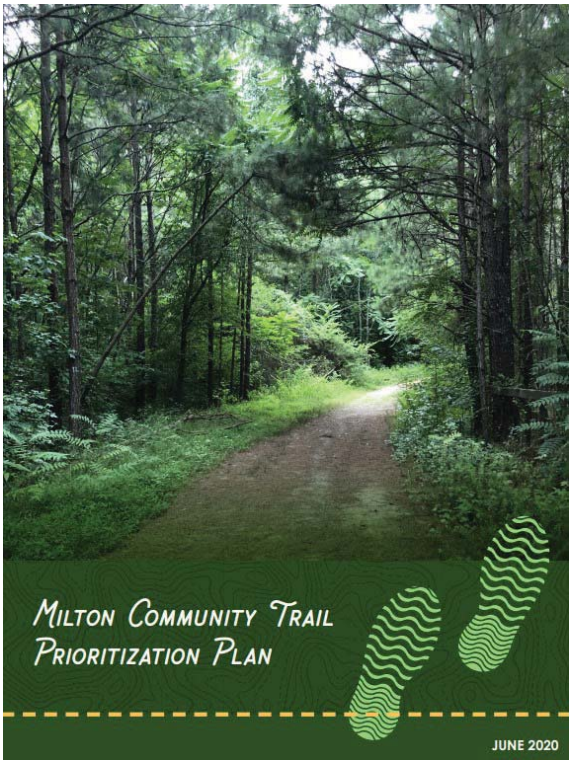
FY 2020 Department Accomplishments

- Partnered with various stakeholders to facilitate the development of Milton's new downtown in Crabapple.
- Excelled in the continuity of Plan Review, Inspections, and Permitting during the Covid-19 pandemic and stay at home orders.
- Successfully completed the Public Safety complex on time and under budget.
- Completed several major hires of experienced staff to fill key position in the department
- Completed the permit checklists to improve the efficiency of the department customer service
- Successfully completed the GA Smart Communities Challenge project with major positive implications for use by the GA Safe Routes to School program
- Partnered with the Stakeholders Committee and the Planning Commission to update the City's Tree Conservation Ordinance. The City Council adopted the new ordinance in August 2020
- Partnered with the Trail Advisory Committee to update the City's Trail Master Plan. The City Council adopted the Trails Master Plan in August 2020
- Promoted the 2020 Census to increase the community self-response rate

Community Development

FY 2021 Department Goals

- Full implementation of the electronic plan review process.
- Completion of the City's 2040 Comprehensive Plan.
- Completion of a dashboard of performance matrix.
- Revision of the Impact Fee Ordinance.
- Training for the members of the City's various boards and committees.





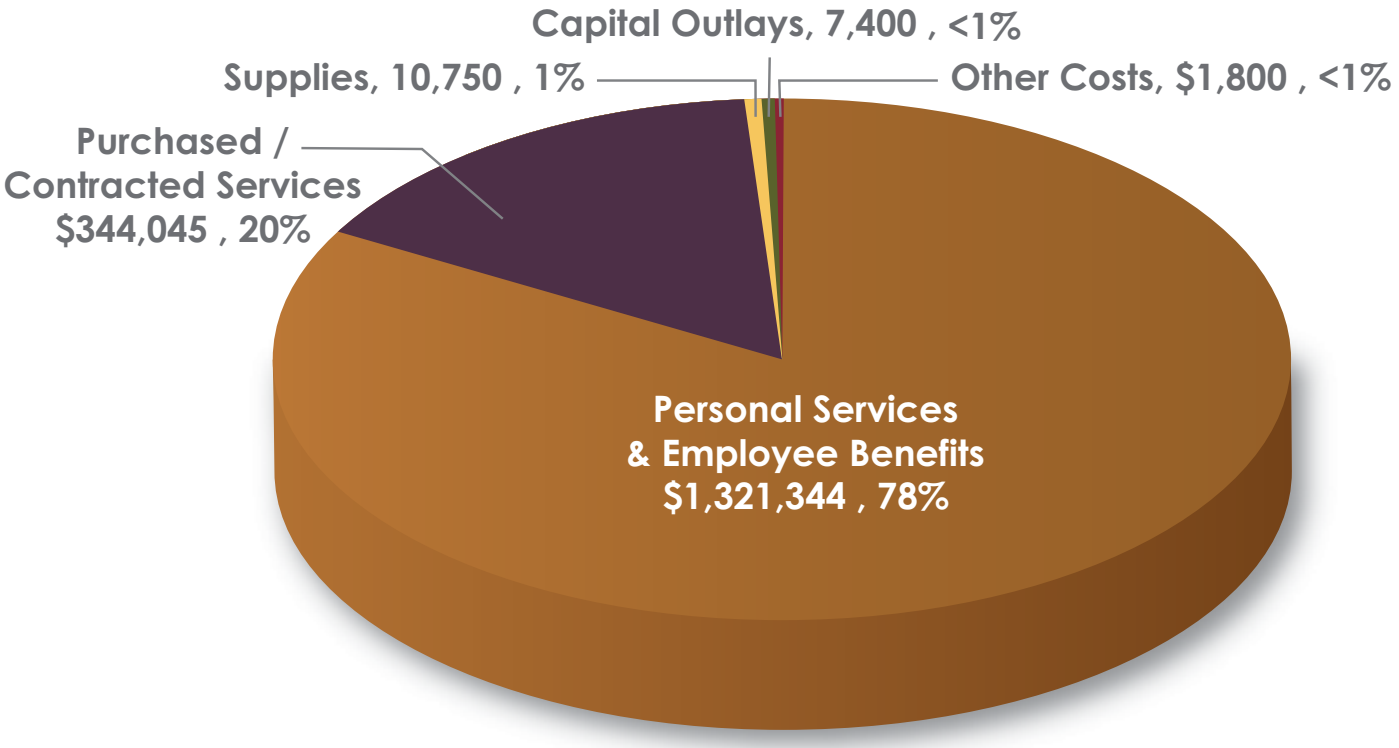


Community Development

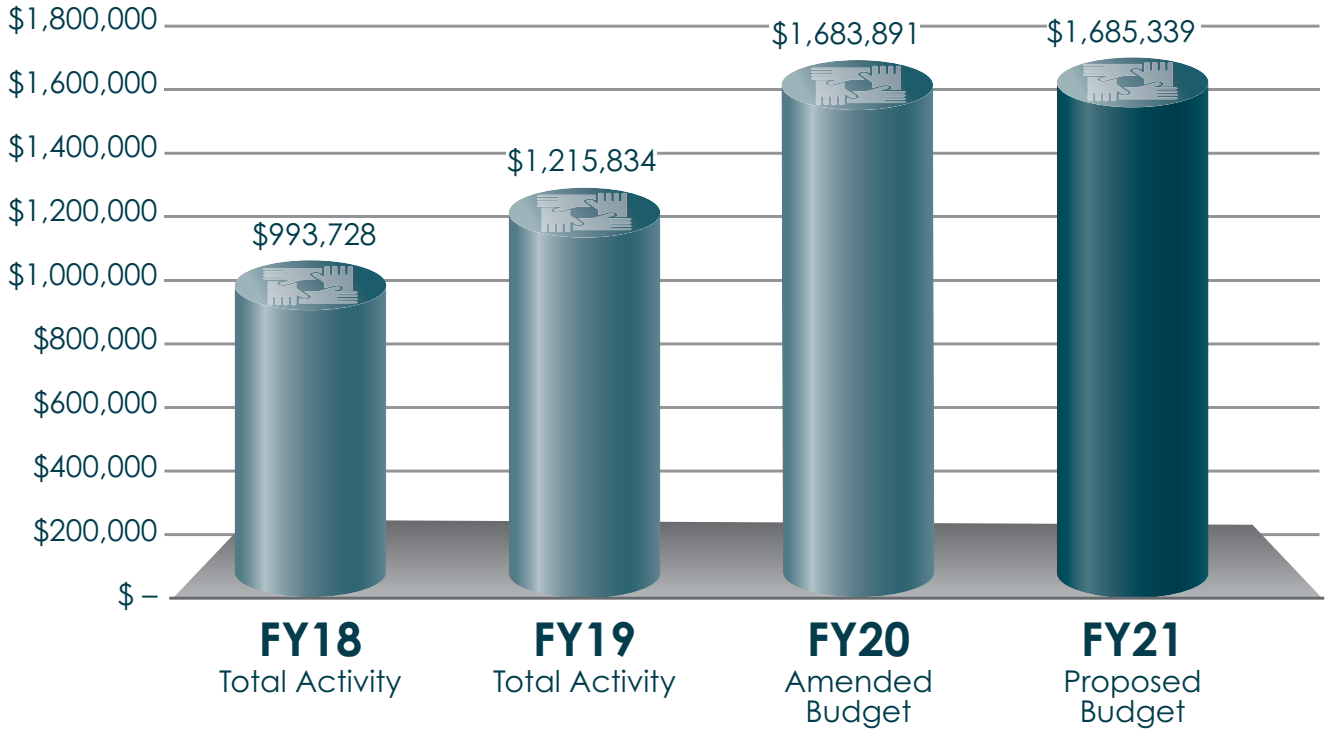
FY21 Expenditures by Fund:

General Fund	$1,685,339
M&O Initiatives	$101,708
Capital Projects Fund	$49,854
Impact Fees Fund	$30,000
Capital Initiatives	$35,485

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Community Development General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 706,658	$ 753,634	$ 897,296	$ 973,194	$ 75,898	8.5
Employee Benefits	232,581	266,552	315,626	348,150	32,524	10.3
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 939,239**	**$ 1,020,185**	**$ 1,212,922**	**$ 1,321,344**	**$ 108,422**	**8.9**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 25,461	$ 169,528	$ 422,955	$ 281,600	$ (141,355)	(33.4)
Vehicle Repair & Maintenance	829	3,271	3,500	2,000	(1,500)	(42.9)
Communications	4,425	3,130	4,920	4,320	(600)	(12.2)
Postage	-	4	600	600	-	-
Advertising	4,269	3,070	5,337	7,440	2,103	39.4
Printing	1,092	860	3,600	3,600	-	-
Travel	3,512	3,156	6,702	6,202	(500)	(7.5)
Dues & Fees	1,608	2,210	2,735	2,834	99	3.6
Education & Training	4,841	1,749	7,393	7,213	(180)	(2.4)
Contract Labor	-	-	-	-	-	-
Maintenance Contracts	-	-	-	28,236	28,236	-
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 46,038**	**$ 186,977**	**$ 457,742**	**$ 344,045**	**$ (113,697)**	**(24.8)**
SUPPLIES						
General Supplies	$ 3,254	$ 3,818	$ 5,250	$ 5,250	$ -	-
Gasoline/Diesel	2,804	2,330	3,500	3,500	-	-
Food & Meals	263	72	800	800	-	-
Books & Periodicals	-	-	100	100	-	-
Uniforms	330	277	1,100	1,100	-	-
TOTAL SUPPLIES	**$ 6,652**	**$ 6,496**	**$ 10,750**	**$ 10,750**	**$ -**	**-**
CAPITAL OUTLAYS						
Machinery & Equipment	$ -	$ 1,075	$ 677	$ 7,400	$ 6,723	993.1
TOTAL CAPITAL OUTLAYS	**$ -**	**$ 1,075**	**$ 677**	**$ 7,400**	**$ 6,723**	**993.1**
OTHER COSTS						
Payments To Others	$ 1,800	$ 1,100	$ 1,800	$ 1,800	$ -	-
TOTAL OTHER COSTS	**$ 1,800**	**$ 1,100**	**$ 1,800**	**$ 1,800**	**$ -**	**-**
TOTAL COMMUNITY DEVELOPMENT	**$ 993,728**	**$ 1,215,834**	**$ 1,683,891**	**$ 1,685,339**	**$ 1,448**	**0.1**

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

Notable Variances Explained

• The increase in Salaries & Wages and Employee Benefits represents a fully staffed department for FY 2021. Community Development experienced vacancies in FY 2020 that resulted in the release of funding from these categories for use balancing benefit shortages in certain departments (the City budgets an average cost per employee which may come in higher or lower depending upon the plans selected, and this is always trued-up across departments in the end-of-year amendment process).

• The decrease in Professional Fees is related to a new request for FY 2021 to bring the Soil Erosion and Control Manager back in-house. Please see the initiative and related cost benefit analysis in the M&O Initiatives Summary/Capital Initiative Summary.

• The increases in the Maintenance Contracts and Machinery & Equipment categories are related to the implementation of Community Development's new permit tracking software and related electronic plan review program.

Economic Development

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

Economic Development Manager



Economic Development

FY 2021 Department-wide Opportunities

- As COVID continues, we will work with our businesses to find ways the City can be of assistance and provide resources.
- Meet Me in Milton (MMiM), our family friendly block parties, will be back in October 2020 and we anticipate having a full season from April - October 2021. These events are designed to bring the community together and provide opportunities for our businesses to be showcased to new customers.
- The Milton Business Council (MBC) launched in January 2020, and we look forward to the partnership with North Fulton Chamber as we develop new ways to expose the region to Milton businesses.
- With all of the development in Crabapple being move-in ready Q4 of 2020 and Q3 of 2021, it will be an exciting time for the department as we assist with the recruitment of the right mix of businesses to complement our downtown and help the businesses through the process of locating in Milton.
- As the Milton business community grows and changes, the need to review Chapter 12 is an ongoing discussion. With limited funding available in 2021, staff will examine opportunities to diversify revenues and simplify processes.

FY 2021 Department-wide Challenges

- We anticipate helping businesses through COVID will remain a daily task for the foreseeable future.
- For both MMiM and the MBC, networking opportunities amidst COVID are difficult. With 50 person limits and people's reasonable choice to avoid groups, makes the showcasing of businesses a challenge.

FY 2020 Department Accomplishments

- Rewrite of Chapter 4 – Alcoholic Beverages
- Final Draft of Deerfield Economic Development and Marketing Study
- Installation of a horse in roundabout through the Milton Arts Council (funded by the community with no tax dollars)
- Creation of the Milton Business Council under the North Fulton Chamber
- Launch of Meet Me in Milton in partnership with our downtown developers and business community
- Crafted 5 Mayoral Orders to assist businesses during COVID
- Issued 3 North Fulton COVID-19 Business Impact Surveys with the economic development departments in North Fulton

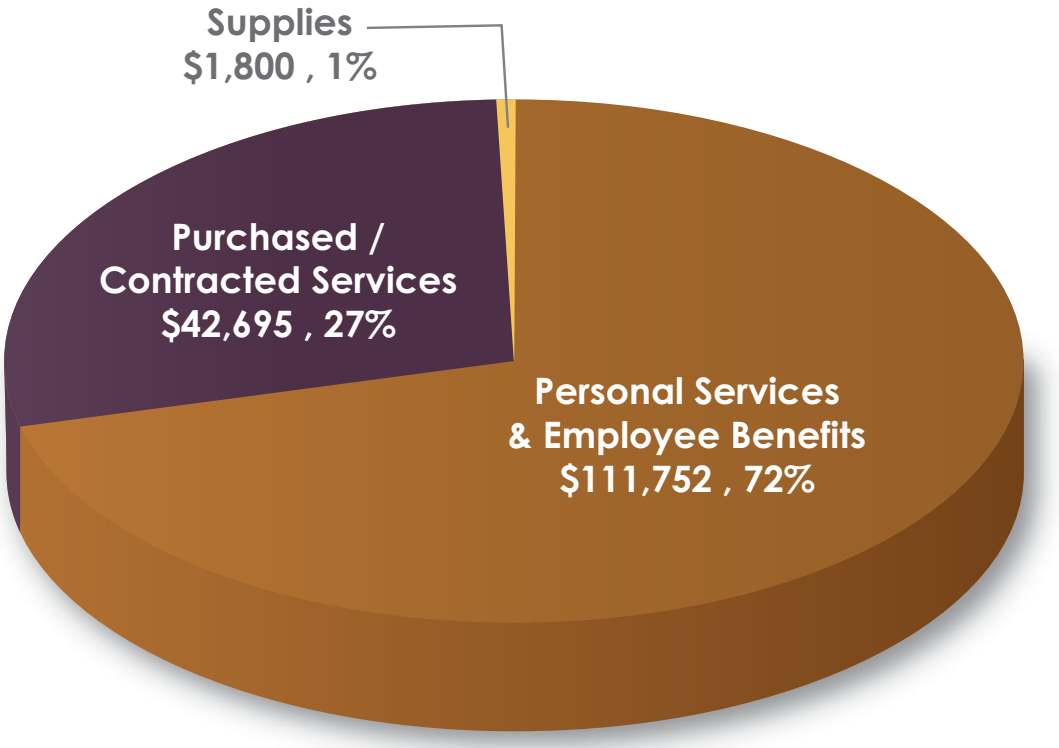
FY 2021 Department Goals

- Council-approved Deerfield Economic Development and Marketing Study
- Thorough staff review of Chapter 12 with edits or rewrite if necessary
- Launch of a marketing plan for the Deerfield Corridor
- Assist in recruiting businesses for the growth in Crabapple
- Establish a Use Permit for beer and/or liquor at Farm Wineries

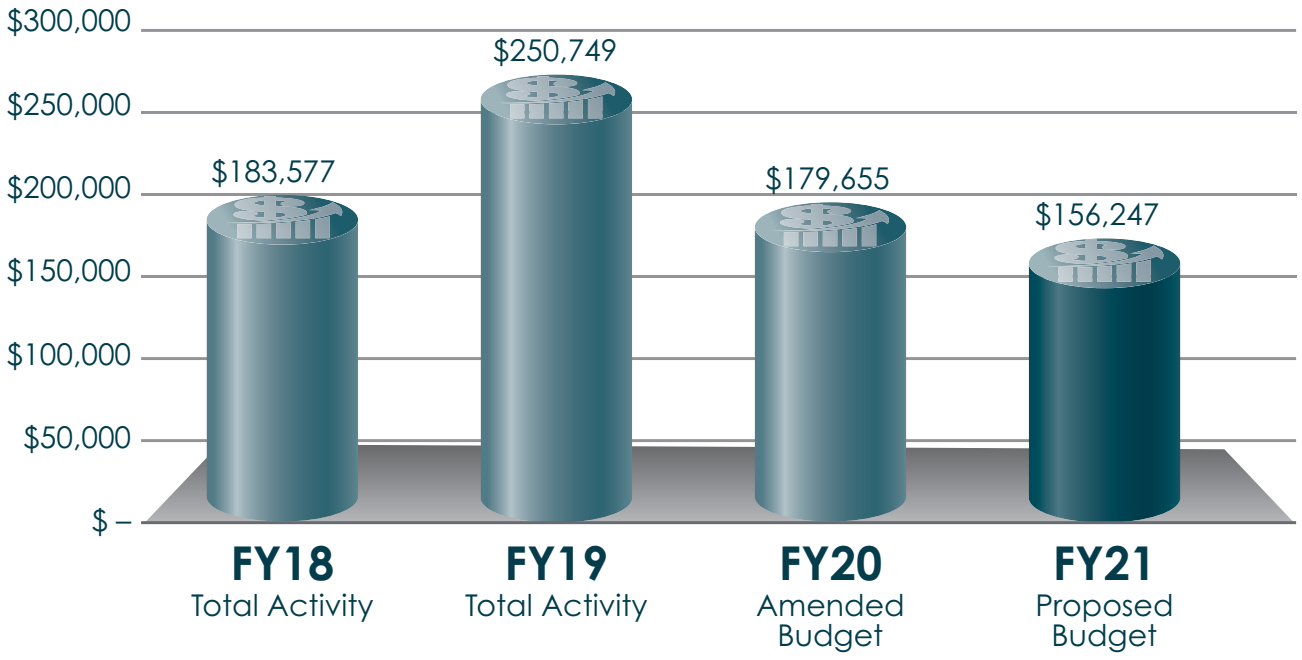
Economic Development

FY21 Expenditures by Fund: **General Fund $156,247**

FY21 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Economic Development General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 72,100	$ 74,557	$ 77,715	$ 80,047	$ 2,332	3.0
Employee Benefits	31,313	29,798	31,820	31,705	(115)	(0.4)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 103,413**	**$ 104,355**	**$ 109,535**	**$ 111,752**	**$ 2,217**	**2.0**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 59,337	$ 134,787	$ 36,425	$ 16,075	$ (20,350)	(55.9)
Rental Equipment & Vehicles	-	-	5,650	-	(5,650)	(100.0)
Communications	720	720	600	600	-	-
Advertising	-	73	85	-	(85)	(100.0)
Printing	254	396	2,750	2,750	-	-
Travel	10,553	3,082	12,040	12,500	460	3.8
Dues & Fees	5,853	5,855	7,420	7,420	-	-
Education & Training	2,060	125	3,350	3,350	-	-
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 78,776**	**$ 145,038**	**$ 68,320**	**$ 42,695**	**$ (25,625)**	**(37.5)**
SUPPLIES						
General Supplies	$ 65	$ 246	$ 100	$ 100	$ -	-
Food & Meals	1,323	1,109	1,700	1,700	-	-
TOTAL SUPPLIES	**$ 1,388**	**$ 1,355**	**$ 1,800**	**$ 1,800**	**$ -**	**-**
TOTAL ECONOMIC DEVELOPMENT	**$ 183,577**	**$ 250,749**	**$ 179,655**	**$ 156,247**	**$ (23,408)**	**(13.0)**

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

Notable Variances Explained

- The decrease in Professional Fees is a result of the completion of the revisions to Chapter 4: Alcoholic Beverages.







Other Unstaffed Departments

General Administration

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

General Administration General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ -	$ -	$ 567	$ -	$ (567)	(100.0)
Rental Land & Buildings	2,016	2,016	1,449	-	(1,449)	(100.0)
Postage	8,289	8,097	8,500	8,500	-	-
Advertising	79	73	-	-	-	-
Printing	162	-	-	-	-	-
Dues & Fees	400	276	965	965	-	-
Maintenance Contracts	5,803	6,038	4,092	4,092	-	-
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 16,749**	**$ 16,500**	**$ 15,573**	**$ 13,557**	**$ (2,016)**	**(12.9)**
SUPPLIES						
General Supplies	$ 37,677	$ 33,099	$ 32,100	$ 32,000	$ (100)	(0.3)
Gasoline/Diesel	156	-	-	-	-	-
Food & Meals	135	-	-	-	-	-
TOTAL SUPPLIES	**$ 37,969**	**$ 33,099**	**$ 32,100**	**$ 32,000**	**$ (100)**	**(0.3)**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ -	$ 1,504	$ -	$ -	$ -	-
TOTAL CAPITAL OUTLAYS	**$ -**	**$ 1,504**	**$ -**	**$ -**	**$ -**	**-**
TOTAL GENERAL ADMINISTRATION	**$ 54,718**	**$ 51,103**	**$ 47,673**	**$ 45,557**	**$ (2,116)**	**(4.4)**

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

Notable Variances Explained

- The decrease in General Administration is primarily the result of cost savings related to the termination of the City's use of off-site storage.

Legal

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

Legal General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 285,459	$ 319,921	$ 360,000	$ 335,000	$ (25,000)	(6.9)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 285,459**	**$ 319,921**	**$ 360,000**	**$ 335,000**	**$ (25,000)**	**(6.9)**
TOTAL LEGAL	**$ 285,459**	**$ 319,921**	**$ 360,000**	**$ 335,000**	**$ (25,000)**	**(6.9)**

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

Notable Variances Explained

- The City incurred higher than anticipated legal fees in FY 2020. Some of which should not recur in FY 2021 such as COVID-19 related emergency orders, special called meetings, and the closure of cases in which the City prevailed.

Risk Management

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

Risk Management General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Insurance	$ 242,109	$ 216,409	$ 261,010	$ 265,345	$ 4,335	1.7
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 242,109**	**$ 216,409**	**$ 261,010**	**$ 265,345**	**$ 4,335**	**1.7**
OTHER COSTS						
Payment To Others	$ -	$ 156	$ -	$ -	$ -	-
TOTAL OTHER COSTS	**$ -**	**$ 156**	**$ -**	**$ -**	**$ -**	**-**
TOTAL RISK MANAGEMENT	**$ 242,109**	**$ 216,564**	**$ 261,010**	**$ 265,345**	**$ 4,335**	**1.7**

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

Notable Variances Explained

- After accounting for the anticipated annual increase in premiums the City projects a 1.7% increase overall in Risk Management from FY 2020.

Debt Service

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

Debt Service General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
PRINCIPAL						
Bond Principal	$ 608,000	$ 626,000	$ -	$ -	$ -	-
TOTAL PRINCIPAL	**$ 608,000**	**$ 626,000**	**$ -**	**$ -**	**$ -**	**-**
INTEREST						
Bond Interest	$ 244,136	$ 226,144	$ -	$ -	$ -	-
TOTAL INTEREST	**$ 244,136**	**$ 226,144**	**$ -**	**$ -**	**$ -**	**-**
TOTAL DEBT SERVICE	**$ 852,136**	**$ 852,144**	**$ -**	**$ -**	**$ -**	**-**

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

Notable Variances Explained

- Bond related debt will no longer be booked in the General Fund. Please see the Greenspace Bond Fund for current general obligation bond debt due and the Revenue Bond Fund for current revenue bond debt due.

Other Costs/Financing Uses

Accounts for contingencies and interfund transfers out to other funds.

Other Costs/Financing Uses General Fund Expenditures

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
OTHER COSTS						
Contingencies / Unallocated	$ -	$ -	$ -	$ 243,198	$ 243,198	-
TOTAL OTHER COSTS	**$ -**	**$ -**	**$ -**	**$ 243,198**	**$ 243,198**	**-**
OTHER FINANCING USES						
Interfund Transfers Out						
To Capital Projects Fund	$ 1,194,174	$ 8,296,559	$ 5,370,390	$ 4,927,056	$ (443,334)	(8.3)
To Capital Grant Fund	28,750	591,693	-	-	-	-
To Revenue Bond Fund	-	-	1,158,509	1,650,026	491,517	42.4
To Special Events Fund	17,450	-	-	-	-	-
To Confiscated Assets Fd	1,700	-	-	-	-	-
TOTAL OTHER FINANCING USES	**$ 1,242,074**	**$ 8,888,252**	**$ 6,528,899**	**$ 6,577,082**	**$ 48,183**	**0.7**
TOTAL OTHER COSTS/FINANCING USES	**$ 1,242,074**	**$ 8,888,252**	**$ 6,528,899**	**$ 6,820,280**	**$ 291,381**	**4.5**

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 2021.
- The increase to the transfer out to the Revenue Bond Fund is being driven by the first full year of debt service due on the newly issued revenue bond series, 2019.







Maintenance & Operating (M & O) Initiatives Summary

Initiative		FY 2021 Proposed
MULTIPLE DEPARTMENTS		
Strategic Plan Related Initiatives*	$	200,000
TOTAL MULTIPLE DEPARTMENTS		**200,000**
FIRE		
Staffing for Fire Station 44 (with grant match)	$	93,898
TOTAL FIRE	**$**	**93,898**
PUBLIC WORKS		
Street Sweeping	$	15,000
Backhoe (Maintenance/Insurance)		5,500
Dump Truck (Maintenance/Insurance)		6,500
TOTAL PUBLIC WORKS	**$**	**27,000**
COMMUNITY DEVELOPMENT		
Soil and Erosion Control Manager	$	92,891
Planning Technician Reclassification to Planner I		8,817
TOTAL COMMUNITY DEVELOPMENT	**$**	**101,708**
M & O INITIATIVES TOTAL	**$**	**422,606**

* Mayor & Council approved a contract for Strategic Planning Services on August 3, 2020. These funds will be set aside to address initiatives formulated during this planning process and ultimately outlined in the new five-year strategic plan.



CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Fire

Firefighter (Captain and FAO) for Station 44 Staffing 4th Quarter Only - With Grant Match

Supportive of which strategy from the Strategic Plan (required field)	
Strategy:	**Strategic, Efficient & Engaged Government**
Strategic Action Item:	**Conduct a ongoing staffing analysis for Fire Rescue Operations**

Brief Description of New Program/Service or Improvement of Existing Service Level:

This initiative is intended to provide staffing for Station 44. Because the Station will not need additional staff until Station 42 is rebuilt, the FY 21 impact is expected to be the last two months of the 4th quarter only. The City has also applied for a grant to fund these positions. This initiative involves funding the positions with federal assistance. These 9 positions will be used to staff a mini-pumper--a smaller engine with a minimum staffing of 2 rather than the traditional 3-4 of a full-sized engine. There is a tradeoff in this model, trading full functionality (equipment, hose, number of firefighters for suppression operations) for flexibility (it is more maneuverable and can be used in tight-fit areas) and economy (the engine costs less and total staffing is at 9 rather than 12).

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).

ISO evaluation and NFPA 1710 response times benchmarks are the primary means of evaluation of this initiative. The objective standard of average response times should also show an improvement (they have been steadily going up each year, from 5:35 in FY10 to 7:06 in FY19). Subjectively, we should also have increased citizen interaction in the highest density portion of the City due to this added staffing.

Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).

This is a personnel initiative, so it will increase year over year just like any other staffing initiative.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	9,744
Benefits	4,872
Professional Fees	-
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	-
Travel	1,440
Dues & Fees	900
Education & Training	-
Contract Labor	-
Maintenance Contract	-
General Supplies	-
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	4,500
Machinery	-
Vehicles	-
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	-
Other Equipment	72,442
	-
	-
	-
	-
TOTAL	**93,898**
Salary/Benefits	14,616
Maintenance & Operating	79,282

Impact on Future Operating Budgets	FY 2022	FY 2023	FY 2024	FY 2025
Increases Operating Costs	89,448	374,280	456,186	704,691
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	89,448	374,280	456,186	704,691

Notes:

			FY21-4	FY22-1	FY22-2	FY22-3	FY22-4	FY23-1	FY23-2	FY23-3	FY23-4	FY24-1	FY24-2	FY24-3	FY24-4
Position	3 Captains (Medics)	$61,541	$46,156	$47,540	$47,540	$47,540	$47,540	$48,966.64	$48,966.64	$48,966.64	$48,966.64	$50,435.63	$50,435.63	$50,435.63	$50,435.63
	6 FAOs (Medics)	$56,284	$84,426	$86,959	$86,959	$86,959	$86,959	$89,567.54	$89,567.54	$89,567.54	$89,567.54	$92,254.57	$92,254.57	$92,254.57	$92,254.57
Total Salary			$130,582	$134,499	$134,499	$134,499	$134,499	$138,534	$138,534	$138,534	$138,534	$142,690	$142,690	$142,690	$142,690
Salary + Benefits		(@ 1.5)	$195,873	$201,749	$201,749	$201,749	$201,749	$207,801	$207,801	$207,801	$207,801	$214,035	$214,035	$214,035	$214,035
Benefits alone			$65,290.88	$67,249.60	$67,249.60	$67,249.60	$67,249.60	$69,267.09	$69,267.09	$69,267.09	$69,267.09	$71,345.10	$71,345.10	$71,345.10	$71,345.10
Grant Amount			$108,179	$108,179	$108,179	$108,179	$108,179	$108,179	$108,179	$108,179	$50,483	$50,483	$50,483	$50,483	0
City Amount			$87,694	$93,570	$93,570	$93,570	$93,570	$99,623	$99,623	$99,623	$157,318	$163,552	$163,552	$163,552	$214,035

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Public Works

Street Sweeping Services

Supportive of which strategy from the Strategic Plan (required field)	
Strategy:	**Strategic, Efficient & Engaged Government**
Strategic Action Item:	**NPDES Compliance, Infrastructure Operations**

Brief Description of New Program/Service or Improvement of Existing Service Level:

Contract street sweeping of roundabouts, state routes, collector roads and medians (with curb and gutter). Estimated cost of $100/mile quarterly cycles. Having a routine program will provide a clean look along City roadways. This service will also generate a benefit to the City's NPDES permit by keeping debris and trash out of the streams.

What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).

Currently there is not a street sweeping program and the Public Works Contractor is not capable of providing a routine service. When a request to clean a curb from build up of debris and grass, the Public Works Contractor uses labor and shovels. Time and effort wasted from doing other tasks. Staff estimates 50 miles of curb that currently has no routine maintenance.

Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).

It is intended that this be an annual program with a contract.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	-
Benefits	-
Professional Fees	-
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	-
Travel	-
Dues & Fees	-
Education & Training	-
Contract Labor	-
Maintenance Contract	15,000
General Supplies	-
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	-
Machinery	-
Vehicles	-
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	-
Other Equipment	-
	-
	-
	-
	-
TOTAL	**15,000**
Salary/Benefits	-
Maintenance & Operating	15,000

Impact on Future Operating Budgets	FY 2022	FY 2023	FY 2024	FY 2025
Increases Operating Costs	15,000	15,000	15,000	15,000
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	15,000	15,000	15,000	15,000

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Public Works

Backhoe

Supportive of which strategy from the Strategic Plan (required field)		**Enter Funding Request by Account in the Area Below:**	
Strategy:	**Strategic, Efficient & Engaged Government**	**ACCOUNT DESCRIPTION**	**BUDGET REQUEST**
Strategic Action Item:	**Infrastructure Operations**		
Brief Description of New Program/Service or Improvement of Existing Service Level:		Salary	-
		Benefits	-
Related annual maintenance and insurance expenses pending the approval of the purchase of a new backhoe (see related capital initiative request for FY 2021).		Professional Fees	-
		Repairs & Maintenance	5,000
		Communications	-
		Advertising	-
		Printing	-
		Travel	-
		Dues & Fees	-
		Education & Training	-
What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).		Contract Labor	-
		Maintenance Contract	-
		General Supplies	-
		Utilities	-
A cost benefit analysis was completed to compare current rental expenses with the option to purchase this piece of equipment. An annual review of maintenance expenses will be used to determine when a replacement is required.		Gasoline/Diesel	-
		Food/Meals	-
		Uniforms	-
		Machinery	
		Vehicles	-
		Furniture/Fixtures	-
		Computer Software	-
		Computer Hardware	-
		Other Equipment	-
Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).		Insurance	500
			-
			-
The back hoe will require routine scheduled preventative maintenance and may require unscheduled maintenance from time to time.			-
		TOTAL	**5,500**
		Salary/Benefits	-
		Maintenance & Operating	5,500

Impact on Future Operating Budgets	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**
Increases Operating Costs	5,500	5,500	5,500	5,500
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	5,500	5,500	5,500	5,500

Notes:

BACKHOE

EXPENSES		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7
purchase	Capital Projects Fund	$135,000						
fuel*	General Fund	n/a	n/a	n/a	n/a	n/a	n/a	n/a
preventative maint. (incl fluid changes, tires, etc.)	General Fund	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500
unscheduled maint.	General Fund	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500
insurance	General Fund	$500	$500	$500	$500	$500	$500	$500
Trailer	Capital Projects Fund	$18,000						
Sum		**$158,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**
Cumulative Sum		**$158,500**	**$164,000**	**$169,500**	**$175,000**	**$180,500**	**$186,000**	**$191,500**
rental		$24,600	$24,600	$24,600	$24,600	$24,600	$24,600	$24,600
fuel		n/a	n/a	n/a	n/a	n/a	n/a	n/a
unscheduled maint.		$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500
Sum		**$27,100**	**$27,100**	**$27,100**	**$27,100**	**$27,100**	**$27,100**	**$27,100**
Cumulative Sum		**$27,100**	**$54,200**	**$81,300**	**$108,400**	**$135,500**	**$162,600**	**$189,700**
Variance		*$131,400*	*$109,800*	*$88,200*	*$66,600*	*$45,000*	*$23,400*	*$1,800* ***Break Even***

* City pays fuel for all rentals

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Public Works

Dump Truck

Supportive of which strategy from the Strategic Plan (required field)	
Strategy:	**Strategic, Efficient & Engaged Government**
Strategic Action Item:	**Infrastructure Operations**

Brief Description of New Program/Service or Improvement of Existing Service Level:

Related annual maintenance and insurance expenses pending the approval of the purchase of a new dump truck (see related capital initiative request for FY 2021).

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).

A cost benefit analysis was completed to compare current rental expenses with the option to purchase this piece of equipment. An annual review of maintenance expenses will be used to determine when a replacement is required.

Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).

Dump truck will require routine preventative maintenance and may require unscheduled maintenance from time-to-time.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	-
Benefits	-
Professional Fees	-
Repairs & Maintenance	6,000
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	-
Insurance	500
	-
	-
	-
TOTAL	**6,500**
Salary/Benefits	-
Maintenance & Operating	6,500

Impact on Future Operating Budgets	FY 2022	FY 2023	FY 2024	FY 2025
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:

DUMP TRUCK

EXPENSES		YEAR 1	YEAR 2	YEAR 3	YEAR 4
purchase	Capital Projects Fund	$85,000			
fuel	General Fund	n/a	n/a	n/a	n/a
preventative maint. (incl fluid changes, tires, etc.)	General Fund	$2,000	$2,000	$2,000	$2,000
unscheduled maint.	General Fund	$4,000	$4,000	$4,000	$4,000
insurance	General Fund	$500	$500	$500	$500
Sum		**$91,500**	**$6,500**	**$6,500**	**$6,500**
Cumulative Sum		$91,500	$98,000	$104,500	$111,000
rental		$24,000	$24,000	$24,000	$24,000
fuel		n/a	n/a	n/a	n/a
unscheduled maint.		$4,000	$4,000	$4,000	$4,000
Sum		**$28,000**	**$28,000**	**$28,000**	**$28,000**
Cumulative Sum		$28,000	$56,000	$84,000	$112,000
Variance		*$63,500*	*$42,000*	*$20,500*	*-$1,000* ***Break Even***

* City pays fuel for all rentals

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Community Development

Soil and Erosion Control Manager

Supportive of which strategy from the Strategic Plan (required field)	
Strategy:	**Strategic, Efficient & Engaged Government**
Strategic Action Item:	**Identify appropriate staffing needs**

Brief Description of New Program/Service or Improvement of Existing Service Level:

The primary responsibilities include the following: inspection of developments under construction; responds to reports of alleged ordinance or code violations and drainage issues; advises builders, developers and property owners on erosion control requirements; prepares and maintains accurate reports and records regarding inspections; prepares daily log of completed inspections and noted violations; maintains site files. The inspector also conducts inspections for the release of maintenance bonds for subdivisions and commercial sites. This position is required in order to be in compliance with the Memorandum of Agreement between the Fulton County Soil and Water Conservation District and the City of Milton.

What measurement will be used to gauge the performance of this new service/program or what current performance measure will be improved through the implementation of this initiative? (this can be a current performance measurement or the addition of a new measurement).

Currently this position is filled by a contractor to work 40 hours per week. Since the inception of the contract, during the past 7 months an average of $11,440 per month has been charged. If paid for a year, a total of $137,281 will be spent. Based on these calculations, the City will potentially save 44,389 per year by bringing on this position as a regular City employee.

Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).

Initially, if approved, a new truck for this inspector is needed. A separate request is concurrently being proposed in the Capital Projects Fund for $35,485. This will be a first year investment which will not impact the future budget for at least five years.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	56,717
Benefits	28,359
Professional Fees	-
Repairs & Maintenance	600
Communications	480
Advertising	-
Printing	-
Travel	-
Dues & Fees	-
Education & Training	1,500
Contract Labor	-
Maintenance Contract	-
General Supplies	1,000
Utilities	-
Gasoline/Diesel	3,125
Food/Meals	-
Uniforms	250
Machinery	-
Vehicles	-
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	-
Other Equipment	500
Insurance	361
	-
	-
	-
TOTAL	**92,892**
Salary/Benefits	85,076
Maintenance & Operating	7,816

Impact on Future Operating Budgets	FY 2022	FY 2023	FY 2024	FY 2025
Increases Operating Costs	95,444	98,073	100,780	103,569
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	95,444	98,073	100,780	103,569

Notes:

Cost-Benefit Analysis for Land Development Inspection Services

07-21-2020

The City of Milton currently contracts out the land development inspection services. Milton's current contractor provides the government with one employee: land development inspector. To support this position, the contractor supplies the vehicle and pays for the associated gas and maintenance, and cell phones. The contractor is responsible for ensuring the employee is properly trained and have all necessary certifications

The City of Milton currently provides office space, information technology hardware and software, and general office supplies for the contracted employees. Therefore, these and their associated costs are excluded in the analysis as they would not change if the City chooses to provide land inspection services directly.

Expenditure Category	**Annual Cost**	**Calculation Explanation**
Personnel		
Salary – Land Development Inspector	$60,000	Annual salary
Subtotal Salaries	$60,000	
Benefits	30,000	Total Salary x 50%
Total Personnel	***$90,000***	
Operating		
Land Development Codes	$1,000	1 set
Land Inspector Equipment	500	$500
Cell Phone	480	$40 per month x 12
Gasoline	3,125	1 tank per week (25-gal tank) x 50 weeks x $2.5-gallon gas
Insurance – Automobile	311	$311 per vehicle annually
Insurance – General Liability	50	1 employee annually
Training	1,500	For certification
Uniforms	250	$250 per employee
Vehicles Maintenance	600	$600 per vehicle (with tires)
Total Operating	***$7,816***	

Capital
New Vehicle - $35,485

Total Cost – Total Personnel + Total Operating = $97,816

Land Development Inspector Contract = $150,000/annually

Net Savings from bringing the land development inspector supervisor position in-house = $52,184/ annually (less $35,485 in year one to purchase a vehicle and subsequent replacement years)

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Community Development

Planning Technician Reclassification to Planner I

Supportive of which strategy from the Strategic Plan (required field)	
Strategy:	**Strategic, Efficient & Engaged Government**
Strategic Action Item:	**Identify appropriate staffing needs**

Brief Description of New Program/Service or Improvement of Existing Service Level:

The Planning Technician is currently performing the work consistent with the position of Planner I, as is required by the workload in the department. Within the past 18 months this employee has been performing the following: Interprets and applies local codes, ordinances and regulations; Initiates actions necessary to correct deficiencies or violations of regulations; conducts zoning review of various development applications including, building permits and variance requests; writes staff reports to be reviewed by the City Architect for primary variance requests to be heard by the BZA; Works closely with the City Architect to prepare meeting packets for the DRB; communicates on a daily basis with applicants that include citizens, builders, attorneys, and developers to guide them in correct submittal of plans. This reclassification is not a request for an additional position as the technician duties will transition with the role.

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).

If this position is reclassified, it should be a "Planner I". This title and its job description is outlined in the American Planning Association's frequently used job descriptions within a planning organization/jurisdiction for this type of position. This position and it's responsibilities is consistent with the Community Development Department's performance measure to "Provide superior customer service by streamlining the development review process." The planning technician responsibilities will continue to be performed within this role.

Explain any fiscal impact this initiative will have on future budgets and provide actual future year costs below. (example: utilities, maintenance contract costs).

The employee will be placed into a new paygrade. The salary and benefit increase has been noted.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	5,878
Benefits	2,939
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	**8,817**
Salary/Benefits	8,817
Maintenance & Operating	-

Impact on Future Operating Budgets	FY 2022	FY 2023	FY 2024	FY 2025
Increases Operating Costs	9,082	9,354	9,635	9,924
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	9,082	9,354	9,635	9,924

Notes:

Special Revenue Funds

Special Events Fund Budget Summary

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
REVENUES						
Charges for Services	$ 440	$ 2,744	$ 1,100	$ 1,000	$ (100)	(9.1)
Investment Income	12	27	-	-	-	-
Contributions & Donations	8,913	14,935	8,500	7,500	(1,000)	(11.8)
Miscellaneous Revenue	640	-	-	-	-	-
subtotal	$ 10,005	$ 17,706	$ 9,600	$ 8,500	$ (1,100)	(11.5)
Other Financing Sources						
Interfund Transfers In	$ 95,948	$ 82,010	$ 45,000	$ 24,000	(21,000)	(46.7)
subtotal	$ 95,948	$ 82,010	$ 45,000	$ 24,000	$ (21,000)	(46.7)
TOTAL REVENUES	**$ 105,953**	**$ 99,716**	**$ 54,600**	**$ 32,500**	**$ (22,100)**	**(40.5)**
EXPENDITURES (by Department)						
Community Outreach & Engagement	$ 77,061	$ 86,140	$ 56,822	$ 101,178	$ 44,356	78.1
TOTAL EXPENDITURES	**$ 77,061**	**$ 86,140**	**$ 56,822**	**$ 101,178**	**$ 44,356**	**78.1**
Total Revenues Over/(Under) Expenditures	$ 28,892	$ 13,576	$ (2,222)	$ (68,678)		
Beginning Fund Balance	28,708	57,600	71,176	68,954		
ENDING FUND BALANCE	**$ 57,600**	**$ 71,176**	**$ 68,954**	**$ 276**		

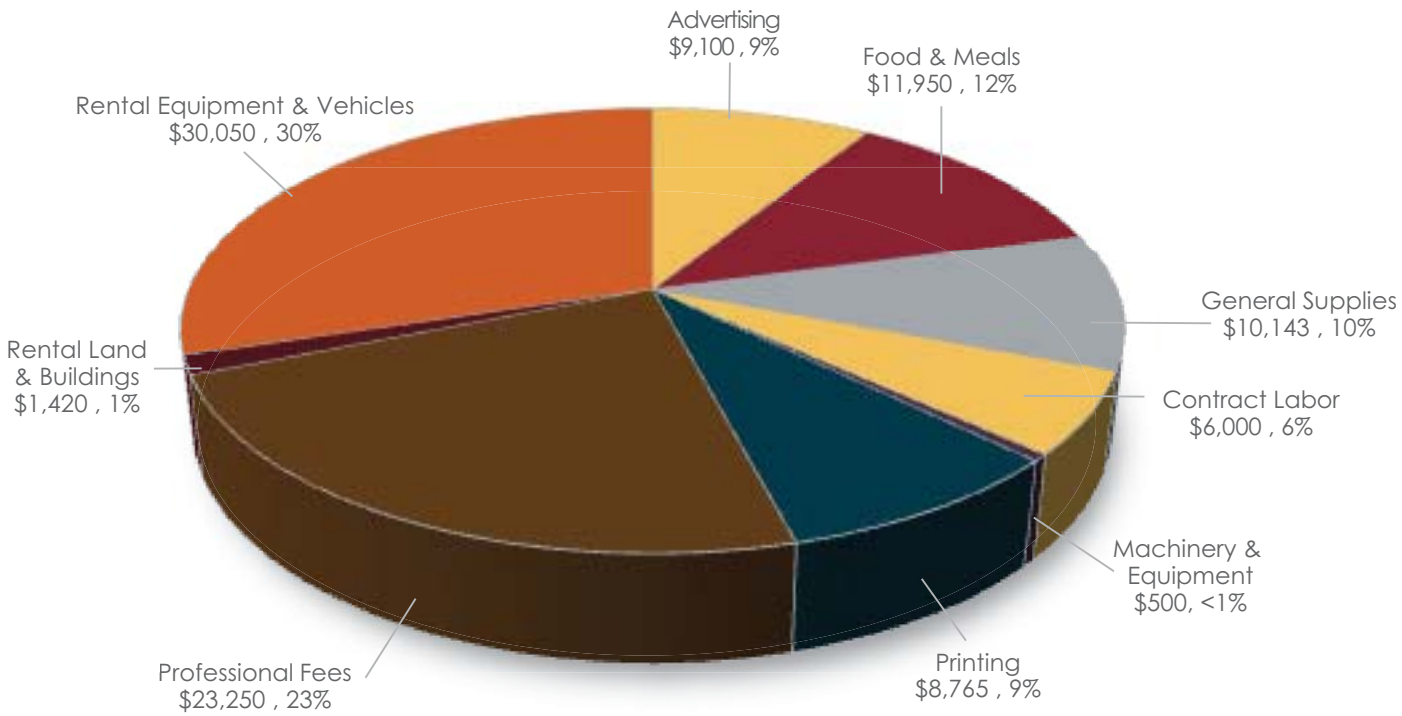
Note: The FY 2020 Amended Budget reflects amendments pending approval of Mayor and Council.



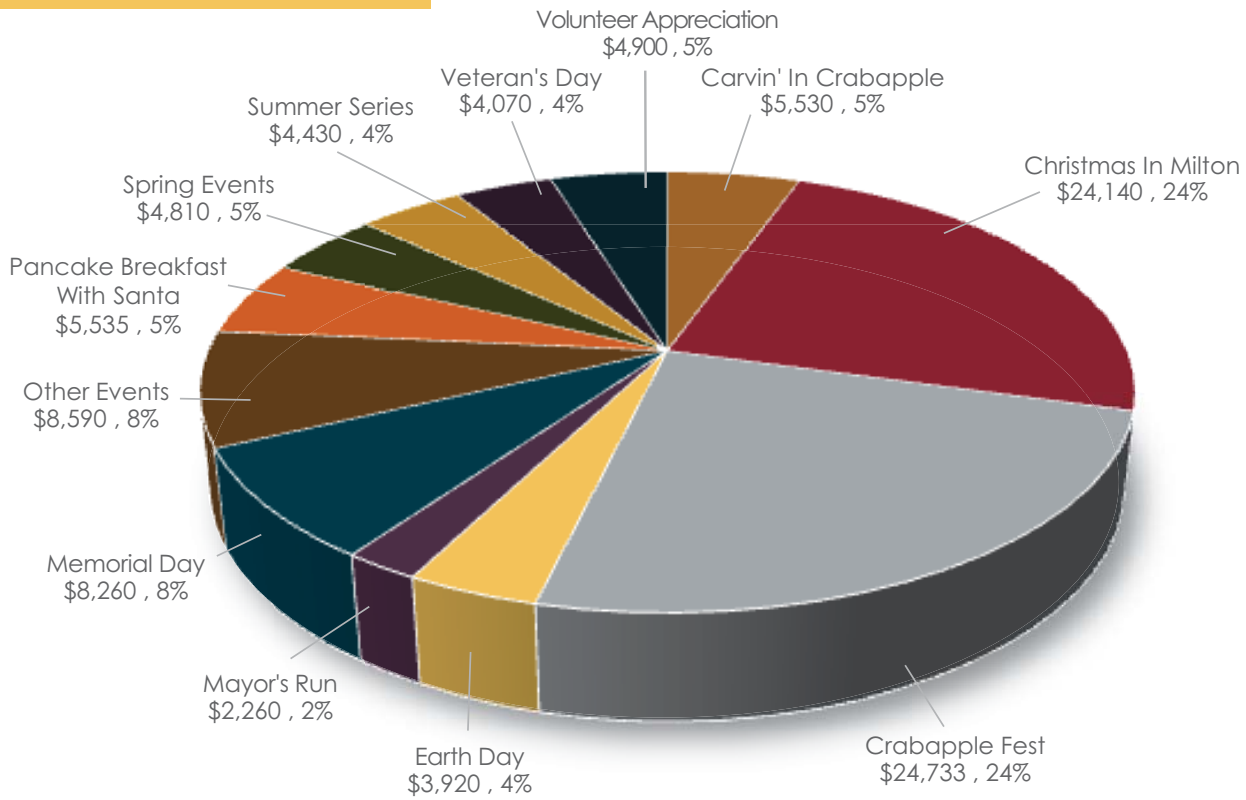


Special Events

EXPENDITURES BY CATEGORY



EXPENDITURES BY EVENT



Special Events Fund Expenditures By Event

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
CRABAPPLE FEST						
Professional Fees	$ 1,605	$ 10,794	$ 6,040	$ 11,230	$ 5,190	85.9
Rental Land & Buildings	-	-	-	460	460	-
Rental Equipment & Vehicles	13,189	13,288	17,165	7,900	(9,265)	(54.0)
Advertising	2,027	1,536	375	1,950	1,575	420.0
Printing	1,683	3,073	340	1,800	1,460	429.4
General Supplies	276	551	195	393	198	101.5
Food & Meals	391	249	652	1,000	348	53.4
TOTAL CRABAPPLE FEST	**$ 19,170**	**$ 29,491**	**$ 24,767**	**$ 24,733**	**$ (34)**	**(0.1)**
CARVIN' IN CRABAPPLE						
Professional Fees	$ 690	$ 360	$ 360	$ 1,310	$ 950	263.9
Rental Land & Buildings	-	-	-	320	320	-
Advertising	-	350	350	450	100	28.6
Printing	480	480	480	500	20	4.2
Contract Labor	-	-	-	1,000	1,000	-
General Supplies	596	477	965	700	(265)	(27.5)
Food & Meals	-	-	-	1,000	1,000	-
Machinery & Equipment	-	-	-	250	250	-
TOTAL CARVIN' IN CRABAPPLE	**$ 1,766**	**$ 1,667**	**$ 2,155**	**$ 5,530**	**$ 3,375**	**156.6**
LITERARY FESTIVAL*						
Professional Fees	$ 1,265	$ -	$ -	$ -	$ -	-
Rental Equipment & Vehicles	234	-	-	-	-	-
Advertising	350	-	-	-	-	-
Printing	1,518	-	-	-	-	-
General Supplies	186	-	-	-	-	-
Food & Meals	603	-	-	-	-	-
TOTAL LITERARY FESTIVAL	**$ 4,157**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
VETERAN'S DAY						
Professional Fees	$ -	$ -	$ -	$ 420	$ 420	-
Rental Equipment & Vehicles	-	224	323	300	(23)	(7.1)
Advertising	1,026	700	1,050	700	(350)	(33.3)
Printing	-	-	-	300	300	-
General Supplies	102	127	70	350	280	400.0
Food & Meals	1,840	900	1,440	2,000	560	38.9
TOTAL VETERAN'S DAY	**$ 2,968**	**$ 1,951**	**$ 2,883**	**$ 4,070**	**$ 1,187**	**41.2**
TREE LIGHTING**						
Rental Equipment & Vehicles	$ 6,125	$ -	$ -	$ -	$ -	-
Advertising	350	-	-	-	-	-
Machinery & Equipment	99	-	-	-	-	-
TOTAL TREE LIGHTING	**$ 6,574**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
CHRISTMAS IN MILTON						
Professional Fees	$ 1,870	$ 2,140	$ 1,990	$ 3,180	$ 1,190	59.8
Rental Land & Buildings	-	-	-	640	640	-
Rental Equipment & Vehicles	492	6,582	7,885	15,250	7,365	93.4
Advertising	-	700	350	1,250	900	257.1
Printing	480	545	480	970	490	102.1
General Supplies	49	228	-	1,050	1,050	-
Food & Meals	-	-	85	1,800	1,715	2,017.6
TOTAL CHRISTMAS IN MILTON	**$ 2,891**	**$ 10,195**	**$ 10,790**	**$ 24,140**	**$ 13,350**	**123.7**
PANCAKE BREAKFAST WITH SANTA						
Professional Fees	$ -	$ 660	$ 420	$ 660	$ 240	57.1
Rental Equipment & Vehicles	-	882	1,366	1,000	(366)	(26.8)
Advertising	350	350	350	800	450	128.6
Printing	576	-	576	725	149	25.9
General Supplies	296	-	344	350	6	1.7

Special Events Fund Expenditures By Event

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
Food & Meals	-	1,039	1,623	2,000	377	23.2
Machinery & Equipment	247	-	-	-	-	-
TOTAL PANCAKE BREAKFAST WITH SANTA	**$ 1,469**	**$ 2,931**	**$ 4,679**	**$ 5,535**	**$ 856**	**18.3**
MAYOR'S RUN						
Professional Fees	$ -	$ -	$ -	$ 210	$ 210	-
Rental Equipment & Vehicles	-	-	350	400	50	14.3
Advertising	350	480	400	450	50	12.5
Printing	578	480	827	1,000	173	20.9
General Supplies	-	-	-	200	200	-
Food & Meals	-	91	-	-	-	-
TOTAL MAYOR'S RUN	**$ 928**	**$ 1,051**	**$ 1,577**	**$ 2,260**	**$ 683**	**43.3**
EARTH DAY						
Professional Fees	$ 1,741	$ -	$ -	$ 1,820	$ 1,820	-
Rental Equipment & Vehicles	-	-	-	500	500	-
Advertising	350	350	350	450	100	28.6
Printing	240	480	-	600	600	-
General Supplies	209	102	-	300	300	-
Food & Meals	154	-	-	250	250	-
TOTAL EARTH DAY	**$ 2,694**	**$ 932**	**$ 350**	**$ 3,920**	**$ 3,570**	**1,020.0**
SPRING EVENTS						
Professional Fees	$ -	$ -	$ -	$ 1,010	$ 1,010	-
Rental Equipment & Vehicles	451	604	-	400	400	-
Advertising	-	350	-	350	350	-
Printing	-	1,540	-	500	500	-
General Supplies	-	1,980	-	2,250	2,250	-
Food & Meals	-	-	-	300	300	-
TOTAL SPRING EVENTS	**$ 451**	**$ 4,474**	**$ -**	**$ 4,810**	**$ 4,810**	**-**
ROCK FOR RESCUES*						
Professional Fees	$ 300	$ 6,811	$ -	$ -	$ -	-
Rental Equipment & Vehicles	1,487	13,892	-	-	-	-
Advertising	715	1,400	-	-	-	-
Printing	-	994	-	-	-	-
General Supplies	523	51	-	-	-	-
Food & Meals	502	582	-	-	-	-
Other Equipment	-	58	-	-	-	-
TOTAL ROCK FOR RESCUES	**$ 3,526**	**$ 23,788**	**$ -**	**$ -**	**$ -**	**-**
MEMORIAL DAY						
Professional Fees	$ 1,040	$ 1,090	$ -	$ 2,210	$ 2,210	-
Rental Equipment & Vehicles	3,071	3,071	-	2,500	2,500	-
Advertising	700	350	350	1,550	1,200	342.9
Printing	855	945	-	1,000	1,000	-
General Supplies	139	178	9	500	491	5,455.6
Food & Meals	1,000	268	-	500	500	-
TOTAL MEMORIAL DAY	**$ 6,805**	**$ 5,901**	**$ 359**	**$ 8,260**	**$ 7,901**	**2,200.8**
SUMMER SERIES						
Professional Fees	$ 8,101	$ -	$ -	$ 180	$ 180	-
Rental Equipment & Vehicles	5,650	-	-	500	500	-
Advertising	2,087	350	-	800	800	-
Printing	585	-	-	500	500	-
Contract Labor	720	-	-	-	-	-
General Supplies	280	266	-	1,500	1,500	-
Food & Meals	438	-	-	700	700	-
Machinery & Equipment	897	-	-	250	250	-
TOTAL SUMMER SERIES	**$ 18,758**	**$ 616**	**$ -**	**$ 4,430**	**$ 4,430**	**-**

Special Events Fund Expenditures By Event

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
VOLUNTEER APPRECIATION						
Professional Fees	$ -	$ -	$ -	$ 300	$ 300	-
Rental Equipment & Vehicles	309	317	419	500	81	19.3
Advertising	-	423	350	350	-	-
Printing	-	-	250	250	-	-
General Supplies	176	182	1,093	1,500	407	37.2
Food & Meals	1,461	1,865	2,400	2,000	(400)	(16.7)
Machinery & Equipment	-	-	-	-	-	-
TOTAL VOLUNTEER APPRECIATION	**$ 1,947**	**$ 2,787**	**$ 4,512**	**$ 4,900**	**$ 388**	**8.6**
OTHER EVENTS						
Professional Fees	$ 349	$ 356	$ 600	$ 720	$ 120	20.0
Rental Equipment & Vehicles	-	-	800	800	-	-
Advertising	-	-	1,400	-	(1,400)	(100.0)
Printing	-	-	500	620	120	24.0
Contract Labor	-	-	-	5,000	5,000	-
Maintenance Contracts	576	-	-	-	-	-
General Supplies	2,023	-	1,050	1,050	-	-
Food & Meals	10	-	400	400	-	-
TOTAL OTHER EVENTS	**$ 2,957**	**$ 356**	**$ 4,750**	**$ 8,590**	**$ 3,840**	**80.8**
TOTAL EXPENDITURES	**$ 77,061**	**$ 86,140**	**$ 56,822**	**$ 101,178**	**$ 44,356**	**78.1**

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

*The Literary Festival has been handed over to the authors and will no longer be a City run event, and Rock for Rescues will no longer be held in the City.

**Expenditures associated with the tree lighting have been combined with the Christmas in Milton Event.



Confiscated Assets Fund Budget Summary

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
REVENUES						
Fines & Forfeitures - Federal	$ 11,088	$ 16,048	$ 24,211	$ -	$ (24,211)	(100.0)
Fines & Forfeitures - State	-	-	1,521	-	(1,521)	(100.0)
Investment Income - Federal	32	36	-	-	-	-
Investment Income - State	16	-	-	-	-	-
subtotal	$ 11,136	$ 16,084	$ 25,732	$ -	$ (25,732)	(100.0)
Other Financing Sources						
Proceeds from Sale of Assets	$ -	$ 3,500	$ -	$ -	$ -	-
Interfund Transfers In	1,700	-	-	-	-	-
subtotal	$ 1,700	$ 3,500	$ -	$ -	$ -	(100.0)
TOTAL REVENUES	**$ 12,836**	**$ 19,584**	**$ 25,732**	**$ -**	**$ (25,732)**	**(100.0)**
EXPENDITURES (by Department)						
Police - Federal	$ 9,714	$ 8,237	$ 28,149	$ -	$ (28,149)	(100.0)
Poilce - State	55,283	-	-	-	-	-
TOTAL EXPENDITURES	**$ 64,997**	**$ 8,237**	**$ 28,149**	**$ -**	**$ (28,149)**	**(100.0)**
Total Revenues Over/(Under) Expenditures	$ (52,161)	$ 11,347	$ (2,417)	$ -		
Beginning Fund Balance	135,981	83,820	95,166	92,749		
ENDING FUND BALANCE	**$ 83,820**	**$ 95,166**	**$ 92,749**	**$ 92,749**		

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



E-911 Fund Budget Summary

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
REVENUES						
Charges for Services	$ 966,265	$ 1,062,386	$ 1,060,000	$ 1,000,000	$ (60,000)	(5.7)
Investment Income	-	-	-	-	$ -	-
TOTAL REVENUES	**$ 966,265**	**$ 1,062,386**	**$ 1,060,000**	**$ 1,000,000**	**$ (60,000)**	**(5.7)**
EXPENDITURES (by Department)						
Police	$ 966,265	$ 1,062,386	$ 1,060,000	$ 1,000,000	$ (60,000)	(5.7)
TOTAL EXPENDITURES	**$ 966,265**	**$ 1,062,386**	**$ 1,060,000**	**$ 1,000,000**	**$ (60,000)**	**(5.7)**
Total Revenues Over/(Under) Expenditures	$ -	$ -	$ -	$ -		
Beginning Fund Balance	-	-	-	-		
ENDING FUND BALANCE	**$ -**	**$ -**	**$ -**	**$ -**		

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



Operating Grant Fund Budget Summary

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
REVENUES						
Intergovernmental Revenues	$ 300	$ -	$ -	$ -	$ -	-
Contributions & Donations	19,152	-	-	-	$ -	-
TOTAL REVENUES	**$ 19,452**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
EXPENDITURES (by Department)						
Fire	$ 19,152	$ -	$ -	$ -	$ -	-
Parks & Recreation (Active)	-	-	-	-	-	-
TOTAL EXPENDITURES	**$ 19,152**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
Total Revenues Over/(Under) Expenditures	$ 300	$ -	$ -	$ -		
Beginning Fund Balance	(300)	-	-	-		
ENDING FUND BALANCE	**$ -**	**$ -**	**$ -**	**$ -**		

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



Hotel/Motel Tax Fund Budget Summary

	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget	$ Variance	% Variance
REVENUES						
Sales & Use Taxes	$ 78,498	$ 82,010	$ 45,000	$ 24,000	$ (21,000)	(46.7)
TOTAL REVENUES	**$ 78,498**	**$ 82,010**	**$ 45,000**	**$ 24,000**	**$ (21,000)**	**(46.7)**
EXPENDITURES						
Interfund Transfers Out						
Special Events Fund	$ 78,498	$ 82,010	$ 45,000	$ 24,000	$ (21,000)	(46.7)
TOTAL EXPENDITURES	**$ 78,498**	**$ 82,010**	**$ 45,000**	**$ 24,000**	**$ (21,000)**	**(46.7)**
Total Revenues Over/(Under) Expenditures	$ -	$ -	$ -	$ -		
Beginning Fund Balance	-	-	-	-		
ENDING FUND BALANCE	**$ -**	**$ -**	**$ -**	**$ -**		

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





Capital Projects Funds

Capital Projects Funds Budget Summaries

CAPITAL PROJECTS FUND	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget
Revenues	$ 1,514,152	$ 9,032,406	$ 5,931,447	$ 5,082,056
Expenditures	$ 5,447,508	$ 8,086,673	$ 14,464,195	$ 5,082,056
Total Revenues Over/(Under) Expenditures	$ (3,933,356)	$ 945,733	$ (8,532,748)	$ -
Beginning Fund Balance	$ 11,520,372	$ 7,587,016	$ 8,532,749	$ 0
ENDING FUND BALANCE	**$ 7,587,016**	**$ 8,532,749**	**$ 0**	**$ 0**

GREENSPACE BOND FUND	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget
Revenues	$ 1,082,392	$ 2,167,668	$ 1,860,239	$ 1,581,737
Expenditures	$ 5,289,269	$ 15,492,047	$ 9,188,393	$ 1,721,431
Total Revenues Over/(Under) Expenditures	$ (4,206,877)	$ (13,324,379)	$ (7,328,154)	$ (139,694)
Beginning Fund Balance	$ 25,067,864	$ 20,860,987	$ 7,536,608	$ 208,454
ENDING FUND BALANCE	**$ 20,860,987**	**$ 7,536,608**	**$ 208,454**	**$ 68,760**

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

TSPLOST FUND	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget
Revenues	$ 6,410,060	$ 6,912,682	$ 5,666,707	$ 6,072,000
Expenditures	$ 738,529	$ 1,593,440	$ 19,181,402	$ 6,508,140
Total Revenues Over/(Under) Expenditures	$ 5,671,531	$ 5,319,242	$ (13,514,695)	$ (436,140)
Beginning Fund Balance	$ 2,960,061	$ 8,631,592	$ 13,950,834	$ 436,140
ENDING FUND BALANCE	**$ 8,631,592**	**$ 13,950,834**	**$ 436,140**	**$ 0**

Capital Projects Funds Budget Summaries Continued

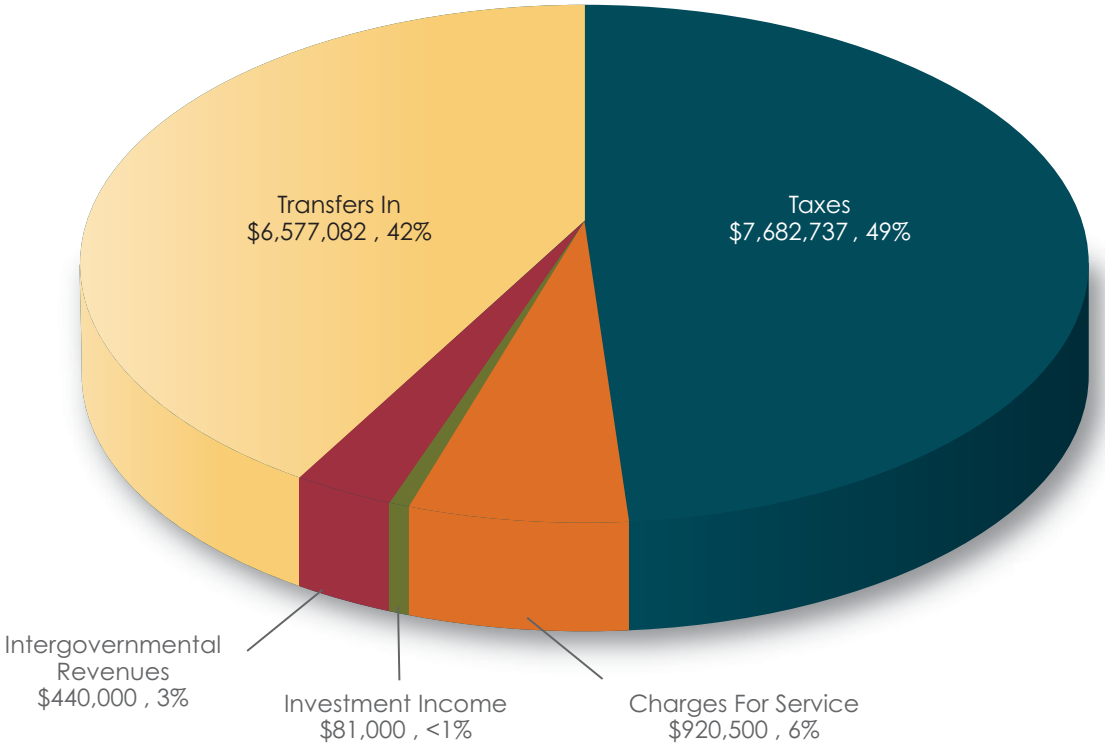
CAPITAL GRANT FUND	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget
Revenues	$ 764,347	$ 1,170,867	$ 1,384,050	$ 440,000
Expenditures	$ 1,316,281	$ 569,009	$ 2,234,509	$ 440,000
Total Revenues Over/(Under) Expenditures	$ (551,934)	$ 601,858	$ (850,459)	$ -
Beginning Fund Balance	$ 800,536	$ 248,602	$ 850,460	$ 0
ENDING FUND BALANCE	**$ 248,602**	**$ 850,460**	**$ 0**	**$ 0**

IMPACT FEES FUND	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget
Revenues	$ 2,781,002	$ 1,183,835	$ 750,500	$ 875,500
Expenditures	$ 903,499	$ 57,145	$ 3,754,694	$ 875,500
Total Revenues Over/(Under) Expenditures	$ 1,877,503	$ 1,126,690	$ (3,004,194)	$ -
Beginning Fund Balance	$ (0)	$ 1,877,503	$ 3,004,194	$ 0
ENDING FUND BALANCE	**$ 1,877,503**	**$ 3,004,194**	**$ 0**	**$ 0**

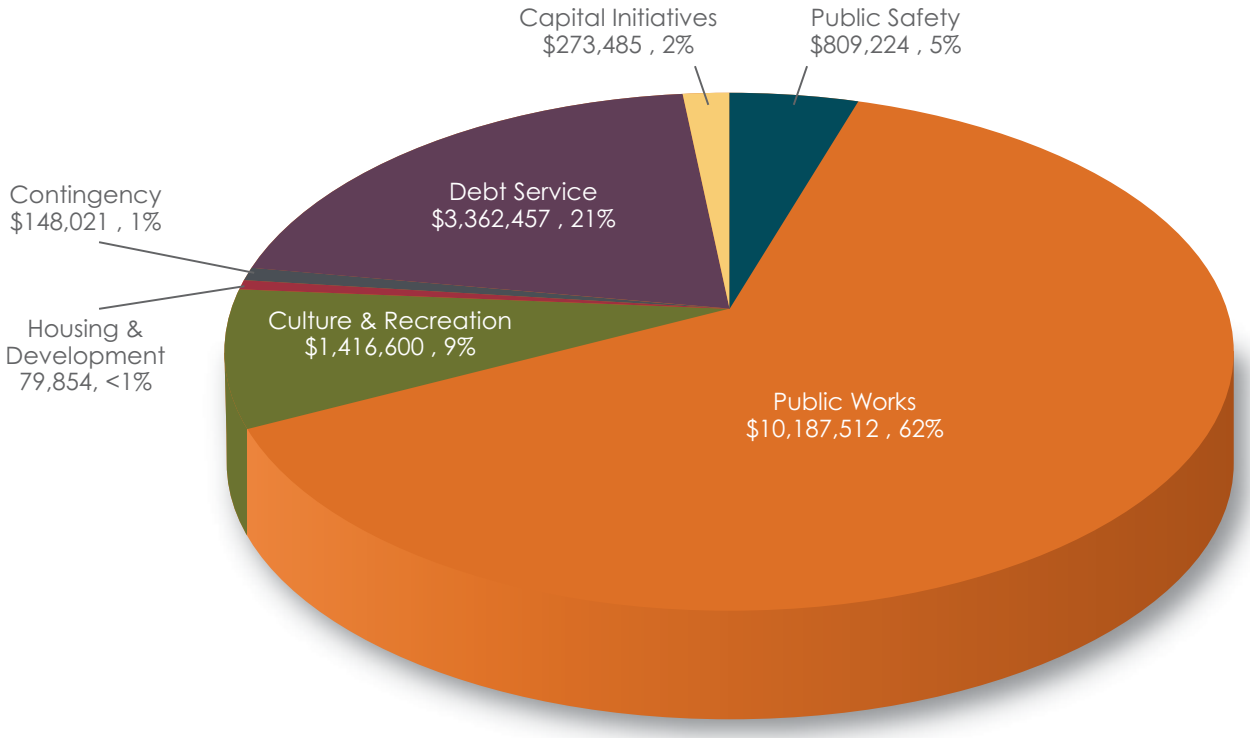
REVENUE BOND FUND	FY 2018 Total Activity	FY 2019 Total Activity	FY 2020 Amended Budget	FY 2021 Proposed Budget
Revenues	$ -	$ -	$ 28,773,338	$ 1,650,026
Expenditures	$ -	$ 1,546,653	$ 27,113,190	$ 1,650,026
Total Revenues Over/(Under) Expenditures	$ -	$ (1,546,653)	$ 1,660,148	$ -
Beginning Fund Balance	$ 0	$ 0	$ (1,546,653)	$ 113,496
ENDING FUND BALANCE	**$ 0**	**$ (1,546,653)**	**$ 113,496**	**$ 113,496**

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
FY2021-FY2027 Funding Requests By Department/Project
All Funding Sources

DEPARTMENT	PROJECT	Estimated Project Cost	Previously Allocated (All Sources)	Available Balance (All Sources)*	FY21-FY27 Requests By Funding Source: FY21-FY27 Operating Transfers	FY21-FY27 TSPLOST Funding	FY21-FY27 Impact Fees	FY21-FY27 Proposed Debt Financing	FY21-FY27 Other Funding Sources	Unfunded Amount / (Over)
GENERAL ADMINISTRATION										
	Vehicle Replacement Reserve	$ -	$ 33,176	$ 13,762	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL GENERAL ADMINISTRATION		**$ -**	**$ 33,176**	**$ 13,762**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
FINANCE										
	Software Upgrades	$ 62,315	$ 62,315	$ 62,315	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL FINANCE		**$ 62,315**	**$ 62,315**	**$ 62,315**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
INFORMATION SERVICES										
	Hardware Improvements	$ 633,432	$ 633,432	$ 60,142	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL INFORMATION SERVICES		**$ 633,432**	**$ 633,432**	**$ 60,142**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
GENERAL GOVERNMENT BUILDINGS										
	Police/Fire/Court Facility	$ 15,241,885	$ 15,228,885	$ 224,157	$ -	$ -	$ 13,000	$ -	$ -	$ -
	Portable Generator	92,000	92,000	92,000	-	-	-	-	-	-
TOTAL GENERAL GOVERNMENT BUILDINGS		**$ 15,333,885**	**$ 15,320,885**	**$ 316,157**	**$ -**	**$ -**	**$ 13,000**	**$ -**	**$ -**	**$ -**
POLICE										
	Vehicle Replacement Reserve	$ -	$ 1,581,752	$ 39,254	$ 1,331,148	$ -	$ -	$ -	$ -	$ -
TOTAL POLICE		**$ -**	**$ 1,581,752**	**$ 39,254**	**$ 1,331,148**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
FIRE										
	Fire Station Roof Replacement	$ 63,710	$ 80,000	$ 16,290	$ (16,290)	$ -	$ -	$ -	$ -	$ -
	Station 42 Replacement	4,104,435	4,031,935	3,807,335	-	-	72,500	-	-	-
	Apparatus/Vehicle Replacement	-	3,674,503	509,102	3,150,000	-	435,000	-	-	-
	AED Units	46,218	46,218	7,019	-	-	-	-	-	-
	SCBA Replacement	276,450	163,600	163,600	112,850	-	-	-	-	-
	Exhaust Extractors	90,637	90,637	-	-	-	-	-	-	-
	West Side Fire Station	4,385,000	-	-	-	-	-	4,385,000	-	-
TOTAL FIRE		**$ 8,966,450**	**$ 8,086,893**	**$ 4,503,345**	**$ 3,246,560**	**$ -**	**$ 507,500**	**$ 4,385,000**	**$ -**	**$ -**
PUBLIC WORKS										
	Bridge Replacement Program	$ -	$ 1,361,172	$ 661,637	$ 2,100,000	$ -	$ 770,000	$ -	$ -	$ -
	Construction Inspectors	-	146,307	27,647	-	-	-	-	-	-
	Crabapple SE Connector	150,000	-	-	150,000	-	-	-	-	-
	Crabapple Streetscape	782,250	782,250	108,023	-	-	-	-	-	-
	Gravel Roads Maintenance	-	908,564	142,877	2,053,464	-	-	-	-	-
	Pavement Management	-	15,098,113	-	12,465,800	-	-	-	3,895,000	-
	Repair Major Stormwater Structures	-	1,626,364	389,255	1,925,000	-	-	-	-	-
	Sidewalk & Trail Construction & Repair	-	1,762,718	1,009,413	700,000	-	-	-	-	-
	Public Works Yard Improvements	175,000	1,798	1,798	173,202	-	-	-	-	-
	Traffic Calming	-	236,363	137,449	-	-	-	-	-	-
	Trail Connection to Big Creek Greenway	4,750,000	1,250,318	655,000	-	299,682	-	-	-	3,200,000
	Vehicle Replacement Reserve	-	251,497	-	105,000	-	-	-	-	-
	Crabapple Pedestrian Enhancements	629,000	629,000	521,674	-	-	-	-	-	-
	Intersection-Crabapple @ Green	75,000	75,000	2,412	-	-	-	-	-	-
	Traffic Signal Battery Backups	77,511	38,511	-	39,000	-	-	-	-	-
	TSPLOST Program Management	750,000	500,000	67,002	-	250,000	-	-	-	-
	Windward Parkway MIL-038	500,000	500,000	500,000	-	-	-	-	-	-
	SR140 @ Green MIL-009	1,010,000	1,010,000	1,010,000	-	-	-	-	-	-
	NE Crabapple Connector MIL-005/MIL-030	4,988,300	4,988,300	1,949,345	-	-	-	-	-	-
	Hopewell @ Bethany MIL-001	3,080,000	3,080,000	2,802,748	-	-	-	-	-	-
	Freemanville @ Birmingham MIL-004	1,990,000	400,000	277,732	-	1,590,000	-	-	-	-
	Hopewell @ Thompson MIL-006	3,800,000	3,800,000	3,194,915	-	-	-	-	-	-
	Pedestrian 1 MIL-034	3,372,490	871,000	603,146	-	2,501,490	-	-	-	-
	Hopewell @ Hamby MIL-008	3,420,000	3,420,000	3,135,838	-	-	-	-	-	-
	Birmingham Middle Bridge MIL-012	2,803,458	2,160,000	2,160,000	-	643,458	-	-	-	-





Capital Improvement Plan
FY2021-FY2027 Funding Requests By Department/Project
All Funding Sources

DEPARTMENT	PROJECT	Estimated Project Cost	Previously Allocated (All Sources)	Available Balance (All Sources)*	FY21-FY27 Requests By Funding Source: FY21-FY27 Operating Transfers	FY21-FY27 TSPLOST Funding	FY21-FY27 Impact Fees	FY21-FY27 Proposed Debt Financing	FY21-FY27 Other Funding Sources	Unfunded Amount / (Over)
	Morris Road Widening MIL-031	5,440,000	650,000	256,753	-	4,790,000	-	-	-	-
	Bethany @ Providence MIL-002	1,820,000	200,000	200,000	-	1,620,000	-	-	-	-
	Freemanville @ Redd MIL-010	1,020,000	-	-	-	1,020,000	-	-	-	-
TOTAL PUBLIC WORKS		**$ 40,633,009**	**$ 45,747,275**	**$ 19,814,664**	**$ 19,711,466**	**$ 12,714,630**	**$ 770,000**	**$ -**	**$ 3,895,000**	**$ 3,200,000**
PARKS & RECREATION (ACTIVE)										
	Park Land Acquisition	$ -	$ 439,632	$ 439,632	$ -	$ -	$ 4,550,000	$ -	$ -	$ -
	Park & Trail Expansion	-	5,247,850	1,739,542	-	-	-	-	-	-
	Vehicle Replacement Reserve	-	26,921	-	53,200	-	-	-	-	-
	Providence Park	7,094,818	2,297,320	2,062,230	3,250,000	-	-	-	-	1,547,498
	Cox Road	80,000	80,000	80,000	-	-	-	-	-	-
	Community Center	10,000,000	-	-	-	-	-	10,000,000	-	-
	Former Milton Country Club Facility Imp	3,024,000	1,000,000	808,677	2,024,000	-	-	-	-	-
TOTAL PARKS & RECREATION (ACTIVE)		**$ 20,198,818**	**$ 9,091,723**	**$ 5,130,081**	**$ 5,327,200**	**$ -**	**$ 4,550,000**	**$ 10,000,000**	**$ -**	**$ 1,547,498**
PASSIVE PARKS/GREENSPACE										
	Land Conservation	$ -	$ 26,169,484	$ 4,938,167	$ -	$ -	$ -	$ -	$ 9,000	$ -
	Site Improvements	-	215,000	215,000	50,000	-	-	-	-	-
	Birmingham Park	1,500,000	-	-	-	-	-	-	-	1,500,000
	Mayfield Farm Park	35,000	35,000	35,000	-	-	-	-	-	-
	Former Milton Country Club Passive Imp	6,120,000	1,188,188	1,184,602	1,350,000	-	-	-	-	3,581,812
	Lackey Road	45,000	45,000	45,000	-	-	-	-	-	-
TOTAL PASSIVE PARKS/GREENSPACE		**$ 7,700,000**	**$ 27,652,672**	**$ 6,417,769**	**$ 1,400,000**	**$ -**	**$ -**	**$ -**	**$ 9,000**	**$ 5,081,812**
COMMUNITY DEVELOPMENT										
	Tree Recompense	$ -	$ 374,998	$ 109,323	$ -	$ -	$ -	$ -	$ -	$ -
	Gateway/Wayfinding Signage & Historic Markers	543,313	383,313	165,960	160,000	-	-	-	-	-
	Unified Development Code	195,000	195,000	-	-	-	-	-	-	-
	Permit Tracking Software	271,697	301,843	-	(30,146)	-	-	-	-	-
	Equestrian Zoning	35,000	35,000	-	-	-	-	-	-	-
	Smart Communities	62,500	62,500	27,752	-	-	-	-	-	-
	Impact Fees CIE/Methodology Updates	-	59,460	10,880	-	-	210,000	-	-	-
	Comprehensive Plan	173,700	173,700	48,700	-	-	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT		**$ 1,281,210**	**$ 1,585,815**	**$ 362,615**	**$ 129,854**	**$ -**	**$ 210,000**	**$ -**	**$ -**	**$ -**
TOTAL CAPITAL IMPROVEMENT PLAN		**$ 94,809,119**	**$ 109,795,938**	**$ 36,720,105**	**$ 31,146,228**	**$ 12,714,630**	**$ 6,050,500**	**$ 14,385,000**	**$ 3,904,000**	**$ 9,829,310**

* The available balance includes all encumbrances to-date.



Capital Improvement Plan
FY2021-FY2027 Funding Requests By Department/Project
Operating Transfers (Pay-As-You-Go) Funding

DEPARTMENT	PROJECT	Available Balance (All Sources)*	FY 2021 Proposed Budget	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
POLICE									
	Vehicle Replacement Reserve	$ 39,254	$ 190,164	$ 190,164	$ 190,164	$ 190,164	$ 190,164	$ 190,164	$ 190,164
TOTAL POLICE		**$ 39,254**	**$ 190,164**	**$ 190,164**	**$ 190,164**	**$ 190,164**	**$ 190,164**	**$ 190,164**	**$ 190,164**
FIRE									
	Fire Station Roof Replacement	$ 16,290	$ (16,290)	$ -	$ -	$ -	$ -	$ -	$ -
	Apparatus/Vehicle Replacement	509,102	450,000	450,000	450,000	450,000	450,000	450,000	450,000
	SCBA Replacement	163,600	112,850	-	-	-	-	-	-
TOTAL FIRE		**$ 688,992**	**$ 546,560**	**$ 450,000**	**$ 450,000**	**$ 450,000**	**$ 450,000**	**$ 450,000**	**$ 450,000**
PUBLIC WORKS									
	Bridge Replacement Program	$ 661,637	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000
	Crabapple SE Connector	-	150,000	-	-	-	-	-	-
	Gravel Roads Maintenance	142,877	266,372	274,896	283,693	292,771	302,139	311,808	321,786
	Pavement Management	-	1,816,000	2,033,300	1,980,200	1,536,300	1,700,000	1,700,000	1,700,000
	Repair Major Stormwater Structures	389,255	275,000	275,000	275,000	275,000	275,000	275,000	275,000
	Sidewalk & Trail Construction & Repair	1,009,413	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Public Works Yard Improvements	1,798	-	173,202	-	-	-	-	-
	Vehicle Replacement Reserve	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	Traffic Signal Battery Backup	-	39,000	-	-	-	-	-	-
TOTAL PUBLIC WORKS		**$ 2,204,980**	**$ 2,961,372**	**$ 3,171,398**	**$ 2,953,893**	**$ 2,519,071**	**$ 2,692,139**	**$ 2,701,808**	**$ 2,711,786**
PARKS & RECREATION (ACTIVE)									
	Vehicle Replacement Reserve	$ -	7,600	7,600	7,600	7,600	7,600	7,600	7,600
	Providence Park	2,062,230	550,000	450,000	450,000	450,000	450,000	450,000	450,000
	Former Milton Country Club Facility Imp	808,677	-	450,000	450,000	450,000	450,000	224,000	-
TOTAL PARKS & RECREATION (ACTIVE)		**$ 2,870,907**	**$ 557,600**	**$ 907,600**	**$ 907,600**	**$ 907,600**	**$ 907,600**	**$ 681,600**	**$ 457,600**
PASSIVE PARKS/GREENSPACE									
	Site Improvements	$ 215,000	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ -
	Former Milton Country Club Passive Park Impr	1,184,602	150,000	200,000	200,000	200,000	200,000	200,000	200,000
TOTAL PASSIVE PARKS/GREENSPACE		**$ 1,399,602**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**
COMMUNITY DEVELOPMENT									
	Gateway/Wayfinding Signage & Historic Markers	$ 165,960	$ 80,000	$ 80,000	$ -	$ -	$ -	$ -	$ -
	Permit Tracking Software	-	(30,146)	-	-	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT		**$ 165,960**	**$ 49,854**	**$ 80,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL CAPITAL IMPROVEMENT PLAN		**$ 7,369,695**	**$ 4,505,550**	**$ 4,999,162**	**$ 4,701,657**	**$ 4,266,835**	**$ 4,439,903**	**$ 4,223,572**	**$ 4,009,550**

* The available balance includes all encumbrances to-date.



CAPITAL IMPROVEMENT PLAN

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

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

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

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	19,414

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	13,762

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	13,762

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	33,176	-	-	-	-	-	-	-	33,176	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**33,176**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**33,176**	**-**

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**

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Financial Software Upgrades	**Estimated Project Cost:**	$62,315
		Estimated Completion:	2021

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

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	After reviewing options for a complete software replacement it was determined that the current product is the most efficient at our current price point. The funds set aside will be utilized to implement module upgrades and additions in order to enhance the operatins and capabilities of the system we currently have. Remaining funds will be released upcon completion of the upgrades.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	62,315
Total Project Cost:	**62,315**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	62,315

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	62,315

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	62,315		-	-	-	-	-	-	62,315	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**62,315**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**62,315**	**-**

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

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Infrastructure Improvements/Hardware Upgrades	**Estimated Project Cost:**	$633,432
		Estimated Completion:	2020

DEPARTMENT: Information Services **Account #:** 300-1535-542402000

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

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

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

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	633,432
Total Project Cost:	**633,432**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	564,336

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	69,096

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	60,142

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	633,432	-	-	-	-	-	-	-	633,432	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**633,432**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**633,432**	**-**

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

PROJECT NAME:	Police/Court/Fire Facility	**Estimated Project Cost:**	$15,241,885
		Estimated Completion:	2020

DEPARTMENT: General Govt Building

Account #: 300-1565-541300100
350-1535-541300100
360-1565-541300100

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Provide Quality Services

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	In order to vacate the currently leased City Hall space, the City will need to design and build a combined police headquarters and court facility along with a fire station. This will be located on Highway 9 on property currently owned by the City.

ESTIMATED PROJECT COST:	
Planning & Design	800,000
Construction	11,700,000
Land Acquisition	-
Fleet Acquisition	-
Other	2,741,885
Total Project Cost:	**15,241,885**

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Impact Fee	Bond Fund
Expended Through FY 20	679,741	-	11,431,842

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fee	Bond Fund
Rollover at FYE 20	-	70,012	3,047,290

AVAILABLE BALANCE:	Cap Proj	Impact Fee	Bond Fund
Rollover less current encumbrances at FYE 20	-	70,012	154,145

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	679,741	-	-	-	-	-	-	-	679,741	
Debt Financing	14,479,132	-	-	-	-	-	-	-	14,479,132	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	70,012	13,000	-	-	-	-	-	-	83,012	
Funding Source Total:	**15,228,885**	**13,000**	**-**	**-**	**-**	**-**	**-**	**-**	**15,241,885**	**-**

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



3.7 Acre Site on Highway 9

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Portable Generator	**Estimated Project Cost:**	$92,000
		Estimated Completion:	2021

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

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Portable 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.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	82,000
Other	10,000
Total Project Cost:	**92,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	92,000

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Cap Proj 92,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	92,000	-	-	-	-	-	-	-	92,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**92,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**92,000**	**-**

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



Portable Generator

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.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	1,362,093

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	219,659

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	39,254

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Funding	Unfunded Amount
Operating Budget	1,512,526	190,164	190,164	190,164	190,164	190,164	190,164	190,164	2,843,674	
Debt Financing	-	-	-	-	-	-	-	-	-	
HIDTA	3,750	-	-	-	-	-	-	-	3,750	
Insurance Proceeds	65,476	-	-	-	-	-	-	-	65,476	
Funding Source Total:	**1,581,752**	**190,164**	**190,164**	**190,164**	**190,164**	**190,164**	**190,164**	**190,164**	**2,912,900**	**-**

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:	Fire Station Roof Replacement	**Estimated Project Cost:**	$63,710
		Estimated Completion:	2018

DEPARTMENT: Fire **Account #:** 300-3510-522280000

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 project is to repair the roof on Fire Station 42, which has several leaks in the engine room and roof penetrations. At the request of the Fire Department, a roofing contractor (Garland) completed an assessment of Fire Station 41's roof in June of 2017 and determined that the roof needed to be replaced. In addition, the exterior of the building has failed in many areas allowing moisture to seep into the building. Cove joint replacement - $4,000, Exterior damp proofing - $8,000, New architectural shingles - $65,000 (includes 10% roof decking replacement), Gutter and Downspouts - $7,000, Total estimate - $84,000 Plus and additional $6,000 for contingency Total project cost - $90,000

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	63,710
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**63,710**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	63,710

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	16,290

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	16,290

COMPLETE

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	80,000	(16,290)	-	-	-	-	-	-	63,710	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**80,000**	**(16,290)**	**-**	**-**	**-**	**-**	**-**	**-**	**63,710**	**-**

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



Station 42 Interior Sky Lights

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Station 42 Replacement	**Estimated Project Cost:**	$4,104,435
		Estimated Completion:	2021

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

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 it's 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.

ESTIMATED PROJECT COST:	
Planning & Design	157,000
Construction	3,706,563
Land Acquisition	-
Fleet Acquisition	-
Other	240,872
Total Project Cost:	**4,104,435**

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Impact Fees	Bond fund
Expended Through FY 20	6,000	-	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees	Bond Fund
Rollover at FYE 20	-	309,132	3,716,803

AVAILABLE BALANCE:	Cap Proj	Impact Fees	Bond Fund
Rollover less current encumbrances at FYE 20	-	309,132	3,498,203

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	6,000	-	-	-	-	-	-	-	6,000	
Impact Fees	309,132	72,500	-	-	-	-	-	-	381,632	
Debt Financing	3,716,803	-	-	-	-	-	-	-	3,716,803	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**4,031,935**	**72,500**	**-**	**-**	**-**	**-**	**-**	**-**	**4,104,435**	**-**

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)

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

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:

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

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 20	3,165,401	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover at FYE 20	509,102	-

AVAILABLE BALANCE:	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 20	509,102	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
Operating Budget	3,674,503	450,000	450,000	450,000	450,000	450,000	450,000	450,000	6,824,503	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees (Apparatus Only)	-	-	72,500	72,500	72,500	72,500	72,500	72,500	435,000	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**3,674,503**	**450,000**	**522,500**	**522,500**	**522,500**	**522,500**	**522,500**	**522,500**	**7,259,503**	**-**

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**



Truck 41 and the Reserve Quint

PROJECT NAME:	AED Units	**Estimated Project Cost:**	$46,218
		Estimated Completion:	N/A

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:

This is an enhancement to the Heart Ready City Program already in place. This project is to allow the Fire Department to take total responsibility of all AEDs and supplies. AEDs, with adult and child defibrillation pads, including CPR pocket masks will be placed in all City owned vehicles. City owned facilities will receive AEDs, cabinets, including signage. This plan includes CPR and AED training for all City of Milton employees.

City Vehicles include:
Fire Administrative vehicles - 5
Police vehicles - 11 (3 CID, 3 Admin, 5 new patrol cars)
Community Development - 3
Public Works - 3

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	46,218
Total Project Cost:	**46,218**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	39,199

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	7,019

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	7,019

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	46,218	-	-	-	-	-	-	-	46,218	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**46,218**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**46,218**	**-**

IMPACT ON OPERATING BUDGET: CPR training and supplies (training aides, AED batteries, replacement defibrillation pads and pocket masks) are currently budgeted in the M&O. No additional impact will be experienced.

Estimated Annual Impact:	
Expenditures	
Personnel	-
Maintenance	-
Other	-
Revenues	-
Total:	**-**



AED

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Self-Contained Breathing Apparatus (SCBA) Replacement	**Estimated Project Cost:**	$276,450
		Estimated Completion:	2021

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	This project involves replacement of the 40 SCBAs and 40 SCBA Bottles that we currently have in our inventory. An SCBA is a vital piece of the firefighters' protective ensemble and provides breathable air in a deadly, toxic environment. We have more bottles than SCBA backpack units because one bottle is generally insufficient to sustain firefighting operations, which requires two bottles per single unit (e.g. per firefighter): one bottle to be filled while the other is in use. These items are warrantied at eight years and the bottles are rated a maximum 15 years. They were purchased in 2007 and thus will face standard-required replacement in 2020. SCOTT Air-Pak x3 4.5 NFPA 2013 ed. Includes: Standard Kevlar Harness, Ez Flow Regulator, Pak Alert SE7 Integrated PASS, AV3000 HT Face piece, 45 Minute Carbon Fiber Cylinder, Snap Change Connection, Regulator Quick Disconnect + $200, Dual EBSS + $500, Cost per SCBA = $6,200, x 40 = **$248,000**, Cost per cylinder = $1000 x 40 = **$40,000**, Cost per Mask = $280 x 40 = **$11,200** Total cost = $327,200 - Purchase in FY21

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	276,450
Total Project Cost:	**276,450**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	163,600

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	163,600

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	163,600	112,850	-	-	-	-	-	-	276,450	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**163,600**	**112,850**	**-**	**-**	**-**	**-**	**-**	**-**	**276,450**	**-**

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



Self Contained Breathing Apparatus

PROJECT NAME:	Exhaust Extractors	Estimated Project Cost:	$90,637
		Estimated Completion:	Nov-20

DEPARTMENT: Fire **Account #:** 340-3510-542500000

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

STRATEGIC ACTION ITEM: Provide a highly professional, safe, and healthy environment **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Continuing with the department's cancer initiative program, the exhaust extractor system (Magna Grip) for diesel exhaust extraction will capture and remove vehicle exhaust emissions when the fire apparatus is started to a point when the vehicle exits the building. The system will capture and remove harmful diesel exhaust from the fire stations, reducing firefighter exposure to carcinogens produced by vehicles. The Magna Grip exhaust system includes a special adapter mounted to the fire apparatus that completes the connection to the system. Alpharetta Emergency Services utilizes the same system, which allows for Milton and Alpharetta trucks to be relocated for coverage and utilize the same system. The exhaust extractor system is being purchased with grant funds from the Assistance to Firefighter Grant (AFG), which requires a 10% match from the City. The installation of the Magna Grip system is expected to be completed by December 2020.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	90,637
Total Project Cost:	**90,637**

ACTUAL EXPENDITURES TO DATE:	Cap Grant
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Grant
Rollover at FYE 20	90,637

AVAILABLE BALANCE:	Cap Grant
Rollover less current encumbrances at FYE 20	-

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
Operating Budget	9,064	-	-	-	-	-	-	-	9,064	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	81,573	-	-	-	-	-	-	-	81,573	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**90,637**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**90,637**	**-**

IMPACT ON OPERATING BUDGET:	Annual maintenance requirements to assure the system continues to funcation as designed. The cost per station is $500.00 (41, 42, 43, 44). Station 42 will require maintenance in FY23 so the $1,500 noted will increase once that installation is complete.

Estimated Annual Impact:	
Expenditures	
Personnel	-
Maintenance	1,500
Other	-
Revenues	-
Total:	**1,500**



Self Contained Breathing Apparatus

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	West Side Fire Station (Station 45)	**Estimated Project Cost:**	$4,385,000
		Estimated Completion:	2024

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 citywide. 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	185,000
Construction	4,200,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**4,385,000**

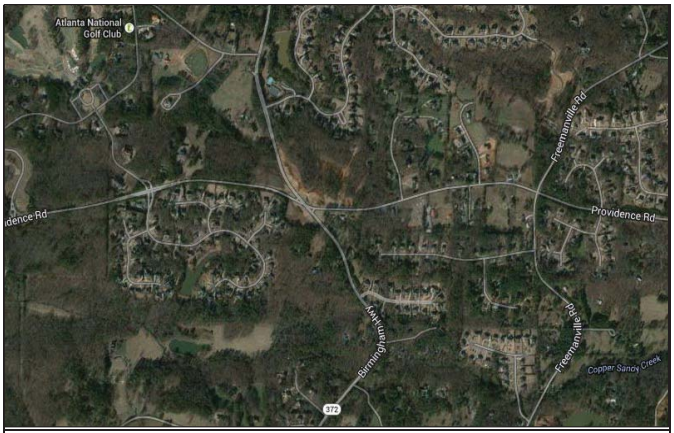
ACTUAL EXPENDITURES TO DATE:	
	Debt
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Debt
Rollover at FYE 20	-

AVAILABLE BALANCE:	
Rollover less current	Debt
encumbrances at FYE 20	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	4,385,000	-	-	-	-	-	4,385,000	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**-**	**4,385,000**	**-**	**-**	**-**	**-**	**-**	**4,385,000**	**-**

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	705,200
		Maintenance	10,000
		Other	-
		Revenues	-
		Total:	**715,200**



Intersection of Birmingham Hwy/Providence Rd/New Providence Rd

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Construction Inspectors	**Estimated Project Cost:**	N/A
		Estimated Completion:	N/A

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds are for assistance in project management and construction inspection for projects in excess of $50,000.

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 20	98,410

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 20	47,897

AVAILABLE BALANCE:	
Rollover less current	Cap Proj
encumbrances at FYE 20	27,647

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	146,307	-	-	-	-	-	-	-	146,307	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**146,307**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**146,307**	**-**

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

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.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	752,445

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	156,119

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	142,877

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
Operating Budget	908,564	266,372	274,896	283,693	292,771	302,139	311,808	321,786	2,962,028	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**908,564**	**266,372**	**274,896**	**283,693**	**292,771**	**302,139**	**311,808**	**321,786**	**2,962,028**	**-**

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



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.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	1,177,861

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	448,503

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	389,255

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	1,626,364	275,000	275,000	275,000	275,000	275,000	275,000	275,000	3,551,364	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,626,364**	**275,000**	**275,000**	**275,000**	**275,000**	**275,000**	**275,000**	**275,000**	**3,551,364**	**-**

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

CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Public Works

Account #: 300-4101-522260000
340-4101-522260000

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Provide Quality Services

Recurring/Non-Recurring: Recurring

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 based on prioritized citywide evaluation of City streets Pavement Condition Index (PCI) rating for each road. Anticipate LMIG funding from GDOT to supplement costs.

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 20	9,964,708	2,007,402

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Cap Grant
Rollover at FYE 20	2,681,230	444,773

AVAILABLE BALANCE:		
Rollover less current encumbrances at FYE 20	Cap Proj -	Cap Grant -

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	12,301,643	1,816,000	2,033,300	1,980,200	1,536,300	1,700,000	1,700,000	1,700,000	24,767,443	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding (LMIG)	2,452,175	440,000	440,000	440,000	440,000	440,000	440,000	440,000	5,532,175	
Capital Revenues	344,295	155,000	110,000	110,000	110,000	110,000	110,000	110,000	1,159,295	
Funding Source Total:	**15,098,113**	**2,411,000**	**2,583,300**	**2,530,200**	**2,086,300**	**2,250,000**	**2,250,000**	**2,250,000**	**31,458,913**	**-**

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	-
		Other	-
		Revenues	-
		Total:	**-**

PROJECT NAME:	Public Works Yard Improvements	Estimated Project Cost:	$175,000
		Estimated Completion:	2022

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

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.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	175,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**175,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	1,798

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	1,798

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
Operating Budget	1,798	-	173,202	-	-	-	-	-	175,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees (Fire)	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,798**	**-**	**173,202**	**-**	**-**	**-**	**-**	**-**	**175,000**	**-**

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



Public Works Yard

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

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Section 48-281 (a) of the City of Milton Code of Ordinaces provides for a 50% cost sharing on the part of the City for the installation of basic traffic calming devices. This account provides those funds for potential use on qualifing projects.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	98,914

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	137,449

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Cap Proj 137,449

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Funding	Unfunded Amount
Operating Budget	226,334	-	-	-	-	-	-	-	226,334	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other-Traffic Calming Revenues	10,029	-	-	-	-	-	-	-	10,029	
Funding Source Total:	**236,363**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**236,363**	**-**

IMPACT ON OPERATING BUDGET:	No additional impact anticipated.

Estimated Annual Impact:	
Expenditures	
Personnel	-
Maintenance	-
Other	-
Revenues	-
Total:	**-**



Neighborhood Applications of Traffic Calming Measures

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

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 URS and GDOT inspection reports.

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 20	681,119	-

BUDGET ROLLOVER FROM PRIOR YEAR:		
	Cap Proj	Impact Fees
Rollover at FYE 20	680,053	-

AVAILABLE BALANCE:		
Rollover less current	Cap Proj	Impact Fees
encumbrances at FYE 20	661,637	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	1,361,172	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,461,172	
Debt Financing	-	-	-	-	-	-	-	-	-	
Impact Fees	-	110,000	110,000	110,000	110,000	110,000	110,000	110,000	770,000	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,361,172**	**410,000**	**410,000**	**410,000**	**410,000**	**410,000**	**410,000**	**410,000**	**4,231,172**	**-**

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

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Crabapple SE Connector Conceptual Work	**Estimated Project Cost:**	$150,000
		Estimated Completion:	2021

DEPARTMENT: Public Works **Account #:**

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 project is for a new location road at either or both Marstrow Dr and Dunbrody Dr from Broadwell Rd to Mid Broadwell Rd to Charoltte Dr. Initial cost is to develop a conceptual plan. Estimated costs for each option will be determined at a later date. Potential future TSPLOST project.

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

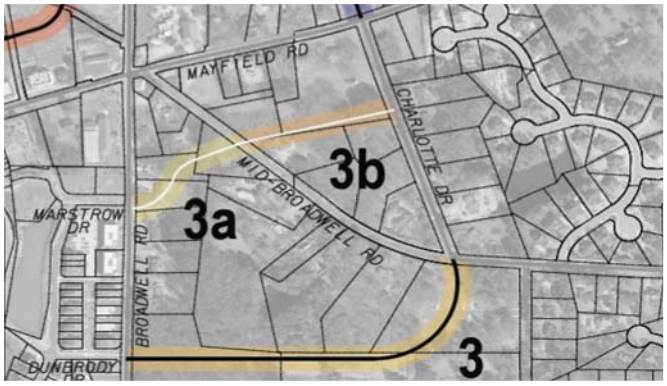
ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 20	-

AVAILABLE BALANCE:	
Rollover less current	Cap Proj
encumbrances at FYE 20	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	-	150,000	-	-	-	-	-	-	150,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**-**

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:	**-**



Southeast Connection Options

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Crabapple Streetscape	**Estimated Project Cost:**	$782,250
		Estimated Completion:	2019

DEPARTMENT: Public Works **Account #:** 340-4101-541401801

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 project consists of a streetscape enhancement (approximately 1,200 linear feet) along Mayfield Raod (Project begins approximately at the intersection of SR 372/Birmingham Hwy and ends approximatly 130 linear feet east of the intersection of Charlotte Drive). Improvements include: asphalt resurfacing, curb and gutter, sidewalks and curb ramps with ADA accessibility, brick pavers, driveway aprons, storm water drainage pipes and inlets, retaining walls, pedestrian lighting, benches, trash receptacles, crosswalks, pavement markings, street trees, and sod.

ESTIMATED PROJECT COST:	
Planning & Design	100,000
Construction	657,250
Land Acquisition	-
Fleet Acquisition	-
Other	25,000
Total Project Cost:	**782,250**

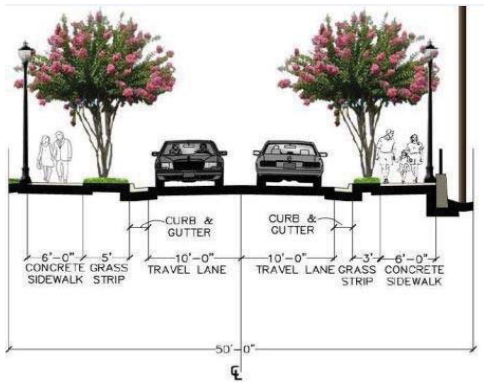
ACTUAL EXPENDITURES TO DATE:	
	Cap Grant
Expended Through FY 20	674,227

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Grant
Rollover at FYE 20	108,023

AVAILABLE BALANCE:	
Rollover less current	Cap Grant
encumbrances at FYE 20	108,023

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	282,250	-	-	-	-	-	-	-	282,250	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	500,000	-	-	-	-	-	-	-	500,000	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**782,250**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**782,250**	**-**

IMPACT ON OPERATING BUDGET:	The annual impact will be minimal.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



Proposed Typical Section for Mayfield Road

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

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Citywide sidewalk, trail and curb & gutter construction and repairs.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Cap Grant	Impact Fees
Expended Through FY 20	654,269	32,619	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Cap Grant	Impact Fees
Rollover at FYE 20	1,075,830	0	-

AVAILABLE BALANCE:			
Rollover less current encumbrances at FYE 20	Cap Proj 1,009,414	Cap Grant (0)	Impact Fees -

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Funding	Unfunded Amount
Operating Budget	1,617,382	100,000	100,000	100,000	100,000	100,000	100,000	100,000	2,317,382	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding-CDBG	32,619	-	-	-	-	-	-	-	32,619	
Other-Sidewalk Replacement Fund	112,717	-	-	-	-	-	-	-	112,717	
Funding Source Total:	**1,762,718**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**2,462,718**	**-**

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:	**-**

PROJECT NAME:	Crabapple Pedestrian Enhancements	Estimated Project Cost:	$629,000
		Estimated Completion:	2021

DEPARTMENT: Public Works **Account #:** 300-4101-541401708

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	To provide enhanced pedestrian mobility within the Crabapple area. Adds crosswalks on Heritage Walk, and Crabapple Road (SR372), refuge islands on Crabapple Road (SR372) and additional parking where possible.

ESTIMATED PROJECT COST:	
Planning & Design	29,000
Construction	380,000
Land Acquisition	-
Fleet Acquisition	-
Other	220,000
Total Project Cost:	**629,000**

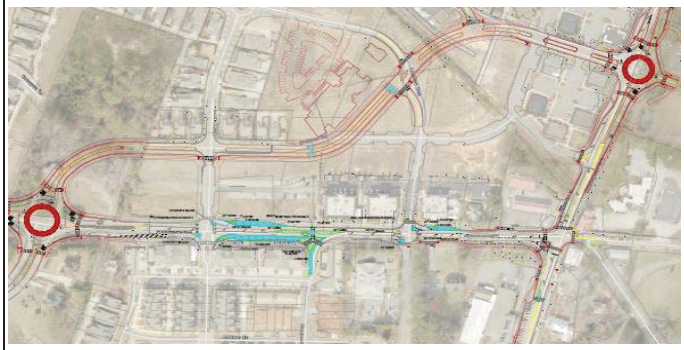
ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	59,826

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	569,174

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	521,674

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
Operating Budget	629,000	-	-	-	-	-	-	-	629,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**629,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**629,000**	**-**

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



Crabapple Pedestrian Enhancements

PROJECT NAME:	Trail Connection to Big Creek Greenway	Estimated Project Cost:	$4,750,000
		Estimated Completion:	2025

DEPARTMENT: Public Works

Account #: 340-4101-541401804
335-4101-541400007

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.

ESTIMATED PROJECT COST:	
Planning & Design	750,000
Construction	3,000,000
Land Acquisition	1,000,000
Fleet Acquisition	-
Other	-
Total Project Cost:	**4,750,000**

ACTUAL EXPENDITURES TO DATE:	Grant Fund
Expended Through FY 20	277,318

BUDGET ROLLOVER FROM PRIOR YEAR:	Grant Fund
Rollover at FYE 20	673,000

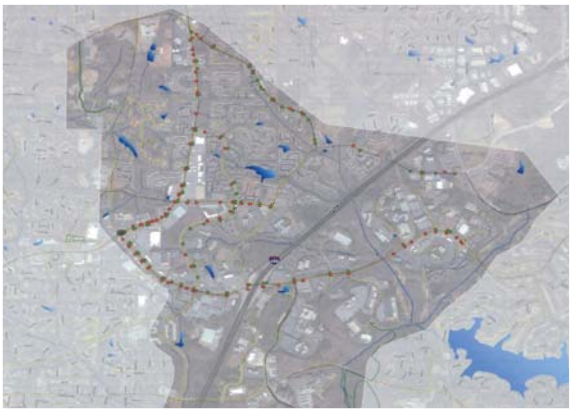
AVAILABLE BALANCE:	Grant Fund
Rollover less current encumbrances at FYE 20	655,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Funding	Unfunded Amount
Operating Budget	320,318	-	-	-	-	-	-	-	320,318	
TSPLOST Funding*	300,000	299,682	-	-	-	-	-	-	599,682	
Grant Funding	400,000	-	-	-	-	-	-	-	400,000	
Alpharetta, NFCID & GDOT TAP	230,000	-	-	-	-	-	-	-	230,000	
Funding Source Total:	**1,250,318**	**299,682**	**-**	**-**	**-**	**-**	**-**	**-**	**1,550,000**	**3,200,000**

* For reference only, please see the TSPLOST Pedestrian 1 MIL-034 project sheet for account balance information.

IMPACT ON OPERATING BUDGET:	Upon completion of a trail connection, additional maintenance needs is anticipated at approx. $5000/mile to include trimming, edging, vegetation control, blowing, trash service etc.

Estimated Annual Impact:	
Expenditures	
Personnel	-
Maintenance	-
Other	5,000
Revenues	-
Total:	**5,000**



Greenway Connection Study Area

PROJECT NAME:	Crabapple @ Green Intersection Improvements	**Estimated Project Cost:**	$75,000
		Estimated Completion:	2021

DEPARTMENT: Public Works **Account #:** 300-4101-541401709

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Supplemental costs to assist the GDOT project to include a right turn on Green and raised median with extra pavement width to create the Florida T on Crabapple.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	75,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**75,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	72,588

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	2,412

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	2,412

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**		
Operating Budget	75,000	-	-	-	-	-	-	-	75,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**75,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**75,000**	**-**

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



Crabapple @ Green

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 20	251,497

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	0

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Cap Proj 0

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	241,272	15,000	15,000	15,000	15,000	15,000	15,000	15,000	346,272	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other - Insurance Proceeds	10,225	-	-	-	-	-	-	-	10,225	
Funding Source Total:	**251,497**	**15,000**	**15,000**	**15,000**	**15,000**	**15,000**	**15,000**	**15,000**	**356,497**	**-**

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:	Traffic Signal Battery Backups	**Estimated Project Cost:**	$39,000
		Estimated Completion:	2021

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

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

STRATEGIC ACTION ITEM: Mobility **Recurring/Non-Recurring:** Non-recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Purchase and install new battery backups for 5 additional traffic signals in the city. The remaining traffic signals are LED lights and draw much less power to keep them running in the event of a power outage. A common occurance is a power surge or brown out that changes the power flow going into the cabinet and causes signals to go into flash mode. With battery backups, the power can continue to run for at least 3 more hours during an outage and does not send signals into flash.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	77,511
Total Project Cost:	**77,511**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	38,511

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	0

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Cap Proj 0

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	38,511	39,000	-	-	-	-	-	-	77,511	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**38,511**	**39,000**	**-**	**-**	**-**	**-**	**-**	**-**	**77,511**	**-**

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

PROJECT NAME:	TSPLOST Program Management	**Estimated Project Cost:**	$750,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541000000

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

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 20	331,444

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOST
Rollover at FYE 20	168,556

AVAILABLE BALANCE:	TSPLOST
Rollover less current encumbrances at FYE 20	67,002

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
TSPLOST Funding	500,000	125,000	125,000	-	-	-	-	-	750,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**500,000**	**125,000**	**125,000**	**-**	**-**	**-**	**-**	**-**	**750,000**	**-**

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



Program Management, Right of Way and Construction Inspection by BM&K

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Windward Parkway MIL-038	**Estimated Project Cost:**	$500,000
		Estimated Completion:	2021

DEPARTMENT: Public Works **Account #:** 335-4101-541400001

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Financial support of Alpharetta project ALP-005 Windward Parkway improvements including the addition of one travel lane in each direction from State Route 9 to Westside Parkway to improve traffic flow and safety.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	500,000
Total Project Cost:	**500,000**

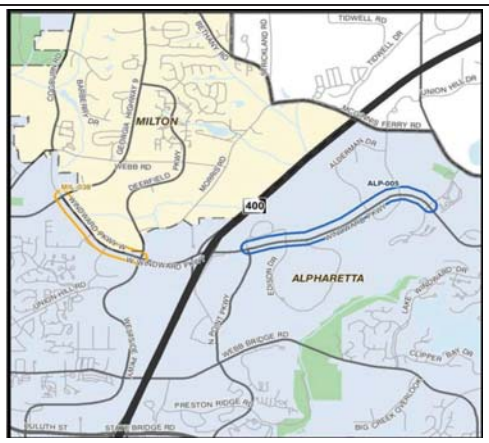
ACTUAL EXPENDITURES TO DATE:	TSPLOST
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOST
Rollover at FYE 20	500,000

AVAILABLE BALANCE:	TSPLOST
Rollover less current encumbrances at FYE 20	500,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
TSPLOST Funding	500,000	-	-	-	-	-	-	-	500,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**500,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**500,000**	**-**

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:	**-**



Windward Parkway Improvements

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	SR140 @ Green MIL-009	**Estimated Project Cost:**	$1,010,000
		Estimated Completion:	2021

DEPARTMENT: Public Works **Account #:** 335-4101-541400002

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	This project will consider a new traffic signal for SR 140/Arnold Mill Road at Green Road is 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.

ESTIMATED PROJECT COST:	
Planning & Design	150,000
Construction	860,000
Land Acquisition	-
Fleet Acquisition	-
Other	
Total Project Cost:	**1,010,000**

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 20	1,010,000

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	TSPLOST 1,010,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
TSPLOST Funding	1,010,000	-	-	-	-	-	-	-	1,010,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,010,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,010,000**	**-**

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:	NE Crabapple Connector MIL005/MIL030	**Estimated Project Cost:**	$4,988,300
		Estimated Completion:	2020

DEPARTMENT: Public Works **Account #:** 335-4101-541400003

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Provides for the design and construction of the Crabapple northeast connector road from Charlotte Rd to SR 372 and intersection improvements at Charlotte Road and Mayfield Road as identified in the Crabapple Master Plan. $2,211,700 = right of way donations

ESTIMATED PROJECT COST:	
Planning & Design	188,300
Construction	4,445,000
Land Acquisition	200,000
Fleet Acquisition	-
Other	155,000
Total Project Cost:	**4,988,300**

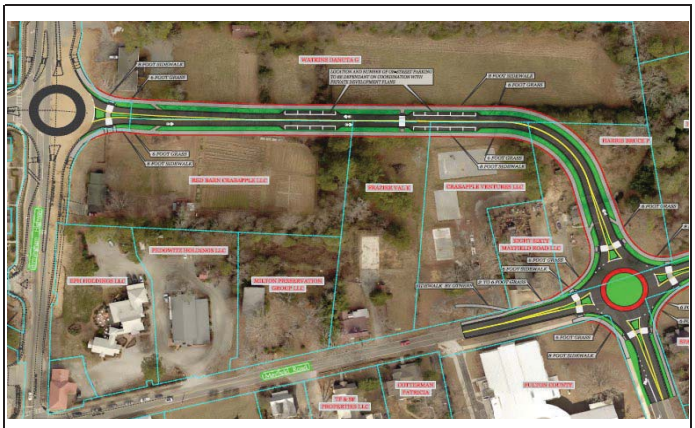
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 20	2,906,289

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 20	2,082,011

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 20	1,949,345

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
TSPLOST Funding	4,988,300	-	-		-	-	-	-	4,988,300	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**4,988,300**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**4,988,300**	**-**

IMPACT ON OPERATING BUDGET:	Operating impact will include right of way mowing, sidewalk maintenance, and landscaping.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	5,000
		Other	-
		Revenues	-
		Total:	**5,000**



Crabapple NE Connector and Roundabout at Mayfield Rd and Charlotte Dr

PROJECT NAME:	Hopewell @ Bethany MIL-001	Estimated Project Cost:	$3,080,000
		Estimated Completion:	2022

DEPARTMENT: Public Works **Account #:** 335-4101-541400004

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

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	180,000
Construction	2,400,000
Land Acquisition	500,000
Fleet Acquisition	-
Other	
Total Project Cost:	**3,080,000**

ACTUAL EXPENDITURES TO DATE:	TSPLOST
Expended Through FY 20	255,772

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOST
Rollover at FYE 20	2,824,228

AVAILABLE BALANCE:	TSPLOST
Rollover less current encumbrances at FYE 20	2,802,748

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027		
TSPLOST Funding	3,080,000	-	-	-	-	-	-	-	3,080,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**3,080,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**3,080,000**	**-**

IMPACT ON OPERATING BUDGET:	Operating impact will include roundabout landscaping maintenance.

Estimated Annual Impact:	
Expenditures	
Personnel	-
Maintenance	5,000
Other	-
Revenues	-
Total:	**5,000**



Project Location

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Freemanville @ B'Ham MIL-004	**Estimated Project Cost:**	$1,990,000
		Estimated Completion:	2022

DEPARTMENT: Public Works **Account #:** 335-4101-541400005

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Operational improvements of a roundabout that will address the all way stop controlled intersection.

ESTIMATED PROJECT COST:	
Planning & Design	150,000
Construction	1,385,000
Land Acquisition	100,000
Fleet Acquisition	-
Other	355,000
Total Project Cost:	**1,990,000**

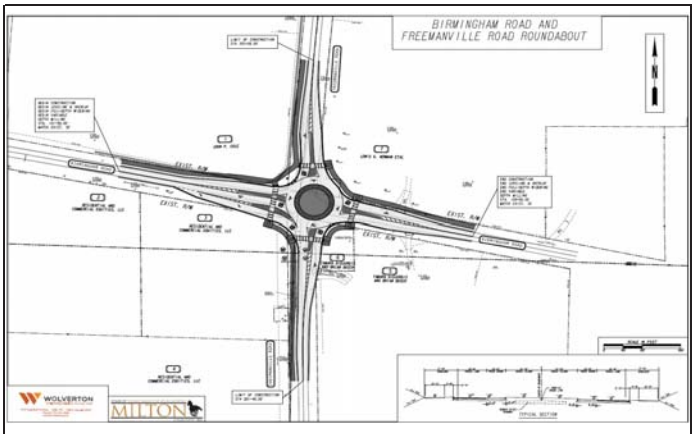
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 20	59,520

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 20	340,480

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 20	277,732

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
TSPLOST Funding	400,000	1,590,000	-	-	-	-	-	-	1,990,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**400,000**	**1,590,000**	**-**	**-**	**-**	**-**	**-**	**-**	**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

PROJECT NAME:	Hopewell @ Thompson MIL-006	Estimated Project Cost:	$3,800,000
		Estimated Completion:	2021

DEPARTMENT: Public Works **Account #:** 335-4101-541400006

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Realignment of offset intersections and operational improvement of a roundabout.

ESTIMATED PROJECT COST:	
Planning & Design	200,000
Construction	2,435,000
Land Acquisition	500,000
Fleet Acquisition	-
Other	665,000
Total Project Cost:	**3,800,000**

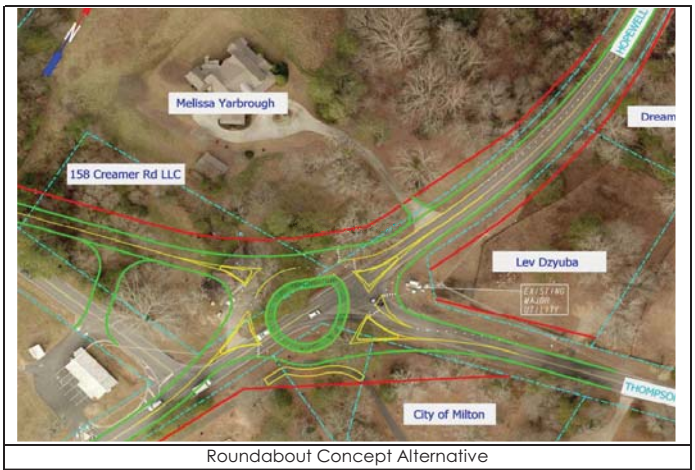
ACTUAL EXPENDITURES TO DATE:	TSPLOST
Expended Through FY 20	572,587

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOST
Rollover at FYE 20	3,227,413

AVAILABLE BALANCE:	TSPLOST
Rollover less current encumbrances at FYE 20	3,194,915

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Funding	Unfunded Amount
TSPLOST Funding	3,800,000	-	-	-	-	-	-	-	3,800,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
GDOT HPP Funds	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**3,800,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**3,800,000**	**-**

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:	Pedestrian 1 MIL-034	**Estimated Project Cost:**	$3,372,490
		Estimated Completion:	2025

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Develop a multi-purpose, connecting trail system Including determination of shared or separate uses of the proposed trails as it relates to vehicle, pedestrian, bicycle and equestrian uses.

ESTIMATED PROJECT COST:	
Planning & Design	171,000
Construction	2,401,172
Land Acquisition	800,318
Fleet Acquisition	-
Other	-
Total Project Cost:	**3,372,490**

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 20	230,934

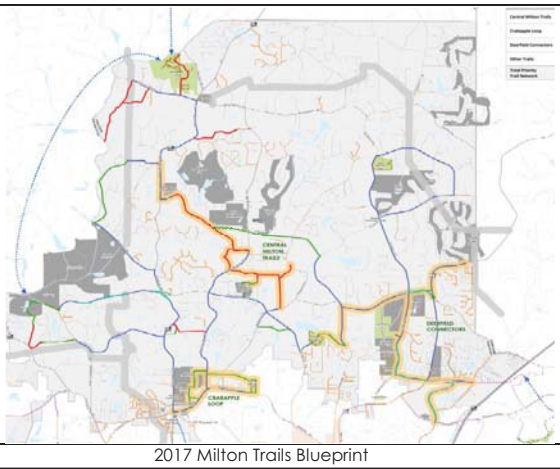
BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 20	640,066

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 20	603,146

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
TSPLOST Funding*	871,000	1,499,682	1,001,808	-	-	-	-	-	3,372,490	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**871,000**	**1,499,682**	**1,001,808**	**-**	**-**	**-**	**-**	**-**	**3,372,490**	**-**

* All allocations outlined on the Trail Connection to Big Crek Greenway project page have been accounted for on this project sheet.

IMPACT ON OPERATING BUDGET:	Trail maintenance will be subject to the type of trail installed.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



2017 Milton Trails Blueprint

PROJECT NAME:	Hopewell @ Hamby MIL-008	**Estimated Project Cost:**	$3,420,000
		Estimated Completion:	2021

DEPARTMENT: Public Works **Account #:** 335-4101-541400008

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Operational improvement of a roundabout.

ESTIMATED PROJECT COST:	
Planning & Design	200,000
Construction	2,127,000
Land Acquisition	500,000
Fleet Acquisition	-
Other	593,000
Total Project Cost:	**3,420,000**

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 20	266,420

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 20	3,153,580

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 20	3,135,838

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
TSPLOST Funding	3,420,000	-	-	-	-	-	-	-	3,420,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**3,420,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**3,420,000**	**-**

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:	2021

DEPARTMENT: Public Works **Account #:** 335-4101-541400009

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

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. Information regarding additional costs to improve this bridge have been received by staff. The exact estimate is not yet available so additional funds are beign alloacate in anticiapation of the cost increase.

ESTIMATED PROJECT COST:	
Planning & Design	150,000
Construction	1,450,000
Land Acquisition	10,000
Fleet Acquisition	-
Other	1,193,458
Total Project Cost:	**2,803,458**

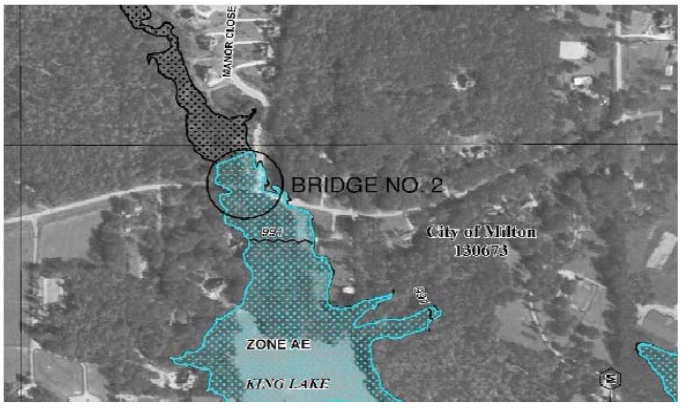
ACTUAL EXPENDITURES TO DATE:	TSPLOST	Operating
Expended Through FY 20	-	-

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOT	Operating
Rollover at FYE 20	2,160,000	-

AVAILABLE BALANCE:		
Rollover less current	TSPLOT	Operating
encumbrances at FYE 20	2,160,000	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
TSPLOST Funding	2,160,000	643,458	-	-	-	-	-	-	2,803,458	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**2,160,000**	**643,458**	**-**	**-**	**-**	**-**	**-**	**-**	**2,803,458**	**-**

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



FIRM Map of Bridge Location

PROJECT NAME:	Morris Road Widening MIL-031	Estimated Project Cost:	$5,440,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541400010

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

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.

ESTIMATED PROJECT COST:	
Planning & Design	300,000
Construction	3,150,000
Land Acquisition	1,601,163
Fleet Acquisition	-
Other	388,837
Total Project Cost:	**5,440,000**

ACTUAL EXPENDITURES TO DATE:	TSPLOST
Expended Through FY 20	393,247

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOST
Rollover at FYE 20	256,753

AVAILABLE BALANCE:	TSPLOST
Rollover less current encumbrances at FYE 20	256,753

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Funding	Unfunded Amount
TSPLOST Funding	650,000	1,640,000	3,150,000	-	-	-	-	-	5,440,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding-CDBG	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**650,000**	**1,640,000**	**3,150,000**	**-**	**-**	**-**	**-**	**-**	**5,440,000**	**-**

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:	**-**



Concept Layout

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Bethany @ Providence MIL-002	**Estimated Project Cost:**	$1,820,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541400012

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Operational improvements at the intersection and may include turn lanes, traffic signal or roundabout.

ESTIMATED PROJECT COST:	
Planning & Design	150,000
Construction	1,520,000
Land Acquisition	150,000
Fleet Acquisition	-
Other	
Total Project Cost:	**1,820,000**

ACTUAL EXPENDITURES TO DATE:	TSPLOST	Impact Fees
Expended Through FY 20	-	-

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOST	Impact Fees
Rollover at FYE 20	200,000	-

AVAILABLE BALANCE:	TSPLOST	Impact Fees
Rollover less current encumbrances at FYE 20	200,000	-

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**Total Funding**	**Unfunded Amount**
TSPLOST Funding	200,000	500,000	1,120,000	-	-	-	-	-	1,820,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**200,000**	**500,000**	**1,120,000**	**-**	**-**	**-**	**-**	**-**	**1,820,000**	**-**

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:	**-**



Project Location

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Freemanville @ Redd MIL-010	**Estimated Project Cost:**	$1,020,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541400013

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Operational improvements at the intersection and may include turn lanes, traffic signal or roundabout.

ESTIMATED PROJECT COST:	
Planning & Design	100,000
Construction	870,000
Land Acquisition	50,000
Fleet Acquisition	-
Other	
Total Project Cost:	**1,020,000**

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 20	-

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 20	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
TSPLOST Funding	-	510,000	510,000	-	-	-	-	-	1,020,000	
Operating Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**510,000**	**510,000**	**-**	**-**	**-**	**-**	**-**	**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:	**-**



Project Location

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

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.

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 20	-	

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover at FYE 20	439,632	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover at FYE 20	439,632	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	439,632	-	-	-	-	-	-	-	439,632	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	650,000	650,000	650,000	650,000	650,000	650,000	650,000	4,550,000	
Funding Source Total:	**439,632**	**650,000**	**650,000**	**650,000**	**650,000**	**650,000**	**650,000**	**650,000**	**4,989,632**	**-**

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:	Park and Trail Expansion	**Estimated Project Cost:**	N/A
		Estimated Completion:	N/A

DEPARTMENT: Parks & Recreation (Active) **Account #:** 300-6110-541401401

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	The funds in this account are allocated for the acquisition or expansion of the City's parks and trails. Trail Master Plan: City staff and the consultant team will work together with community leaders, Milton's Trail Advisory Committee, and the general public to prepare a Trails Master Plan. The purpose of the Trail Master Plan is to develop a vision for the physical infrastructure of trails in order to make walking, bicycling, and equestrian movements convenient and safe for people of all ages. The Master Plan will also refine the existing system of sidewalks, bike lanes, paths, sidewalks, greenways and trails within the City (funding for this project includes $171,000 from the TSPLOST Pedestrian project account).

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 20	1,264,008	2,184,985

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover at FYE 20	59,315	1,739,542

AVAILABLE BALANCE:	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 20	0	1,739,542

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget (Capital Projects Fund)	1,323,324	-	-	-	-	-	-	-	1,323,324	
Operating Budget (Capital Grant Fund)	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	3,924,526	-	-	-	-	-	-	-	3,924,526	
Funding Source Total:	**5,247,850**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**5,247,850**	**-**

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 other than Police, Fire and Public Works.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	26,921

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	-

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Cap Proj -

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	26,921	7,600	7,600	7,600	7,600	7,600	7,600	7,600	80,121	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**26,921**	**7,600**	**7,600**	**7,600**	**7,600**	**7,600**	**7,600**	**7,600**	**80,121**	**-**

IMPACT ON OPERATING BUDGET:	The impact will involve general vehicle maintenace, 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:**	$7,094,818
		Estimated Completion:	Beyond 2027

DEPARTMENT: Parks & Recreation (Active)

Account #: 300-6110-541200003
340-6110-541200001
340-6110-541300100

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Provide Quality Services

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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 addtion of restroom facilities, ADA accessible trails, a boardwalk, two building features for recreational use, a fishing pier, a playground, camping areas and the draining of water out of the rock quarry. In FY2020, trail, restroom and the fishing pier projects will begin. Grant funds were acquired for the ADA trails, restrooms and fishing pier.

ESTIMATED PROJECT COST:	
Planning & Design	100,000
Construction	6,990,618
Land Acquisition	4,200
Fleet Acquisition	-
Other	-
Total Project Cost:	**7,094,818**

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Grant Fund	Impact Fees
Expended Through FY 20	101,980	68,955	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Grant Fund	Impact Fees
Rollover at FYE 20	1,495,340	600,331	30,714

AVAILABLE BALANCE:			
Rollover less current encumbrances at FYE 20	Cap Proj	Grant Fund	Impact Fees
	1,495,340	536,176	30,714

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget (Capital Projects Fund)	1,597,320	550,000	450,000	450,000	450,000	450,000	450,000	450,000	4,847,320	
Operating Budget (Capital Grant Fund)*	269,286	-	-	-	-	-	-	-	269,286	
Grant Funding*	400,000	-	-	-	-	-	-	-	400,000	
Impact Fees**	30,714	-	-	-	-	-	-	-	30,714	
Funding Source Total:	**2,297,320**	**550,000**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**	**5,547,320**	**1,547,498**

*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:	**-**



Providence Park

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Cox Road	**Estimated Project Cost:**	$80,000
		Estimated Completion:	2021

DEPARTMENT: Parks & Recreation (Active) **Account #:** 300-6110-541200004

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds will be used to implement capital improvements to the facility on Cox Road. The first improvement will focus on fencing and netting needs around the existing fields.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	80,000
Total Project Cost:	**80,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	80,000

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	80,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	80,000	-	-	-	-	-	-	-	80,000	
Other Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**80,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**80,000**	**-**

IMPACT ON OPERATING BUDGET:	Annual maintenance to the netting and fencing will be minimal.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



Cox Road Facility

Land Conservation	Indoor Community Center	**Estimated Project Cost:**	$10,000,000
		Estimated Completion:	2025

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 addtional 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	9,475,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**10,000,000**

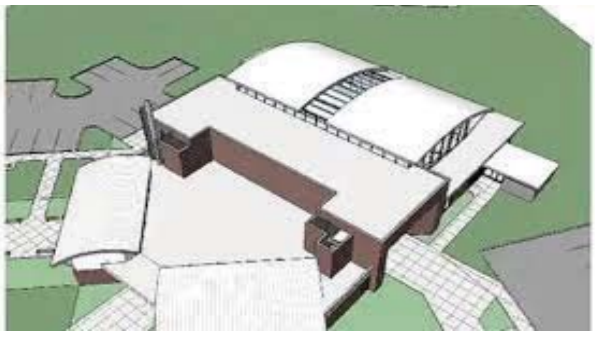
ACTUAL EXPENDITURES TO DATE:	
	Debt
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Debt
Rollover at FYE 20	-

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Debt
	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	10,000,000	-	-	10,000,000	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**-**	**-**	**-**	**-**	**10,000,000**	**-**	**-**	**10,000,000**	**-**

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	150,000
		Maintenance	75,000
		Other	-
		Revenues	-
		Total:	**225,000**



Rendering of a Community Center

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Former Milton Country Club Facility Improvements (Active)	**Estimated Project Cost:**	$3,024,000
		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:	A master plan for the Former Milton Country Club was completed and adopted in August of 2019. For the active acres, the master plan called for the renovation of the clubhouse to support active, indoor recreation programming. As part of this renovation, the existing cart barn to the east of the building along with other structures are to be removed. Throughout the phasing, the plan suggests for additional parking, tennis courts, pool improvements, sand volleyball courts and a covered addtiion onto the back side of the clubhouse.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	3,014,000
Land Acquisition	-
Fleet Acquisition	-
Other	10,000
Total Project Cost:	**3,024,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	88,473

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	911,527

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	808,677

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	1,000,000	-	450,000	450,000	450,000	450,000	224,000	-	3,024,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,000,000**	**-**	**450,000**	**450,000**	**450,000**	**450,000**	**224,000**	**-**	**3,024,000**	**-**

IMPACT ON OPERATING BUDGET:	Cleaning services and potential staffing needs to be determined upon completion of the building upgrades.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**

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.

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 20	21,183,834

BUDGET ROLLOVER FROM PRIOR YEAR:	
	G.O. Bond Fd
Rollover at FYE 20	4,985,650

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	G.O. Bond Fd 4,938,167

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Other Revenue	37,350	-	-	-	-	-	-	-	37,350	
GO Bond	25,376,842	-	-	-	-	-	-	-	25,376,842	
Interest Earnings	755,291	9,000	-	-	-	-	-	-	764,291	
Funding Source Total:	**26,169,484**	**9,000**	**-**	**-**	**-**	**-**	**-**	**-**	**26,178,484**	**-**

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:	**-**



Milton Landscape

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Passive Parks	**Estimated Project Cost:**	N/A
		Estimated Completion:	N/A

DEPARTMENT: Passive Parks/Greenspace **Account #:** 300-6210-541200000

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.

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 20	215,000

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Cap Proj 215,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	215,000	50,000	-	-	-	-	-	-	265,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**215,000**	**50,000**	**-**	**-**	**-**	**-**	**-**	**-**	**265,000**	**-**

IMPACT ON OPERATING BUDGET:	TBD once the implementation for the approved plans have been determined.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**

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 Comprehensive Trail Master Plan 2020.

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 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 20	-

AVAILABLE BALANCE:	
Rollover less current	Cap Proj
encumbrances at FYE 20	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**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:	**-**



Birmingham Park

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Mayfield Farm Park	**Estimated Project Cost:**	$35,000
		Estimated Completion:	2021

DEPARTMENT: Passive Parks/Greenspace **Account #:** 300-6210-541200004

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Explore partnerships and relationships to meet the needs of the community. **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Planning initiatives for Mayfield Farm Park in cooperation with the City of Alpharetta.

ESTIMATED PROJECT COST:	
Planning & Design	35,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**35,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	35,000

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	35,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	35,000	-	-	-	-	-	-	-	35,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**35,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**35,000**	**-**

IMPACT ON OPERATING BUDGET:	The operating costs for this park will be detemined once final concept/design have been approved.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**

PROJECT NAME:	Site Improvements/Former Milton Country Club Passive	**Estimated Project Cost:**	$6,120,000
		Estimated Completion:	Beyond 2026

DEPARTMENT: Passive Parks/Greenspace **Account #:** 300-6210-541200001

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Non-Recurring

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 anticiated costs associated with carrying out phase 1A, 1B, 1C and 2 of the approved master plan.

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
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	1,188,188

AVAILABLE BALANCE:	
Rollover less current	Cap Proj
encumbrances at FYE 20	1,184,602

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	1,188,188	150,000	200,000	200,000	200,000	200,000	200,000	200,000	2,538,188	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,188,188**	**150,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**2,538,188**	**3,581,812**

IMPACT ON OPERATING BUDGET:	TBD once the implementation for the approved plan has been determined.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



PROJECT NAME:	Site Improvements/Lackey Road	**Estimated Project Cost:**	$45,000
		Estimated Completion:	2021

DEPARTMENT: Passive Parks/Greenspace **Account #:** 300-6210-541200001

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The Lackey Road property dam outfall structure is showing signs of leakage. Staff wants to hire an engineer specializing and credentialed in dam work to investigate, analyze and draft plan to rehab and repair. Staff anticipates having to hire a contractor to make repairs once the engineering work is completed. Estimating the repair work is not possible until then.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	45,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**45,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	45,000

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	45,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	45,000	-	-	-	-	-	-	-	45,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**45,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**45,000**	**-**

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:	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. These funds are generated from tree recompense fees paid by developers.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	265,675

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	109,323

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Cap Proj 109,323

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Tree Recompense Fees	374,998	-	-	-	-	-	-	-	374,998	
Funding Source Total:	**374,998**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**374,998**	**-**

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:**	$543,313
		Estimated Completion:	2023

DEPARTMENT: Community Development

Account #: 300-7410-521200007
340-7410-521200003

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 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, addional historic markers for the City.

ESTIMATED PROJECT COST:	
Planning & Design	30,000
Construction	513,313
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**543,313**

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Cap Grant
Expended Through FY 20	214,225	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Cap Grant
Rollover at FYE 20	165,960	-

AVAILABLE BALANCE:	Cap Proj	Cap Grant
Rollover less current encumbrances at FYE 20	165,960	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	383,313	80,000	80,000	-	-	-	-	-	543,313	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding - GDOT	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**383,313**	**80,000**	**80,000**	**-**	**-**	**-**	**-**	**-**	**543,313**	**-**

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:	2021

DEPARTMENT: Community Development **Account #:** 300-7410-521200008

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

STRATEGIC ACTION ITEM: Establish a Unified Development Code **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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.

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 20	128,565

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	66,435

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Cap Proj (0)

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
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 IMPROVEMENT PLAN

PROJECT NAME:	Permit Tracking Software	**Estimated Project Cost:**	$271,697
		Estimated Completion:	Nov-20

DEPARTMENT: Community Development **Account #:** 300-7410-542401000

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

STRATEGIC ACTION ITEM: Create Program to Allow Online Tracking and Submission of Permits **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Funding will go towards the purchaseof new permit tracking software which will allow for electronic plan review and other workflow enhancements.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	271,697
Total Project Cost:	**271,697**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	148,078

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	153,766

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	301,843	(30,146)	-	-	-	-	-	-	271,697	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**301,843**	**(30,146)**	**-**	**-**	**-**	**-**	**-**	**-**	**271,697**	**-**

IMPACT ON OPERATING BUDGET:	Annual maintenance costs for year 1-5: Year 1 - $28,236 (included in original project cost; to be moved to the General Fund when project is complete) Year 2 - $ 30,213 Year 3 - $31,723 Year 4 - $33,309 Year 5 - $33,986

Estimated Annual Impact:	
Expenditures	
Personnel	-
Maintenance	28,236
Other	-
Revenues	-
Total:	**28,236**

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Equestrian Zoning and Large Lot Incentive Study	**Estimated Project Cost:**	$35,000
		Estimated Completion:	Fall 2020

DEPARTMENT: Community Development **Account #:** 300-7410-521200000

STRATEGIC PLAN STRATEGY: Preserve What Makes Milton Unique

STRATEGIC ACTION ITEM: Safeguard historic landmarks, farms, woodlands, streams and open spaces. **Recurring/Non-Recurring:** Non-Recurring

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.

ESTIMATED PROJECT COST:	
Planning & Design	35,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**35,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	21,356

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	13,644

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 20	Cap Proj -

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	35,000	-	-	-	-	-	-	-	35,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-		-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**35,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**35,000**	**-**

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:	Georgia Smart Communities Challenge Grant (Technology-Enabled Smarter Safer Routes to School for the City of Milton, GA)	**Estimated Project Cost:**	$125,000
		Estimated Completion:	Fall 2020

DEPARTMENT: Community Development **Account #:** 340-7410-521200004

STRATEGIC PLAN STRATEGY: Economic Development

STRATEGIC ACTION ITEM: Maximize available commercial capacity in appropriately defined areas **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The City of Milton is one of the four communites in the State that received the Georgia Smart Communities Challenge Grant for FY 2019-2020. Through this grant, the City will study and develop a smart-communication application for smart phones that would build upon and enhance the previously implemented Safe Routes to Schools (SRTS) program in the downtown Milton/ Crabapple area. This smart phone app would be developed to provide a real-time group communication mechanism for parents of kids who want to walk to school in a group with other kids, also known as a walking school bus. The app would serve three primary purposes: 1.Connect parents with each other and with tools to schedule supervised groups walking and biking to school together 2.Designate and map primary walking and biking corridors to enhance the safety in numbers aspect of trips to school 3.Provide walking school bus wait time information to parents using GPS locations of the leader parents This project will be a planning and pilot study in the area of Smart Mobility. One of the most prevalent sentiments aiding the resistance to walking and biking to school is the perception that it may be unsafe.

ESTIMATED PROJECT COST:	
Planning & Design	62,500
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**62,500**

ACTUAL EXPENDITURES TO DATE:	Cap Grant
Expended Through FY 20	26,023

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Grant
Rollover at FYE 20	36,477

AVAILABLE BALANCE:	Cap Grant
Rollover less current encumbrances at FYE 20	27,752

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	12,500	-	-	-	-	-	-	-	12,500	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	50,000	-	-	-	-	-	-	-	50,000	
Other (in-kind)	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**62,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**62,500**	**-**

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.

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

ACTUAL EXPENDITURES TO DATE:	
	Impact Fees
Expended Through FY 20	4,130

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Impact Fees
Rollover at FYE 20	55,330

AVAILABLE BALANCE:	
Rollover less current	Impact Fees
encumbrances at FYE 20	10,880

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	59,460	30,000	30,000	30,000	30,000	30,000	30,000	30,000	269,460	
Funding Source Total:	**59,460**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**269,460**	**-**

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

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	City of Milton 10-Year Comprehensive Plan	**Estimated Project Cost:**	$173,700
		Estimated Completion:	2021

DEPARTMENT: Community Development **Account #:** 300-7410-521207400

STRATEGIC PLAN STRATEGY: Preserve What Makes Milton Unique

STRATEGIC ACTION ITEM: Stay compliant with DCA Qualified Local Government Status **Recurring/Non-Recurring:** Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Every 10 years, the Department of Community Affairs requires that Qualified Local Governments complete a new comprehensive plan. The City of Milton will be required to have the plan completed in October 2021. The plan will need to be transmitted to the Atlanta Regional Commission in July 2021. This includes professional services and incidental costs for: •Community engagement and workshops •Media materials •Stakeholder (CPAC) meetings •Data collection •Research data •GIS services •Draft documents and edits •Council meeting presentations

ESTIMATED PROJECT COST:	
Planning & Design	173,700
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**173,700**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 20	173,700

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 20	48,700

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	173,700	-	-	-	-	-	-	-	173,700	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**173,700**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**173,700**	**-**

IMPACT ON OPERATING BUDGET:	There will be a new plan every 10 years.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**

Capital Initiatives Summary

Initiative	FY 2021 Proposed Capital Projects Fund
PUBLIC WORKS	
Backhoe	$ 153,000
Dump Truck	85,000
TOTAL PUBLIC WORKS	**$ 238,000**
COMMUNITY DEVELOPMENT	
Truck for the Soil and Erosion Control Manager	$ 35,485
TOTAL COMMUNITY DEVELOPMENT	**$ 35,485**
TOTAL CAPITAL INITIATIVES	**$ 273,485**



CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Backhoe	**Estimated Project Cost:**	$153,000
		Estimated Completion:	2021

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

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Purchase of backhoe (4x4 extended boom with cab) and 10-ton trailer for routine gravel road maintenance and roadside ditch maintenance. The City currently rents a backhoe when needed - see attached cost benefit analysis. The break even should be realized around year seven, and the backhoe is anticiapted to be replaced every twenty years.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	153,000
Other	-
Total Project Cost:	**153,000**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 20	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	-	153,000	-	-	-	-	-	-	153,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**153,000**	**-**	**-**	**-**	**-**	**-**	**-**	**153,000**	**-**

IMPACT ON OPERATING BUDGET:	There will be annual repair & maintenance and insurance costs related to this purchase. The City already pays for the fuel on all rentals, so there will be no additional fuel-cost impact related to purchasing the equipment.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	5,000
		Other	500
		Revenues	-
		Total:	**5,500**



BACKHOE

EXPENSES		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7
purchase	Capital Projects Fund	$135,000						
fuel*	General Fund	n/a	n/a	n/a	n/a	n/a	n/a	n/a
preventative maint. (incl fluid changes, tires, etc.)	General Fund	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500
unscheduled maint.	General Fund	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500
insurance	General Fund	$500	$500	$500	$500	$500	$500	$500
Trailer	Capital Projects Fund	$18,000						
Sum		**$158,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**
Cumulative Sum		**$158,500**	**$164,000**	**$169,500**	**$175,000**	**$180,500**	**$186,000**	**$191,500**
rental		$24,600	$24,600	$24,600	$24,600	$24,600	$24,600	$24,600
fuel		n/a	n/a	n/a	n/a	n/a	n/a	n/a
unscheduled maint.		$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500
Sum		**$27,100**	**$27,100**	**$27,100**	**$27,100**	**$27,100**	**$27,100**	**$27,100**
Cumulative Sum		**$27,100**	**$54,200**	**$81,300**	**$108,400**	**$135,500**	**$162,600**	**$189,700**
Variance		*$131,400*	*$109,800*	*$88,200*	*$66,600*	*$45,000*	*$23,400*	*$1,800* ***Break Even***

* City pays fuel for all rentals

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Dump Truck	**Estimated Project Cost:**	$85,000
		Estimated Completion:	2021

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

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

STRATEGIC ACTION ITEM: Quality Control and Project Delivery **Recurring/Non-Recurring:** Non-recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Purchase F650 Dump Truck: a dump truck is a critical piece of equipment to haul gravel for gravel road repairs, hauling trash/debris, snow plow program, etc. The City currently rents a dump truck when needed since salvaging the prior dump truck in 2019 - see attached cost benefit analysis. The break even should be realized around year four, and the dump truck is anticiapted to be replaced every twelve to fifteen years.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	85,000
Other	-
Total Project Cost:	**85,000**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 20	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	-	85,000	-	-	-	-	-	-	85,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**85,000**	**-**	**-**	**-**	**-**	**-**	**-**	**85,000**	**-**

IMPACT ON OPERATING BUDGET:	There will be annual repair & maintenance and insurance costs related to this purchase. The City already pays for the fuel on all rentals so there will be no impact related to purchasing the equipment.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



DUMP TRUCK

EXPENSES		YEAR 1	YEAR 2	YEAR 3	YEAR 4
purchase	Capital Projects Fund	$85,000			
fuel	General Fund	n/a	n/a	n/a	n/a
preventative maint. (incl fluid changes, tires, etc.)	General Fund	$2,000	$2,000	$2,000	$2,000
unscheduled maint.	General Fund	$4,000	$4,000	$4,000	$4,000
insurance	General Fund	$500	$500	$500	$500
Sum		**$91,500**	**$6,500**	**$6,500**	**$6,500**
Cumulative Sum		$91,500	$98,000	$104,500	$111,000
rental		$24,000	$24,000	$24,000	$24,000
fuel		n/a	n/a	n/a	n/a
unscheduled maint.		$4,000	$4,000	$4,000	$4,000
Sum		**$28,000**	**$28,000**	**$28,000**	**$28,000**
Cumulative Sum		$28,000	$56,000	$84,000	$112,000
Variance		*$63,500*	*$42,000*	*$20,500*	*-$1,000* ***Break Even***

* City pays fuel for all rentals

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Truck for the Soil and Erosion Control Manager	**Estimated Project Cost:**	$35,485
		Estimated Completion:	2021

DEPARTMENT: Community Development **Account #:** 300-7410-542201000

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

STRATEGIC ACTION ITEM: Customer interactions seeking to maximize efficiency as measured by average time per permit **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The department is concurrently requesting that the Soil and Erosion Control Manager position be brought in-house and no longer will be hired through a third party contractor. Currently, the contractor provides the inspector's vehicle. When this position was an in-house position in the past, the truck was "retired" and is no longer in the City's fleet. Therefore, a new truck is required for the employee to conduct daily inspections which have been averaging $500 per month.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	35,485
Other	-
Total Project Cost:	**35,485**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 20	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 20	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2021	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**		
Operating Budget	-	35,485	-	-	-	-	-	-	35,485	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**35,485**	**-**	**-**	**-**	**-**	**-**	**-**	**35,485**	**-**

IMPACT ON OPERATING BUDGET:	Annual fuel, insurance, repair and maintenance costs.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	500
		Other	-
		Revenues	
		Total:	**500**



Ford F-150 Truck

Cost-Benefit Analysis for Land Development Inspection Services

07-21-2020

The City of Milton currently contracts out the land development inspection services. Milton's current contractor provides the government with one employee: land development inspector. To support this position, the contractor supplies the vehicle and pays for the associated gas and maintenance, and cell phones. The contractor is responsible for ensuring the employee is properly trained and have all necessary certifications

The City of Milton currently provides office space, information technology hardware and software, and general office supplies for the contracted employees. Therefore, these and their associated costs are excluded in the analysis as they would not change if the City chooses to provide land inspection services directly.

Expenditure Category	**Annual Cost**	**Calculation Explanation**
Personnel		
Salary – Land Development Inspector	$60,000	Annual salary
Subtotal Salaries	$60,000	
Benefits	30,000	Total Salary x 50%
Total Personnel	***$90,000***	
Operating		
Land Development Codes	$1,000	1 set
Land Inspector Equipment	500	$500
Cell Phone	480	$40 per month x 12
Gasoline	3,125	1 tank per week (25-gal tank) x 50 weeks x $2.5-gallon gas
Insurance – Automobile	311	$311 per vehicle annually
Insurance – General Liability	50	1 employee annually
Training	1,500	For certification
Uniforms	250	$250 per employee
Vehicles Maintenance	600	$600 per vehicle (with tires)
Total Operating	***$7,816***	
Capital		
New Vehicle - $35,485		

Total Cost – Total Personnel + Total Operating = $97,816

Land Development Inspector Contract = $150,000/annually

Net Savings from bringing the land development inspector supervisor position in-house = $52,184/ annually (less $35,485 in year one to purchase a vehicle and subsequent replacement years)



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 last October.

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 2019 Comprehensive Annual Financial Report (CAFR):

Assessed Value:	$2,721,327,550
10% of Assessed value (Legal Debt Limit):	$ 288,670,684
Milton Debt Applicable to Debt Limit:	$ 22,685,000
Legal Debt Margin:	$ 265,985,684

Milton's current net debt applicable to the debt limit is 7.86%, leaving significant room for growth if the voters choose to approve future general obligation bonds. The Georgia Constitution (Article 9, Section 5, Paragraph 1) states that only debt approved by the majority of qualified voters voting in an election held for that purpose is subject to the debt limit calculation. Therefore, the City's other long-term debt related to revenue bonds and capital leases are excluded from the debt limit calculation.

Milton's current G.O. bond debt was issued in 2017. Milton voter's resoundingly approved the referendum authorizing $25 M for greenspace acquisition. Debt service payments on the City's G.O. bond debt are funded by a separate bond millage rate outlined in the table below.

Fiscal Year	Bond Millage Rate
2018	0.321
2019	0.671
2020	0.588
2021	0.538

General Obligation Bond Debt Service

Fiscal Year	Principal	Interest
2021	895,000	816,125
2022	940,000	771,375
2023	985,000	724,375
2024	1,035,000	675,125
2025	1,090,000	623,375
2026	1,145,000	568,875
2027	1,200,000	511,625
2028	1,260,000	451,625
2029	1,295,000	413,825
2030	1,335,000	374,975
2031	1,390,000	321,575
2032	1,430,000	279,875
2033	1,475,000	236,975
2034	1,520,000	192,725
2035	1,565,000	147,125
2036	1,610,000	100,175
2037	1,660,000	51,875
	$21,830,000	**$7,261,625**

Revenue Bond Debt

Revenue bond debt finances projects secured by a specified revenue source faster than is possible utilizing a pay-as-you-go financing strategy. Milton's current revenue bond debt is funded by general operating revenues collected in the General Fund and transferred to the Revenue Bond Fund through an operating transfer.

In 2014, Milton issued revenue bond series 2014 in the amount of $9.6 M for the renovation and expansion of Bell Memorial Park. The remaining debt on this issuance was refunded (refinanced) in 2019. This refunding will save taxpayers approximately $443,059 over the next 11 years.

Debt issued as part of bond series 2019 will also fund the construction of the Public Safety Complex on Highway 9 (completed August 2020), the reconstruction of Fire Station #42 on Thompson Road, and an alerting system for the fire department.

Revenue Bond Debt Service

Fiscal Year	Principal	Interest
2021	770,000	878,219
2022	810,000	838,719
2023	850,000	797,219
2024	895,000	753,594
2025	940,000	707,719
2026	990,000	659,469
2027	1,040,000	608,719
2028	1,095,000	555,344
2029	1,150,000	499,219
2030	1,205,000	440,344
2031	1,265,000	384,919
2032	1,315,000	333,319
2033	1,355,000	292,622
2034	1,385,000	262,644
2035	1,420,000	225,763
2036	1,465,000	182,488
2037	1,505,000	141,700
2038	1,545,000	103,575
2039	1,585,000	63,459
2040	1,625,000	21,328
	$24,210,000	**$8,750,378**





GLOSSARY/ ACRONYMS

Glossary

A

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.

Ad Valorem Tax – A tax based on the value of the property.

Amortization – The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

Appropriation – An authorization made by the city council which permits officials and department heads to incur obligations against and to make expenditures of governmental resources.

Assessed Value – The value placed on the property for tax purposes. The assessed value of property is 40% of the fair market value.

B

Balanced Budget (General Fund) – Total anticipated revenues plus that portion of the fund balance in excess of authorized 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 written promise to pay a specified sum of money at a specified future date or dates together with periodic interest at specified rates. Bonds are typically used for long-term debt.

Budget – The financial plan for the operations of a department, program or project for the current year or for the duration of the project.

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 (Fixed Assets) – Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art or historical treasures, infrastructure and all other tangible or intangible assets that are used in operations and have an initial useful life extending beyond a single reporting period. Milton recognizes capital assets as those assets with an estimated useful life of three or more years and with an acquisition value of $10,000 or more.

Capital Improvement Plan (CIP) – A comprehensive five-to-seven year plan, updated annually, of the capital projects for the city.

Capital Outlay – An expenditure for the acquisition or, or addition to, a fixed asset. Items acquired for less than $10,000 are not considered capital outlay for the city.

Capital Projects Fund – Fund type used to account for financial resources that are restricted, committed or assigned to expenditure for capital outlays.

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.

Contingency – Funds set aside for unforeseen future needs and budgeted in a "non-departmental" account. Contingency funds can be transferred to a department budget only by the action of city council.

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 Service – Available resources set aside for the payment of principal and interest to lenders or creditors on outstanding debt.

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 commitment of funds against appropriations in which the expenditure has not actually been made at the time of the recording. To encumber funds means to set aside funds for a future expenditure.

Expenditure (Expense) – This term refers to the outflow of funds paid or to be paid for an asset obtained or a good/service received regardless of when the expense is actually paid. "Expenditure" applies to Governmental Funds and "Expense" to Proprietary Funds.

F

Fair Market Value – An estimate of the market value of the property as determined by the Fulton County Board of Assessors.

Fiduciary Fund – A category of funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

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.

Function – Group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund – 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 therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Net position of a governmental fund (difference between assets, liabilities, deferred outflows of resources and deferred inflows of resources).

G

General Fund – One of five governmental fund types. The general fund typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources not accounted for in some other fund.

General Obligation Bonds – Bonds whose principal and interest are paid from property tax for debt service and are backed by the city's full faith and credit. Approval by referendum vote is required for general obligation bonds to be issued.

Generally Accepted Accounting Principles (GAAP) – Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

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

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.

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.

Long-term Debt – Debt with a maturity date of more than one year after the date of issuance.

M

Mill – A tax rate equal to $1 per $1,000 of assessed property value.

Millage Rate – The ad valorem tax rate expressed in the amount levied per thousand dollars of taxable assessed value of the 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).

P

Personal Property – Property that can be moved with relative ease such as boats, machinery and inventoried goods.

Property Taxes – Tax bases on the assed value of a property, either real estate 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.

R

Revenue Bonds – Bonds whose principal and interest are payable exclusively from specified revenue source. These bonds do not require approval by referendum.

S

Short-term Debt – Debt with a maturity date of less than one year after the date of issuance.

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.

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

ARC – Atlanta Regional Commission

B

BZA – Board of Zoning Appeals

C

CARF – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CID – Criminal Investigations Division

CIE – Capital Improvements Element

CIP – Capital Improvement Plan

CPAC – Comprehensive Plan Advisory Committee

CPI – Consumer Price Index

CUVA – Conservation Use Valuation Assessment

D

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

FEMA – Federal Emergency Management Agency

FMCC – Former Milton Country Club

FT – Full Time

FTE – Full Time Equivalent

FY – Fiscal Year

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

GO/G.O. – General Obligation

H

HR – Human Resources

HRIS – Human Resource Information System

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

M

M & O – Maintenance & Operating

MDA – Muscular Dystrophy Association

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

NPDES – National Pollutant Discharge Elimination System

P

P & I – Principal & Interest

PAFR – Popular Annual Financial Report

PCI – Pavement Condition Index

PRAB – Parks and Recreation Advisory Board

PS – Public Safety

PT – Part Time

R

RFP – Request for Proposal

S

SAFER – Staffing for Adequate Fire and Emergency Response

SASD – Support and Administrative Services Division

SCBA – Self-Contained Breathing Apparatus

T

TAVT – Title Ad Valorem Tax

TSPLOST – Transportation Special Local Option Sales Tax

U

UPD – Uniform Patrol Division

V

VOIP – Voice Over Internet Protocol