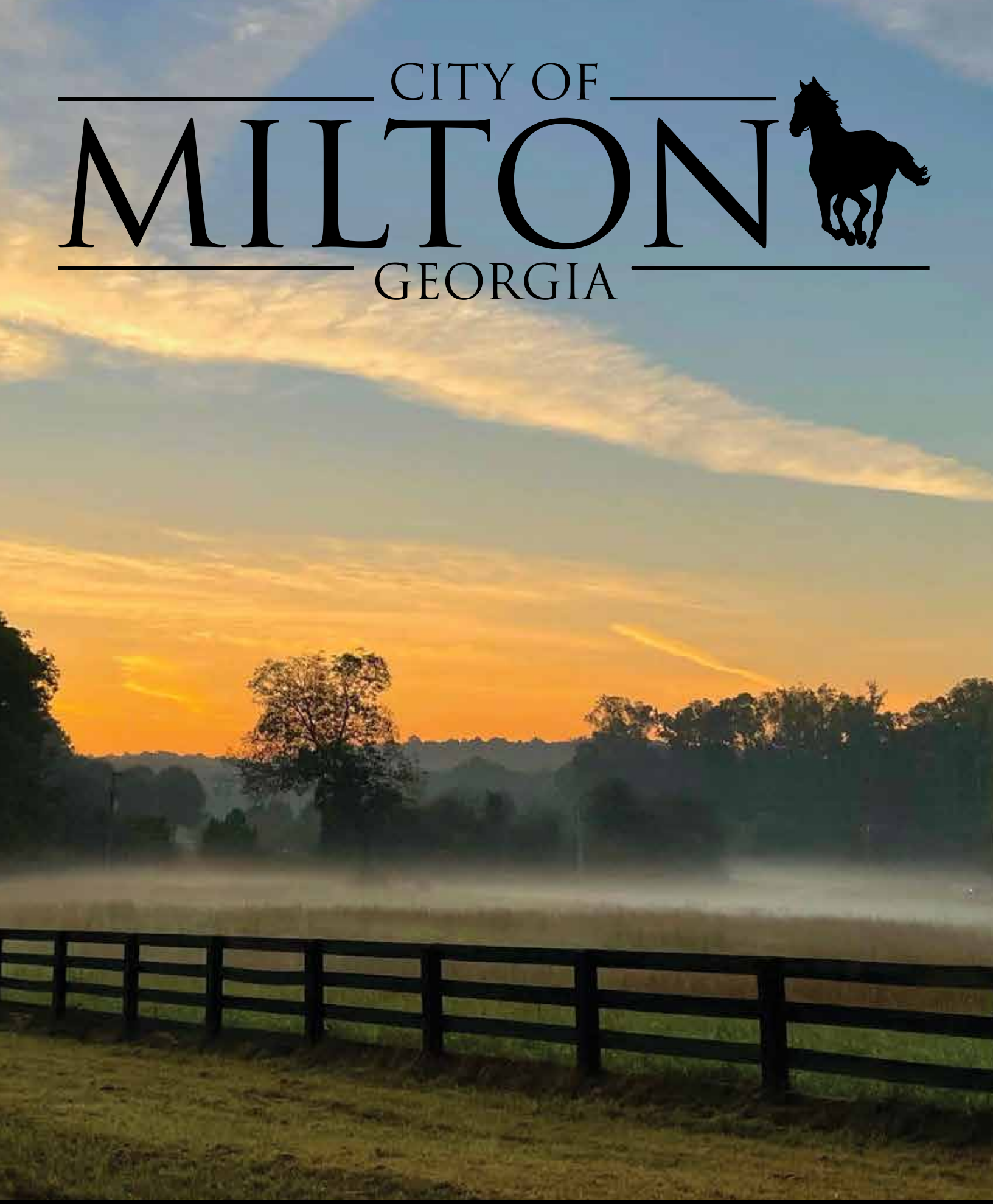
CITY OF

MILTON

GEORGIA



FY 2023 ANNUAL BUDGET

Mission Statement



We take pride in our responsibility to protect and improve the high quality of life for those we serve.

Vision Statement



Milton will be a city recognized for its exceptionally high quality of life, strong sense of place and community, and dedication to preserving our rural heritage.

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Values



Together
We Thrive

•

It's All About
Our Rural Heritage

•

Service Is
Our Obsession

•

Own It,
Deliver It

•

Lead From
the Front

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Award of Distinguished Budget Presentation

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Milton, Georgia, for its Annual Budget for the fiscal year beginning October 1, 2021.

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

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Milton
Georgia

For the Fiscal Year Beginning

October 01, 2021

Christopher P. Morrill

Executive Director

Introduction and Overview

MILTON
ESTABLISHED 2006

September 19, 202

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

It is my pleasure to submit to you the Fiscal Year 2023 Proposed Operating and Capital Budget for review and consideration. The recommendations contained herein are derived from the Mayor and City Council's priorities included in our 2021-2025 Strategic Plan, which incorporates key elements of master plans including the Comprehensive Parks and Recreation Master Plan, the Milton Community Trail Prioritization Plan, the Comprehensive Transportation Plan, and the 2040 Comprehensive Plan.

A City's budget turns such plans into realities. As part of this process, City Staff reviews what is in those plans; contemplates how much it would cost to deliver desired programs, projects, and high level of service (while also taking into consideration expected revenues); and weighs how to allocate funds based on the coming year's priorities. The City of Milton executes its strategies by setting the millage rate to fund a budget that can support its priorities.

Note: This message has been updated to include the recent developments related to the Local Option Sales Tax distribution certificate.

BUDGET PROCESS

The City of Milton differs from other cities across Georgia in many regards—which is why we love living here! Our desire to maintain our rural heritage and keep our population density low contributes significantly to our nationally-recognized outstanding quality of life. This desire, however, comes at a cost. 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 restricts our ability to derive other business-associated revenues, including Hotel/Motel Taxes, Occupational Taxes, Alcohol Beverage Excise Taxes, Business Property Taxes, and a host of other taxes and fees.

Milton's conservative fiscal policies that contribute to our AAA bond rating and help insulate us from economic downturns also impact our budgeting process. Commonly known as a pay-as-you-go system, the City utilizes a significant portion of its 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.

Finally, the City of Milton has a capped millage rate of 4.731 mills. That means that regardless of the City's needs, it cannot exceed that tax rate without amending the City's charter.

CURRENT FINANCIAL CONDITION

Two previously identified critical risks associated with Milton's revenue streams have had positive outcomes. The first was the renegotiation of the Local Option Sales Tax (LOST) involving all 15 cities within Fulton County and the County itself. Triggered by the 2020 decennial census, we were required to renegotiate the distribution certificate by December 30, 2022, or face eliminating this revenue stream altogether. For the City of Milton, that represents approximately $10.7 million in revenue in FY2023, or roughly 28% of our general fund revenue. Fortunately, the 15 cities and Fulton County have agreed on a new distribution certificate that will maintain that revenue stream through calendar year 2032, introducing roughly $133.8 million to Milton's revenues over the next ten years.

Another significant risk to Milton's revenues—that has also been resolved—was the continuation of the Transportation Special Purpose Option Sales Tax (TSPLOST). With TSPLOST I expiring in March 2022, a referendum was held in November 2021. The successful passage of that referendum means the City of Milton is forecast to receive an additional $36 million over the five-year period ending March 31, 2027. Funding from this special tax will support the accelerated pace of transportation improvement projects including roads, bridges, sidewalks, and bicycle paths that otherwise would not have been possible without incurring long-term debt.

Since Milton's inception, the Mayor and City Council have made strategic decisions that positioned the City to withstand financial stress. Our fund balance reserve policy requiring no less than 25% of the subsequent year's budgeted revenues, coupled with our pay-as-you-go capital improvement plan, insulates the City from unforeseen emergencies and shortfalls caused by revenue declines. Additionally, these policies eliminate the need for expensive short-term borrowing.

PROPERTY TAX REVENUE

In 2018, Milton voters approved legislation outlined in House Bill 710 to implement a new property tax exemption. This floating homestead exemption caps taxable value growth (for a primary residence and five contiguous acres for eligible properties) by the lesser of the consumer price index for the prior year or 3%. In effect, Milton's exemptions have nearly doubled, impacting potential growth in this revenue category. New construction coupled with increased valuations for existing real property is forecasted to yield an additional $1.4 million relative to the FY 2022's real property tax anticipations, representing a roughly 6.4% Increase—while reducing the millage rate for our eligible citizens by 5.5% to 4.469 mills.

Opportunities for Tax Savings

The City of Milton relies on property taxes to fulfill its obligations to the community and efforts to promote an exceptional quality of life.

The M&O millage rate generates revenues vital to Milton's operations, while the general obligation bond millage rate generates revenues dedicated to paying principal and interest due on the City's Greenspace Bond. With that said, the City offers several opportunities for tax savings through homestead exemptions and use assessments that will likely save property owners more than $3.3 million this year (savings are based on 2022 property values).

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 three percent

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

Senior Basic Exemption (apply with the City) = $15,000
- Primary residence; Age 65+; no income restrictions
- Applies to M&O millage rate

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

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

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

Other opportunities for tax savings:

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

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

Upcoming referendum regarding Milton's Senior Homestead exemptions

In December 2021, Council approved a resolution requesting the local delegation representing the City of Milton to draft and sponsor local legislation to amend Milton's charter to modify local senior homestead exemptions. Representative Jan Jones sponsored legislation that was ultimately approved by the legislature and registered voters will have the opportunity to weigh in this November on three homestead exemption modification referendums:

#1 - City of Milton - House Bill 1493:

Increase the Amount of the General Senior Homestead Exemption

#2 - City of Milton - House Bill 1497:

Repeal a Homestead Exemption for Citizens Age 65 Years or Older Meeting Certain Income Requirements Subject to Increasing the General Senior Homestead Exemption Under House Bill 1493

#3 - City of Milton - House Bill 1492:

Modify the Maximum Income for a Senior Homestead Exemption

If voters approve Questions #1 and #2 on the referendum, the resulting senior exemption would be a $25,000 exemption regardless of income. This exemption would apply to the City's M&O and bond-related taxes.

Question #3 is independent of the other two questions and pertains to Milton residents age 70 and older. If approved by voters, those residents will qualify for the full value exemption from municipal ad valorem taxes if their annual income is below $100,000. (The current qualifying annual income is approximately $80,000 for tax year 2023.)

GENERAL FUND PROPOSED BUDGET

The forecasted General Fund revenues for FY 2023 equal our anticipated expenditures of $39,318,548, with a budgeted use of excess fund balance of $1,295,035. These funds result from Milton's continued conservative budgeting of revenues and 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 expenditursand will be applied to our capital improvement plan.

The total proposed General Fund budget is $39,318,548—a decrease of $11,048,098 or 21.9% over the FY 2022 amended budget. A substantial portion of this decrease is driven by the operating transfers out to other funds which occurred in FY 2022 (down $14,594,084 year over year). In FY 2022, Council approved one-time transfers to the Capital Projects fund in the amount of $14,072,536 through the budget amendment process, which will not recur in FY 2023 ($10 million of which came directly from the recognition of the ARPA-approved lost revenue calculation and the remaining $4 million from a combination of revenues coming in higher than anticipated in FY 2022 and application of fund balance in excess of required reserves from FY 2021 being transferred to one-time projects per the City's fund balance policy). Year-over-year continuing operations in the General Fund are up $3,545,986 or 13.2%, the majority of which is driven by salary adjustments related to the City's recent wage study.

The $327,668 decrease in estimated revenues (excluding operating transfers in), as seen in the table below, is primarily driven by a forecasted drop in Local Option Sales Tax (LOST) revenue. However, with the recently agreed upon distribution and the certificate about to be executed, it may warrant further analysis at midyear. Staff is also closely monitoring economic conditions as a cooling economy may affect our revenue forecasts.

The proposed maintenance and operating (M & O) expenses (excluding operating transfers out) are $30,360,097—an increase of $3,545,986 or 13.2% over the FY 2022 amended budget. (Please note, the change in M&O expenses from the adopted budget in FY 2022 to the final amended budget in FY 2022 was an increase of $444,117 or 1.7%.) The year-over-year increase of 13.2% is the result of a few key factors, including:

- Market adjustments to salaries of approximately $1.5 million. This proposal will support Milton's goal of retaining and recruiting the best workforce to serve our citizens and community. Our staff is critical to carrying out the City's mission, vision, and values. Ensuring that we offer a competitive employment package – including wages, benefits, facilities, equipment, staff support, and more – is vital to this effort.
- New initiatives proposed by staff that will support enhanced services or programs within their departments are in the amount of $1,063,756. Please see the separately detailed M&O Initiatives section for a detailed explanation of each request and how they tie back to the City's overall Strategic Plan.

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

General Fund Year-Over-Year Comparison

	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
Revenues	$ 38,295,681	$ 37,968,013	$ (327,668)	(0.9)
Transfers In	10,187,725	55,500	(10,132,225)	(99.5)
Budgeted Fund Balance	1,883,240	1,295,035	(588,205)	(31.2)
TOTAL SOURCE OF FUNDS	**$ 50,366,646**	**$ 39,318,548**	**$ (11,048,098)**	**(21.9)**
Maintenance & Operating (M&O)	$ 26,814,111	$ 30,360,097	$ 3,545,986	13.2
Transfers Out	23,552,535	8,958,451	(14,594,084)	(62.0)
TOTAL USE OF FUNDS	**$ 50,366,646**	**$ 39,318,548**	**$ (11,048,098)**	**(21.9)**

FINANCIAL OUTLOOK

Risks remain regarding future revenue collections. Taxes, including real property, personal property, sales and use, and a handful of other categories, make up roughly 91% of Milton's FY 2023 revenues – a significantly higher proportion than many North Fulton cities. Staff will continue strategizing to reduce the City's reliance on property tax revenue as prescribed by the City's Revenue Administration Policy and 2021-2025 Strategic Plan.

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

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 continued adherence to these policies should produce the desired effect. Our financial outlook remains excellent.

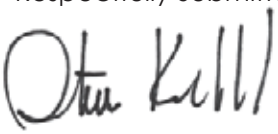
ACKNOWLEDGEMENT

The development of this Proposed FY 2023 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 Assistant City Manager Bernadette Harvill for her leadership and dedication to creating a budget plan designed not only to execute our Mayor and City Council's vision, but to educate and inform all. Additionally, I would like to congratulate her on receiving the GFOA Distinguished Budget Presentation Award for the FY 2019, FY 2020, FY 2021, and FY 2022 submissions. Efforts such as these undoubtedly contribute to our citizens' improved trust that the City government acts in their best interests (as indicated in Milton's 2022 National Community Survey).

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

Respectfully Submitted,



Steven Krokoff

City Manager

Top 10 Budget Questions

1 What is the Milton millage rate?

The maintenance and operating (M&O) millage rate for FY 2023 is 4.469. 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 2023, $14,930,155 is budgeted for real and personal property taxes in the General Fund. This figure is based on the M&O millage rate of 4.469 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 2023, $10,674,076 is budgeted for Local Option Sales Tax (LOST) collections.

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

Public safety, which is made up of Police and Fire, makes up 52.9% of the budgeted operating expenditures in FY 2023 (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 173 budgeted full-time employees, 24 budgeted part-time employees, and 27 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 2023 adopted budget is based on anticipated citywide revenue collections of $56.1 million. The City's budget is comprised of one general fund, six special revenue funds, and six capital projects funds.

General Fund

Special Revenue Funds

- Special Events Fund
- Confiscated Assets Fund
- E-911 Fund
- Operating Grant Fund
- American Rescue Plan Act Fund
- Hotel/Motel Tax Fund

Capital Projects Funds

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

General Fund Overview

The General Fund, the City's main operating fund, includes $38 million in projected revenues or 69% of the citywide total. This represents a $327,668 or 0.9% decrease in operating revenues (excluding operating transfers in and budgeted fund balance) as compared to the Fiscal Year 2022 amended budget. This decrease is primarily a result of anticipated local option sales tax revenue changes ($1,253,601) as well as projections for land disturbance permits ($100,000) and planning & development fees ($73,000) projected to align closer to historic trends. These forecasted decreases are being primarily offset by anticipated increases to real property-current year taxes ($1,414,456) and investment income ($122,040).

KEY GENERAL FUND REVENUE FACTS

- The FY 2023 maintenance & operating (M&O) millage rate is 4.469 mills. This rate represents a decrease of 0.262 mills or 5.5% from last year's millage rate.
- Property taxes for the 2022 calendar year will fund the FY 2023 budget.
- The budget was balanced using $1,295,036 from excess fund balance for the purposes of funding capital initiative requests and pay-as-you-go projects related to vehicle replacements, park improvements, pavement management, and more. These funds are a result of additional revenues received and cost-savings from prior years that are above and beyond the City's required reserves.
- Local Option Sales Tax (LOST) is the City's second largest revenue source after property taxes. This revenue source is economically driven, and staff takes this into account when forecasting anticipations each year. Another significant consideration for FY 2023 is the current distribution negotiations that will determine Milton's share of this revenue source for the upcoming decade. Our commitment to conservative forecasting led us to project growth based on recent collections and trends. This is reflected in the overall decrease of $1,253,601 or 10.5% from the amended FY 2022 budget in LOST revenue for Milton. Staff will forego certain spending, including filling some of the newly approved positions, until after the negotiations are complete.
- In FY 2022, operating transfers in accounted for a reimbursement to the General Fund for American Rescue Plan Act (ARP) Act related expenses ($10,053,427), funding from the impact fees fund to reimburse eligible expenses associated with constructing the Public Safety Complex ($55,000), as well as staff time related to the State of Georgia Public Safety Officials and First Responders Supplement Grant ($103,479). These are one-time revenue transfers that will not recur in FY 2023.

General Fund Revenues (Excluding Interfund Transfers)

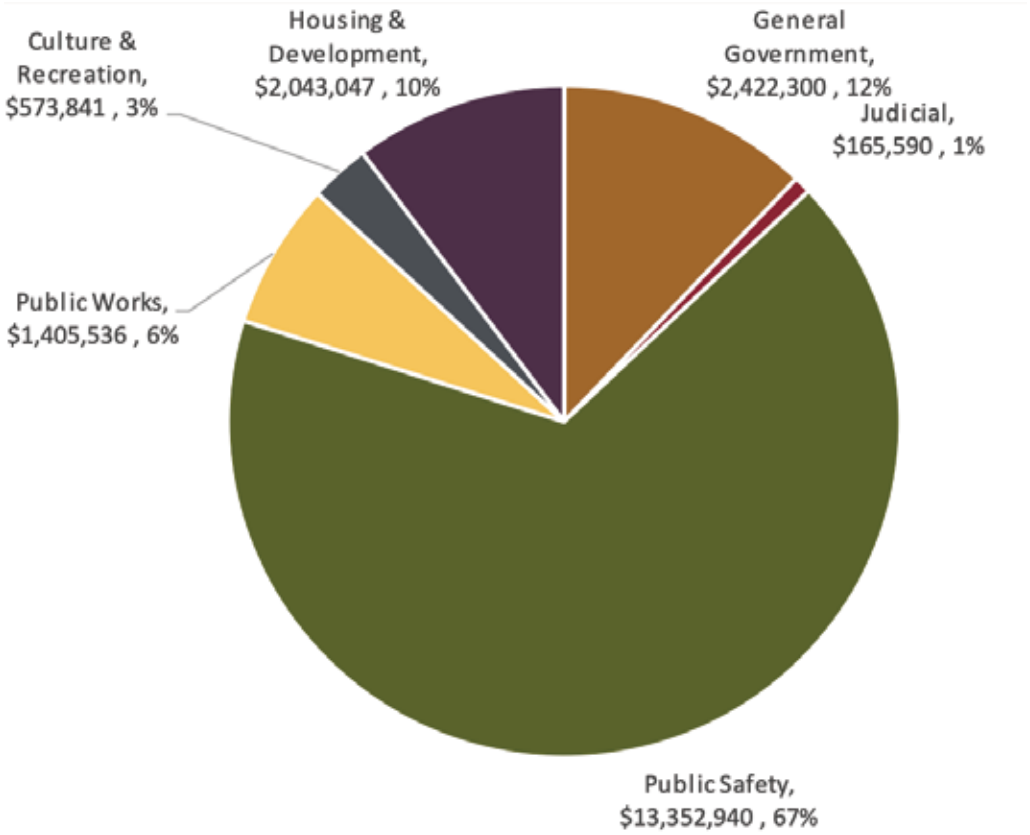
	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
REVENUES				
Taxes	$ 34,695,476	$ 34,509,084	$ (186,392)	(0.5)
Licenses & Permits	1,752,700	1,672,030	(80,670)	(4.6)
Intergovernmental Revenues	6,660	5,000	(1,660)	(24.9)
Charges for Services	788,650	579,505	(209,145)	(26.5)
Fines & Forfeitures	628,832	740,000	111,168	17.7
Investment Income	78,200	200,240	122,040	156.1
Contributions & Donations	26,076	-	(26,076)	(100.0)
Miscellaneous Revenue	264,087	242,153	(21,934)	(8.3)
Proceeds From Sale Of Assets	55,000	20,000	(35,000)	(63.6)
TOTAL REVENUES	**$ 38,295,681**	**$ 37,968,013**	**$ (327,668)**	**(0.9)**

KEY GENERAL FUND EXPENDITURE FACTS

- Milton's Mayor and Council passed a new strategic plan in March 2021. Strategic Plan 2021-2025 was instrumental in guiding decision-making throughout the FY 2022 and FY 2023 budget processes. All new initiatives tie back directly to one of the three Strategic Priorities set out in the plan and furthermore to the goals outlined under each priority. This ensures that all requests are aimed at fulfilling the initiatives set out in the planning process which involved community input, stakeholder meetings, Council work sessions, and dedicated staff time, all guided by our partners at BerryDunn.
- Year-over-year expenditure requests for continuing operations (including the required 1% contingency) have increased by approximately 9% -- including the requested market adjustments to salaries explained in detail below.
- The Salaries and Employee Benefits category (excluding new position requests) increased $2,615,615, or 15%, year-over-year. Primary contributors to this increase include the following:
  - The market adjustments to salaries included in the FY 2023 budget (inclusive of the impact on salary-dependent benefits) is approximately $1.8 million, of which $1.5 is attributable to salaries & wages. These adjustments include:
    - A 20% increase to Police Officer pay ($684,443);
    - A 15% increase to Firefighter, Fire Apparatus Operator, and Captain pay; a 9% increase to Battalion Chief pay; and an 8% increase to Deputy Fire Chief pay ($685,637);
    - A 10% increase to administrative pay ($345,643); and
    - A 3-11% increase to Department Head pay ($127,763).
  - In June 2020, Council approved initiatives related to personnel modifications including a reorganization of the Finance Department to reclassify the Financial Services Administrator position to that of Finance Director and the addition of one part-time Accounts Payable Coordinator. Additionally, Council approved the addition of two firefighter/paramedic positions in the Fire Department. These positions were approved at mid-year, so the FY 2023 budget reflects a full year's budget for these positions. Prior to the recommended market adjustment to salaries, these positions were anticipated to increase the budget by approximately $82,393 in Finance and $163,489 in Fire as outlined in the amendment approved on June 20, 2022.
  - Additionally, certain vacancies in Community Development were covered through contracted services paid for with salary savings that were transferred to the contracted services account. FY 2023's budget contemplates full staffing by City employees impacting that budget increase as well.

Salaries and benefits make up the largest portion of the maintenance & operating budget at $19,963,254 or 68% of expenditures excluding interfund transfers and new initiatives. (M & O initiatives related to salaries and benefits will be discussed later.)

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



- Operating expenditures – excluding personnel costs, debt service, contingency, and new initiatives – total $9,032,493. This is approximately $433,979 or 4.6% less than FY 2022's amended budget. The most significant drivers of this decrease are related to professional/contracted services and property services. Specifically:
  - Milton accounts for expenses associated with municipal elections in the City Clerk department. Elections typically occur every other year and the costs associated with the November 2021 general and runoff elections will not recur in FY 2023 resulting in a decrease of $155,039. The City has also completed its scanning project further reducing the budgeted expenses in the Professional Fees account an additional $34,368.
  - The Community Development department covered vacant positions in FY 2022 utilizing contracted services. In FY 2023, these positions are anticipated to be filled by City-employed staff, thereby reducing the contracted services line by $100,000. Similarly, Public Works will be utilizing in-house staff for certain projects reducing professional services in the department by $82,422.
  - The City incurred contract labor expenses related to resurfacing the parking lot at Bell Memorial Park that will not recur in FY 2023, attributing to a further $90,000 reduction to the professional services category.
  - The decrease in Property Services from FY 2022 to FY 2023 is primarily being driven by one-time expenses related to the mold remediation process at Fire Station 41 ($170,041), which have been offset by increases to the facility repair & maintenance line for City Hall to allow for caulking, pressure washing, and painting of the building along with Community Place ($65,000), server room upgrades ($15,000), and the installation of an epoxy floor at the Broadwell Pavilion ($15,000).

- Transfers out of the General Fund include $6,866,055 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 68.6% from FY 2022's amended budget. There are two contributing factors to this decrease related to one-time transfers that will not recur in FY 2023:
  - Milton's conservative budgeting and responsible spending in the General Fund, coupled with higher than anticipated revenues, resulted in a fund balance in excess of required reserves. This excess fund balance was allocated to existing one-time projects as required by law through an increase to the original FY 2022 operating transfer out to the Capital Projects Fund in the amount of $4 million. Transferred funds were allocated among several projects including: tier I master plan projects at Birmingham Park ($282,550), inflation-related increases to construction costs, as well as the inclusion of a metal roof and a budget for furniture, fixtures, and equipment at Fire Station 42 ($513,802), the purchase of new cardiac monitors for the Fire department ($231,700), construction related funding for the build out of a new active athletic complex ($2,000,000), as well as planning, design, and construction related funding for Fire Station 45 ($1,000,000).
  - The City was also awarded $14.8 million in federal funding through the American Rescue Plan (ARP) Act. Of this, $10.1 million was transferred to the Capital Projects Fund as a result of recovered revenues as well as the ability to free up previously budgeted operating funds related to ARP eligible expenses. These recovered funds were directed to the build-out of a new active athletic complex once a site has been determined.

There is also a request to transfer $1,649,025 to the Revenue Bond Fund to cover debt service payments due in FY 2023. Revenue bond debt service, unlike general obligation bond debt service, is paid for utilizing operating revenues transferred out to cover the debt owed for the given fiscal year.

Finally, there is a transfer of $180,000 to the TSPLOST Fund. This funding will go towards the City's match on an upcoming federal grant opportunity associated with the Trail Connection to the Big Creek Greenway project being handled by the Public Works department.

General Fund Expenditures by Function (Excluding Interfund Transfers)

	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
EXPENDITURES BY FUNCTION				
General Government	$ 5,066,830	$ 5,017,719	$ (49,111)	(1.0)
Judicial	416,838	429,086	12,248	2.9
Public Safety	14,359,686	15,973,370	1,613,684	11.2
Public Works	3,282,082	3,504,194	222,112	6.8
Culture & Recreation	1,754,094	1,873,080	118,986	6.8
Housing & Development	1,934,581	2,198,298	263,717	13.6
Contingency	-	300,595	300,595	-
M&O Initiatives	-	1,063,755	1,063,755	-
TOTAL EXPENDITURES	**$ 26,814,111**	**$ 30,360,097**	**$ 3,545,986**	**13.2**

General Fund Expenditures by Category

(Excluding Interfund Transfers and New Initiatives)

	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS				
Salaries & Wages	$ 12,530,151	$ 14,524,830	$ 1,994,679	15.9
Employee Benefits	4,817,488	5,438,424	620,936	12.9
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 17,347,639**	**$ 19,963,254**	**$ 2,615,615**	**15.1**
MAINTENANCE & OPERATIONS				
Professional Services	$ 1,611,974	$ 1,043,287	$ (568,687)	(35.3)
Property Services	1,800,907	1,744,275	(56,632)	(3.1)
Other Purchased Services	3,820,826	3,953,803	132,977	3.5
Supplies	523,403	573,709	50,306	9.6
Utilities	702,919	722,064	19,145	2.7
Fuel	243,416	232,144	(11,272)	(4.6)
Capital Outlay	755,461	756,711	1,250	0.2
Other Costs	7,566	6,500	(1,066)	(14.1)
TOTAL MAINTENANCE & OPERATIONS	**$ 9,466,472**	**$ 9,032,493**	**$ (433,979)**	**(4.6)**
OTHER COSTS				
Contingency	$ -	$ 300,595	$ 300,595	-
TOTAL OTHER COSTS	**$ -**	**$ 300,595**	**$ 300,595**	**-**
TOTAL EXPENDITURES	**$ 26,814,111**	**$ 29,296,342**	**$ 2,482,231**	**9.3**

MAINTENANCE & OPERATING (M & O) INITIATIVE HIGHLIGHTS

- All new initiatives tie back to one of three strategic priorities set by the Mayor and Council in Strategic Plan 2021-2025. Under Strategic Priority #1, Goal# 7: Effective Information Technology, the objectives and outcome measures call for enhanced service delivery from Information Services staff. Staff is requesting the addition of an in-house Information Services Director who will be focused on Milton's needs in this area as opposed to utilizing a contractor to manage and prioritize the delivery of these services. This request will have annual salary and benefit implications that will be offset by the reduction of hours under the managed services contract and any other improvements this person can identify for future years.
- Similarly, the Communications, Police, and Community Development have identified staffing needs within their departments. These positions will fall under Strategic Priority #1, Goal #5: Diverse, Engaged, Healthy Workforce allowing for adequate staffing to accomplish the goals and priorities of each department.
- The Police and Fire departments also have staffing requests that will help support their ability to fulfill Strategic Priority #1, Goals #2 & 4: Critical Event Preparedness and maintain a Safe and Secure Community with their requests for three additional part-time Public Safety Ambassadors, an additional Deputy Chief, and a full-time EMS Training Officer.
- Finally, under Strategic Priority 3's goals Parks & Recreation has requested the addition of one full-time Outdoor Recreation Manager as well as part-time staff to help supervise active programming citywide, activity at Milton City Park and Preserve, and the creation of a summer day camp program staffed by seasonal City employees.

Please see the detailed requests associated with all new M&O Initiatives beginning on page 134.

Special Revenue Funds Overview

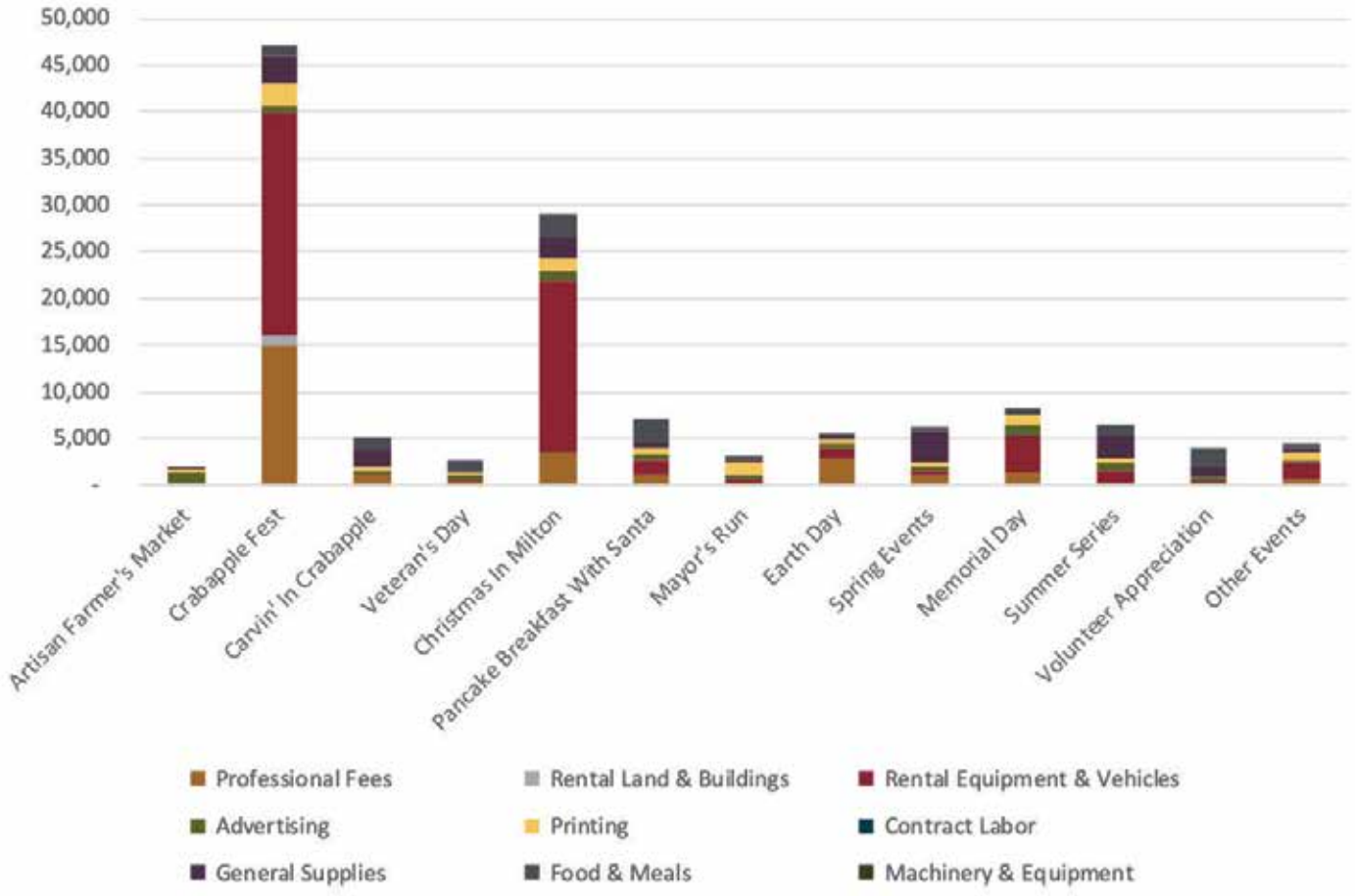
The City adopts annual budgets for each Special Revenue Fund that demonstrate any legally restricted revenue sources and anticipates activity in the given year. In FY 2023, $1.3 million in anticipated revenues are attributable to the four Special Revenue Funds with budgeted appropriations (excluding interfund transfers in and budgeted fund balances).

SPECIAL EVENTS FUND

Milton's Special Events Fund is budgeted as a Special Revenue Fund for the purposes of tracking revenues, expenditures, and fund balances associated with running the City's year-long events program. The main funding source for this fund is operating transfers in from the Hotel/Motel Tax Fund ($55,000). Revenues, excluding budgeted fund balance, are expected to decrease by $53,599 or 41% from FY 2022's amended budget. This decrease is being driven by the use of fund balance (revenues exceeding anticipated spending) that accumulated during the pandemic when events had to be postponed or cancelled altogether to balance the anticipated expenditures in FY 2023.

Expenditure appropriations within the fund span over 12 scheduled event categories and one "other events" category that allows for the City's involvement in unplanned events that may come up. Event costs in FY 2023 are scheduled to be similar to those budgeted in FY 2022.

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 2023 Milton's Police Department plans on looking for opportunities to obtain new equipment and search for new training opportunities with the remaining fund balance.

E-911 FUND

The Emergency 911 (E-911) Fund has been set up to account for monthly 911 charges to help fund the cost of providing emergency 911 services to the community. Milton currently has an active Intergovernmental Agreement (IGA) with the City of Alpharetta for such services. Alpharetta runs the 911 center, including emergency communication services. In order to compensate Alpharetta for these services, Milton turns over 100% of its E-911 collections to them. Revenues are anticipated to slightly decrease by $5,000 to $1,200,000 and a corresponding consistency to expenditures for payments to Alpharetta has also been budgeted at $1,200,000.

OPERATING GRANT FUND

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

AMERICAN RESCUE PLAN ACT FUND

In June 2021, the Georgia Department of Community Affairs set up a new fund to account for all Local Fiscal Recovery Funds received by local governments through the American Rescue Plan (ARP) Act of 2021. Milton will account for all incoming revenues in this fund and will allocate these funds across eligible expenses based on the Mayor and City Council's approved a spending plan. At the end of FY 2022 the remaining fund balance is $1,513,730, which will be assigned once spending for eligible projects has occurred.

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 remain consistent year-over-year at $55,000 respectively.

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 2023, all six budgeted capital projects funds have been incorporated into the seven-year Capital Improvement Plan and account for $15.5 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 2023'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 5% of its anticipated revenues in FY 2023. Infrastructure maintenance fees charged to solid waste haulers at a rate of 5% of the company's gross receipts are anticipated to bring in approximately $110,000 that will go towards the City's pavement management program and $250,000 in anticipated revenues from an IGA with the City of Alpharetta to be utilized towards Cox Road intersection improvements.

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 2023 includes debt service for both principal and interest in the amount of $1,709,375. The millage rate to collect tax revenues to make these payments is 0.452 mills (down from 0.487 in FY 2022). 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. Both TSPLOST initiatives – which were approved by voters in the November 2016 and November 2021 elections – include a dedicated project list. The TSPLOST Fund is budgeted to bring in approximately $7.7 million in revenues in FY 2023 excluding operating transfers in. These funds will go towards infrastructure projects including: intersection improvements at Cox Road, extended sidewalks along Mayfield Road, pedestrian enhancements in Crabapple, a trail connection to the Big Creek Greenway, traffic calming initiatives identified in the Local Road Safety Plan, and road paving throughout the city.

CAPITAL GRANT FUND

The Capital Grant Fund was set up to account for capital grant revenue and expenditures made by the City. Site improvements including the construction of new restrooms at Providence Park are continuing through FY 2023 utilizing a project-length budget as approved by the Mayor & Council. The only new budget request in FY 2023 is related to the Local Maintenance and Improvement Grant (LMIG) at $440,000, which will go towards funding the FY 2023 pavement maintenance program.

IMPACT FEES FUND

In October 2015, Milton began collecting impact fees on new development projects to offset costs associated with providing City services to these new developments and their residents and businesses. This fund accounts for impact fees restricted for the acquisition or construction of specific capital projects outlined in the City's Capital Improvements Element (CIE). Revenues are estimated to remain flat as the City updates the methodology for the program. Anticipated changes that come out of the study will be addressed through the City's budget amendment process in FY 2023. As the City has recently adopted several master plans, has completed related infrastructure projects, and has procured land and active sports fields, a re-write is warranted to update the impact fee-related plan.

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

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

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

REVENUE BOND FUND

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

Milton's Mayor and Council members approved this funding strategy in FY 2018, and the bonds were issued in October 2019. This bond issuance included the refunding (refinancing) of the debt related to the Bell Memorial Park renovation/expansion project. The debt service for this new issuance will be funded through an operating transfer from the General Fund in the amount of $1,649,025 in FY 2023.

CONCLUSION

The Fiscal Year 2023 Budget illustrates the City's dedication to providing the highest level of services while maintaining sound fiscal policies. This budget is the product of much collaboration and commitment by "Team Milton." The goal is to develop a plan that addresses the City Council's major policy goals and priorities, upholds our residents' vision for their community, and protects the City's financial health now and into the future. If while reviewing this document you have questions, please do not hesitate to contact us at info@miltonga.gov.

DEPARTMENT-FUNCTION RELATIONSHIP

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

Judicial
- Municipal Court

Public Safety
- Police
- Fire

Public Works
- General Government Buildings
- Public Works

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

Housing & Development
- Community Development

Please visit **Milton's ClearGov portal** for additional information on the City's finances, projects, and more.

City Planning Processes

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

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

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
Crabapple LCI (Livable Center Initiatives)	This document is a detailed plan for the development of the City's downtown, Crabapple. This plan establishes the character and vision specific to the area and makes various recommendations that would encourage the desired community development patterns. The plan established Crabapple as an area of mixed uses with a mixture of residential neighborhood styles, and the site for downtown Milton and a civic center.	To set a detailed vision and recommend implementation tools specific to the small area that would encourage a diversity of medium- to high-density, mixed neighborhoods, employment, shopping and recreation while preserving the historic characteristics of activity and town centers and create a community identity.	The directives from the project 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.
Local Road Safety Plan	Plan that identifies and engages stakeholders, collects and analyzes safety data, and evaluates and implements cost effective proven solutions to address local road safety.	Address roadway concerns through a combination of engineering, enforcement, education, and emergency services to strategically make our roadways as safe as possible.	Funding of strategies and action plan to implement identified solutions.
Milton Comprehensive Transportation Plan	Local plan, updated approximately every five years, that inventories existing conditions, analyzes current and future needs, and develops project recommendations to respond to these needs.	Understand the transportation needs that exist for the community, and create projects and policies to address them.	Provides estimates for projects tied to a constrained budget.
Fulton County Transit Master Plan	Review of community vision and economic development strategies, analysis of existing transit services and needs, market analysis, transit scenario development, and financial model to determine the potential for expanded transit services within Fulton County.	ARC, MARTA, Fulton County, and the 14 participating cities managed plan to determine potential expansion of transit services in Fulton County."	While this plan is based on a transit sales tax as the primary funding mechanism, other revenue sources may be explored.
North Fulton Comprehensive Transportation Plan	Regional plan updated approximately every five years that inventories existing conditions, analyzes current and future needs, and develops project recommendations to respond to these needs.	Identifies cross-jurisdictional projects and an action plan for moving priority recommendations forward.	Provides estimates for projects, cost sharing, and other funding opportunities.

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
Transportation Project Improvement Plans	Transportation improvement plans go through a process that involves concept development, public involvement, and utilizes context-sensitive design.	Develop an improvement plan that is harmonious with the community, and preserves aesthetics, history, and environmental resources, while integrating innovative approaches with traditional transportation goals for safety and performance.	Cost estimates are developed with each phase that are reflected in the project budget.
Pavement Management Plan	City-wide evaluation of public streets to establish a Pavement Condition Index (PCI) rating for each road and the implementation of a pavement management database.	The pavement evaluation and database system are used to plan, budget, and manage the maintenance, repair, rehabilitation, and/or replacement of the city's entire roadway system.	The 5 year rehabilitation program uses budget forecasts and an optimum financial plan that will be required to maintain desired acceptable pavement serviceability.
Stormwater Management Plan	The 5 year plan that outlines annual reporting requirements for public education and outreach on stormwater impacts/pollution prevention, construction site runoff control, regulation of public and private stormwater infrastructure, and illicit discharge detection and elimination.	Plan that supports meeting the requirements of all National Pollutant Discharge Elimination System (NPDES) Stormwater Permit and sustaining a safe and effective stormwater management program designed to reduce the discharge of pollutants and protect watersheds.	Identifies the internal and external resources needed to perform work necessary to satisfy regulatory requirements including implementing capital improvements, operations and maintenance of stormwater infrastructure, and City owned facilities.
TSPLOST Project List	Five-year plan for use of transportation sales tax revenues.	Implement projects that address congestion, operations, bridges and pedestrian improvements.	Utilizes an implementation plan that fully funds a project phase before moving forward.
Milton Community Trail Prioritization Plan	This is an update (2020) to the Trail & Pedestrian Master Plan.	To establish implementation priorities for the construction of the trail master plan.	This plan helps to establish annual capital expenses in phases needed to construct newly prioritized portions of the trail network.
2027 Parks and Recreation Master Plan	Ten-year Master Plan for parks, recreation programs, and open space development.	The Parks & Recreation Department uses the plan to establish the levels of service for park facilities and programs. We also receive guidance from the seven-member Parks & Recreation Advisory Board.	This plan helps to establish annual capital expenses and the amount of maintenance and operating expenses that will be required to maintain new and existing parks' facilities.
Providence Park Master Plan	Ten-year Master Plan for redevelopment of Providence Park.	The Parks and Recreation Department, working with the services of a consulting firm, received guidance from the community, the seven-member Parks & Recreation Advisory Board, and elected officials to come up with a plan for Providence Park.	This plan helps to establish annual capital expenses and the amount of maintenance and operating expenses that will be required to maintain Providence Park.

PLAN NAME	DESCRIPTION	PURPOSE	BUDGET IMPACTS
The Park at the Former Milton Country Club Master Plan	Master plan for redevelopment of the active acres and preservation/restoration of the passive acres of the park including land management and a trail concept plan.	To establish a concept plan with input from Mayor & Council, City staff, PRAB, and citizens/stakeholders for the park on Dinsmore Road which includes both active and passive components.	This plan helps to establish annual capital expenses in phases needed to address recommendations for development/enhancements to the active acres as well as restoration/preservation and enjoyment of the passive acres.
IT Strategic Plan	Three-year plan that identifies IT needs for each department and how the City will strategically address the needs.	Reviews current hardware and application needs and provides a replacement and implementation schedule that takes into consideration budgetary restraints.	Determines budget allocations needed to achieve the goals and objectives of the City.
Emergency Operations Plan	This describes roles and responsibilities during large-scale disasters or emergenices. The plan encompases Police, Fire, Communications, and Public Works, as well as other support departments.	The purpose of this plan is to guide the City in preparedness, response, recovery, and mitigation of large-scale events that are beyond the routine types of emergency and non-emergency events regularly handled by 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.
Local Emergency Operations Plan	This describes roles and responsibilities during large-scale disasters or emergencies. The plan encompasses Police, Fire, Communications, and Public Works, as well as other support departments.	The purpose of this plan is to guide the City in preparedness, response, recovery, and mitigation of large-scale events that are beyond the routine types of emergency and non-emergency events regularly handled by deparments.	This plan primarily makes use of existing City resources, and lays out coordination and Funding of strategies and action plan to implement identified solutions. documentation procedures that may be needed for recovery funds through a Stafford Act declaration. It also addresses emergency purchasing, as outlined in the City's Financial Management Program.
Hazard Mitigation Plan	Milton participates in development of this county-wide plan every 5 years. It assesses the various hazards facing the metropolitan area and highlights ways of making the community more resilient	The purpose of this plan is to guide mitigation of the impacts of human and natural disasters on a county-wide basis, including in the City of Milton.	Participation in the plan may provide mitigation grant opportunities in the wake of a Stafford Act Declaration.
Milton Fire-Rescue Department Five-Year Strategic Plan	A five-year strategic plan that includes objectives to accomplish both city-wide initiatives outlined in the City's Strategic Plan as well as integral fire-department considerations to improve service delivery, firefighter safety and health, and professionalism.	The purpose of this plan is to ensure our planning and funding requests align with the City plan and with department-identified needs for the period between 2021 and 2025.	Unless there are unforeseen legal or operational mandates during the period covered, new capital and operating initiatives will be based on this plan.

Strategic Planning and Performance Measurement

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

MILTON'S STRATEGIC PLAN

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

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

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

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

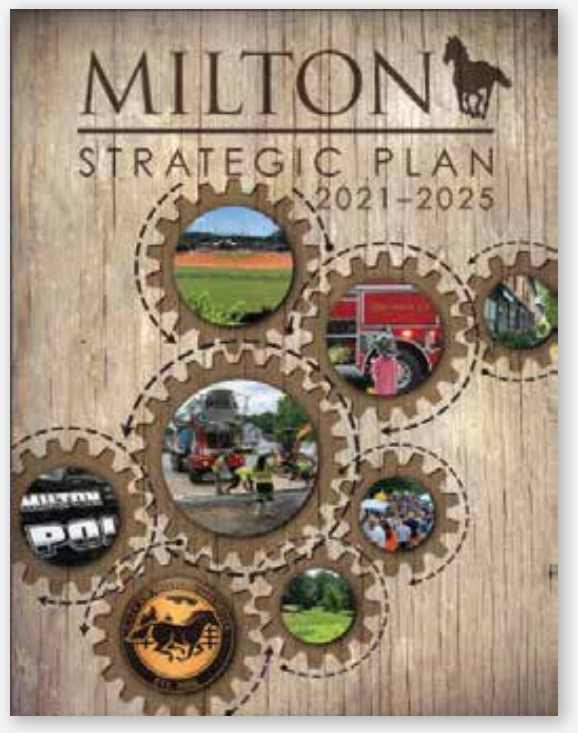
Under each of these priorities is a clear "current state" (what Milton is like now) and "future state" (what Milton should be like by 2025). The Strategic Plan then lays out a number of goals, objectives and outcome measures – each with a proposed timeline and clear deliverables – designed to help the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

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

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

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

Additionally for FY 2023, each department has submitted division-specific goals, strategies, and performance measures to be included in the Budget Book. These will give the public a better understanding of how budget requests for this given fiscal year were put together, the criteria by which they were considered, what outcomes can be anticipated through the spending of those dollars over the course of the fiscal year, how performance in any given year compares to recent activity within that department, and ultimately how those goals tie back to the other planning documents. This enhancement to the Budget Book is an added transparency measure for Milton's residents and stakeholders. These goals and strategies can be found in the General Fund Expenditures by Department section of this document.



To track the City's progress on each strategic plan action item please visit
www.cleargov.com/georgia/fulton/city/milton/dashboards

ClearGov

TRANSPARENCY CENTER

CITY OF
Milton
MAYOR: PEYTON JAMISON

Milton Strategic Plan 2021-2025

	General Government	Judicial	Public Safety	Public Works	Culture & Recreation	Housing & Development
Strategic Priority #1 - Ensure Milton's Sustainability and Resiliency						
GOAL #1: Ensure Milton's long-term financial sustainability						
Objective #1 Further diversify the City's revenue sources to reduce reliance on property tax revenues and diminish the effects of economic fluctuations	✓					
Objective #2 Enhance the commercial tax base with businesses that fit into a cohesive, community-driven vision for Milton						✓
Objective #3 Establish a financial metrics comparison relative to similar municipalities	✓					
GOAL #2: Ensure Milton's readiness and preparedness to respond to disasters as well as unusual or critical events						
Objective #1 Develop cross-disciplinary systems that can respond to unanticipated emergencies, including specialized training and the leveraging of suitable technology			✓			
Objective #2 Identify and plan for natural and manmade disaster mitigation opportunities and recovery needs	✓		✓			
Objective #3 Develop, with Milton's partner cities, a seamless integrated plan (including training) to respond to hostile events			✓			
GOAL #3: Protect and preserve Milton's environment through sound land use, environmental stewardship, green infrastructure, and sustainable practices						
Objective #1 Identify opportunities to improve the management of solid waste collection that aligns with sustainable best practices						✓
Objective #2 Prioritize and fund environmental initiatives that will make Milton a better place today and tomorrow				✓		✓

Milton Strategic Plan 2021-2025

	General Government	Judicial	Public Safety	Public Works	Culture & Recreation	Housing & Development
Strategic Priority #1 - Ensure Milton's Sustainability and Resiliency						
GOAL #4: Maintain a secure community in which people can live, work, and play safely						
Objective #1 Deliver effective, efficient emergency and nonemergency services to minimize fatalities, severe injuries, and loss			✓			
Objective #2 Identify and prioritize notable risk-threat hazards in Milton, develop a strategy to reduce their potential harm, implement this strategy, then evaluate its impact			✓			
Objective #3 Establish a sustainable Safety Crisis Intervention Team (SCIT) within the Police Department to collaboratively, efficiently, and effectively respond to crises			✓			
Objective #4 - Rebrand the Milton Fire Department's Community Paramedicine program - expanding its scope, mission, and service to citizens			✓			
Objective #5 Create a joint fire-police task force (in partnership with outside providers) to respond to critical events, address non-emergency social services, and take a holistic look at community needs			✓			
GOAL #5: Implement a transportation infrastructure that meets current needs, accounts for future growth, and allows residents to traverse Milton in a calm, safe, efficient manner						
Objective #1 Alleviate traffic congestion to reduce travel time and traffic speed throughout Milton	✓		✓	✓		
Objective #2 Improve conditions for walking and cycling throughout the city			✓	✓		

Milton Strategic Plan 2021-2025

	General Government	Judicial	Public Safety	Public Works	Culture & Recreation	Housing & Development
Strategic Priority #1 - Ensure Milton's Sustainability and Resiliency						
GOAL #6: Cultivate a diverse, engaged, and healthy workforce dedicated to service and excellence						
Objective #1 Provide continuous development of all Milton staff so that skills and competencies are strengthened, work quality increases, and the City becomes a learning organization	✓	✓	✓	✓	✓	✓
Objective #2 Create an inclusive work environment where a diverse group of employees and contracted service members form a team that are considered full partners in the delivery of high-quality programs and services	✓	✓	✓	✓	✓	✓
Objective #3 Strengthen the on-boarding and leadership competencies of those serving on City boards and commissions, as well as in volunteer leadership roles	✓				✓	✓
Objective #4 Attract and retain a first-rate workforce that is more closely reflective of the community's diversity and prepared to lead into the future	✓	✓	✓	✓	✓	✓
Objective #5 Enhance the wellness program to support City of Milton employees' physical and emotional fitness and well-being	✓					
GOAL #7: Enhance the effectiveness of the City's information technology to promote efficient operations and customer-oriented service delivery						
Objective #1 Increase the reliability of technology support to the organization through technology service reporting, domain migration, and the enhancement of a disaster recovery plan	✓					
Objective #2 Establish a plan to create an intranet for City employees by December 31, 2021	✓					
Objective #3 Enhance the system for inventory management and "lifecycle" replacement of the City's hardware by December 31, 2021	✓					
Objective #4 Increase transparency through digital accessibility to City records, resources, and services	✓					

Milton Strategic Plan 2021-2025

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

	General Government	Judicial	Public Safety	Public Works	Culture & Recreation	Housing & Development
GOAL #1: Establish Milton as a location of choice for equestrian hobbyists and preserve the farm lifestyle that contributes to the City's unique sense of character and place						
Objective #1 Explore the establishment of equestrian character area zones around Milton						✓
Objective #2 Identify and encourage equestrian lifestyle, heritage, and visitor experiences						✓
Objective #3 Establish a national marketing campaign to promote Milton's equestrian lifestyle						✓
Objective #4 Establish Birmingham Park as an equestrian destination				✓	✓	
Objective #5 Offer incentives and increase/reduce regulations that make it easy to build and maintain a farm						✓
Objective #6 Attract complimentary goods and services for equestrian/ agricultural operations to Milton						✓
GOAL #2: Enhance the city's commercial nodes and character areas while maintaining the rural charm that makes Milton special						
Objective #1 Stop sprawl from eroding Milton's distinctive rural look and feel						✓
Objective #2 Interweave the City's architectural standards with its land use plan to preserve Milton's unique character	✓					✓
Objective #3 Integrate equestrian branding into the City's commercial nodes through signage, names, gateways, and architectural elements to emphasize Milton's sense of place and identity						✓

Milton Strategic Plan 2021-2025

	General Government	Judicial	Public Safety	Public Works	Culture & Recreation	Housing & Development
Strategic Priority #3 - Acquire, Manage, and Develop Public Land and Resources to Support Milton's High Quality of Life						
GOAL #1: Develop and maintain active park spaces and facilities where all Milton residents can enjoy recreational opportunities						
Objective #1 Better leverage current parks and partnerships to increase recreational opportunities					✓	
Objective #2 Address needs of low-income families by offering a financial aid program for recreation programs					✓	
Objective #3 Analyze needs, acquire land, and develop programming in underserved parts of Milton per the 2027 Comprehensive Parks and Recreation Master Plan					✓	
Objective #4 Identify and offer opportunities for new recreation programs that meet citizens' needs and expectations	✓				✓	
GOAL #2: Enhance existing passive parks to promote and preserve Milton's natural beauty for the enjoyment of all residents						
Objective #1 Create plan to enhance Birmingham Park for equestrian use by December 31, 2021				✓	✓	
Objective #2 Phase in the Providence Park Master Plan to improve Providence Park as identified in the City's Capital Improvement Plan				✓	✓	
Objective #3 Add aesthetically pleasing, informative, educational signage at City-owned natural areas and habitats				✓	✓	
Objective #4 Phase in the plan to improve the former Milton Country Club				✓	✓	

Milton Strategic Plan 2021-2025

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

Milton Strategic Plan 2021-2025

	General Government	Judicial	Public Safety	Public Works	Culture & Recreation	Housing & Development
Strategic Priority #3 - Acquire, Manage, and Develop Public Land and Resources to Support Milton's High Quality of Life						
GOAL #4: Facilitate and promote the use of public spaces for arts, culture, and events that make people feel welcome and connected with our community						
Objective #1 Explore adding an outdoor performing arts space/venue				✓		✓
Objective #2 Explore the addition of more public art to parks and community spaces				✓	✓	✓
Objective #3 Distribute community spaces so there is more equitable access throughout Milton	✓			✓	✓	✓
Objective #4 Create technologically interactive spaces	✓					
Objective #5 Explore the creation of an "Adopt-a-Roundabout" program for citizens to further beautify roundabouts around the city				✓		
GOAL #5: Protect and enhance Milton's greenspaces to maintain the natural beauty of the city for present and future generations						
Objective #1 Identify and establish the appropriate use of each existing City-owned greenspace				✓	✓	
Objective #2 Create signage and educational components for trees and habitats	✓					✓
Objective #3 Explore opportunities for the City to acquire more greenspace						✓
Objective #4 Create interactive maps, trail heads, standard signage and markers, and public education showing how to access Milton's trail and bike system	✓			✓	✓	

City Location & Key Demographics

CITY HALL

2006 Heritage Walk,
Milton, Georgia 30004
678.242.2500

www.miltonga.gov

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

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





CITY OF MILTON, GA

AT A GLANCE

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

- Area – **39.1 square miles**
- Total Adopted Fiscal Year 2023 Budget - **$56.1M**

Demographics

- Population = **40,278**
- By Sex = Males, **19,565** and Females, **20,713**
- Median Age = **38.7**
- Average Family Size = **3.38**
- Median Home Value = **$538,585**
- Median Household Income = **$151,491**
- Per Capita Income = **$64,704**

EDUCATIONAL ATTAINMENT

- High School Graduate or More **= 97%**
- Bachelor's Degree or Higher **= 72%**

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

Business Statistics

DESCRIPTION	NUMBERS
Home-Based Business	392
Gross Receipts	433
# of Employees	27
Professional Practitioner	35
Non-Profit	14
	901

TOP MILTON EMPLOYERS

Verizon	1,167
Fulton County Schools	1,014
Infor (US), Inc	351
Walmart	267
Publix	236
Intelligrated Systems, LLC	234

Existing Land Usage

Land Use	Acres	Land Use Percentage	Land Use	Acres	Land Use Percentage
Ag/Equestrian	8,942	35.74%	Private Recreation/ Golf Course	942	3.67%
City Owned/ Parks/Greenspace	686	2.74%	Residential	8,530	34.09%
Commercial	590	2.36%	Right of Way	1,406	5.62%
Forested/Undeveloped	2,524	10.09%	Senior Living	7	0.03%
Institutional	680	2.72%	Transportation/ Communication/Utility	52	0.21%
Lakes/Ponds	567	2.27%			
Mixed-Use	93	0.37%			
			TOTAL	**25,026**	**100%**

Elected Officials



MAYOR

Peyton Jamison



DISTRICT 1/POST 1

Andrea Verhoff



DISTRICT 2/POST 1

Juliette Johnson



DISTRICT 3/POST 1

Jan Jacobus



DISTRICT 1/POST 2

Carol Cookerly



DISTRICT 2/POST 2

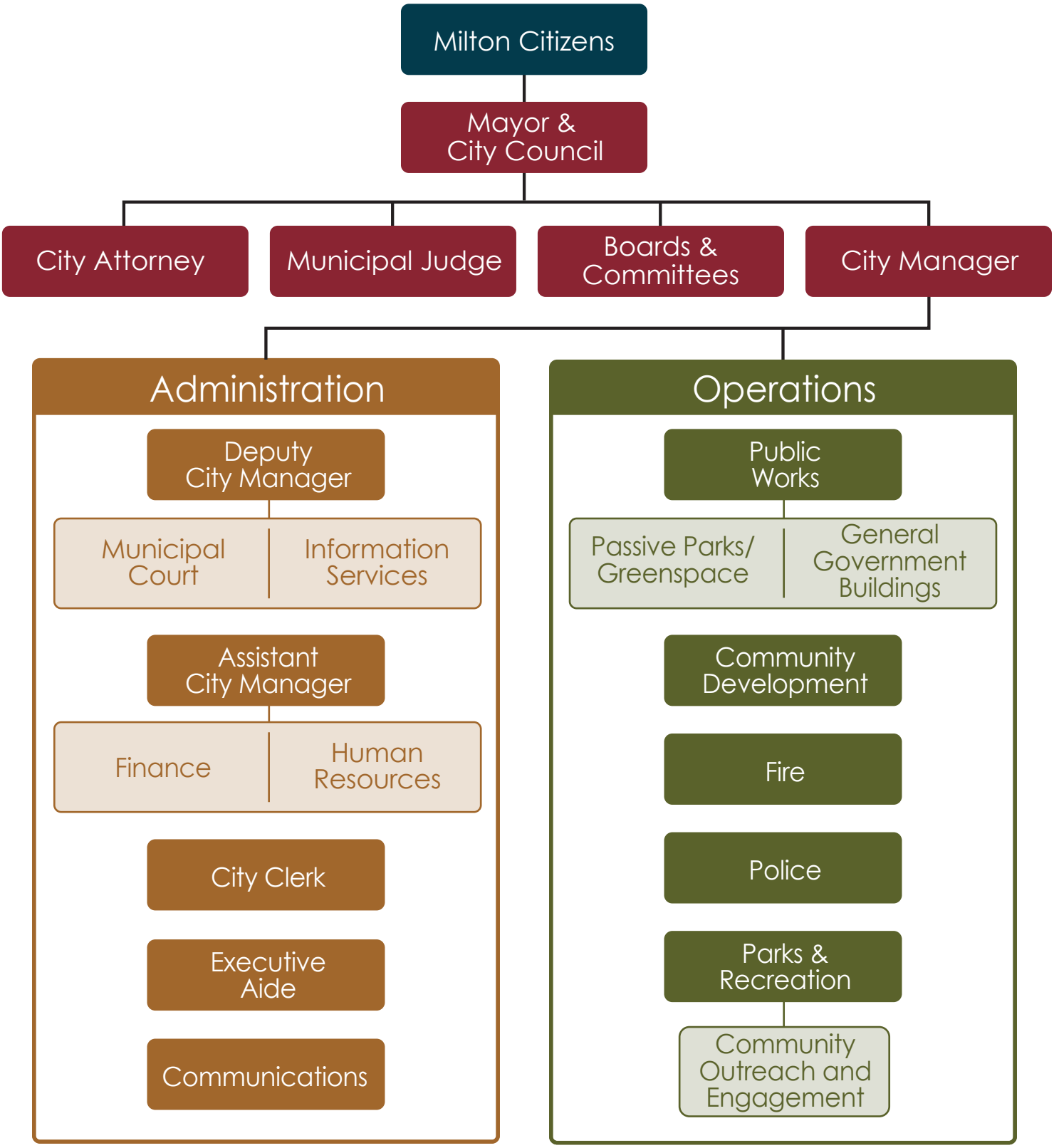
Paul Moore



DISTRICT 3/POST 2

Rick Mohrig

ORGANIZATIONAL CHART



Please see the individual department pages beginning on p. 67 for department specific organizational charts.

FY 2023 Staffing Summary By Department

DEPARTMENT NAME	FY 2021	FY 2022	FY 2023	FY 2023 REQUESTS	VARIANCE
FULL-TIME					
City Clerk	1	1	0	1	0
City Manager	4	4	0	4	0
Finance	5	5	0	5	0
Information Services	1	1	1	2	1
Human Resources	2	2	0	2	0
Communications	2	2	1	3	1
Community Outreach & Engagement	1	0	0	0	0
Municipal Court	1	1	0	1	0
Police	46	50	1	51	1
Fire	64	67	2	69	2
Public Works	8	10	0	10	0
Parks & Recreation (Active)	3	4	1	5	1
Community Development	17	18	2	20	2
Economic Development	0	0	0	0	0
TOTAL FULL-TIME	**155**	**165**	**8**	**173**	**8**
PART-TIME					
Mayor & Council	7	7	0	7	0
City Clerk	1	0	0	0	0
Finance	1	2	0	2	0
Community Outreach & Engagement	1	0	0	0	0
Municipal Court	2	2	0	2	0
Police	4	4	3	7	3
Public Works	3	3	0	3	0
Parks & Recreation (Active)*	0	1	2	3	2
Economic Development	1	0	0	0	0
TOTAL PART-TIME	**20**	**19**	**5**	**24**	**5**
SEASONAL					
Community Outreach & Engagement	2	0	0	0	0
Parks & Recreation (Active)*	12	12	15	27	15
TOTAL SEASONAL	**14**	**12**	**15**	**27**	**15**
TOTAL CITY EMPLOYEES (ALL SCHEDULES)	**189**	**196**	**28**	**224**	**28**

FY 2022 Staffing Summary By Department continued

Notes:

- This list does not include board/committee members who may be eligible for meeting attendance stipends, volunteers or unpaid interns.
- The FY 2022 final position count incorporates changes that were made through the formal budget amendment process in June and September 2022 including position additions, deletions, and mergers.

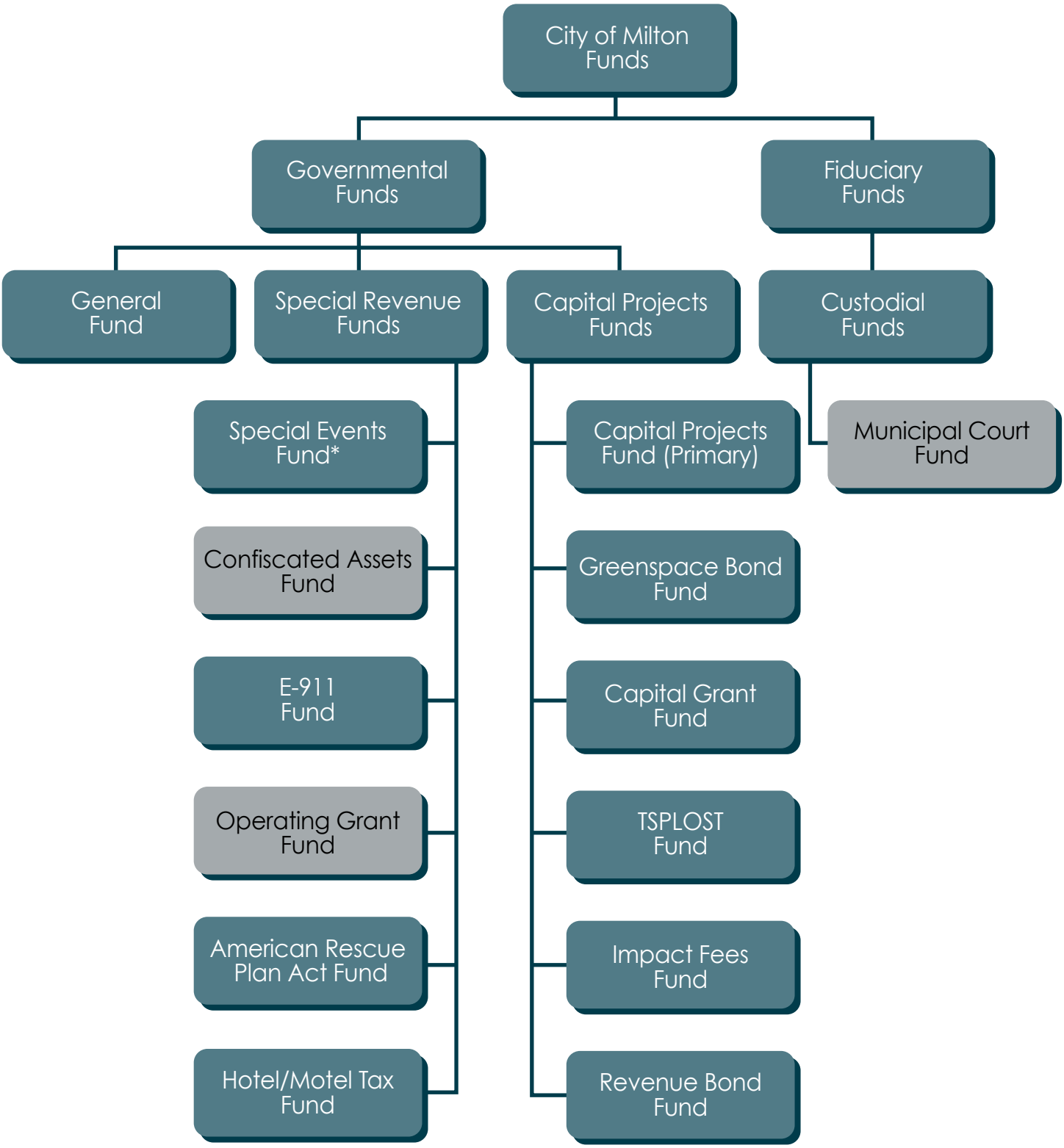
FY22 to FY23 Variances Explained:

- Information Services has requested a full-time Director to oversee the operations of the department. Communications has requested a full-time Communications Coordinator who will help with external and internal communication including social media, Milton's employee intranet, strategic plan projects, and other communications assignments.
- Police has requested one full-time Records Clerk and three part-time Public Safety Ambassadors (PSAs). The positions have been approved, but only one part-time Public Safety Ambassador position has been funded at this time. Determination on the funding for the remaining positions will be made after the completion of LOST negotiations and additional assessment of the passive park PSA program needs.
- Fire has requested an additional full-time Deputy Chief and a full-time Fire/EMS Training Officer to provide support for the City's EMS and emergency management operations.
- *Parks & Recreation (Active) have been approved to run a pilot program for part-time staffing related to providing coverage at recreational programming events and facilities. A dedicated amount of money has been set aside to be utilized on an as needed basis. Once the average number of hours has been determined it will be converted into a part-time equivalent in the chart above. At this time, the staffing request for MCPP has been approved without funding and will be reassessed later in the year. Additionally, the department has requested seasonal staff to provide summer day camp services and one fulltime Outdoor Recreation Manager who will oversee activities, programming, and events at the City's Passive Park sites.
- Community Development has requested one full-time Site Development Inspector and one full-time Zoning Technician to provide needed support in those areas necessary to meet current workload requirements.

Please see the FY23 Maintenance and Operating Initiatives for a detailed listing of requested positions and reclassifications.

Financial Policies and Procedures

Fund Structure



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

These funds have no appropriations in the FY 2023 Budget.

Department-Fund Relationship

The following shows which departments are represented within each budgeted fund for Fiscal Year 2023. (Capital funds include project-length budgets that may not have additional funding requests in FY 2023.)

General Fund

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

Special Events Fund

Parks & Recreation (Active)

E-911 Fund

Police

American Rescue Plan Act Fund

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

Hotel/Motel Tax Fund*

Parks & Recreation (Active)

Capital Projects Fund (Primary)

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

Greenspace Bond Fund

Passive Parks/Greenspace
Debt Service

TSPLOST Fund

Public Works

Capital Grant Fund

Public Works
Parks & Recreation (Active)

Impact Fees Fund

Fire
Public Works
Parks & Recreation (Active)
Community Development

Revenue Bond Fund

Fire
Debt Service

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

Financial Policies and Procedures

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

Budgetary Policies

BALANCED BUDGET

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

BASIS OF BUDGETING

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

LEVEL OF BUDGET ADOPTION AND CONTROL

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

BUDGET CONTROL REPORTS

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

BUDGET AMENDMENT PROCESS

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

APPROPRIATION LAPSES AT YEAR-END

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

UTILIZATION OF PRIOR YEAR'S FUND BALANCE

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

Fund Balance Policy

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

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

FUND BALANCE CATEGORIES

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

RESERVE FOR WORKING CAPITAL

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

Revenue Administration Policy

The City strives to maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any primary revenue source. When possible, the revenue mix combines elastic and inelastic revenue sources to minimize the effect of economic downturns. The City works towards diversifying its revenue base in order to reduce its dependence on property taxes. As part of the annual budget process, an objective analytical process estimates revenues realistically and prudently. The City estimates revenues of a volatile nature conservatively.

Debt Management Policy

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

Cash And Investment Policy

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

SAFETY

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

LIQUIDITY

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

YIELD

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

Capital Asset Policy

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

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

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

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

Budget Process

Milton's budget process is an ongoing endeavor. The Fiscal Year 2023 process commenced in March 2022 with a Council retreat focused on the overall budget process, priorities, and long-range planning. After receiving initial guidance and feedback from Council, staff commenced discussions around goal setting and long-range planning based on the priorities set out in Milton's planning documents. At the department level each department head is responsible for providing requests related to both a current services budget as well as an enhanced services budget while Finance staff, along with City Management, calculates expenses associated with salaries and benefits, and projects revenues for the upcoming year.

THE PROCESS

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

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

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

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

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

Fiscal Year 2023 Budget Calendar



March 29
Council Retreat: budget process and long-range planning discussion

March 30 – April 28
Goal setting and long-range planning discussions among departments and management



April 29
Department goals & strategies and new initiative requests due

May 2 – May 24
Departments finalize budget requests including five-year operating and seven-year capital projections



May 25
Continuing operations budget requests due (M&O and Capital)

May 25 – June 17
Budget requests are reviewed by City Manager, Deputy City Manager, Assistant City Manager including consideration for goals/strategies alignment



June 17– July 8
Budget requests are discussed with City Manager, Deputy City Manager, Assistant City Manager and Directors/Department Heads



July 11 – July 15
Final budget decisions made by City Manager

July 18 – July 25
Budget overview presentations to Council



August 8
Budget Workshop



September 7
Public Hearing #1 – First Reading of Budget Ordinance

September 12
Final Budget Workshop (if needed)

September 19
Public Hearing #2 – Approval of Budget

Consolidated Financial Summaries

Consolidated Budget Summary (All Funds)
FY 2020-FY 2023

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget
REVENUES				
Taxes				
Property Taxes	$ 18,481,708	$ 19,988,684	$ 20,400,000	$ 21,637,183
Sales & Use Taxes	15,658,431	17,998,524	19,979,175	18,583,869
Business & Other Taxes	3,580,792	3,637,028	3,788,800	3,656,546
Licenses & Permits	567,765	1,136,559	1,752,700	1,672,030
Intergovernmental Revenues	556,060	2,443,159	16,385,196	4,895,000
Charges for Services	2,543,907	3,088,903	3,115,300	2,892,505
Fines & Forfeitures	310,114	502,864	628,832	740,000
Investment Income	478,704	24,512	236,407	360,240
Contributions & Donations	32,402	2,892	33,576	7,500
Miscellaneous Revenue	176,551	280,650	264,087	242,153
subtotal	$ 42,386,434	$ 49,103,774	$ 66,584,073	$ 54,687,026
Other Financing Sources				
Proceeds From Sale Of Assets	$ 22,692	$ 28,223	$ 88,800	$ 20,000
Bond Proceeds	26,863,663	-	-	-
Interfund Transfers In	7,671,144	18,725,385	36,379,403	13,518,951
Budgeted Fund Balance	-	-	51,424,498	1,410,723
subtotal	$ 34,557,499	$ 18,753,608	$ 87,892,702	$ 14,949,673
TOTAL REVENUES	**$ 76,943,933**	**$ 67,857,381**	**$ 154,476,775**	**$ 69,636,699**
EXPENDITURES (by Function)*				
General Government	$ 4,115,911	$ 4,163,078	$ 5,207,104	$ 5,017,719
Judicial	458,499	370,242	418,521	429,086
Public Safety	15,440,313	14,312,735	25,537,591	18,246,962
Public Works	18,527,363	14,466,829	41,828,661	19,223,087
Culture & Recreation	5,720,222	2,355,109	38,711,544	4,449,926
Housing & Development	1,858,278	1,945,538	2,716,823	2,286,520
Debt Service	10,628,221	3,362,456	3,363,207	3,359,707
Contingency	-	-	-	513,263
Initiatives	-	-	-	2,589,647
subtotal	$ 56,748,807	$ 40,975,988	$ 117,783,453	$ 56,115,917
Other Financing Uses				
Interfund Transfers Out	$ 7,671,144	$ 18,725,385	$ 36,379,403	$ 13,518,951
Budgeted Restricted Fund Balance	-	-	-	1,832
subtotal	$ 7,671,144	$ 18,725,385	$ 36,379,403	$ 13,520,782
TOTAL EXPENDITURES	**$ 64,419,951**	**$ 59,701,373**	**$ 154,162,856**	**$ 69,636,699**
Total Revenues Over/(Under) Expenditures	$ 12,523,982	$ 8,156,008	$ (51,110,580)	$ (1,408,891)
Beginning Fund Balance	42,989,940	55,513,923	63,669,931	12,559,351
ENDING FUND BALANCE	**$ 55,513,923**	**$ 63,669,931**	**$ 12,559,351**	**$ 11,150,460**

Note: The FY 2022 Amended Budget reflects project-length budget balances. Unspent capital project appropriations and corresponding revenue anticipations as of 9/30/2022 will carry forward to the subsequent year's budget through budgeted fund balance.

Consolidated Budget Summary (All Funds)
FY 2021-FY 2023

	FY 2021 Total Activity							FY 2022 Amended Budget						
	General Fund	American Rescue Plan Act Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Revenue Bond Fund	Other Funds	General Fund	American Rescue Plan Act Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Revenue Bond Fund	Other Funds
REVENUES														
Taxes														
Property Taxes	$ 18,189,007	$ -	$ 144,843	$ 1,654,834	$ -	$ -	$ -	$ 18,641,749	$ -	$ 170,000	$ 1,588,251	$ -	$ -	$ -
Sales & Use Taxes	10,561,174	-	-	-	7,401,182	-	36,168	12,267,927	-	-	-	7,656,248	-	55,000
Business & Other Taxes	3,632,006	-	1,500	3,522	-	-	-	3,785,800	-	-	3,000	-	-	-
Licenses & Permits	1,136,559	-	-	-	-	-	-	1,752,700	-	-	-	-	-	-
Intergovernmental Revenues	6,871	-	-	-	-	-	2,436,288	6,660	14,783,224	271,394	-	-	-	1,323,918
Charges for Services	625,845	-	94,336	-	-	-	2,368,722	788,650	-	4,875	-	-	-	2,321,775
Fines & Forfeitures	502,864	-	-	-	-	-	-	628,832	-	-	-	-	-	-
Investment Income	14,094	176	514	549	8,315	472	393	78,200	20,500	-	15,688	108,700	13,319	-
Contributions & Donations	2,400	-	-	-	-	-	492	26,076	-	-	-	-	-	7,500
Miscellaneous Revenue	196,750	-	83,900	-	-	-	-	264,087	-	-	-	-	-	-
subtotal	$ 34,867,570	$ 176	$ 325,093	$ 1,658,904	$ 7,409,497	$ 472	$ 4,842,062	$ 38,240,681	$ 14,803,724	$ 446,269	$ 1,606,939	$ 7,764,948	$ 13,319	$ 3,708,193
Other Financing Sources														
Proceeds From Sale Of Assets	$ 28,223	$ -	$ -	$ -	$ -	$ -	$ -	$ 55,000	$ -	$ -	$ 33,800	$ -	$ -	$ -
Bond Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interfund Transfers In	1,651,649	-	13,655,033	-	953,112	1,650,026	815,565	10,187,725	-	24,324,717	-	-	1,650,526	216,436
Budgeted Fund Balance	-	-	-	-	-	-	-	1,883,240	-	17,997,541	5,135,690	20,544,071	3,672,237	2,191,718
subtotal	$ 1,679,872	$ -	$ 13,655,033	$ -	$ 953,112	$ 1,650,026	$ 815,565	$ 12,125,965	$ -	$ 42,322,258	$ 5,169,490	$ 20,544,071	$ 5,322,763	$ 2,408,154
TOTAL REVENUES	**$ 36,547,442**	**$ 176**	**$ 13,980,126**	**$ 1,658,904**	**$ 8,362,609**	**$ 1,650,498**	**$ 5,657,627**	**$ 50,366,646**	**$ 14,803,724**	**$ 42,768,527**	**$ 6,776,429**	**$ 28,309,019**	**$ 5,336,082**	**$ 6,116,347**
EXPENDITURES (by Function)														
General Government	$ 4,135,665	$ -	$ 27,413	$ -	$ -	$ -	$ -	$ 5,066,830	$ 9,694	$ 130,579	$ -	$ -	$ -	$ -
Judicial	370,242	-	-	-	-	-	-	416,838	1,683	-	-	-	-	-
Public Safety	12,131,657	-	728,020	-	-	182,571	1,270,487	14,359,686	576,362	5,145,721	-	-	3,685,556	1,770,267
Public Works	2,570,491	-	5,108,244	-	5,595,602	130,360	1,062,132	3,282,082	6,732	9,518,410	-	28,309,019	-	712,418
Culture & Recreation	1,037,129	-	755,868	2,337	-	-	559,775	1,754,094	3,742	27,213,211	5,063,748	-	-	4,676,749
Housing & Development	1,673,650	-	262,206	-	-	-	9,682	1,934,581	15,998	648,993	-	-	-	117,251
Debt Service	-	-	-	1,712,431	-	1,650,025	-	-	-	-	1,712,681	-	1,650,526	-
Contingency	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-	-
subtotal	$ 21,918,834	$ -	$ 6,881,752	$ 1,714,768	$ 5,595,602	$ 1,962,956	$ 2,902,077	$ 26,814,111	$ 614,211	$ 42,656,915	$ 6,776,429	$ 28,309,019	$ 5,336,082	$ 7,276,685
Other Financing Uses														
Interfund Transfers Out	$ 15,305,059	$ -	$ 1,077,509	$ -	$ -	$ -	$ 2,342,817	$ 23,552,535	$ 12,525,959	$ 111,612	$ -	$ -	$ -	$ 189,298
Restricted Fund Balance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
subtotal	$ 15,305,059	$ -	$ 1,077,509	$ -	$ -	$ -	$ 2,342,817	$ 23,552,535	$ 12,525,959	$ 111,612	$ -	$ -	$ -	$ 189,298
TOTAL EXPENDITURES	**$ 37,223,893**	**$ -**	**$ 7,959,261**	**$ 1,714,768**	**$ 5,595,602**	**$ 1,962,956**	**$ 5,244,893**	**$ 50,366,646**	**$ 13,140,170**	**$ 42,768,527**	**$ 6,776,429**	**$ 28,309,019**	**$ 5,336,082**	**$ 7,465,983**
Total Revenues Over/(Under) Expenditures	$ (676,451)	$ 176	$ 6,020,866	$ (55,864)	$ 2,767,007	$ (312,458)	$ 412,734	$ (1,883,240)	$ 1,663,554	$ (17,997,541)	$ (5,135,690)	$ (20,544,071)	$ (3,672,237)	$ (3,541,354)
Beginning Fund Balance	13,114,251	-	12,039,016	5,247,816	17,777,064	3,984,697	3,351,079	12,437,800	176	18,059,882	5,191,952	20,544,071	3,672,238	3,763,812
ENDING FUND BALANCE	**$ 12,437,800**	**$ 176**	**$ 18,059,882**	**$ 5,191,952**	**$ 20,544,071**	**$ 3,672,238**	**$ 3,763,813**	**$ 10,554,560**	**$ 1,663,730**	**$ 62,341**	**$ 56,262**	**$ -**	**$ 1**	**$ 222,458**

	FY 2023 Adopted Budget						
	General Fund	American Rescue Plan Act Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Revenue Bond Fund	Other Funds
REVENUES							
Taxes							
Property Taxes	$ 19,826,670	$ -	$ 110,000	$ 1,700,513	$ -	$ -	$ -
Sales & Use Taxes	11,028,869	-	-	-	7,500,000	-	55,000
Business & Other Taxes	3,653,546	-	-	3,000	-	-	-
Licenses & Permits	1,672,030	-	-	-	-	-	-
Intergovernmental Revenues	5,000	-	-	-	-	-	4,890,000
Charges for Services	579,505	-	-	-	-	-	2,313,000
Fines & Forfeitures	740,000	-	-	-	-	-	-
Investment Income	200,240	-	-	10,000	150,000	-	-
Contributions & Donations	-	-	-	-	-	-	7,500
Miscellaneous Revenue	242,153	-	-	-	-	-	-
subtotal	$ 37,948,013	$ -	$ 110,000	$ 1,713,513	$ 7,650,000	$ -	$ 7,265,500
Other Financing Sources							
Proceeds From Sale Of Assets	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ -
Bond Proceeds	-	-	-	-	-	-	-
Interfund Transfers In	55,500	-	7,129,426	-	4,630,000	1,649,025	55,000
Budgeted Fund Balance	1,295,035	-	62,341	(1,832)	-	1	55,178
subtotal	$ 1,370,535	$ -	$ 7,191,767	$ (1,832)	$ 4,630,000	$ 1,649,026	$ 110,178
TOTAL REVENUES	**$ 39,318,548**	**$ -**	**$ 7,301,767**	**$ 1,711,681**	**$ 12,280,000**	**$ 1,649,026**	**$ 7,375,678**
EXPENDITURES (by Function)							
General Government	$ 5,017,719	$ -	$ -	$ -	$ -	$ -	$ -
Judicial	429,086	-	-	-	-	-	-
Public Safety	15,973,370	-	986,092	-	-	-	1,287,500
Public Works	3,504,194	-	2,868,893	-	12,280,000	-	570,000
Culture & Recreation	1,873,080	-	1,620,000	1,000	-	-	955,846
Housing & Development	2,198,298	-	88,222	-	-	-	-
Debt Service	-	-	-	1,710,681	-	1,649,026	-
Contingency	300,595	-	212,668	-	-	-	-
Initiatives	1,063,755	-	1,525,891	-	-	-	-
subtotal	$ 30,360,097	$ -	$ 7,301,767	$ 1,711,681	$ 12,280,000	$ 1,649,026	$ 2,813,346
Other Financing Uses							
Interfund Transfers Out	$ 8,958,451	$ -	$ -	$ -	$ -	$ -	$ 4,560,500
Restricted Fund Balance	-	-	-	-	-	-	1,832
subtotal	$ 8,958,451	$ -	$ -	$ -	$ -	$ -	$ 4,562,332
TOTAL EXPENDITURES	**$ 39,318,548**	**$ -**	**$ 7,301,767**	**$ 1,711,681**	**$ 12,280,000**	**$ 1,649,026**	**$ 7,375,678**
Total Revenues Over/(Under) Expenditures	$ (1,295,035)	$ -	$ (62,341)	$ 1,832	$ -	$ (1)	$ (53,346)
Beginning Fund Balance	10,554,560	1,663,730	62,341	56,262	-	1	222,458
ENDING FUND BALANCE	**$ 9,259,525**	**$ 1,663,730**	**$ (0)**	**$ 58,093**	**$ -**	**$ (0)**	**$ 169,112**

Note: The FY 2022 Amended Budget reflects project-length budget balances. Unspent capital project appropriations and corresponding revenue anticipations as of 9/30/2022 will carry forward to the subsequent year's budget through budgeted fund balance.

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

In FY 2023, the budgeted General Fund, Capital Projects Fund, and TSPLOST Fund qualify as a major funds; the American Rescue Plan Act Fund, Greenspace Bond Fund, and the Revenue Bond Fund are represented based on qualifications in recent years or community interest.

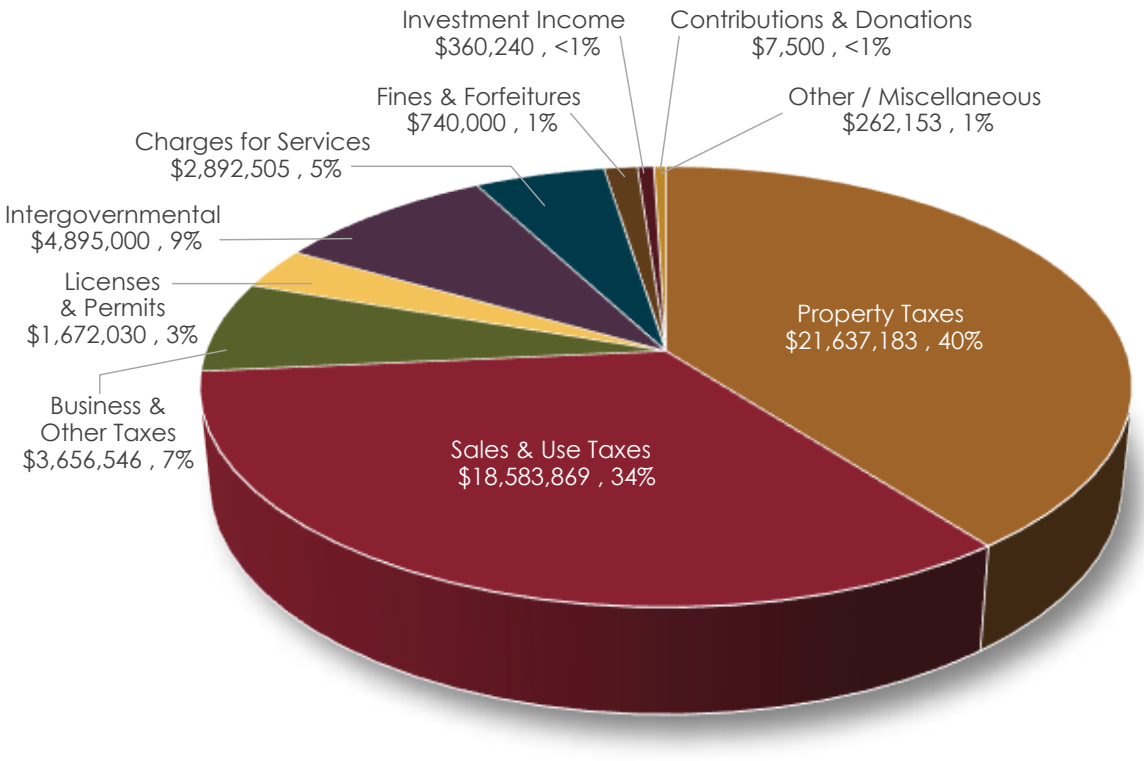
Consolidated Budget Summary (by Fund)
FY 2023

		Special Revenue Funds						Capital Projects Funds						
	General Fund	Special Events Fund	Confiscated Assets Fund	E-911 Fund	Operating Grant fund	American Rescue Plan Act Fund	Hotel/Motel Tax Fund	Capital Projects Fund	Greenspace Bond Fund	TSPLOST Fund	Capital Grant Fund	Impact Fees Fund	Revenue Bond Fund	Total
REVENUES														
Taxes														
Property Taxes	$ 19,826,670	$ -	$ -	$ -	$ -	$ -	$ -	$ 110,000	$ 1,700,513	$ -	$ -	$ -	$ -	$ 21,637,183
Sales & Use Taxes	11,028,869	-	-	-	-	-	55,000	-	-	7,500,000	-	-	-	18,583,869
Business & Other Taxes	3,653,546	-	-	-	-	-	-	-	3,000	-	-	-	-	3,656,546
Licenses & Permits	1,672,030	-	-	-	-	-	-	-	-	-	-	-	-	1,672,030
Intergovernmental Revenues	5,000	-	-	-	-	-	-	250,000	-	-	4,640,000	-	-	4,895,000
Charges for Services	579,505	15,000	-	1,200,000	-	-	-	-	-	-	-	1,098,000	-	2,892,505
Fines & Forfeitures	740,000	-	-	-	-	-	-	-	-	-	-	-	-	740,000
Investment Income	200,240	-	-	-	-	-	-	-	10,000	150,000	-	-	-	360,240
Contributions & Donations	-	7,500	-	-	-	-	-	-	-	-	-	-	-	7,500
Miscellaneous Revenue	242,153	-	-	-	-	-	-	-	-	-	-	-	-	242,153
subtotal	$ 37,948,013	$ 22,500	$ -	$ 1,200,000	$ -	$ -	$ 55,000	$ 360,000	$ 1,713,513	$ 7,650,000	$ 4,640,000	$ 1,098,000	$ -	$ 54,687,026
Other Financing Sources														
Proceeds From Sale Of Assets	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000
Interfund Transfers In	55,500	55,000	-	-	-	-	-	7,129,426	-	4,630,000	-	-	1,649,025	13,518,951
Budgeted Fund Balance	1,295,035	53,346	-	-	-	-	-	62,341	-	-	-	-	1	1,410,723
subtotal	$ 1,370,535	$ 108,346	$ -	$ -	$ -	$ -	$ -	$ 7,191,767	$ -	$ 4,630,000	$ -	$ -	$ 1,649,026	$ 14,949,673
TOTAL REVENUES	**$ 39,318,548**	**$ 130,846**	**$ -**	**$ 1,200,000**	**$ -**	**$ -**	**$ 55,000**	**$ 7,551,767**	**$ 1,713,513**	**$ 12,280,000**	**$ 4,640,000**	**$ 1,098,000**	**$ 1,649,026**	**$ 69,636,699**
EXPENDITURES (by Function)														
General Government	$ 5,017,719	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,017,719
Judicial	429,086	-	-	-	-	-	-	-	-	-	-	-	-	429,086
Public Safety	15,973,370	-	-	1,200,000	-	-	-	986,092	-	-	-	87,500	-	18,246,962
Public Works	3,504,194	-	-	-	-	-	-	2,868,893	-	12,280,000	440,000	130,000	-	19,223,087
Culture & Recreation	1,873,080	130,846	-	-	-	-	-	1,620,000	1,000	-	-	825,000	-	4,449,926
Housing & Development	2,198,298	-	-	-	-	-	-	88,222	-	-	-	-	-	2,286,520
Debt Service	-	-	-	-	-	-	-	-	1,710,681	-	-	-	1,649,026	3,359,707
Contingency	300,595	-	-	-	-	-	-	212,668	-	-	-	-	-	513,263
Initiatives	1,063,755	-	-	-	-	-	-	1,525,891	-	-	-	-	-	2,589,647
subtotal	$ 30,360,097	$ 130,846	$ -	$ 1,200,000	$ -	$ -	$ -	$ 7,301,767	$ 1,711,681	$ 12,280,000	$ 440,000	$ 1,042,500	$ 1,649,026	$ 56,115,917
Other Financing Uses														
Interfund Transfers Out	$ 8,958,451	$ -	$ -	$ -	$ -	$ -	$ 55,000	$ 250,000	$ -	$ -	$ 4,200,000	$ 55,500	$ -	$ 13,518,951
Restricted Fund Balance (FY23)	-	-	-	-	-	-	-	-	1,832	-	-	-	-	1,832
subtotal	$ 8,958,451	$ -	$ -	$ -	$ -	$ -	$ 55,000	$ 250,000	$ 1,832	$ -	$ 4,200,000	$ 55,500	$ -	$ 13,520,782
TOTAL EXPENDITURES	**$ 39,318,548**	**$ 130,846**	**$ -**	**$ 1,200,000**	**$ -**	**$ -**	**$ 55,000**	**$ 7,551,767**	**$ 1,713,513**	**$ 12,280,000**	**$ 4,640,000**	**$ 1,098,000**	**$ 1,649,026**	**$ 69,636,699**
ENDING FUND BALANCE	**$ 9,259,525**	**$ 25,968**	**$ 79,477**	**$ -**	**$ 63,667**	**$ 1,663,730**	**$ -**	**$ (0)**	**$ 58,093**	**$ -**	**$ 0**	**$ -**	**$ (0)**	**$ 11,150,460**

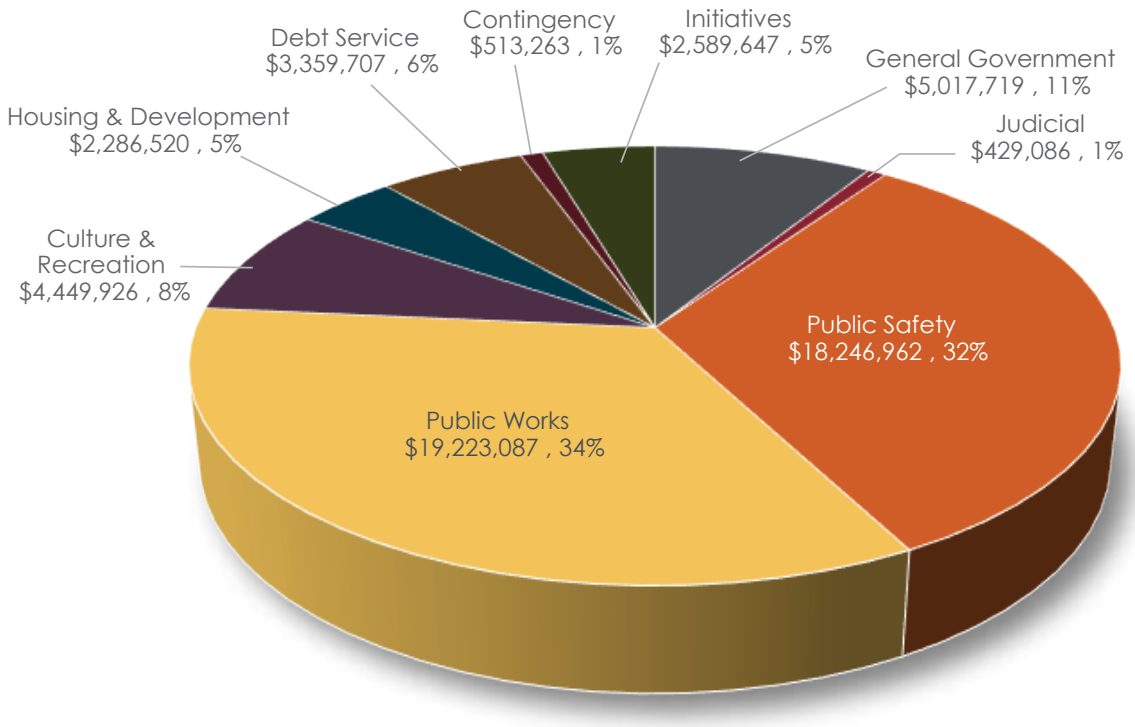


Consolidated Budget FY 2023

CITY-WIDE REVENUES BY SOURCE



CITY-WIDE EXPENDITURES BY FUNCTION



Projected Changes in Fund Balance
All Funds

Fund	Fiscal Year	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Increase / (Decrease)	% Change
GENERAL FUND							
General Fund	2020 Actual	10,495,407	31,693,198	29,074,353	13,114,251	2,618,844	25.0
	2021 Actual	13,114,251	36,547,442	37,223,893	12,437,800	(676,451)	(5.2)
	2022 Amended Budget	12,437,800	48,483,406	50,366,646	10,554,560	(1,883,240)	(15.1)
	2023 Adopted Budget	10,554,560	38,023,513	39,318,548	9,259,525	(1,295,035)	(12.3)
SPECIAL REVENUE FUNDS							
Special Events Fund	2020 Actual	71,176	49,170	52,551	67,794	(3,382)	(4.8)
	2021 Actual	67,794	39,547	28,617	78,724	10,930	16.1
	2022 Amended Budget	78,724	131,099	130,509	79,314	590	0.7
	2023 Adopted Budget	79,314	77,500	130,846	25,968	(53,346)	(67.3)
Confiscated Assets Fund	2020 Actual	95,166	25,791	21,720	99,238	4,071	4.3
	2021 Actual	99,238	10	12,234	87,014	(12,224)	(12.3)
	2022 Amended Budget	87,014	-	7,537	79,477	(7,537)	(8.7)
	2023 Adopted Budget	79,477	-	-	79,477	-	-
E-911 Fund	2020 Actual	-	1,256,560	1,256,560	-	-	-
	2021 Actual	-	1,138,456	1,138,456	-	-	-
	2022 Amended Budget	-	1,205,000	1,205,000	-	-	-
	2023 Adopted Budget	-	1,200,000	1,200,000	-	-	-
Operating Grant Fund	2020 Actual	-	-	-	-	-	-
	2021 Actual	-	1,651,649	1,680,809	(29,160)	(29,160)	-
	2022 Amended Budget	(29,160)	262,571	169,744	63,667	92,827	(318.3)
	2023 Adopted Budget	63,667	-	-	63,667	-	-
American Rescue Plan Act Fund	2020 Actual	-	-	-	-	-	-
	2021 Actual	-	176	-	176	176	-
	2022 Amended Budget	176	14,803,724	13,140,170	1,663,730	1,663,554	947,246.4
	2023 Adopted Budget	1,663,730	-	-	1,663,730	-	-
Hotel/Motel Tax Fund	2020 Actual	-	39,624	39,624	-	-	-
	2021 Actual	-	36,168	36,168	-	-	-
	2022 Amended Budget	-	55,000	55,000	-	-	-
	2023 Adopted Budget	-	-	-	-	-	-
CAPITAL PROJECTS FUNDS							
Capital Projects Fund (Primary)	2020 Actual	8,532,749	5,950,362	2,444,094	12,039,016	3,506,268	41.1
	2021 Actual	12,039,016	13,980,126	7,959,261	18,059,882	6,020,866	50.0
	2022 Amended Budget	18,059,882	24,770,985	42,768,527	62,341	(17,997,541)	(99.7)
	2023 Adopted Budget	62,341	7,489,426	7,551,767	-	(62,341)	(100.0)
Greenspace Bond Fund	2020 Actual	7,536,608	1,878,425	4,167,217	5,247,816	(2,288,792)	(30.4)
	2021 Actual	5,247,816	1,658,904	1,714,768	5,191,952	(55,864)	(1.1)
	2022 Amended Budget	5,191,952	1,640,739	6,776,429	56,262	(5,135,690)	(98.9)
	2023 Adopted Budget	56,262	1,713,513	1,711,681	58,093	1,832	3.3
TSPLOST Fund	2020 Actual	13,950,834	6,519,726	2,693,496	17,777,064	3,826,230	27.4
	2021 Actual	17,777,064	8,362,609	5,595,602	20,544,071	2,767,007	15.6
	2022 Amended Budget	20,544,071	7,764,948	28,309,019	-	(20,544,071)	(100.0)
	2023 Adopted Budget	-	12,280,000	12,280,000	-	-	-
Capital Grant Fund	2020 Actual	850,459	559,849	434,379	975,930	125,470	14.8
	2021 Actual	975,930	1,143,635	2,340,066	(220,502)	(1,196,431)	(122.6)
	2022 Amended Budget	(220,502)	1,172,959	952,457	-	220,502	(100.0)
	2023 Adopted Budget	-	4,640,000	4,640,000	-	-	-
Impact Fees Fund	2020 Actual	3,004,194	832,351	1,628,428	2,208,117	(796,077)	(26.5)
	2021 Actual	2,208,117	1,648,162	8,544	3,847,736	1,639,619	74.3
	2022 Amended Budget	3,847,736	1,098,000	4,945,736	0	(3,847,736)	(100.0)
	2023 Adopted Budget	0	1,098,000	1,098,000	0	-	-
Revenue Bond Fund	2020 Actual	(1,546,653)	28,138,879	22,607,529	3,984,697	5,531,349	(358)
	2021 Actual	3,984,697	1,650,498	1,962,956	3,672,238	(312,458)	(8)
	2022 Amended Budget	3,672,238	1,663,845	5,336,082	1	(3,672,237)	(100)
	2023 Adopted Budget	1	1,649,025	1,649,026	-	(1)	(100)

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 2022 and FY 2023 putting the City in a good place to move towards FY 2024 with adequate reserves to meet the required minimum balance. The decrease in fund balance seen can be attributed to the transfer of funds, in excess of required reserves, that have been transferred to the City's pay-as-you-go program in the Capital Projects Fund.

Special Events Fund

The fund balance is due to decrease by 67%. During the pandemic certain events were minimized, postponed, or cancelled altogether yielding a revenues that were higher than expenditures in those years. Those additional revenues became part of that year's fund balance and are now being utilized to fund programed events in FY 2023 resulting in the decrease.

ARPA Fund

The City received $7,391,612 in FY 2021 which was deemed unearned revenue based on the timining of the ARPA agreement and was therefore recognized as revenue in FY 2022 resulting in the sunstantial % change between the two years.

Capital Projects Fund

In FY 2022 the City released the remaining $62,341 in contingency to fund balance to be budgeted in FY 2023 as part of the required contingency in the Capital Projects Fund causing the decrease noted above.

Revenue Bond Fund

Rounding in FY 2022 yielded a fund balance in the amount of $1.09. This will be used to fund the debt service due in FY 2023 causing the decrease to fund balance in the amount of $1.09 or 100%.

General Fund

General Fund Budget Summary

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
REVENUES						
Taxes						
Property Taxes	$ 16,571,297	$ 18,189,007	$ 18,641,749	$ 19,826,670	$ 1,184,921	6.4
Sales & Use Taxes	9,221,154	10,561,174	12,267,927	11,028,869	(1,239,058)	(10.1)
Business & Other Taxes	3,573,448	3,632,006	3,785,800	3,653,546	(132,254)	(3.5)
Licenses & Permits	567,765	1,136,559	1,752,700	1,672,030	(80,670)	(4.6)
Intergovernmental Revenues	6,230	6,871	6,660	5,000	(1,660)	(24.9)
Charges for Services	408,569	625,845	788,650	579,505	(209,145)	(26.5)
Fines & Forfeitures	284,382	502,864	628,832	740,000	111,168	17.7
Investment Income	184,972	14,094	78,200	200,240	122,040	156.1
Contributions & Donations	24,003	2,400	26,076	-	(26,076)	(100.0)
Miscellaneous Revenue	139,201	196,750	264,087	242,153	(21,934)	(8.3)
subtotal	$ 30,981,022	$ 34,867,570	$ 38,240,681	$ 37,948,013	$ (292,668)	(0.8)
Other Financing Sources						
Proceeds From Sale Of Assets	$ 22,692	$ 28,223	$ 55,000	$ 20,000	$ (35,000)	(63.6)
Interfund Transfers In	689,484	1,651,649	10,187,725	55,500	(10,132,225)	(99.5)
subtotal	$ 712,176	$ 1,679,872	$ 10,242,725	$ 75,500	$ (10,167,225)	(99.3)
TOTAL REVENUES	**$ 31,693,198**	**$ 36,547,442**	**$ 48,483,406**	**$ 38,023,513**	**$ (10,459,893)**	**(21.6)**
EXPENDITURES (by Department)						
Mayor & Council	$ 125,360	$ 121,574	$ 162,714	$ 162,948	$ 234	0.1
City Clerk	198,402	277,613	372,300	186,119	(186,181)	(50.0)
City Manager	562,178	662,093	841,947	845,852	3,905	0.5
General Administration	35,698	49,029	49,422	44,088	(5,334)	(10.8)
Finance	552,116	587,952	672,900	847,368	174,468	25.9
Legal	327,926	260,927	420,000	395,000	(25,000)	(6.0)
Information Services	1,172,233	1,163,156	1,362,363	1,416,744	54,381	4.0
Human Resources	293,019	355,304	422,261	427,822	5,561	1.3
Risk Management	252,896	256,128	316,042	327,645	11,603	3.7
General Government Buildings	226,920	288,535	265,370	396,226	130,856	49.3
Communications	221,054	239,532	362,479	364,133	1,654	0.5
Community Outreach & Engagement	163,983	162,358	84,402	-	(84,402)	(100.0)
Municipal Court	458,499	370,242	416,838	429,086	12,248	2.9
Police	5,148,145	4,989,852	5,886,442	6,885,683	999,241	17.0
Fire	7,384,990	7,141,805	8,473,244	9,087,687	614,443	7.3
Public Works	2,186,117	2,281,956	3,016,712	3,107,968	91,256	3.0
Parks & Recreation (Active)	1,373,177	982,250	1,502,182	1,631,624	129,442	8.6
Passive Parks/Greenspace	120,122	54,879	251,912	241,456	(10,456)	(4.2)
Community Development	1,588,044	1,571,680	1,921,966	2,198,298	276,332	14.4
Economic Development	154,576	101,970	12,615	-	(12,615)	(100.0)
Debt Service	-	-	-	-	-	-
Contingency	-	-	-	300,595	300,595	-
M&O Initiatives	-	-	-	1,063,755	1,063,755	-
subtotal	$ 22,545,454	$ 21,918,834	$ 26,814,111	$ 30,360,097	$ 3,545,986	13.2
Other Financing Uses						
Interfund Transfers Out	$ 6,528,899	$ 15,305,059	$ 23,552,535	$ 8,958,451	$ (14,594,084)	(62.0)
subtotal	$ 6,528,899	$ 15,305,059	$ 23,552,535	$ 8,958,451	$ (14,594,084)	(62.0)
TOTAL EXPENDITURES	**$ 29,074,353**	**$ 37,223,893**	**$ 50,366,646**	**$ 39,318,548**	**$ (11,048,098)**	**(21.9)**
Total Revenues Over/(Under) Expenditures	$ 2,618,844	$ (676,451)	$ (1,883,240)	$ (1,295,035)		
Beginning Fund Balance	10,495,407	13,114,251	12,437,800	10,554,560		
ENDING FUND BALANCE	**$ 13,114,251**	**$ 12,437,800**	**$ 10,554,560**	**$ 9,259,525**		

FY 2023 General Fund Cash Flow Budget

	OCT	NOV	DEC	JAN	FEB	MAR
BEGINNING BALANCE	**$ 22,327,035**	**$ 20,879,233**	**$ 22,879,293**	**$ 29,321,817**	**$ 28,552,420**	**$ 27,191,507**
INFLOWS						
Revenues	$ 1,545,816	$ 5,219,436	$ 10,187,101	$ 2,383,416	$ 1,775,052	$ 2,089,797
TOTAL INFLOWS	**$ 1,545,816**	**$ 5,219,436**	**$ 10,187,101**	**$ 2,383,416**	**$ 1,775,052**	**$ 2,089,797**
OUTFLOWS						
Expenditures	$ 2,247,379	$ 2,473,137	$ 2,998,338	$ 2,406,574	$ 2,389,727	$ 2,404,056
Interfund Transfers Out	746,239	746,239	746,239	746,239	746,239	746,239
TOTAL OUTFLOWS	**$ 2,993,618**	**$ 3,219,376**	**$ 3,744,577**	**$ 3,152,812**	**$ 3,135,966**	**$ 3,150,295**
ENDING BALANCE	**$ 20,879,233**	**$ 22,879,293**	**$ 29,321,817**	**$ 28,552,420**	**$ 27,191,507**	**$ 26,131,009**

	APR	MAY	JUN	JUL	AUG	SEP
BEGINNING BALANCE	**$ 26,131,009**	**$ 25,297,614**	**$ 23,820,508**	**$ 21,746,399**	**$ 20,740,106**	**$ 19,283,954**
INFLOWS						
Revenues	$ 2,437,554	$ 1,634,965	$ 1,673,070	$ 2,181,716	$ 1,660,424	$ 5,235,166
TOTAL INFLOWS	**$ 2,437,554**	**$ 1,634,965**	**$ 1,673,070**	**$ 2,181,716**	**$ 1,660,424**	**$ 5,235,166**
OUTFLOWS						
Expenditures	$ 2,524,710	$ 2,365,832	$ 3,000,940	$ 2,441,770	$ 2,370,337	$ 2,737,298
Interfund Transfers Out	746,239	746,239	746,239	746,239	746,239	749,822
TOTAL OUTFLOWS	**$ 3,270,949**	**$ 3,112,071**	**$ 3,747,179**	**$ 3,188,009**	**$ 3,116,576**	**$ 3,487,120**
ENDING BALANCE	**$ 25,297,614**	**$ 23,820,508**	**$ 21,746,399**	**$ 20,740,106**	**$ 19,283,954**	**$ 21,032,000**

Note: The beginning balance shown above was calculated using the projected cash balance for FY 2022. Any idle funds will be considered for investment per the City's Cash and Investment Policy.



General Fund Revenue Detail

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
TAXES						
Property Taxes:						
Real Property Tax - Current Year	$ 12,022,135	$ 12,424,185	$ 13,129,743	$ 14,544,199	$ 1,414,456	10.8
Public Utility Tax	101,408	99,863	121,331	110,000	(11,331)	(9.3)
Real Property Tax - Prior Year	126,831	39,583	50,000	50,000	-	-
Personal Property Tax - Current Year	204,355	194,483	206,308	190,956	(15,352)	(7.4)
Personal Property Tax - Prior Year	939	4,763	3,500	3,500	-	-
Motor Vehicle Tax	49,693	45,485	42,349	22,974	(19,375)	(45.8)
Title Ad Valorem Tax (TAVT)	1,113,669	1,719,003	1,900,000	1,800,000	(100,000)	(5.3)
Alternative Ad Valorem Tax (AAVT)	6,915	5,927	6,000	6,741	741	12.4
Intangible Tax	601,580	975,238	700,000	650,790	(49,210)	(7.0)
Real Estate Transfer Tax	150,136	282,442	235,000	175,068	(59,932)	(25.5)
Franchise Fees						
Electric	1,253,568	1,284,321	1,240,280	1,252,683	12,403	1.0
Gas	358,503	382,921	413,773	413,822	49	0.0
Cable	507,995	494,269	515,000	520,150	5,150	1.0
Telephone	20,526	17,432	15,475	22,725	7,250	46.8
Cell/Fiber/Telecommunications	53,043	219,091	62,990	63,062	72	0.1
subtotal	16,571,297	18,189,007	18,641,749	19,826,670	1,184,921	6.4
Sales & Use Taxes:						
Local Option Sales Tax	$ 8,881,320	$ 10,160,697	$ 11,927,677	$ 10,674,076	$ (1,253,601)	(10.5)
Alcohol Beverage Excise	339,557	400,015	340,000	354,543	14,543	4.3
Fireworks Excise Tax	277	462	250	250	-	-
subtotal	9,221,154	10,561,174	12,267,927	11,028,869	(1,239,058)	(10.1)
Business Taxes:						
Business & Occupation Tax	$ 829,896	$ 811,773	$ 981,000	$ 856,646	$ (124,354)	(12.7)
Insurance Premium Tax	2,637,188	2,722,787	2,700,000	2,703,000	3,000	0.1
Financial Institutions Tax	52,187	49,724	50,000	50,000	-	-
subtotal	3,519,271	3,584,284	3,731,000	3,609,646	(121,354)	(3.3)
Other Taxes:						
Penalties & Interest On Delinquent Taxes	$ 50,130	$ 30,700	$ 35,000	$ 31,500	$ (3,500)	(10.0)
Penalties & Interest On Alcoholic Beverage Excise Tax	354	414	300	400	100	33.3
Penalties & Interest On Business & Occupation Tax	3,695	16,608	19,500	12,000	(7,500)	(38.5)
subtotal	54,178	47,723	54,800	43,900	(10,900)	(19.9)
TOTAL TAXES	**$ 29,365,899**	**$ 32,382,188**	**$ 34,695,476**	**$ 34,509,084**	**$ (186,392)**	**(0.5)**
LICENSES & PERMITS						
Alcohol Beverage Licenses	$ 157,096	$ 191,387	$ 195,000	$ 190,550	$ (4,450)	(2.3)
Pouring Permit	6,480	13,557	12,000	8,000	(4,000)	(33.3)
Public Facilities Alcohol Permit	400	600	600	600	-	-
Solicitation Permit	1,050	600	500	500	-	-
Zoning & Land Use Permits	1,800	9,300	7,000	7,350	350	5.0
Land Disturbance Permits	63,130	103,185	300,000	200,000	(100,000)	(33.3)
Modification	1,050	-	1,000	1,000	-	-
Variance	6,950	11,950	6,500	6,825	325	5.0
Seasonal & Special Events	400	940	900	900	-	-
Sign Permits	5,689	4,676	5,000	5,100	100	2.0
Film & Media Permit Fee	700	1,800	1,000	1,000	-	-

General Fund Revenue Detail

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
Tree Removal Permit	20,200	14,375	13,000	16,345	3,345	25.7
Building Permits	298,985	780,003	1,202,000	1,225,660	23,660	2.0
NPDES Fees	1,390	129	500	500	-	-
Right of Way Encroachment Fees	-	2,000	2,000	2,000	-	-
Penalties & Interest On Delinquent Licenses & Permits	2,446	2,058	2,300	2,300	-	-
TOTAL LICENSES & PERMITS	**$ 567,765**	**$ 1,136,559**	**$ 1,752,700**	**$ 1,672,030**	**$ (80,670)**	**(4.6)**
INTERGOVERNMENTAL REVENUES						
Federal Government Grants	$ 6,170	$ 1,871	$ 1,660	$ -	$ (1,660)	(100.0)
Local Government Grants	60	5,000	5,000	5,000	-	-
TOTAL INTERGOVERNMENTAL GRANTS	**$ 6,230**	**$ 6,871**	**$ 6,660**	**$ 5,000**	**$ (1,660)**	**(24.9)**
CHARGES FOR SERVICES						
Administrative Fees	$ 136,445	$ 204,752	$ 271,000	$ 124,460	$ (146,540)	(54.1)
Planning & Development Fees	66,785	127,680	223,400	150,400	(73,000)	(32.7)
Open Records Fees	1,136	1,848	6,000	1,500	(4,500)	(75.0)
Other Charges For Services	30,234	32,249	6,300	8,500	2,200	34.9
Special Police Services Fees	7,125	23,490	9,000	10,160	1,160	12.9
Special Fire Services Fees	6,966	13,728	25,500	25,660	160	0.6
Fingerprinting Fee	14,920	14,215	15,000	15,000	-	-
Medical Reimbursement (E911)	-	577	-	-	-	-
Other Public Safety Fees	440	-	600	600	-	-
Background Check Fees	6,820	11,012	8,000	10,000	2,000	25.0
Activity Fees	137,339	195,724	223,700	233,075	9,375	4.2
Other Charges For Services	360	570	150	150	-	-
TOTAL CHARGES FOR SERVICES	**$ 408,569**	**$ 625,845**	**$ 788,650**	**$ 579,505**	**$ (209,145)**	**(26.5)**
FINES & FORFEITURES						
Court Fines & Forfeitures	$ 284,382	$ 502,864	$ 628,832	$ 740,000	$ 111,168	17.7
TOTAL FINES & FORFEITURES	**$ 284,382**	**$ 502,864**	**$ 628,832**	**$ 740,000**	**$ 111,168**	**17.7**
INVESTMENT INCOME						
Interest Revenues	$ 502	$ 165	$ 200	$ 240	$ 40	20.0
Realized Gain Or Loss	184,470	13,929	78,000	200,000	122,000	156.4
TOTAL INVESTMENT INCOME	**$ 184,972**	**$ 14,094**	**$ 78,200**	**$ 200,240**	**$ 122,040**	**156.1**
CONTRIBUTIONS & DONATIONS						
Donation Revenues	$ 24,003	$ 2,400	$ 26,076	$ -	$ (26,076)	(100.0)
TOTAL CONTRIBUTIONS & DONATIONS	**$ 24,003**	**$ 2,400**	**$ 26,076**	**$ -**	**$ (26,076)**	**(100.0)**
MISCELLANEOUS REVENUE						
Rents & Royalties	$ 78,650	$ 87,967	$ 157,033	$ 158,203	$ 1,170	0.7
Facility Rentals	37,755	87,435	67,650	81,950	14,300	21.1
Reimbursement For Damaged Property	18,593	14,252	29,177	-	(29,177)	(100.0)
Other Miscellaneous Revenue	4,203	7,095	10,227	2,000	(8,227)	(80.4)
TOTAL MISCELLANEOUS REVENUE	**$ 139,201**	**$ 196,750**	**$ 264,087**	**$ 242,153**	**$ (21,934)**	**(8.3)**
OTHER FINANCING SOURCES						
Proceeds From Sale Of Assets	$ 22,692	$ 28,223	$ 55,000	$ 20,000	$ (35,000)	(63.6)
Operating Transfers In						
From Operating Grant Fund		1,651,649	103,479	-	(103,479)	(100.0)
From Capital Project Fund	83,093	-	-	-	-	-
From Capital Grant Fund	85,523	-	-	-	-	-

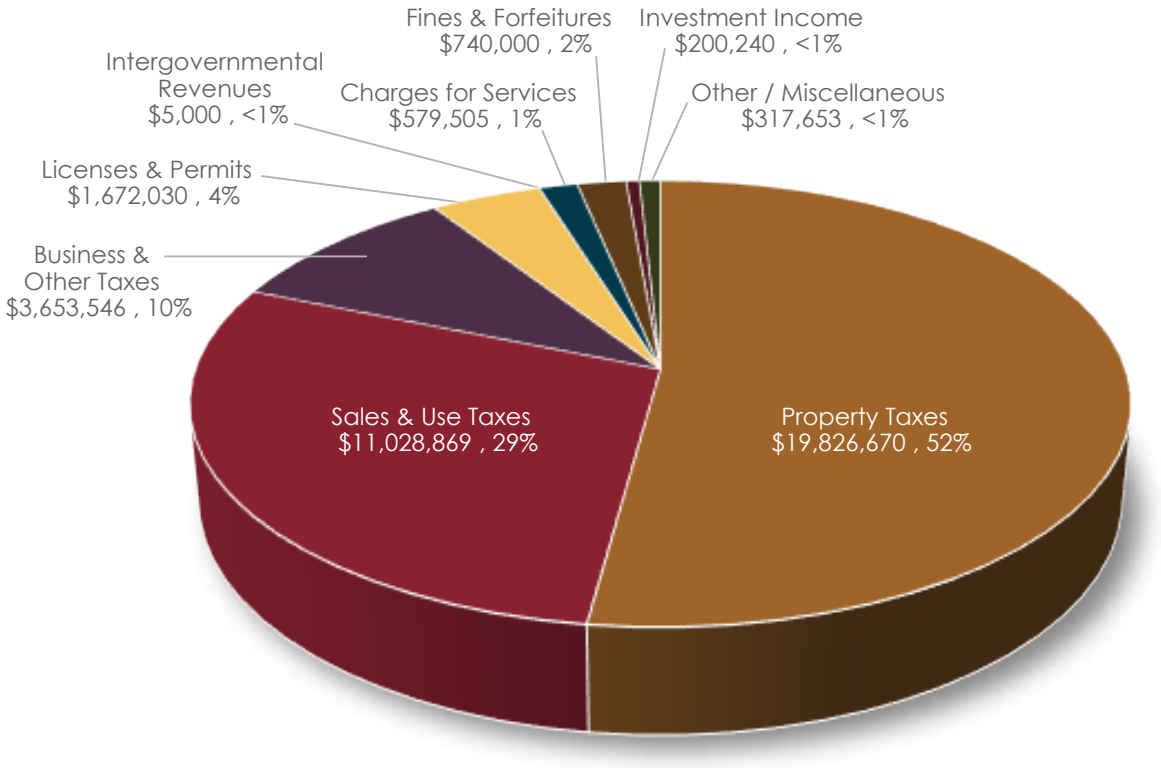
General Fund Revenue Detail

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
From ARPA Fund	-	-	10,053,427	-	(10,053,427)	(100.0)
From Revenue Bond Fund	520,868	-	-	-	-	-
From Impact Fees Fund/Admin	-	-	-	40,000	40,000	-
From Impact Fees Fund/Law Enforcement	-	-	30,819	15,500	(15,319)	(49.7)
TOTAL OTHER FINANCING SOURCES	**$ 712,176**	**$ 1,679,872**	**$ 10,242,725**	**$ 75,500**	**$ (10,167,225)**	**(99.3)**
TOTAL REVENUES	**$ 31,693,198**	**$ 36,547,442**	**$ 48,483,406**	**$ 38,023,513**	**$ (10,459,893)**	**(21.6)**



General Fund FY 2023

REVENUES BY SOURCE



General Fund Major Revenue Sources

Taxes make up 91% or $34,509,084 of budgeted revenues in Fiscal Year 2023 (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 2023 property taxes represent 52% or $19,826,670 of total revenues. This category is anticipated to increase by $1,184,921 or 6.4% from FY 2022's amended budget. This increase is primarily being driven by the projected increase of $1,414,456 to real property tax for the current year related to property values in Milton (this increase is being offset by the reduced millage rate approved by Council for FY 2023 of 4.469 mills, down from 4.731 mills in FY 2022).

In FY 2023, 75% or $14,898,655 of the property tax category is made up of real and personal taxes, and 11% or $2,272,442 is derived from franchise taxes on electric, gas, cable, telephone, and cell/fiber/telecommunications. Franchise taxes are charges to utility companies for the privilege of operating within municipal boundaries, and are routine/common practice for municipalities across the state and country.

The City utilizes preliminary digest figures prepared by the Fulton County Board of Assessors to project real, personal, and motor vehicle ad valorem property tax related revenues. When forecasting revenues for the remaining property tax categories staff review historical trends and take current economic circumstances into consideration including home sale, financing, and re-financing trends for intangible and real estate transfer tax and vehicle sales trends for alternative ad valorem taxes. Franchise fees are monitored and reviewed for potential changes based on projected use and rate trends. For example, increases throughout the pandemic had to be omitted from forecasts as work from home schedules are not anticipated to continue throughout FY 2023.

Property Taxes – 10-Year History



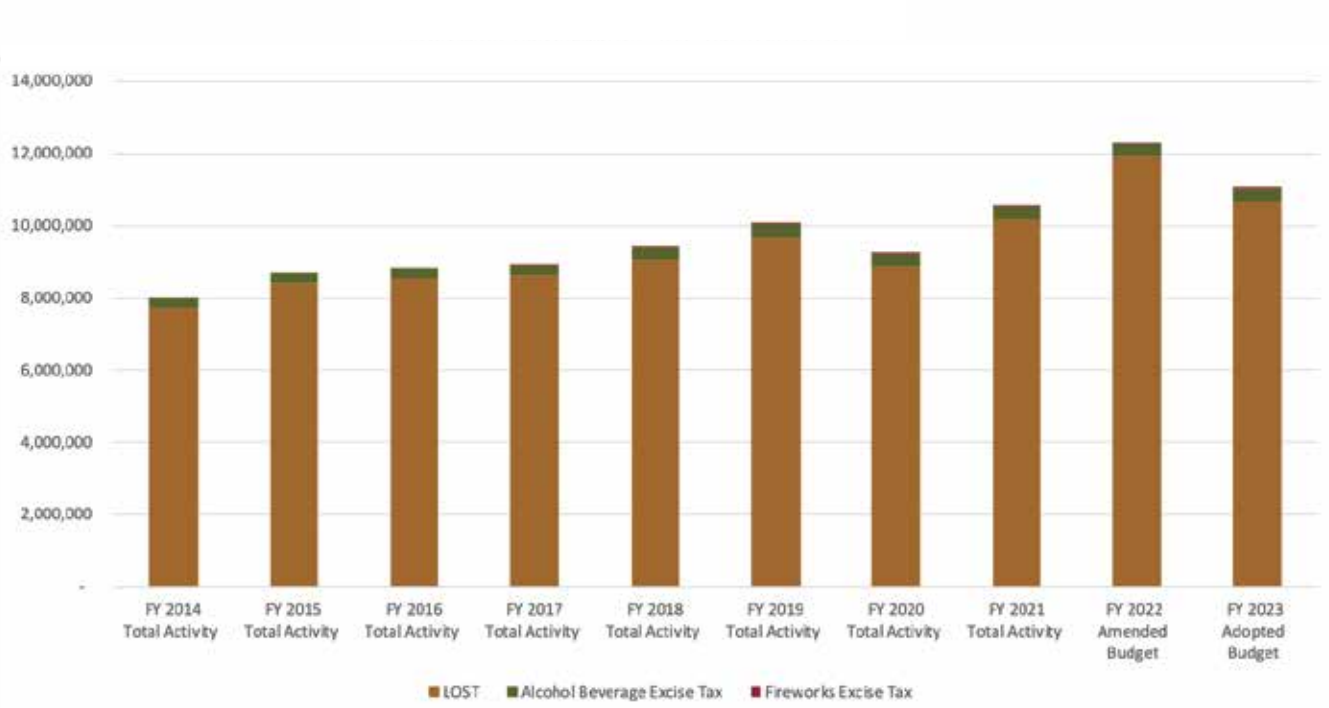
Note: The drop in FY 2017 activity is attributable to the delayed billing of property taxes in that year. A spike is not seen in FY 2018 as a result of the decision to change the fiscal year in which the City would account for property tax revenues, thus avoiding issues with delayed billing cycles going 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 is currently under negotiated between Fulton County and the municipalities therein in 2022. Milton's share under the current plan (which was negotiated in 2013) is 3.3% of total collections. FY 2023's budget forecasts $10.7 million in LOST revenues, an decrease of $1,253,601 from the FY 2022 amended budget. Staff review historical trends and revenue collections when forecasting general sales tax revenues and is also contemplating the current negotiation conversations as well. Consideration is also given to large scale one-time events, such as the super bowl in 2019, as well as the notable inflation that is currently being experienced when determining future anticipations.

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

Sales & Use Taxes – 10-Year History



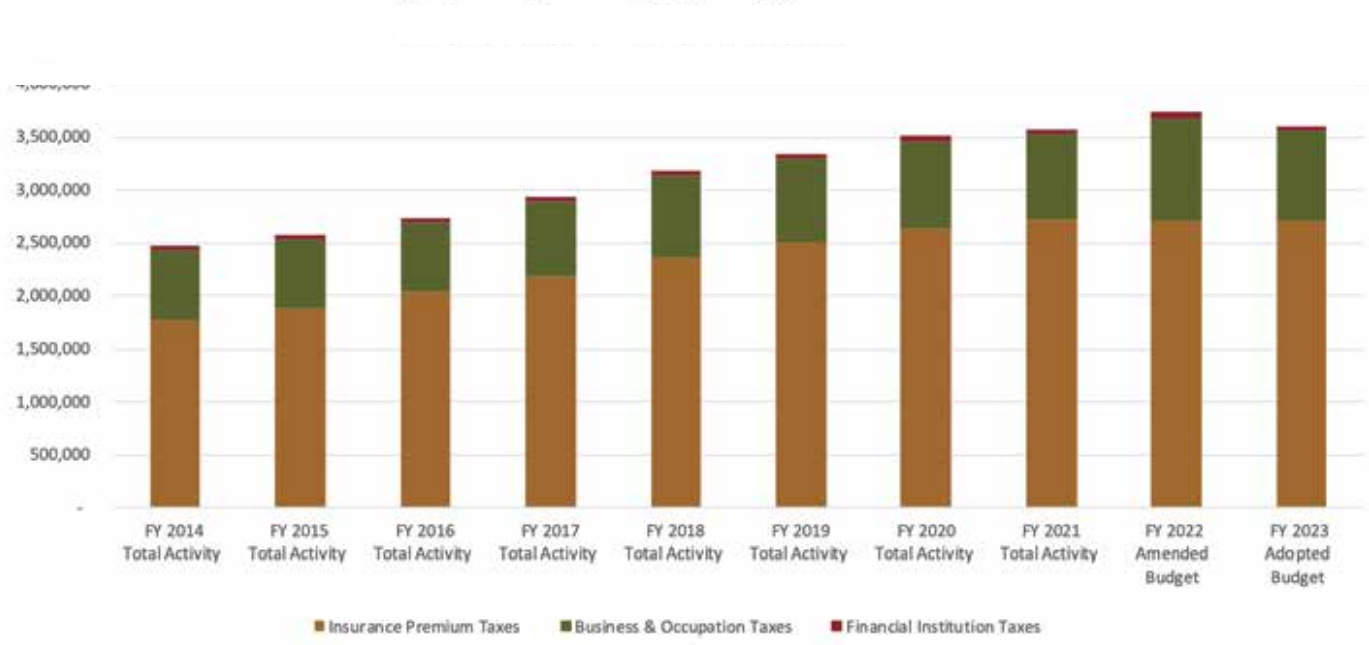
Business Taxes

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 $3,609,646, or 9% of budgeted revenues in FY 2023 a decrease of $121,354 from FY 2022's amended budget. Within this category insurance premium taxes make up 75% or $2,703,000 of the $3,609,646 projection. This revenue is derived from a tax on the premiums paid for insurance policies and is tracked by historical collection trends.

Business and occupation taxes are assessed to those individuals or businesses conducting their operations within city limits. The FY 2023 budget for these tax collections is $856,646, down $124,354 from FY 2022's amended budget based on projections. The city bases collection forecasts on the number of businesses registered within each fee type (home-based, gross receipts, per employee, and professional practitioner) as well as economic conditions that may impact certain gross receipts-based industries. Consideration is also given for revenue from delinquent registrations that will not recur in the next year.

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

Business Taxes – 10-Year History



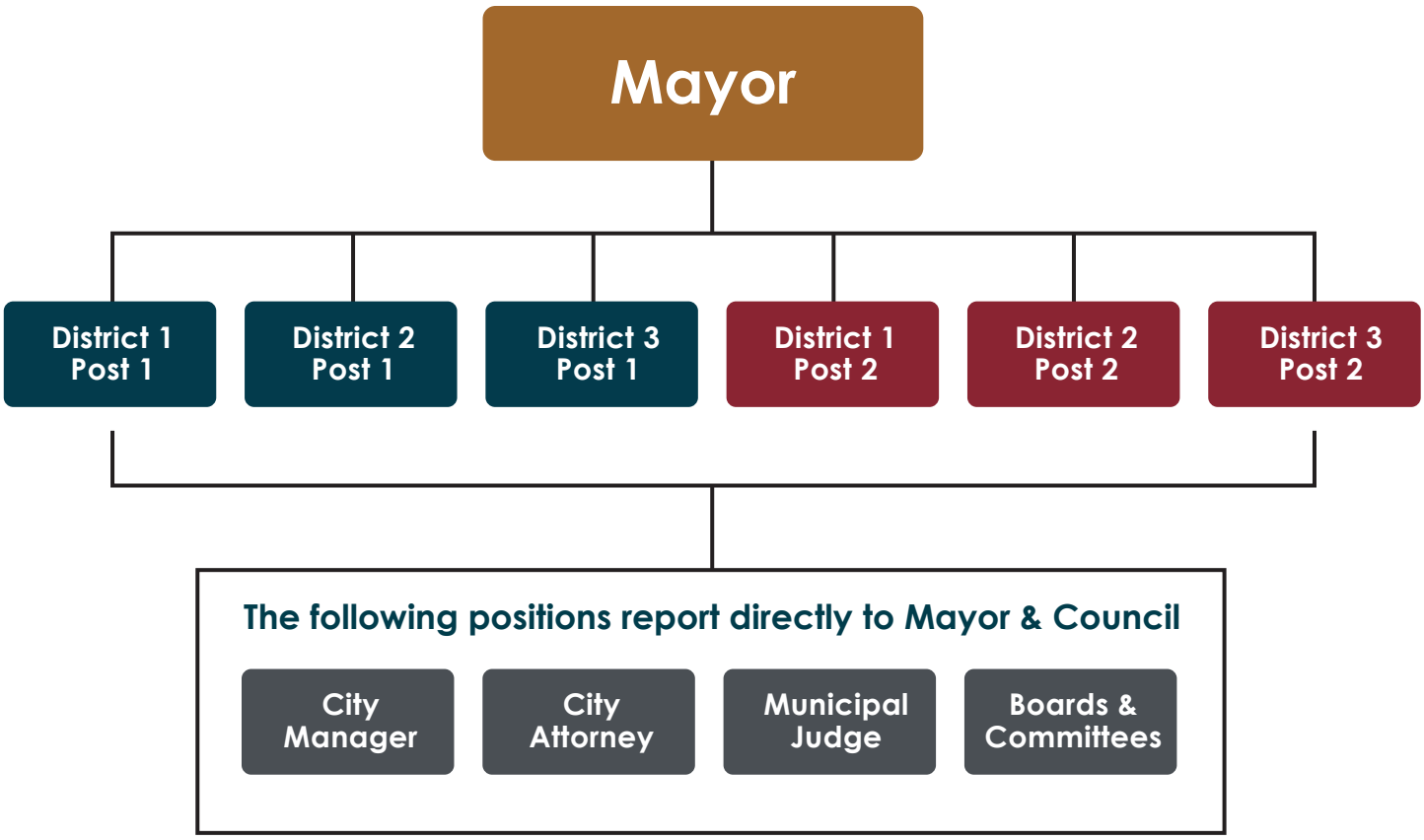
General Fund Expenditures by Category

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 10,744,683	$ 11,089,559	$ 12,530,151	$ 14,524,830	$ 1,994,679	15.9
Employee Benefits	4,012,759	4,119,078	4,817,488	5,438,424	620,936	12.9
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 14,757,442**	**$ 15,208,637**	**$ 17,347,639**	**$ 19,963,254**	**$ 2,615,615**	**15.1**
MAINTENANCE & OPERATIONS						
Professional Services	$ 1,091,870	$ 969,412	$ 1,611,974	$ 1,043,287	$ (568,687)	(35.3)
Property Services	1,328,547	1,027,442	1,800,907	1,744,275	(56,632)	(3.1)
Other Purchased Services	3,321,067	3,069,940	3,820,826	3,953,803	132,977	3.5
Supplies	386,204	311,975	523,403	573,709	50,306	9.6
Utilities	592,037	681,443	702,919	722,064	19,145	2.7
Fuel	128,575	157,820	243,416	232,144	(11,272)	(4.6)
Capital Outlay	577,418	489,374	755,461	756,711	1,250	0.2
Other Costs	1,900	2,791	7,566	6,500	(1,066)	(14.1)
M&O Initiatives	-	-	-	1,063,755	1,063,755	-
TOTAL MAINTENANCE & OPERATIONS	**$ 7,427,617**	**$ 6,710,197**	**$ 9,466,472**	**$ 10,096,248**	**$ 629,776**	**6.7**
DEBT SERVICE						
Capital Lease(s) P&I	$ 360,395	$ -	$ -	$ -	$ -	-
TOTAL DEBT SERVICE	**$ 360,395**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
OTHER COSTS						
Contingency	$ -	$ -	$ -	$ 300,595	$ 300,595	-
TOTAL OTHER COSTS	**$ -**	**$ -**	**$ -**	**$ 300,595**	**$ 300,595**	**-**
OTHER FINANCING USES						
Interfund Transfers Out						
To Capital Projects Fund	$ 5,370,390	$ 13,655,033	$ 21,852,185	$ 7,129,426	$ (14,722,759)	(67.4)
To Revenue Bond Fund	1,158,509	1,650,026	1,650,526	1,649,025	(1,501)	(0.1)
To Special Events Fund	-	-	49,824	-	(49,824)	(100.0)
To TSPLOST Fund	-	-	-	180,000	180,000	-
TOTAL OTHER FINANCING USES	**$ 6,528,899**	**$ 15,305,059**	**$ 23,552,535**	**$ 8,958,451**	**$ (14,594,084)**	**(62.0)**
TOTAL EXPENDITURES	**$ 29,074,353**	**$ 37,223,893**	**$ 50,366,646**	**$ 39,318,548**	**$ (11,048,098)**	**(21.9)**

GENERAL FUND
EXPENDITURES BY DEPARTMENT

Mayor and City Council

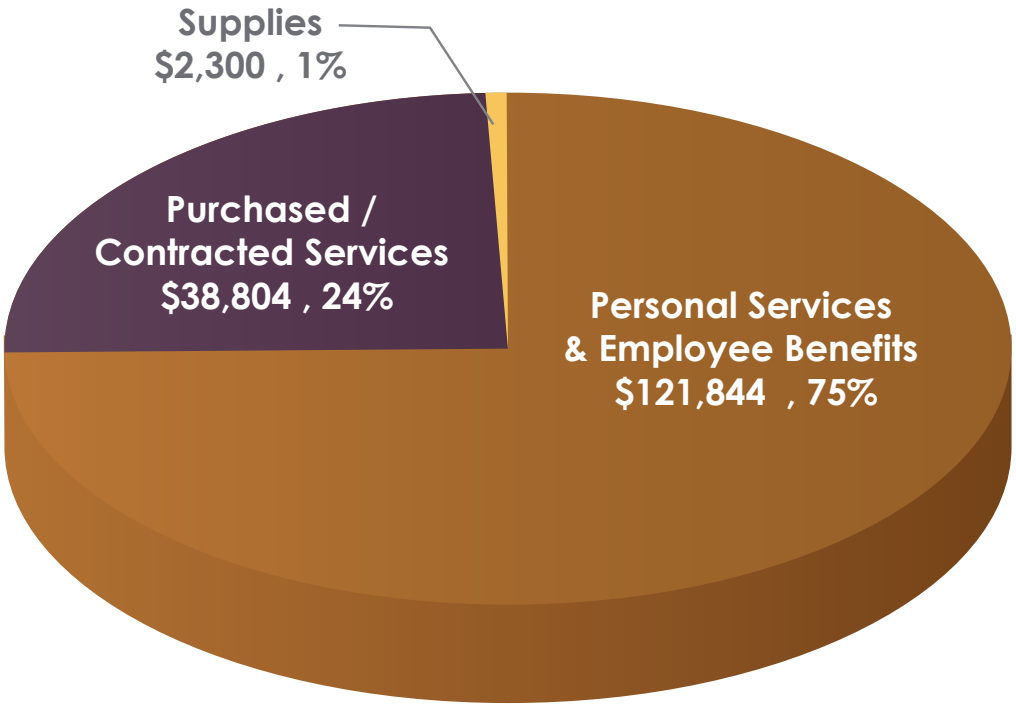
In Milton's form of government, the Mayor is the chief executive officer of the City government, a member of and the presiding officer of the City Council, and responsible for the efficient and orderly administration of the City's affairs, and the Council serves as the legislative branch of municipal 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.



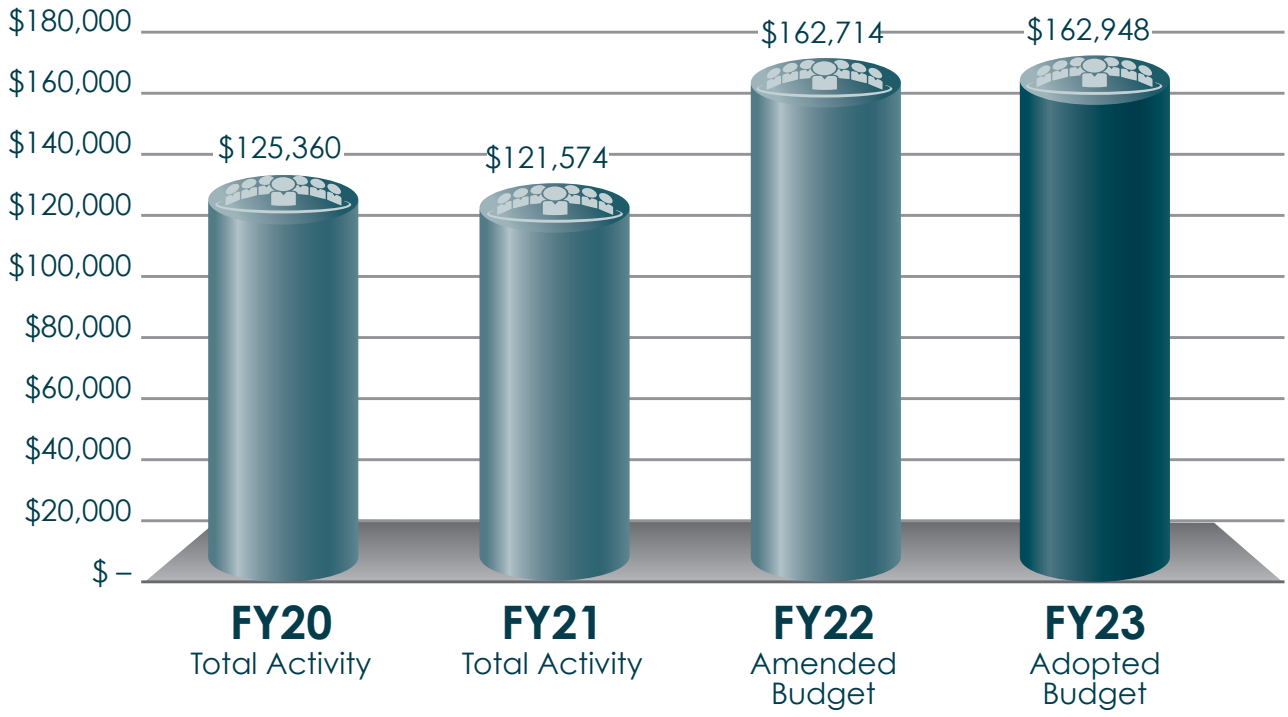
Mayor and City Council

FY23 Expenditures by Fund: **General Fund $162,948**

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Mayor & Council General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 101,777	$ 101,389	$ 101,001	$ 101,001	$ -	-
Stipend	2,117	1,683	15,000	15,000	-	-
Employee Benefits	5,661	5,708	5,843	5,843	-	-
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 109,555**	**$ 108,779**	**$ 121,844**	**$ 121,844**	**$ -**	**-**
PURCHASED/CONTRACTED SERVICES						
Printing	$ 414	$ 18	$ 350	$ 350	$ -	-
Travel	1,738	-	12,849	15,320	2,471	19.2
Dues & Fees	11,185	11,407	11,981	11,934	(47)	(0.4)
Education & Training	2,253	-	13,390	11,200	(2,190)	(16.4)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 15,590**	**$ 11,425**	**$ 38,570**	**$ 38,804**	**$ 234**	**0.6**
SUPPLIES						
General Supplies	$ 133	$ 553	$ 700	$ 700	$ -	-
Food & Meals	82	746	1,600	1,600	-	-
TOTAL SUPPLIES	**$ 215**	**$ 1,299**	**$ 2,300**	**$ 2,300**	**$ -**	**-**
OTHER COSTS						
Payment To Others	$ -	$ 70	$ -	$ -	$ -	-
TOTAL OTHER COSTS	**$ -**	**$ 70**	**$ -**	**$ -**	**$ -**	**-**
TOTAL MAYOR & COUNCIL	**$ 125,360**	**$ 121,574**	**$ 162,714**	**$ 162,948**	**$ 234**	**0.1**



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



City Clerk Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Enhance the records management program with the aim of ensuring best practices related to retention compliance	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce
	2	Further improve public transparency of City Council proceedings and related document management and document access		
	3	Improve the training and onboarding programs for new Councilmembers and Boards & Committee members		
Strategies	1.1	Complete an overall inventory of records (what is available electronically versus what is available as a hard copy)		
	1.2	Work with each department to finalize all electronic retention schedules in Laserfiche		
	1.3	Identify and mark all restricted records		
	1.4	Dispose of any records that are past their retention per State of Georgia guidelines		
	2.1	Work with Communications staff to enhance the offerings on the City Clerk page of the City website		
	2.2	Implement an electronic voting system to allow for Council motions and voting results in real-time		
	2.3	Provide live-time access of authorized records to the public via the public facing Laserfiche portal		
	3.1	Develop a new orientation program for new Councilmembers including annual refresh		
	3.2	Develop a new orientation program for new Boards & Committee members including annual refresh		

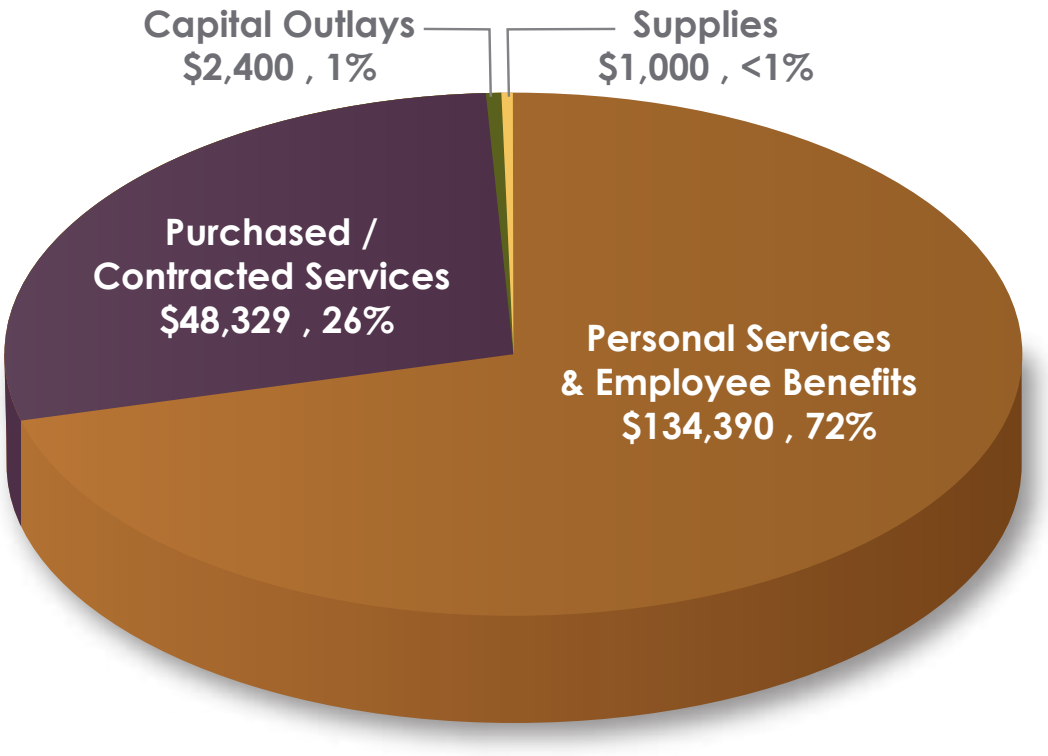
Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Enhance the records management program with the aim of ensuring best practices related to retention compliance					
Percent of records in Laserfiche with an automated retention schedule	100%	New Measure in FY 2022	New Measure in FY 2022	15%	100%
Percent of records past retention	0%	New Measure in FY 2022	New Measure in FY 2022	0%	0%
Goal #2: Further improve public transparency of City Council proceedings and related document management and document access					
Percent of time the Agenda Packet is available to the public prior to the State mandated deadline	100%	New Measure in FY 2022	New Measure in FY 2022	100%	100%
Percent of time that Council meeting action minutes are published within two business days of the meeting	100%	New Measure in FY 2022	New Measure in FY 2022	100%	100%
Percent of meetings where electronic voting was utilized	100%	New Measure in FY 2022	New Measure in FY 2022	0%*	70%*
Percent of FOIA requests responded to within three business days	100%	100%	100%	100%	100%
Goal #3: Improve the training and onboarding programs for new Councilmembers and Boards & Committee members					
Percent of Councilmembers who received annual training	100%	100%	100%	100%	100%
Percent of Boards & Committee members who received annual training	100%	100%	100%	100%	100%
Training survey satisfaction rating (1-5)	5	New Measure in FY 2022	New Measure in FY 2022	Not Conducted	5

*New tool to be implemented in calendar year 2023

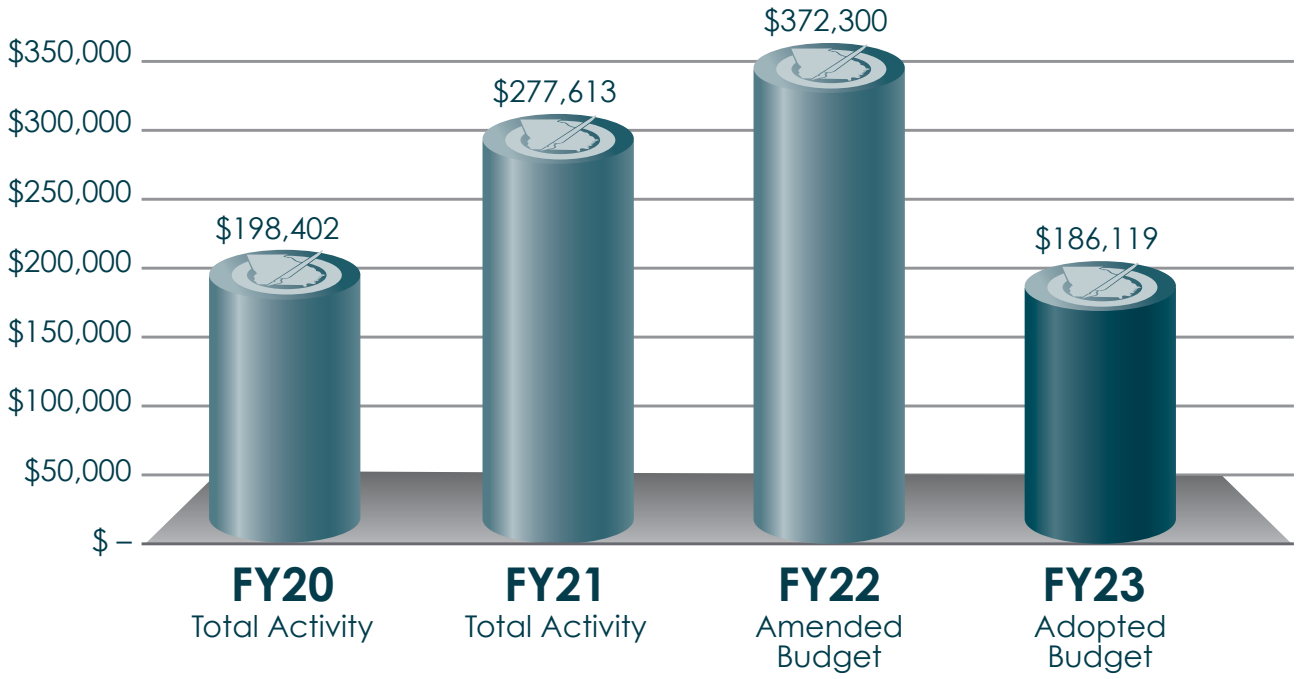
City Clerk

FY23 Expenditures by Fund: General Fund $186,119

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



City Clerk General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 107,280	$ 128,189	$ 94,457	$ 98,851	$ 4,394	4.7
Employee Benefits	29,490	59,148	41,943	35,539	(6,404)	(15.3)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 136,769**	**$ 187,337**	**$ 136,400**	**$ 134,390**	**$ (2,010)**	**(1.5)**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 49,649	$ 57,828	$ 195,571	$ 6,000	$ (189,571)	(96.9)
Communications	531	434	468	468	-	-
Postage	-	28	100	100	-	-
Advertising	619	1,077	700	700	-	-
Printing	-	41	100	100	-	-
Travel	857	597	2,343	1,300	(1,043)	(44.5)
Dues & Fees	110	210	110	110	-	-
Education & Training	490	1,360	1,378	1,000	(378)	(27.4)
Maintenance Contracts	8,747	27,150	34,571	38,551	3,980	11.5
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 61,003**	**$ 88,724**	**$ 235,341**	**$ 48,329**	**$ (187,012)**	**(79.5)**
SUPPLIES						
General Supplies	$ 579	$ 1,239	$ 500	$ 1,000	$ 500	100.0
Food & Meals	51	313	59	-	(59)	(100.0)
TOTAL SUPPLIES	**$ 629**	**$ 1,552**	**$ 559**	**$ 1,000**	**$ 441**	**78.9**
CAPITAL OUTLAYS						
Machinery & Equipment	$ -	$ -	$ -	$ 2,400	$ 2,400	-
TOTAL SUPPLIES	**$ -**	**$ -**	**$ -**	**$ 2,400**	**$ 2,400**	**-**
TOTAL CITY CLERK	**$ 198,402**	**$ 277,613**	**$ 372,300**	**$ 186,119**	**$ (186,181)**	**(50.0)**

Notable Variances Explained

• The increase in Salaries & Wages is a result of a full year's recognition of the removal of one part-time position offset by the proposed salary increase of 10%.

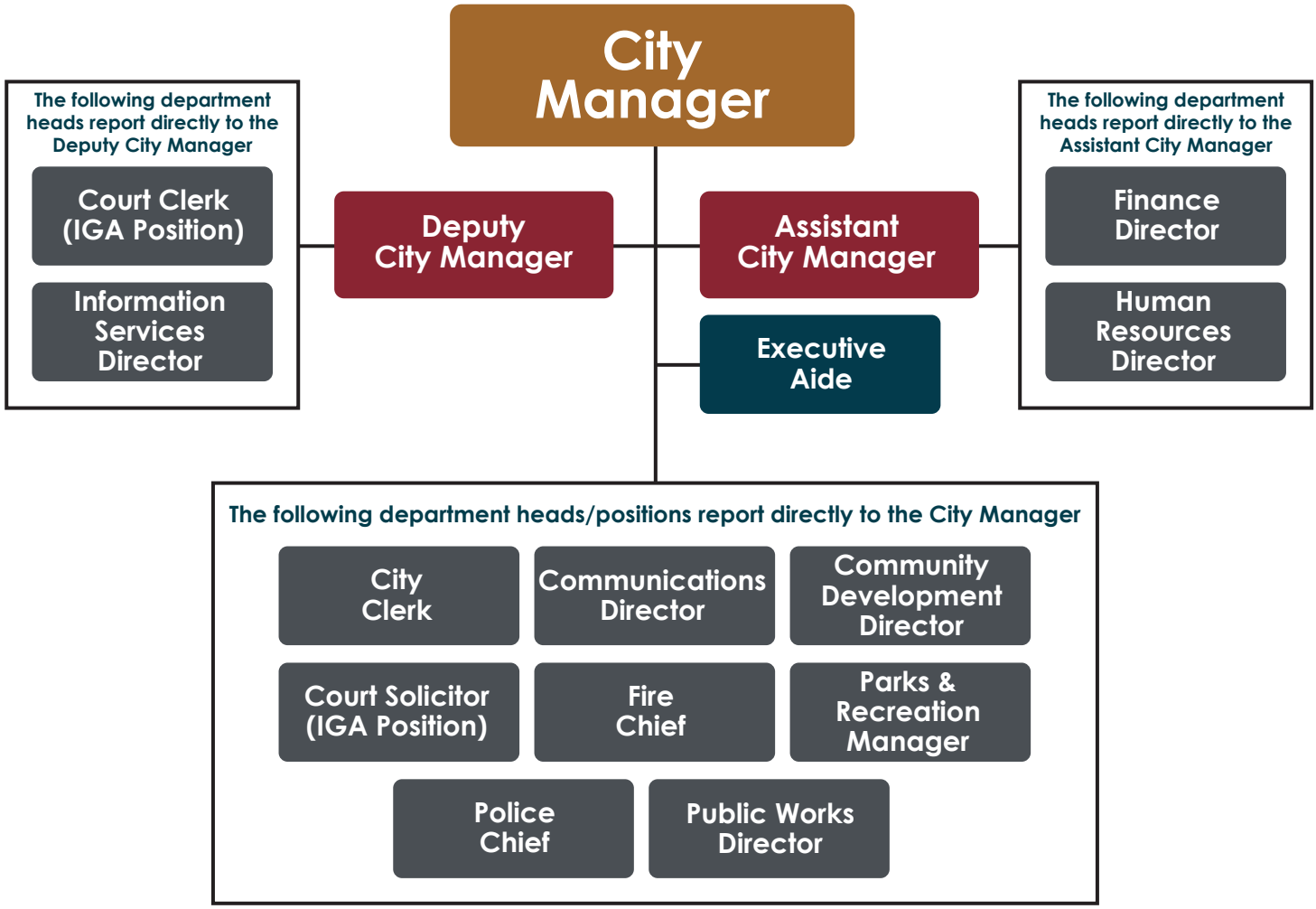
• The variance in Employee Benefits is the result of the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 which are slightly offset by the annual true-up process (the City budgtes for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses).

• The decrease in Professional Fees is a result of the budget requirements for funding elections according to the City's IGA with Fulton County as well as the completion of the document archiving project in FY 2022.

City Manager



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



City Manager Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Better prepare material for consideration by the City Council, Boards, and Commissions to achieve improved outcomes	Sustainability and Resiliency / Smart Land Planning / Public Land and Resources	The City Manager Department is focused on the Strategic Plan as a whole and all Strategic Plan goals will be aligned with this department's goals.
	2	Enhance digital informational access for citizens and stakeholders of the community		
	3	Grow the existing team dynamic to further enhance satisfaction, engagement, and teamwork		
	4	Expand staff's project management capabilities		
	5	Further define, analyze, and optimize business processes		

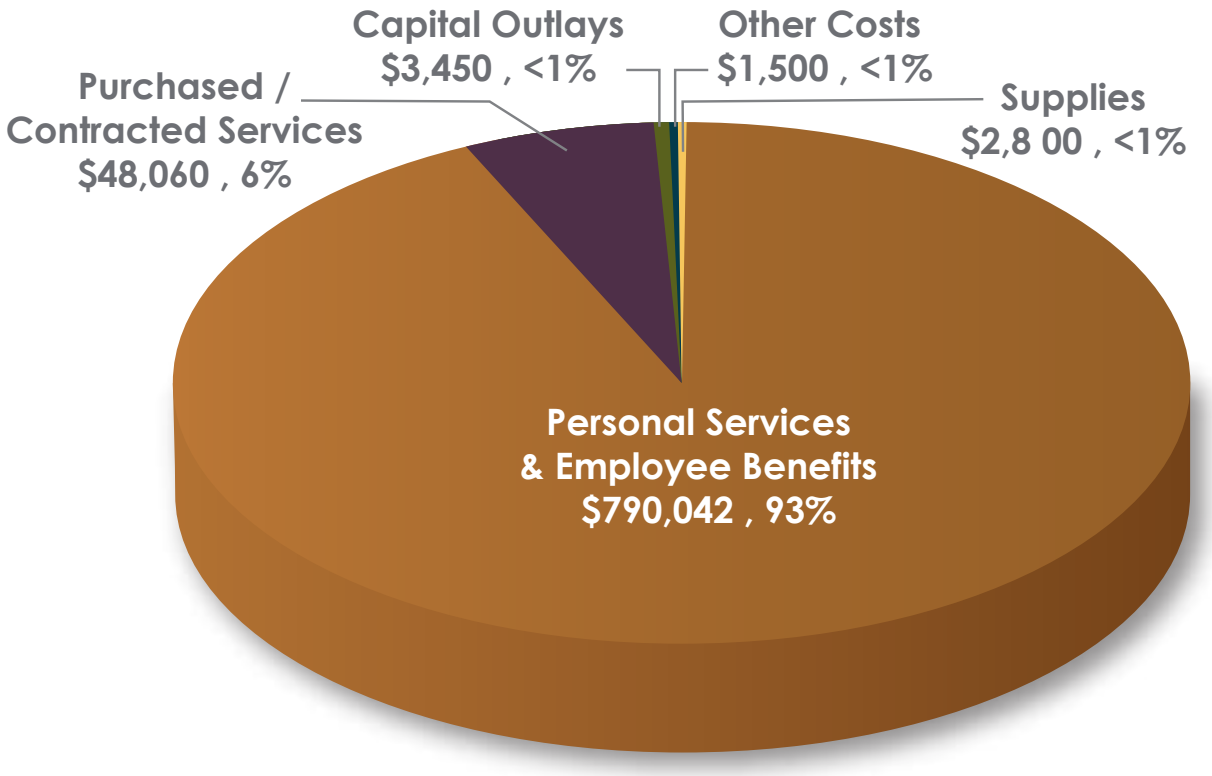
Strategies	1.1	Provide information and analysis sooner to allow for additional review time and feedback
	1.2	Enhance the analysis of subject matter
	2.1	Better leverage GIS to make geospatial information more readily available to the public
	2.2	Enhance opportunities through Laserfiche to make city records more readily available to the public
	3.1	Leverage professional and leadership development opportunities
	3.2	Focus on enhancing our diverse and inclusive work environment
	4.1	Institute low/no-cost, intuitive project management software
	4.2	Identify appropriate project management training
	5.1	Identify appropriate process analysis training
	5.2	Create an in-house process analysis specialist
	5.3	Establish straightforward process maps

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Better prepare material for consideration by the City Council, Boards, and Commissions to achieve improved outcomes					
Lead time for packet	1 week	3 days	3 days	1 week	1 week
Council/Board/Commission satisfaction	Set baseline	New Measure in FY 2022	New Measure in FY 2022	Survey	90th percentile
Number of deferred items needing more information	1	New Measure in FY 2022	New Measure in FY 2022	1	50% YOY reduction
Goal #2: Enhance digital informational access for citizens and stakeholders of the community					
Number of informational layers added	80%	New Measure in FY 2022	New Measure in FY 2022	100%	80% of identified layers added
Citizen/staff satisfaction	Set baseline	New Measure in FY 2022	New Measure in FY 2022	GIS not captured	90th percentile
Goal #3: Grow the existing team dynamic to further enhance satisfaction, engagement, and teamwork					
Percentage of identified members who receive training	100%	New Measure in FY 2022	New Measure in FY 2022	100%	100%
Job satisfaction and engagement	Established	New Measure in FY 2022	New Measure in FY 2022	Multidimensional	10% YOY improvement
Goal #4: Expand staff's project management capabilities					
Projects managed in new software	0%	New Measure in FY 2022	New Measure in FY 2022	Software Narrowed	80%
Percentage of identified members who receive training	100%	New Measure in FY 2022	New Measure in FY 2022	100%	100%
Goal #5: Further define, analyze, and optimize business processes					
Percentage of identified members who receive training	0%	New Measure in FY 2022	New Measure in FY 2022	Training Selected	100%
Percentage of identified processes mapped	100%	New Measure in FY 2022	New Measure in FY 2022	100%	100%

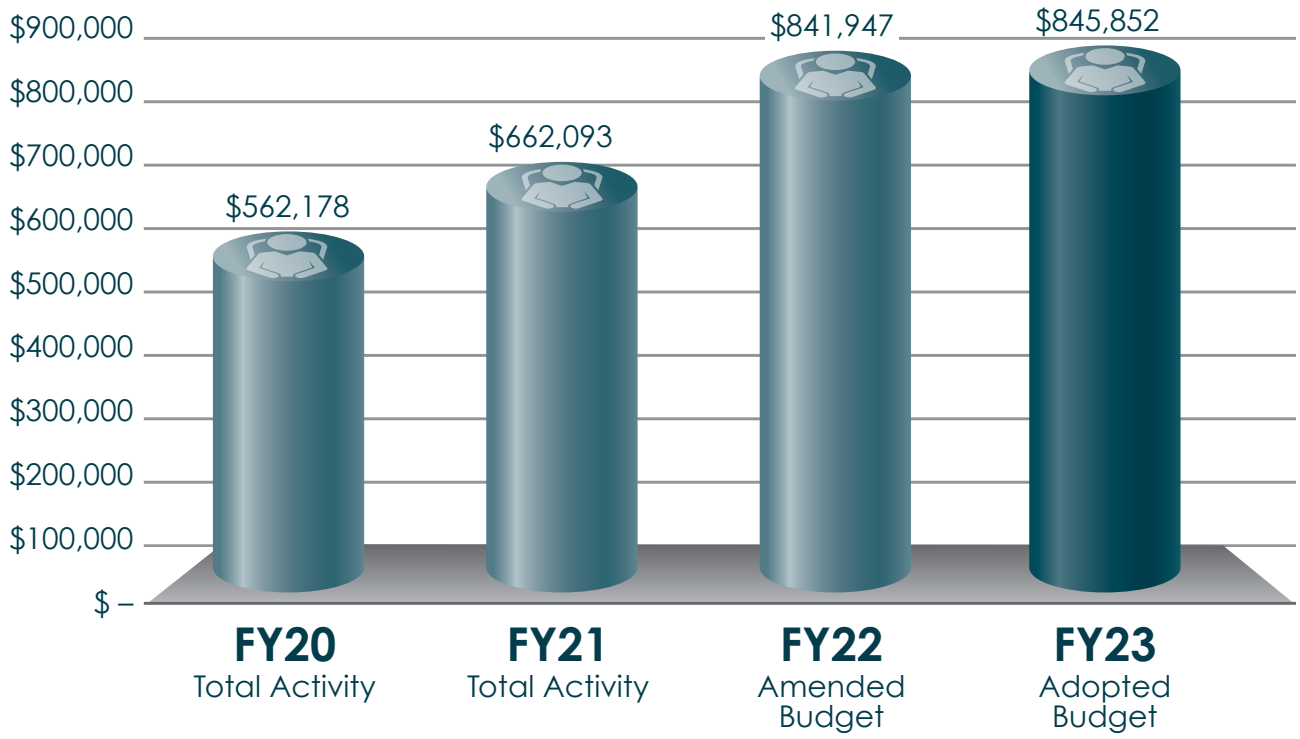
City Manager

FY23 Expenditures by Fund: **General Fund $845,852**

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



City Manager General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 405,843	$ 461,897	$ 587,689	$ 610,163	$ 22,474	3.8
Employee Benefits	120,685	129,138	186,123	179,879	(6,244)	(3.4)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 526,528**	**$ 591,035**	**$ 773,812**	**$ 790,042**	**$ 16,230**	**2.1**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 23,182	$ 59,521	$ 42,680	$ 24,500	$ (18,180)	(42.6)
Communications	1,364	1,336	2,070	2,070	-	-
Postage	-	-	50	50	-	-
Advertising	-	-	240	240	-	-
Printing	-	163	650	200	(450)	(69.2)
Travel	2,754	1,280	4,085	4,782	697	17.1
Dues & Fees	3,643	3,247	3,528	3,503	(25)	(0.7)
Education & Training	2,635	4,074	11,632	12,715	1,083	9.3
Maintenance Contracts	2,040	-	-	-	-	-
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 35,617**	**$ 69,622**	**$ 64,935**	**$ 48,060**	**$ (16,875)**	**(26.0)**
SUPPLIES						
General Supplies	$ 34	$ 473	$ 200	$ 300	$ 100	50.0
Food & Meals	-	333	1,500	1,500	-	-
Books & Periodicals	-	-	1,000	1,000	-	-
TOTAL SUPPLIES	**$ 34**	**$ 806**	**$ 2,700**	**$ 2,800**	**$ 100**	**3.7**
CAPITAL OUTLAYS						
Machinery & Equipment	$ -	$ -	$ -	$ 3,450	$ 3,450	-
TOTAL CAPITAL OUTLAYS	**$ -**	**$ -**	**$ -**	**$ 3,450**	**$ 3,450**	**-**
OTHER COSTS						
Payment To Others	$ -	$ 630	$ 500	$ 1,500	$ 1,000	200.0
TOTAL OTHER COSTS	**$ -**	**$ 630**	**$ 500**	**$ 1,500**	**$ 1,000**	**200.0**
TOTAL CITY MANAGER	**$ 562,178**	**$ 662,093**	**$ 841,947**	**$ 845,852**	**$ 3,905**	**0.5**

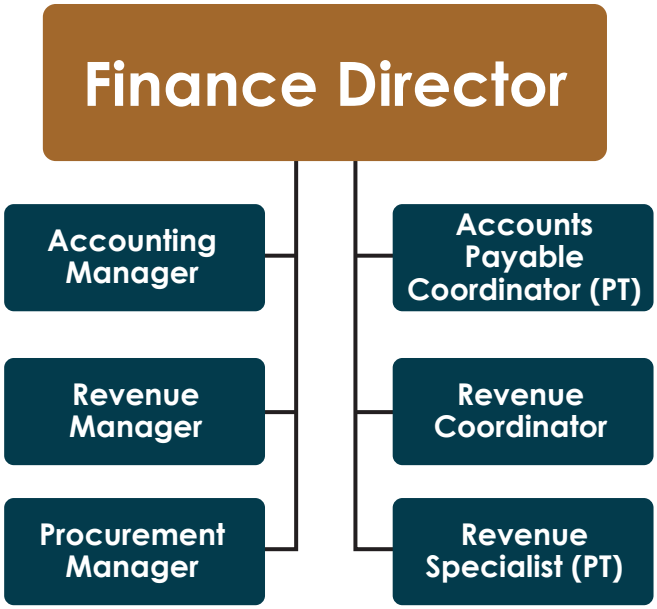
Notable Variances Explained

- The variances in Salaries & Wages and Employee Benefits are a result of the requested market adjustment to salaries and the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 which are slightly offset by the annual true-up process (the City budgtes for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses).
- The decrease in Professional Fees is a result of the completion of the National Citizen's Survey in FY 2022.



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 Annual Comprehensive Financial Report (ACFR) ensuring adherence to all federal, state, and, local laws.



Finance Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Maintain a credit-worthy and financially healthy community by providing high quality local government services that are affordable	Sustainability and Resiliency	Long-term Financial Stability / Diverse, Engaged, Healthy Workforce
	2	Streamline citizen and business owner interactions with the Finance Department		
	3	Employ best practices to ensure legal compliance and operations that are efficient, effective, transparent, and best in class		
Strategies		Reduce the reliance on property tax revenues and diminish the effects of economic fluctuations:		
	1.1	Review Milton's occupational tax structure and rates as compared to surrounding jurisdictions		
	1.2	Review the City's permit and inspections fee structure as compared to surrounding jurisdictions		
	1.3	Establish a five-year financial plan for operating revenues and expenditures		
	1.4	Seek opportunities to increase the number of vendor responses to formal bids and RFPs to ensure best quality work and best price for each city project		
		Identify ways to improve the delivery of services to citizens and business owners, including:		
	2.1	Review existing occupational tax certificates and alcohol beverage license applications and streamline where possible		
	2.2	Issue Occupational Tax Certificates (OTC) within 10 business days of application		
	2.3	Increase opportunities for online payments		
	2.4	Work with the Communications Department to improve outreach to citizens and business owners regarding due dates and deadlines; establish a Finance Department Communication Plan		
		Ensure legal compliance and provide best in class services through adherence to best practices and professional development of staff:		
	3.1	Obtain GFOAs awards for adherence to best practices and outstanding reporting for financial reporting, popular reporting, and budget presentation annually		
	3.2	Utilize online transparency portal to share budget, spending, project timelines, and dashboard metrics with the public		
	3.3	Ensure employees are completing training according to individual check-in plans		
	3.4	Obtain a clean audit opinion free of material findings		

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Maintain a credit-worthy and financially healthy community by providing high quality local government services that are affordable					
Bond rating	S&P AAA / Moody's Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
Unassigned fund balance/Subsequent year's budgeted revenues (General Fund)*	25%	37%	25%	25%	25%
Real and personal property tax as a % of total general fund revenues	Five-year plan to reduce	40%	37%	29%	39%
Average number of vendor responses to formal bids/RFPs	5	New Measure in FY 2021	3	3	3
Percent of property tax bills collected by due date*	>85%	85%	90%	90%	90%
Goal #2: Streamline citizen and business owner interactions with the Finance Department					
Average number of days from application to issuance of OTC	10	New Measure in FY 2021	3	9	10
New occupational tax certificates processed	WM	116	175	143	135
Renewal occupational tax certificates processed	WM	716	705	784	765
New alcohol beverage licenses issued	WM	4	12	7	8
Renewal alcohol beverage licenses issued	WM	57	60	56	58
Percentage of property tax bills paid electronically	Increase 5% YOY	55%	56%	62%	67%
Accounts Payable: average days from invoice date to payment date	30	22	22	23	23

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #3: Employ best practices to ensure legal compliance and operations that are efficient, effective, transparent, and best in class					
GFOA certificate of achievement for excellence in financial reporting	Awarded	Awarded	Awarded	ACFR to be reviewed	Awarded
GFOA outstanding achievement in popular annual financial reporting	Awarded	Awarded	Awarded	PAFR to be reviewed	Awarded
GFOA distinguished budget presentation award	Awarded	Awarded	Awarded	Awarded	Awarded
Independent external audit opinion	Clean	Clean	Clean	Financials to be audited	Clean
Material audit findings	0	0	0	Financials to be audited	0
Continuing education classes attended per employee	2	New Measure in FY 2022	New Measure in FY 2022	2	2

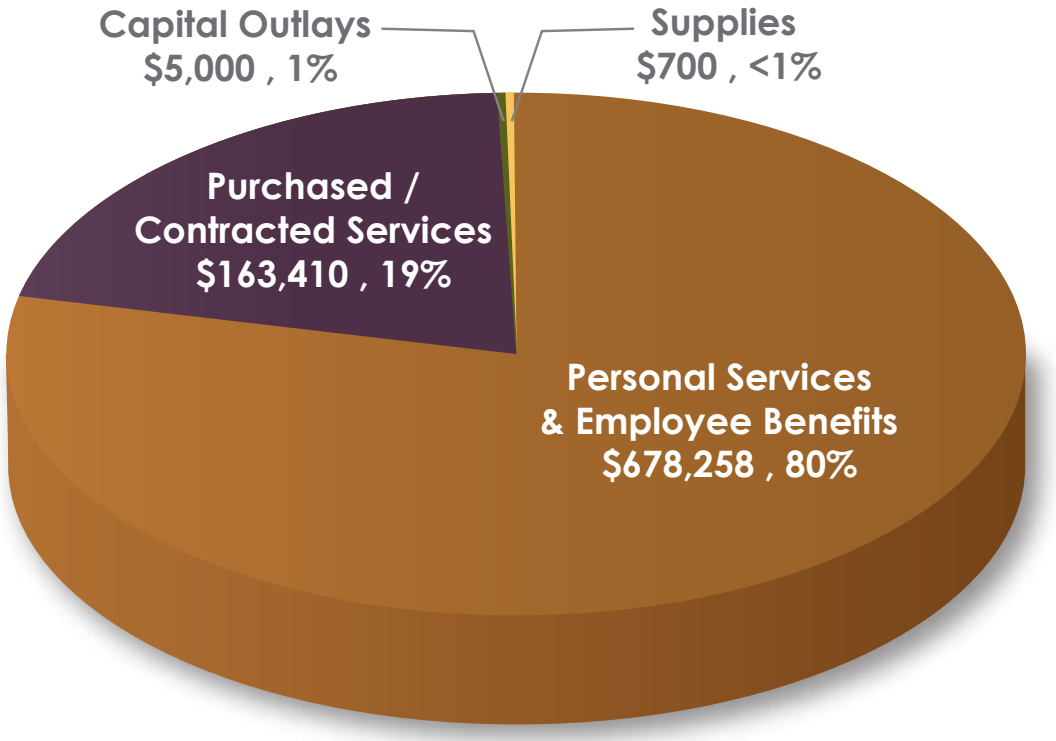
*For ease of tracking, the City of Milton budgets for certain Special Revenue Funds separately. Ultimately these funds are rolled into the General Fund for the purposes of financial reporting in the Annual Comprehensive Financial Report (ACFR) and figures may vary slightly. These metrics report audited actuals from the ACFR.



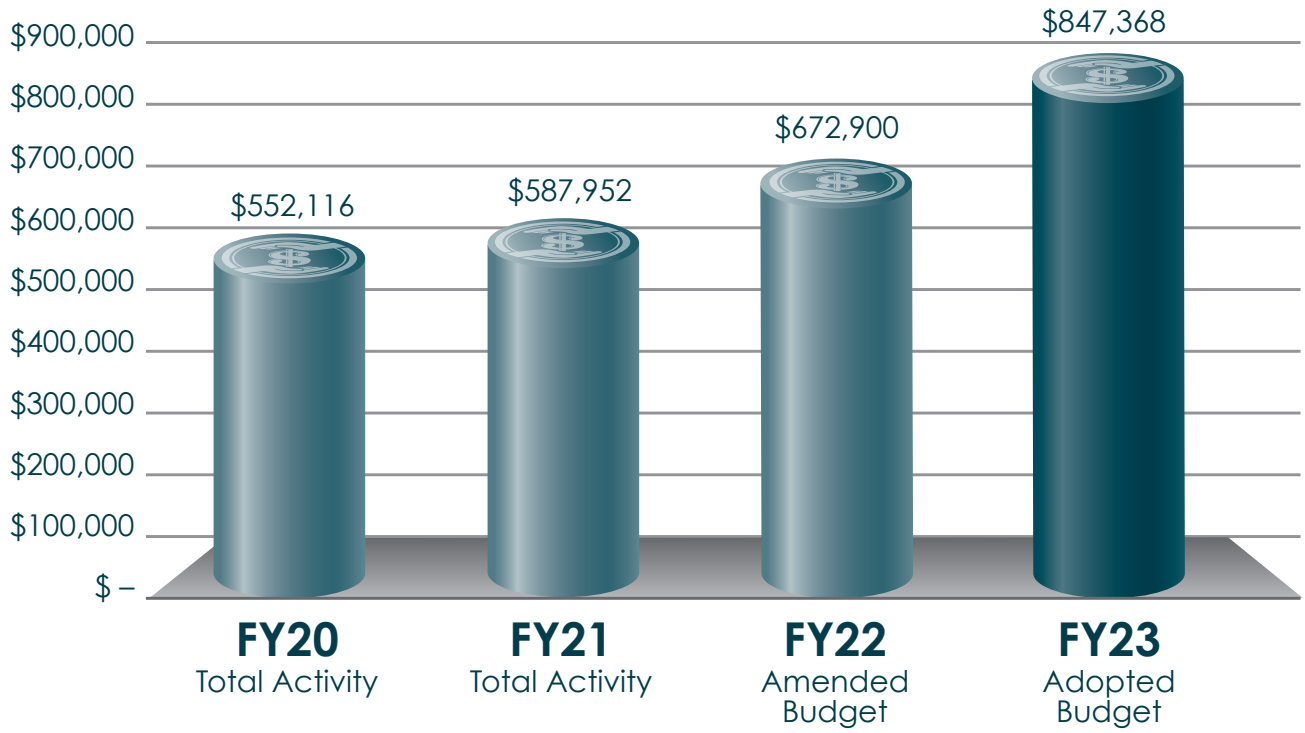
Finance

FY23 Expenditures by Fund: General Fund $847,368

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Finance General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 343,081	$ 353,025	$ 388,078	$ 507,950	$ 119,872	30.9
Employee Benefits	86,717	88,991	118,443	170,308	51,865	43.8
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 429,798**	**$ 442,015**	**$ 506,521**	**$ 678,258**	**$ 171,737**	**33.9**
PURCHASED/CONTRACTED SERVICES						
Administrative Fees	$ 25,178	$ 25,423	$ 4,300	$ 4,500	$ 200	4.7
Professional Fees	41,463	46,675	58,500	59,500	1,000	1.7
Communications	1,045	468	600	1,200	600	100.0
Postage	-	5,562	6,695	6,695	-	-
Advertising	4,360	968	1,150	1,000	(150)	(13.0)
Printing	1,282	5,834	9,871	9,861	(10)	(0.1)
Travel	1,236	970	2,400	2,452	52	2.2
Dues & Fees	1,592	2,075	2,170	2,170	-	-
Education & Training	3,549	2,206	5,798	5,880	82	1.4
Maintenance Contracts	40,121	54,326	70,535	70,152	(383)	(0.5)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 119,826**	**$ 144,506**	**$ 162,019**	**$ 163,410**	**$ 1,391**	**0.9**
SUPPLIES						
General Supplies	$ 1,117	$ 733	$ 500	$ 700	$ 200	40.0
TOTAL SUPPLIES	**$ 1,117**	**$ 733**	**$ 500**	**$ 700**	**$ 200**	**40.0**
CAPITAL OUTLAYS						
Machinery & Equipment	$ 1,375	$ 698	$ 3,860	$ 5,000	$ 1,140	29.5
TOTAL CAPITAL OUTLAYS	**$ 1,375**	**$ 698**	**$ 3,860**	**$ 5,000**	**$ 1,140**	**29.5**
TOTAL FINANCE	**$ 552,116**	**$ 587,952**	**$ 672,900**	**$ 847,368**	**$ 174,468**	**25.9**

Notable Variances Explained

• The increase in Salaries & Wages represents a fully staffed department for FY 2023 with the reorganization approved by Council in June 2022 to reclassify the Financial Services Administrator to a Finance Director and the addition of a part-time Accounts Payable Coordinator.

• The variance in Employee Benefits is the result of the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 as well as the impact of the annual true-up process (the City budgtes for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses).



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.

Information Services Director

Information Technology Manager

Third-Party IT/GIS Support (Contract)



Information Services Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Be a reliable provider of technology support to the organization	Sustainability and Resiliency	Effective Information Technology
	2	Promote transparency and accessibility to City resources and services		
	3	Be a trusted technology advisor to the organization		
	4	Provide efficient and effective technology solutions that expand and improve the City's operations		

Strategies	1.1	Improve IT service delivery and end-user satisfaction levels
	1.2	Implement a consolidated and reliable infrastructure
	1.3	Improve backup and recovery capabilities
	1.4	Utilize cloud-based services to improve operations
	1.5	Promote security best practices, secure city data, and devices
	2.1	Explore and implement self-help features onto City's website
	3.1	Improve communication with City staff on IT initiatives
	4.1	Implement technologies that facilitate greater user interaction

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Be a reliable provider of technology support to the organization					
Help desk requests	WM	3,241	2,772	6,859	WM
Total number of CyberSecurity support requests	WM	New Measure in FY21	1,134	788	WM
Overall employee and management satisfaction rating (end user) 1-10	8	New Measure in FY22	New Measure in FY22	5****	8
Goal #2: Promote transparency and accessibility to City resources and services					
Number of views on the city's GIS web pages	20,000	Data Not Available	9,289*	14800	15,000
Number of unique views on the city's GIS web pages	19,000	Data Not Available	7,713*	9603	11,000
Goal #3: Be a trusted technology advisor to the organization					
Ticket resolution success rate %	99%	99%	99%	99%	99%
Ticket response SLA % compliance	99%	98%	95%	96%	99%
Total system uptime %	99%	98%	99%	99%	99%
Data backup success rate % (onsite)	99%	99%	98%	99%	99%
Data backup success rate % (remote)	99%	100%	99%	99%	99%
Goal #4: Provide efficient and effective technology solutions that expand and improve the City's operations					
Percent of projects completed on time**	80%	86%	83%	60%	90%
Total number of CyberSecurity training classes conducted for city staff***	1	0	0	0	1
Asset audit conducted (workstations/servers)	4	0	1	2	4

* Based on six month calculation beginning in July 2021

**Some projects in FY20 and FY21 were delayed due to COVID-19

***Mandatory security awareness training is conducted bi-annually for Public Safety personnel

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

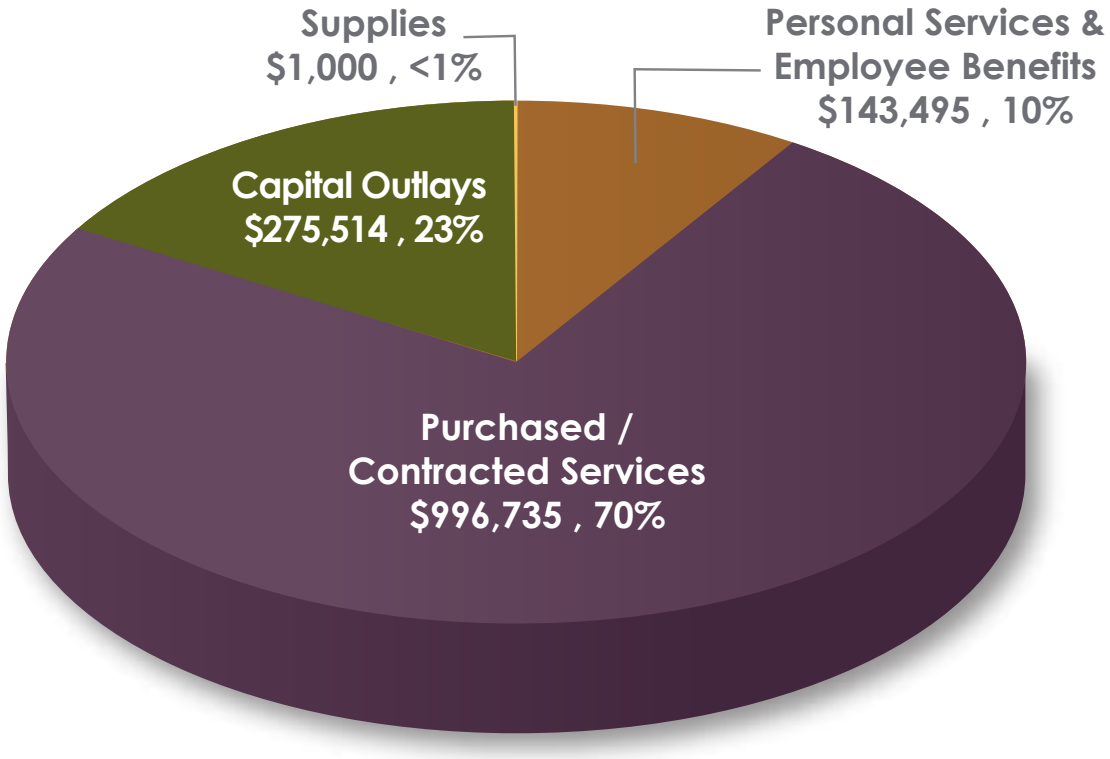
WM = workload measure

Information Services (IS)

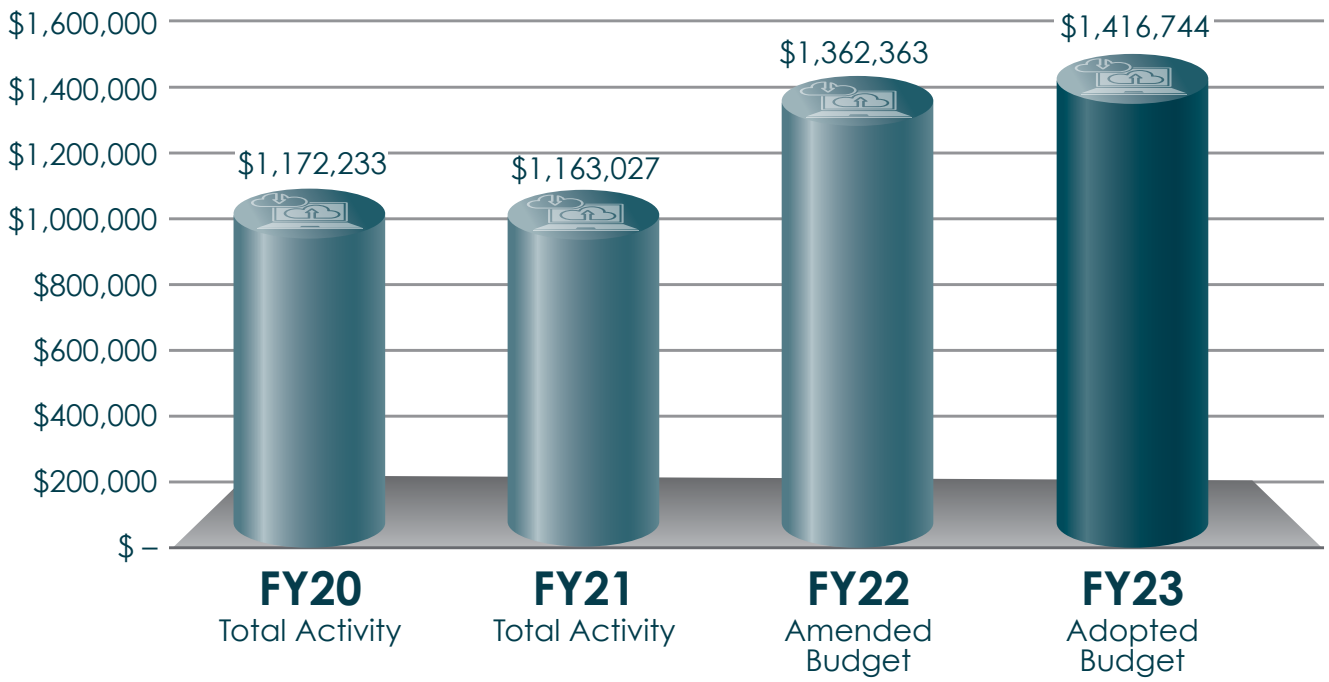
FY23 Expenditures by Fund:

General Fund	**$1,416,744**
M&O Initiatives	**$184,200**

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Information Services General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 109,695	$ 98,725	$ 105,044	$ 105,673	$ 629	0.6
Employee Benefits	49,476	33,332	38,928	37,822	(1,106)	(2.8)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 159,171**	**$ 132,058**	**$ 143,972**	**$ 143,495**	**$ (477)**	**(0.3)**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 6,939	$ 33,684	$ 112,381	$ 58,500	$ (53,881)	(47.9)
Communications	63,412	51,808	49,900	48,400	(1,500)	(3.0)
Postage	13	-	250	250	-	-
Advertising	-	-	480	480	-	-
Printing	-	-	50	50	-	-
Travel	-	-	2,130	2,130	-	-
Education & Training	1,445	100	2,800	2,800	-	-
Maintenance Contracts	771,840	744,877	780,476	884,125	103,649	13.3
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 843,648**	**$ 830,469**	**$ 948,467**	**$ 996,735**	**$ 48,268**	**5.1**
SUPPLIES						
Food & Meals	$ 419	$ -	$ 1,000	$ 1,000	$ -	-
TOTAL SUPPLIES	**$ 419**	**$ -**	**$ 1,000**	**$ 1,000**	**$ -**	**73.0**
CAPITAL OUTLAYS						
Machinery & Equipment	$ 168,994	$ 200,500	$ 268,924	$ 275,514	$ 6,590	2.5
TOTAL CAPITAL OUTLAYS	**$ 168,994**	**$ 200,500**	**$ 268,924**	**$ 275,514**	**$ 6,590**	**2.5**
TOTAL INFORMATION SERVICES	**$ 1,172,233**	**$ 1,163,027**	**$ 1,362,363**	**$ 1,416,744**	**$ 54,381**	**4.0**

Notable Variances Explained

• The decrease in Professional Fees is related to the completion of the implementation of the Office 365 migration as well as the transition of the Laserfiche platform to a subscriber model that was completed in FY 2022.

• The Maintenance Contracts category increase is the result of the transition of the Laserfiche platform to a subscriber model, annual increases in the managed services line item, and annual costs associated with the City's VMWare licensing.



Human Resources

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

Human Resources Director

Human Resources Manager



Human Resources Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Attract and retain a highly qualified workforce	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce
	2	Create and foster an inclusive workplace that is welcoming to a diverse group of employees		
	3	Enhance recruitment efforts for minority employees to more closely reflect the makeup of the community		
	4	Establish a robust HRIS system for effective recruiting, benefits management system, and management of employee life cycle (onboarding, training, and offboarding)		
	5	Offer quality wellness opportunities for employees		
	6	Reduce accident and worker's compensation claims and offer training to reduce claims		
Strategies	1.1	Conduct an employee engagement survey to create a baseline and utilize comparative results to make incremental changes to retain a highly qualified workforce;Offer referral fee and sign-on incentives for certified police officer and firefighter paramedic positions		
	1.2	Enhance training opportunities for administrative and public safety staff through the learning management system		
	1.3	Decrease number of employees terminating with less than two years of service		
	2.1	Implement suggestions of the Diversity, Equity, and Inclusion committee to encourage a more diverse workforce		
	3.1	Market benefits of employee contribution to the defined contribution plan		
	3.2	Increase % of minority employees as a % of total employees		
	3.3	Increase % of female employees as a % of total employees		
	4.1	Purchase of an HRIS system for improvements in processing payroll, recuirtiment, and benefits		
	5.1	Offer quarterly wellness programs on various initiatives		
	6.1	Take proactive measures and develop a safety committee to decrease preventable vehicular accidents and workers' compensation claims		

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Attract and retain a highly qualified workforce					
Percentage of employees responding to the employee engagement survey	>82%	New Measure in FY 2022	New Measure in FY 2022	82%	N/A - Biannual
Number of training opportunities offered	30 based on 2.5 per month	New Measure in FY 2021	≈50	<20**	30
Employee retention as a % of full-time budgeted positions	>85%	88%	86%	83%	>85%
Number of employees terminating with less than two years of service	Average for last 3 years is 14	6	14	10	>10
Goal #2: Create and foster an inclusive workplace that is welcoming to a diverse group of employees					
TBD based on results of DEI Committee recommendations					
Goal #3: Enhance recruitment efforts for minority employees to more closely reflect the makeup of the community					
Percentage of employees maximizing defined contribution plan	70%	New Measure in FY 2021	New Measure in FY 2021	89%	>90%
Minority employees/Total employees	Increase Annually	9%	11%	11%	>15
Female employees/Total employees	Increase Annually	36%	36%	30%	35.0%
Goal #4: Enhance recruitment efforts for hard to fill positions/Increase the number of PD/FD vacancies filled with certified/paramedic candidates					
Number of referral fee incentives paid	*	New Measure in FY 2022	New Measure in FY 2022	12	>1
Number of sign-on incentives paid	*	New Measure in FY 2022	New Measure in FY 2022	2	4
Certified police officers hired/total officers hired	50%	0%	33%	90%	100%
Firefighter paramedics hired/total firefighters hired	50%	40%	33%	29%	>50%
Goal #5: Offer quality wellness opportunities for employees					
Number of wellness events/courses/offerings	10 based on 2.5 a quarter	New Measure in FY 2022	New Measure in FY 2022	4**	10
Goal #6: Reduce accident and worker's compensation claims and offer training to reduce claims					
Number of preventable vehicular accidents	0	2	2	1	0
Number of workers' compensation claims	Reduce by 10%	12	8	6	<7

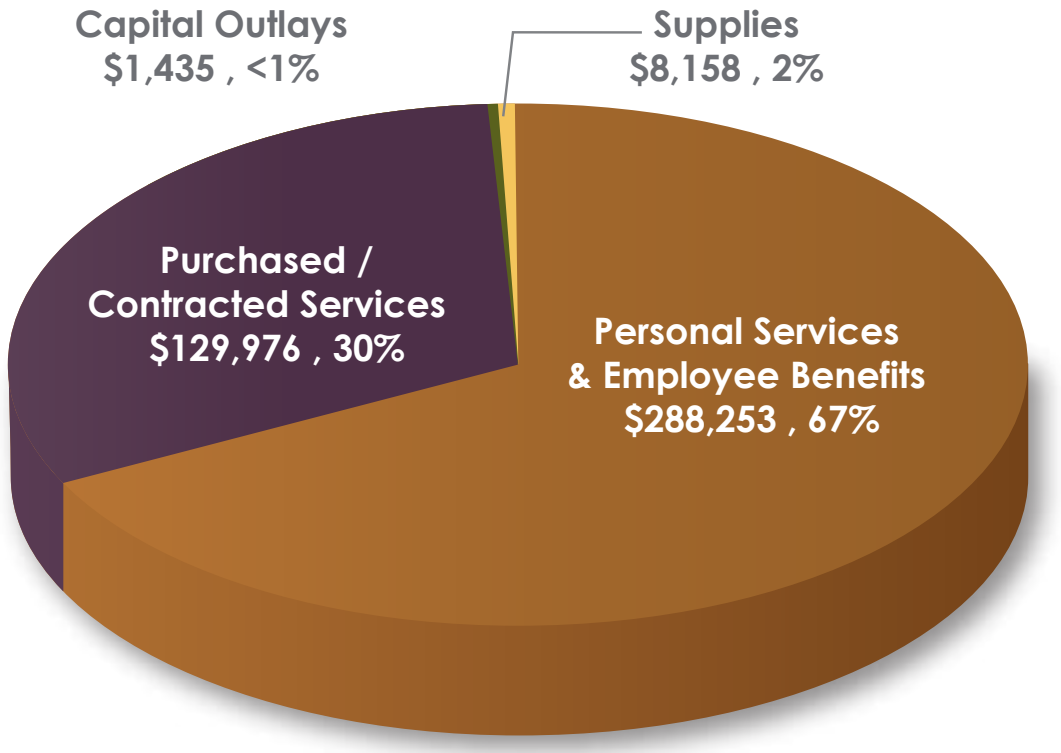
* Referral fee and sign-on incentives are driven by employee retention. The goal is to use the funds, if necessary, to attract certified individuals, but ultimately to retain current certified staff.

**Gap in HR leadership

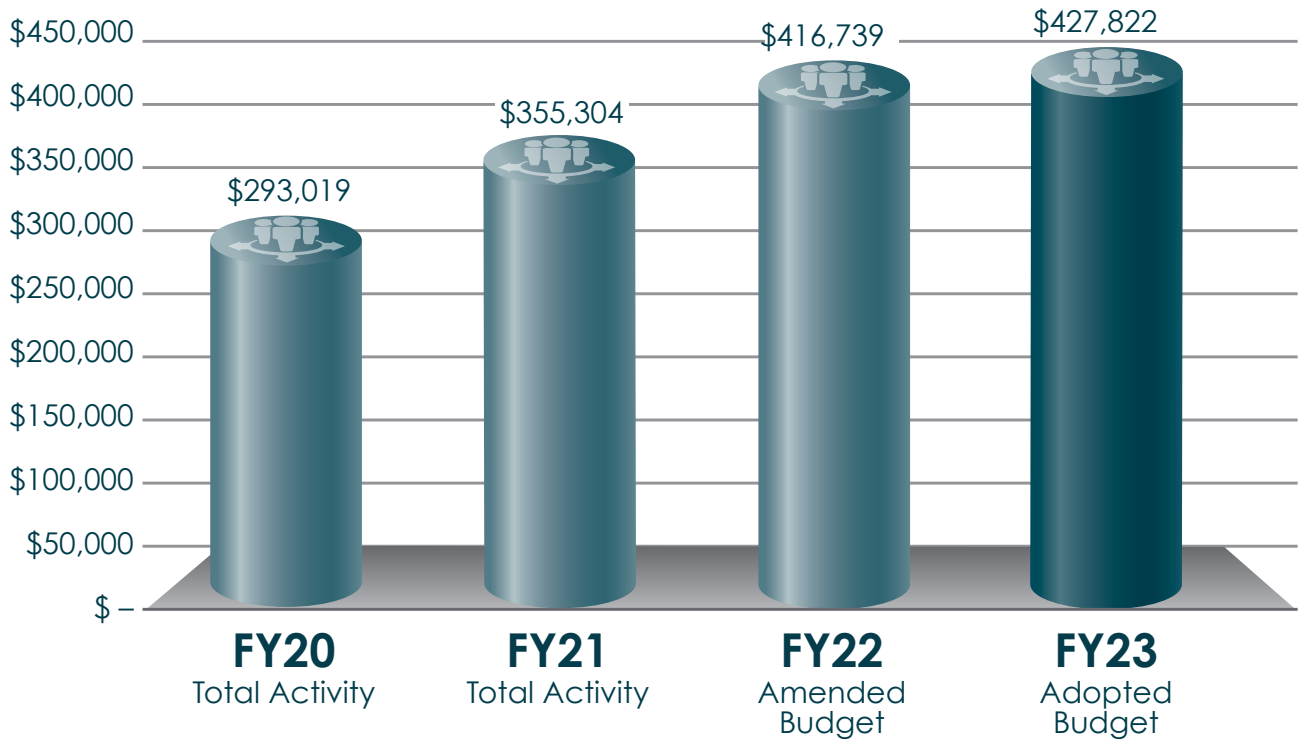
Human Resources

FY23 Expenditures by Fund: **General Fund $427,822**

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Human Resources General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 166,393	$ 178,656	$ 182,981	$ 213,939	$ 30,958	16.9
Employee Benefits	61,391	66,891	79,837	74,314	(5,523)	(6.9)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 227,785**	**$ 245,547**	**$ 262,818**	**$ 288,253**	**$ 25,435**	**9.7**
PURCHASED/CONTRACTED SERVICES						
Administrative Fees	$ 47,737	$ 44,073	$ 47,050	$ 60,150	$ 13,100	27.8
Professional Fees	5,856	42,199	72,772	34,802	(37,970)	(52.2)
Communications	741	1,082	1,140	1,140	-	-
Postage	-	-	90	90	-	-
Advertising	1,077	1,273	1,500	1,500	-	-
Printing	201	110	100	100	-	-
Travel	490	10,272	7,678	13,200	5,522	71.9
Dues & Fees	319	283	1,305	1,980	675	51.7
Education & Training	4,285	3,141	11,363	17,014	5,651	49.7
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 60,706**	**$ 102,433**	**$ 142,998**	**$ 129,976**	**$ (13,022)**	**(9.1)**
SUPPLIES						
General Supplies	$ 510	$ 1,415	$ 6,530	$ 4,158	$ (2,372)	(36.3)
Food & Meals	898	5,909	4,018	4,000	(18)	(0.4)
TOTAL SUPPLIES	**$ 1,408**	**$ 7,325**	**$ 10,548**	**$ 8,158**	**$ (2,390)**	**(22.7)**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ -	$ -	$ 375	$ -	$ (375)	(100.0)
Machinery & Equipment	3,121	-	-	1,435	1,435	-
TOTAL CAPITAL OUTLAYS	**$ 3,121**	**$ -**	**$ 375**	**$ 1,435**	**$ 1,060**	**282.7**
TOTAL HUMAN RESOURCES	**$ 293,019**	**$ 355,304**	**$ 416,739**	**$ 427,822**	**$ 11,083**	**2.7**

Notable Variances Explained

- The variances in Salaries & Wages and Employee Benefits are a result of the requested market adjustment to salaries and the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 which are slightly offset by the annual true-up process (the City budgtes for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses).
- The increase in administrative fees has been budgeted in FY 2023 as the City reviews its current Human Resources Information System (HRIS) platform.
- The decrease in Professional Fees is related to the recruitments conducted in FY 2022 that are not anticipated to recur in FY 2023.

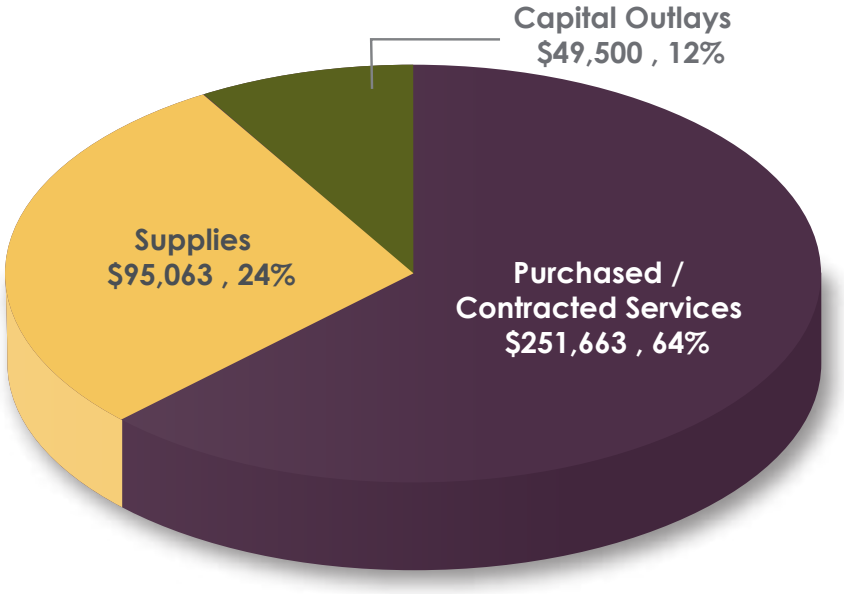


General Government Buildings

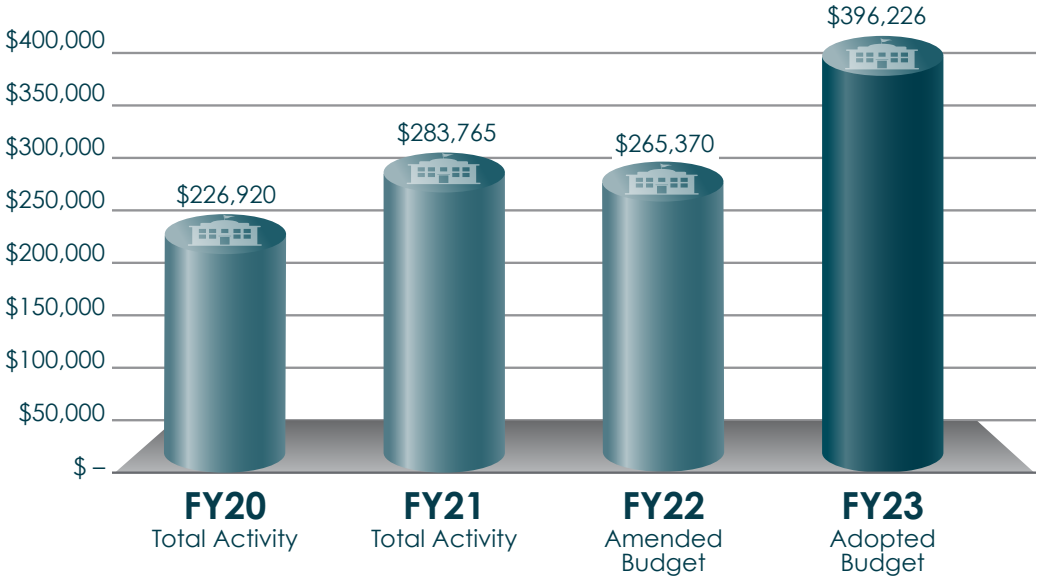
Under the supervision of the Public Works Director, the Facilities Manager oversees the maintenance and care of the City's facilities that do not fall under other department's jurisdictions including: City Hall and Community Place, Bethwell Community Center, Broadwell Pavilion, and the Public Works maintenance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

FY23 Expenditures by Fund: **General Fund $396,226**

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



General Government Buildings Department Goals, Strategies, and Performance Measures					
			Strategic Alignment		
			Strategic Priority	Strategic Goal	
Departmental Goals	1	Provide preventive, corrective, and emergency services to general government facilities to ensure safe, efficient and	Sustainability and Resiliency / Public Land and Resources	Safe and Secure Community / Culture in Public Spaces	
Strategies	1.1	Use software to track work orders / Explore software capabilities for creating and reporting services			
	1.2	Contract facility landscape maintenance			
	1.3	Maintain efficient general government fleet			
	1.4	Track utility rates at general government facilities			

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Provide preventive, corrective, and emergency services to general government facilities to ensure safe, efficient and effective operations					
Landscape maintenance & inspection visits to City Hall (growing & off seasons)	1x per week/mo	New Measure for FY 2022	New Measure for FY 2022	65	35
Landscape maintenance & inspection visits to Byrd House (growing & off seasons)	1x per week/mo	New Measure for FY 2022	New Measure for FY 2022	45	35
Fleet efficiency (% in service vs out of service time)	95%	New Measure for FY 2022	New Measure for FY 2022	96%	96%
Increase fleet EPA mileage YOY	Increase each year	New Measure for FY 2021	Baseline 15.24 mpg	16.73 mpg	16.74 mpg
Water Usage - City Hall & Community Place (Thousand Gallons)	Year/Year Reductions	New Measure for FY 2022	New Measure for FY 2022	22.25	<22.25
Water Usage - Byrd House (Thousand Gallons)	Year/Year Reductions	New Measure for FY 2022	New Measure for FY 2022	1.48	<1.48
Natural Gas Usage - City Hall & Community Place (CCFs)	Year/Year Reductions	New Measure for FY 2022	New Measure for FY 2022	145	<145
Natural Gas Usage - Byrd House (CCFs)	Year/Year Reductions	New Measure for FY 2022	New Measure for FY 2022	81	<81
Electric Usage - City Hall & Community Place (kWh)	Year/Year Reductions	New Measure for FY 2022	New Measure for FY 2022	38443	<38443
Electric Usage - Byrd House (kWh)	Year/Year Reductions	New Measure for FY 2022	New Measure for FY 2022	1888	<1888
Electric Usage - PW Bldg (kWh)	Year/Year Reductions	New Measure for FY 2022	New Measure for FY 2022	369	<369

*Calendar year calculation

WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources

General Government Buildings General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Cleaning Services	$ 41,786	$ 43,520	$ 49,001	$ 60,916	$ 11,915	24.3
Facility Repair & Maintenance	45,884	37,285	28,880	112,000	83,120	287.8
Grounds Repair & Maintenance	31,146	46,659	47,303	54,940	7,637	16.1
Communications	24,020	22,944	30,107	21,924	(8,183)	(27.2)
Maintenance Contracts	1,790	1,948	1,813	1,883	70	3.9
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 144,626**	**$ 152,356**	**$ 157,104**	**$ 251,663**	**$ 94,559**	**60.2**
SUPPLIES						
General Supplies	$ 9,551	$ 9,629	$ 10,700	$ 12,380	$ 1,680	15.7
Utilities	64,629	63,228	73,466	82,683	9,217	12.5
TOTAL SUPPLIES	**$ 74,180**	**$ 72,857**	**$ 84,166**	**$ 95,063**	**$ 10,897**	**12.9**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ 8,114	$ 58,552	$ 23,000	$ 22,500	$ (500)	(2.2)
Machinery & Equipment	-	-	1,100	27,000	25,900	2,354.5
TOTAL CAPITAL OUTLAYS	**$ 8,114**	**$ 58,552**	**$ 24,100**	**$ 49,500**	**$ 25,400**	**105.4**
TOTAL GENERAL GOVERNMENT BUILDINGS	**$ 226,920**	**$ 283,765**	**$ 265,370**	**$ 396,226**	**$ 130,856**	**49.3**

Notable Variances Explained

• The variance in the Facility Repair & Maintenance and Machinery & Equipment categories are related to costs associated with accessibility improvements and routine maintenance including painting, pressure washing, and building repairs at City Hall.

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 Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	To be effective, proactive and inclusive in informing, educating and engaging citizens using a diverse suite of communications media	Sustainability and Resiliency	Safe and Secure Community Long-Term Financial Stability Diverse, Engaged Workforce Effective Info Technology Equestrian, Farm Lifestyle
	2	Work with City departments to promote strong external communications to ensure initiatives, missions and philosophy are effectively communicated to the public	Sustainability and Resiliency	Safe and Secure Community Long-Term Financial Stability Diverse, Engaged Workforce Effective Info Technology Equestrian, Farm Lifestyle
	3	Support Milton's 2021-2025 Strategic Plan and 2040 Comprehensive Plan	Sustainability and Resiliency; Smart Land Planning; Public Land and Resources	Safe and Secure Community Long-Term Financial Stability Diverse, Engaged Workforce Effective Info Technology Equestrian, Farm Lifestyle

Strategies	1.1	Optimize the City's website to make it more helpful for residents, visually appealing, and representative of the City
	1.2	Maintain and provide valuable information on the City's social media channels
	1.3	Partner with Police and Fire departments to share useful, engaging material on their social media channels
	2.1	Help citizens understand the wide breadth of what's happening in City government, operations and facilities
	3.1	Communicate effectively with City employees with email, in-person events, and other means
	3.2	Partner with Police and Fire departments to share useful, engaging material on their social media channels
	3.3	Work closely with Departments to share information on important developments and initiatives
	3.4	Partner with Human Resources and others on events to celebrate, recognize, and bring together employees

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1:					
Facebook followers	Up 5% YOY	New Measure in FY 2021	13,600	14,577	15,306
Facebook page visits	Up 5% YOY	New Measure in FY 2022	New Measure in FY 2022	78,296	82,211
Facebook posts	WM	New Measure in FY 2021	1,025	841	850
Instagram followers	Up 5% YOY	New Measure in FY 2021	4,200	5059	5,000*
Instagram page reach	Up 5% YOY	New Measure in FY 2021	9,251	18,364	19,282
Instagram posts	WM	New Measure in FY 2021	88	122	100*
Twitter followers	Up 5% YOY	New Measure in FY 2021	6,074	6254	6,567
Twitter posts	WM	New Measure in FY 2021	173	150	175
YouTube subscribers	Up 5% YOY	New Measure in FY 2021	190	272	286
YouTube new original videos	Up 5% YOY	16	12	18	15*
Constant Contact sends	WM	New Measure in FY 2021	509,922	581,377	600,000
Constant Contact opens	Up 5% YOY	New Measure in FY 2021	166,430	293,129	307,785
Constant Contact subscribers	Up 5% YOY	8,558	8,700	9,283	9,747
Constant Contact email campaigns	WM	New Measure in FY 2021	126	126	125
City website users	Up 10% YOY	130,153	155,396	173,169	190,486
City website pageviews	Up 10% YOY	451,540	566,441	634,206	697,627
Goal #2:					
Communication plans developed	1 per month	New Measure in FY 2021	12	14	15
Number of internal group communications completed	1 per month	New Measure in FY 2022	New Measure in FY 2022	8	12
Number of projects with assistance from Communications staff	WM	New Measure in FY 2022	New Measure in FY 2022	15	6
Events facilitated	4 per year	New Measure in FY 2021	2	17	4
Diversity, equity, and inclusion social media posts	1 per month	New Measure in FY 2021	8	12	12
Diversity, equity, and inclusion events	4 per year	New Measure in FY 2021	2	3	4
Goal #3:					
Special outreach initiatives	6 per year	New Measure in FY 2022	New Measure in FY 2022	15	6
Communications related to rural and equestrian heritage	15 per year	New Measure in FY 2022	New Measure in FY 2022	62 (includes 40 FB posts)	15
Communications related to greenspace and parks	25 per year	New Measure in FY 2022	New Measure in FY 2022	167 (includes 145 FB posts)	25

*Staffing Related

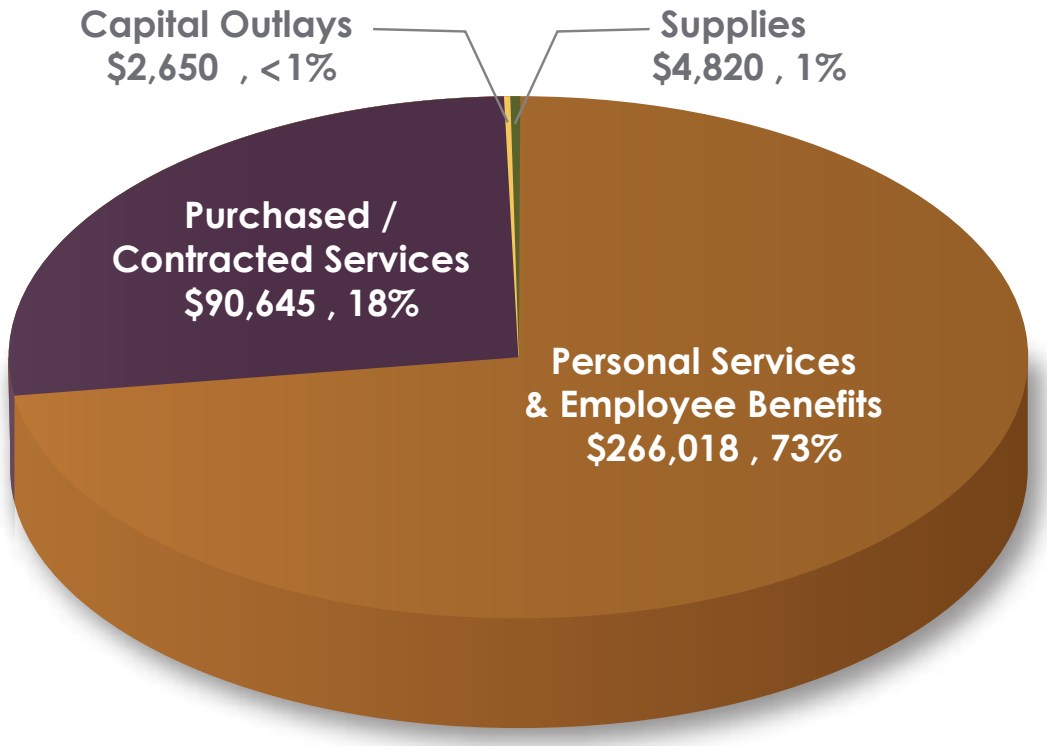
WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources

Communications

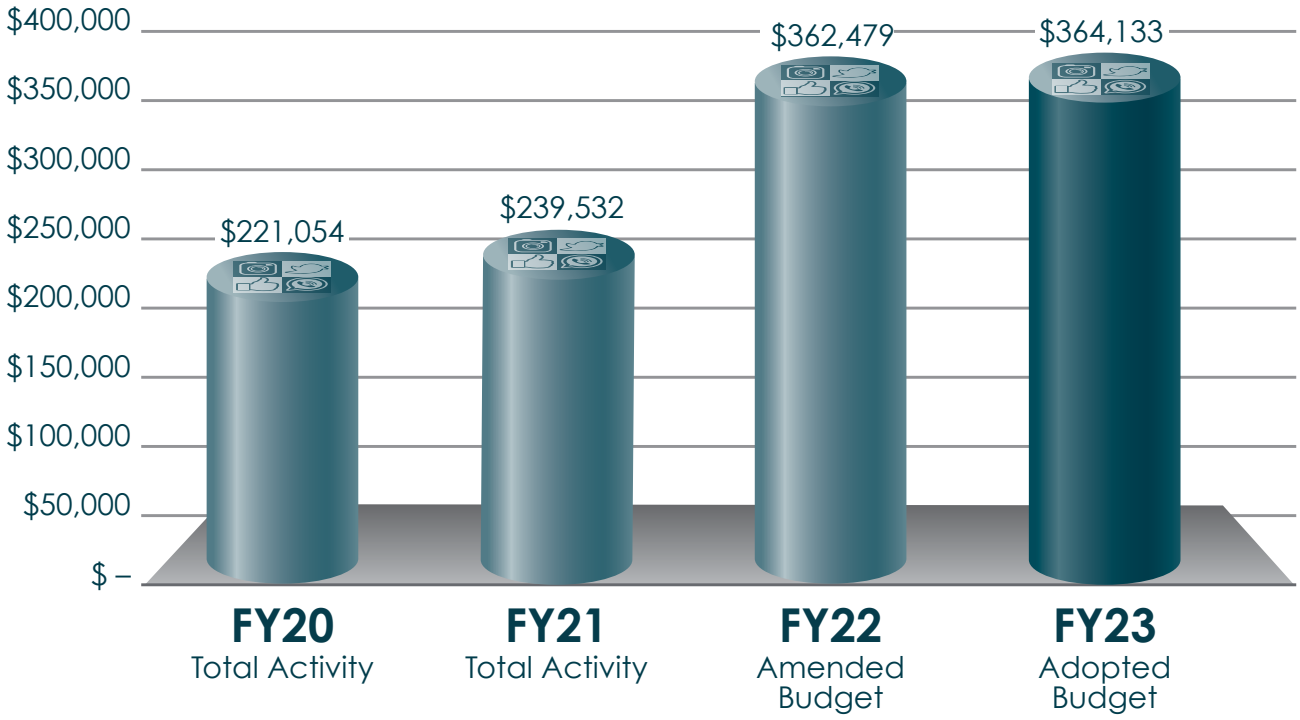
FY23 Expenditures by Fund:

General Fund	$364,133
M&O Initiatives	$93,955

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Communications General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 132,015	$ 154,003	$ 220,923	$ 195,496	$ (25,427)	(11.5)
Employee Benefits	42,072	55,623	69,946	70,522	576	0.8
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 174,087**	**$ 209,626**	**$ 290,869**	**$ 266,018**	**$ (24,851)**	**(8.5)**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 24,590	$ 3,480	$ 17,149	$ 27,400	$ 10,251	59.8
Communications	957	1,052	1,900	600	(1,300)	(68.4)
Postage	-	-	150	150	-	-
Advertising	210	701	18,440	26,000	7,560	41.0
Printing	153	-	2,000	1,500	(500)	(25.0)
Travel	-	-	1,330	1,560	230	17.3
Dues & Fees	134	886	710	960	250	35.2
Education & Training	695	-	1,400	2,075	675	48.2
Maintenance Contracts	20,214	22,489	26,131	30,400	4,269	16.3
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 46,954**	**$ 28,607**	**$ 69,210**	**$ 90,645**	**$ 21,435**	**31.0**
SUPPLIES						
General Supplies	$ 13	$ -	$ 1,400	$ 1,500	$ 100	7.1
Food & Meals	-	-	100	200	100	100.0
Uniforms	-	-	100	120	20	20.0
TOTAL SUPPLIES	**$ 13**	**$ -**	**$ 1,600**	**$ 4,820**	**$ 3,220**	**201.3**
CAPITAL OUTLAYS						
Machinery & Equipment	$ -	$ 1,299	$ 800	$ 2,650	$ 1,850	231.3
TOTAL CAPITAL OUTLAYS	**$ -**	**$ 1,299**	**$ 800**	**$ 2,650**	**$ 1,850**	**231.3**
TOTAL COMMUNICATIONS	**$ 221,054**	**$ 239,532**	**$ 362,479**	**$ 364,133**	**$ 1,654**	**0.5**

Notable Variances Explained

• The decrease in Salaries & Wages is a result of a full year's recognition of the removal of one full-time position (the Economic Engagement Manager position was temporarily located in Communications prior to being moved to Community Development) offset by the proposed salary increases.

• The variance in Employee Benefits is the result of the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 which has been offset by the annual true-up process (the City budgtes for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses).

• The increase recognized in Professional Fees is associated with funding for graphic design, website design, and Diversity, Equity, and Inclusion speakers.



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
(IGA Position)

Court Clerk
(IGA Position)

- Deputy Court Clerk
- Court Baliff (PT)



Municipal Court Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Fair and efficient adjudication of cases (everyone has the same treatment)	Sustainability and Resiliency	Safe and Secure Community
	2	Increased access to the court (virtual access and other enhancements)		
Strategies	1	Use technology to reduce the number of defendants on a calendar		
	2.1	Use technology to reduce the number of failure to appears (FTAs)		

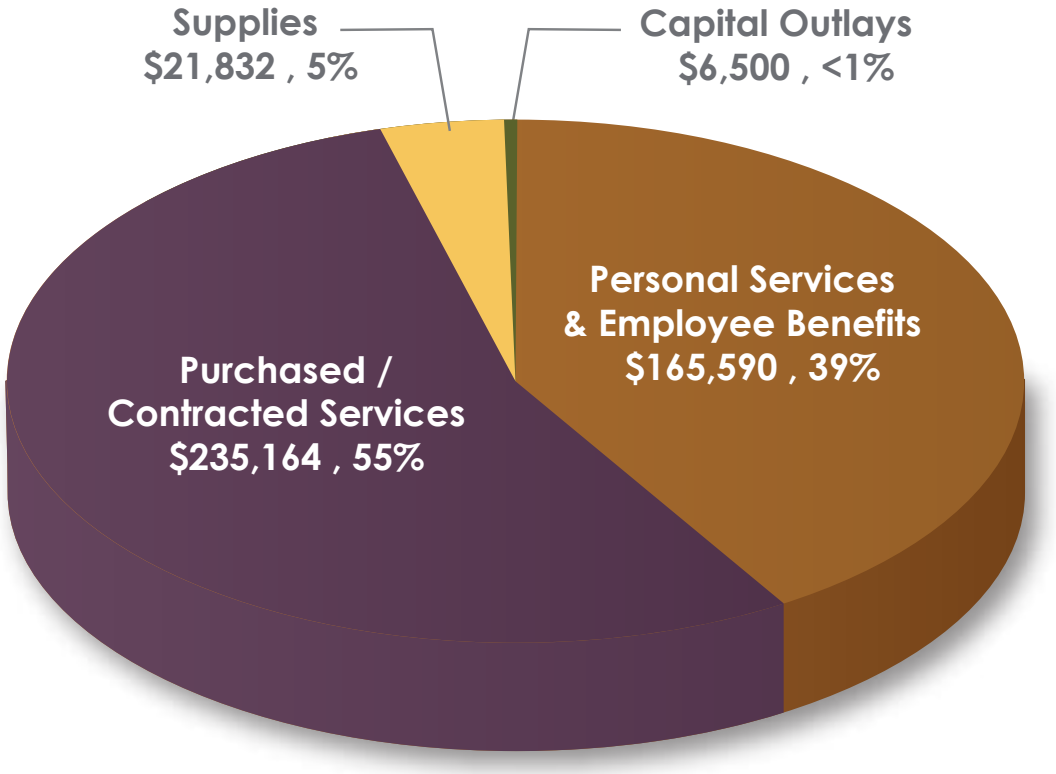
Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Fair and efficient adjudication of cases (everyone has the same treatment)					
Average number of defendants per Arraignment calendar	100	85	90	75	100
Average number of defendants day of court	60	40	45	65	60
Goal #2 & #3: Increased access to the court (virtual access and other enhancements) & Increased efficiency of case load management (reduce necessity for in-person processing and increase overall efficiency)					
Percent of FTAs	10%	5%	8%	12%	10%
Virtual offers mailed	30%	New Measure in FY 2021	28%	32%	No longer offered by Solicitor
Virtual pleas processed	40%	New Measure in FY 2021	43%	48%	No longer offered by Solicitor
Percent of fines paid online	60-70%	42%	63%	56%	70%
Percent of successful terminations of probation	≤ 95%	Prior company did not provide this data	95%	97%	98%



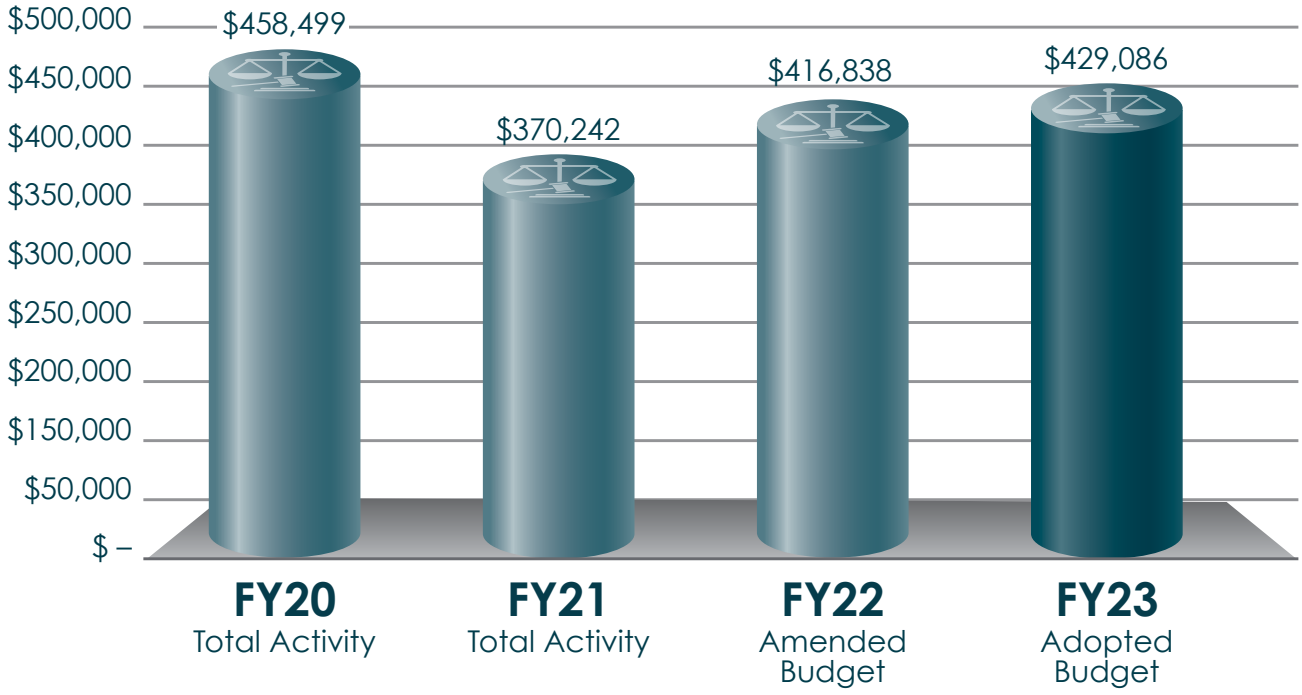
Municipal Court

FY23 Expenditures by Fund: General Fund $429,086

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Municipal Court General Fund Expenditures

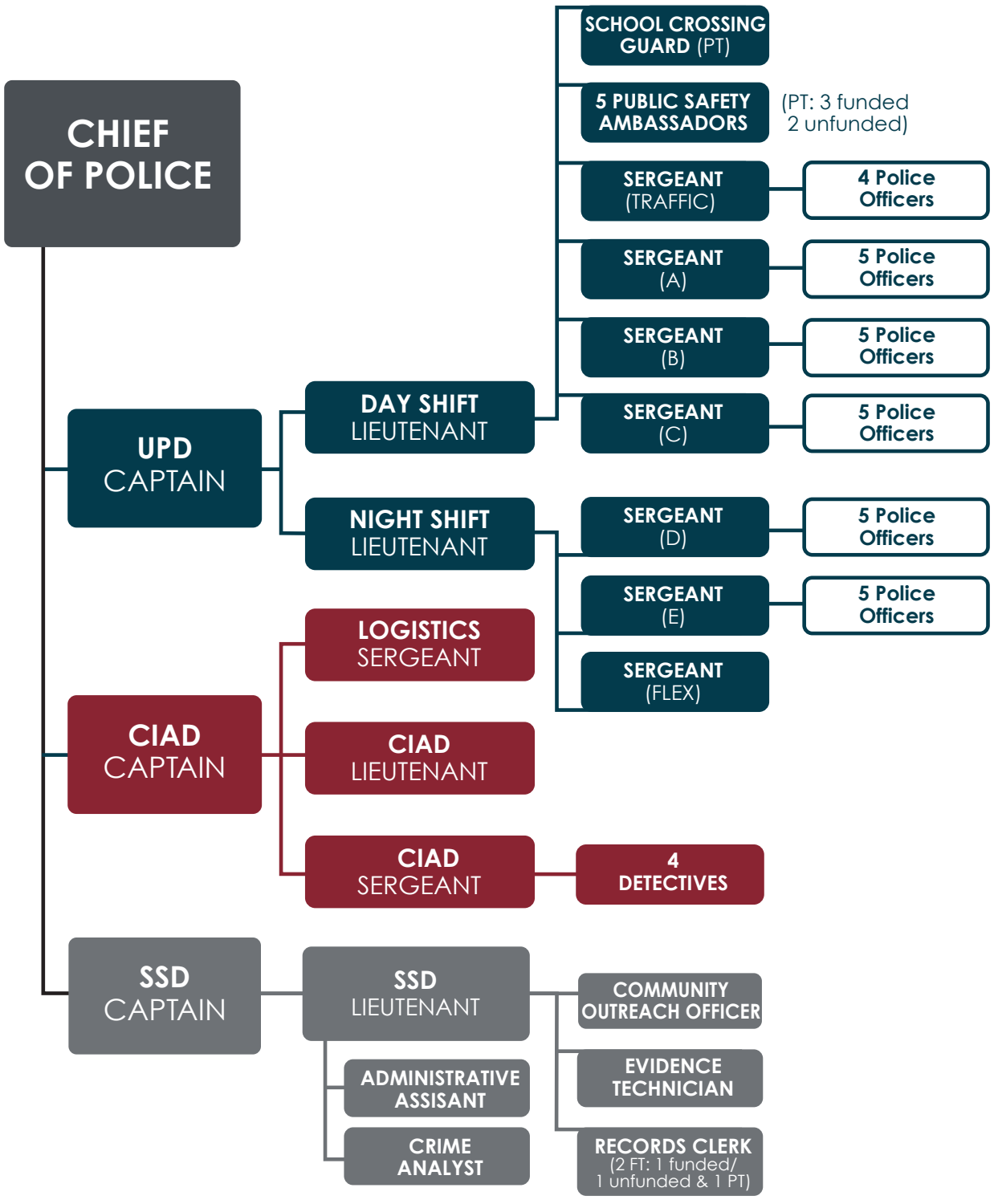
	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 220,709	$ 158,300	$ 150,628	$ 136,128	$ (14,500)	(9.6)
Employee Benefits	66,986	46,346	37,639	29,462	(8,177)	(21.7)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 287,694**	**$ 204,645**	**$ 188,267**	**$ 165,590**	**$ (22,677)**	**(12.0)**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 12,873	$ 76,098	$ 126,040	$ 154,347	$ 28,307	22.5
Cleaning Services	381	15,057	14,952	13,720	(1,232)	(8.2)
Lawn Care	-	-	3,440	6,276	2,836	82.4
Facility Repair & Maintenance	-	17,407	5,588	8,000	2,412	43.2
Grounds Repair & Maintenance	1,326	4,322	3,375	2,000	(1,375)	(40.7)
Rental Land & Buildings	125,206	-	-	-	-	-
Communications	1,348	3,681	4,569	3,120	(1,449)	(31.7)
Postage	2,028	1,508	1,500	1,500	-	-
Advertising	-	27	-	-	-	-
Printing	705	1,526	1,000	2,000	1,000	100.0
Travel	881	-	1,896	3,200	1,304	68.8
Dues & Fees	155	100	200	2,541	2,341	1,170.5
Education & Training	550	-	650	1,050	400	61.5
Maintenance Contracts	1,437	3,119	37,757	37,410	(347)	(0.9)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 146,890**	**$ 122,845**	**$ 200,967**	**$ 235,164**	**$ 34,197**	**17.0**
SUPPLIES						
General Supplies	$ 2,558	$ 4,868	$ 3,826	$ 9,000	$ 5,174	135.2
Utilities	1,894	14,093	12,332	11,832	(500)	(4.1)
Books & Periodicals	-	135	478	200	(278)	(58.2)
Uniforms	-	-	-	800	800	-
TOTAL SUPPLIES	**$ 4,451**	**$ 19,096**	**$ 16,636**	**$ 21,832**	**$ 5,196**	**31.2**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ 11,351	$ 20,918	$ 6,520	$ 1,000	$ (5,520)	(84.7)
Machinery & Equipment	8,113	2,738	4,448	5,500	1,052	23.7
TOTAL CAPITAL OUTLAYS	**$ 19,464**	**$ 23,656**	**$ 10,968**	**$ 6,500**	**$ (4,468)**	**(40.7)**
TOTAL MUNICIPAL COURT	**$ 458,499**	**$ 370,242**	**$ 416,838**	**$ 429,086**	**$ 12,248**	**2.9**

Notable Variances Explained

- The variances in Salaries & Wages and Employee Benefits are a result of the removal of one part-time position offset by the requested market adjustment to salaries and the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 which are also impacted by the annual true-up process (the City budgtes for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses).
- The increase in Professional Fees is associated with the change to the IGA with the City of Alpharetta for the Court Solicitor position.
- The decrease in Furniture & Fixtures is associated with the purchase of furniture in FY 2022 that will not recur in FY 2023.

Police

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



Police Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Improve Safety and Quality of Life	Sustainability and Resiliency	Safe and Secure Community
	2	Improve Traffic Safety and Reduce Crashes		Calm, Efficient Transportation Infrastructure
	3	Improve Organizational Efficiency		Effective Information Technology
	4	Improve Community Connection		Safe and Secure Community
	5	Improve Employee Wellness		Diverse, Engaged, Healthy Workforce
Strategies	1.1	Develop Safety Plans for all City Parks and Facilities in conjunction with Milton Parks and Recreation		
	2.1	Enhance Traffic Safety Program by getting the Special Operations Unit fully staffed		
	2.2	Establish Traffic Safety Committee with Public Works		
	3.1	Improve Employee Development and Training		
	3.2	Improve Technology Infrastructure		
	4.1	Identify areas in which community connections and social media outreach can be improved through the addition of programs and platforms.		
	5.1	Enhance the Wellness Program to Support the Police Department Employees' Physical and Emotional Fitness and Well-being		

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Improve Safety and Quality of Life					
Crime Rate (per 1,000 residents) - violent	2.14*	0.32	0.40	0.40	0.30
Crime Rate (per 1,000 residents) - property	18.20*	7.20	7.30	5.10	7.20
Crime Rate (per 1,000 residents) - total	20.34*	7.52	7.70	5.50	7.70
Clearance rate of Persons Crimes	45%*	27%	37%	44%	45%
Clearance Rate of Property Crimes	16%*	44%	20%	30%	35%
Response to emergency calls	9:01 North Fulton Average	7:34	7:58	7:38	7:00
Goal #2: Improve Traffic Safety and Reduce Crashes					
Vehicle crashes	575** (Reduce 5%)	487	537	596	517
Serious injury crashes	105** (Reduce 5%)	87	95	100	95
Fatality crashes	2** (Reduce 50%)	0	4	1	1
Goal #3: Improve Organizational Efficiency					
Permits processed	WM	205	410	434	321
Evidence processed (items received and destroyed)	WM	New Measure in FY 2021***	915	2110	1,700
Open records requests processed	WM	1,806	2,039	1,919	1,871
Fingerprints processed	WM	310	435	506	388
Training hours for personnel (departmental average per officer without basic mandate)	120	57	86	115	120
Background checks processed	WM	431	884	449	618
Goal #4: Improve Community Connection					
Community outreach class attendance	46	25	44	55	75
Goal #5: Improve Employee Wellness					
Employee Wellness Programs	2	New Measure in FY 2021	2	2	2

*Most recent benchmarking data available from FBI is for 2019 **Three year average ***Evidence was processed off-site until FY 21

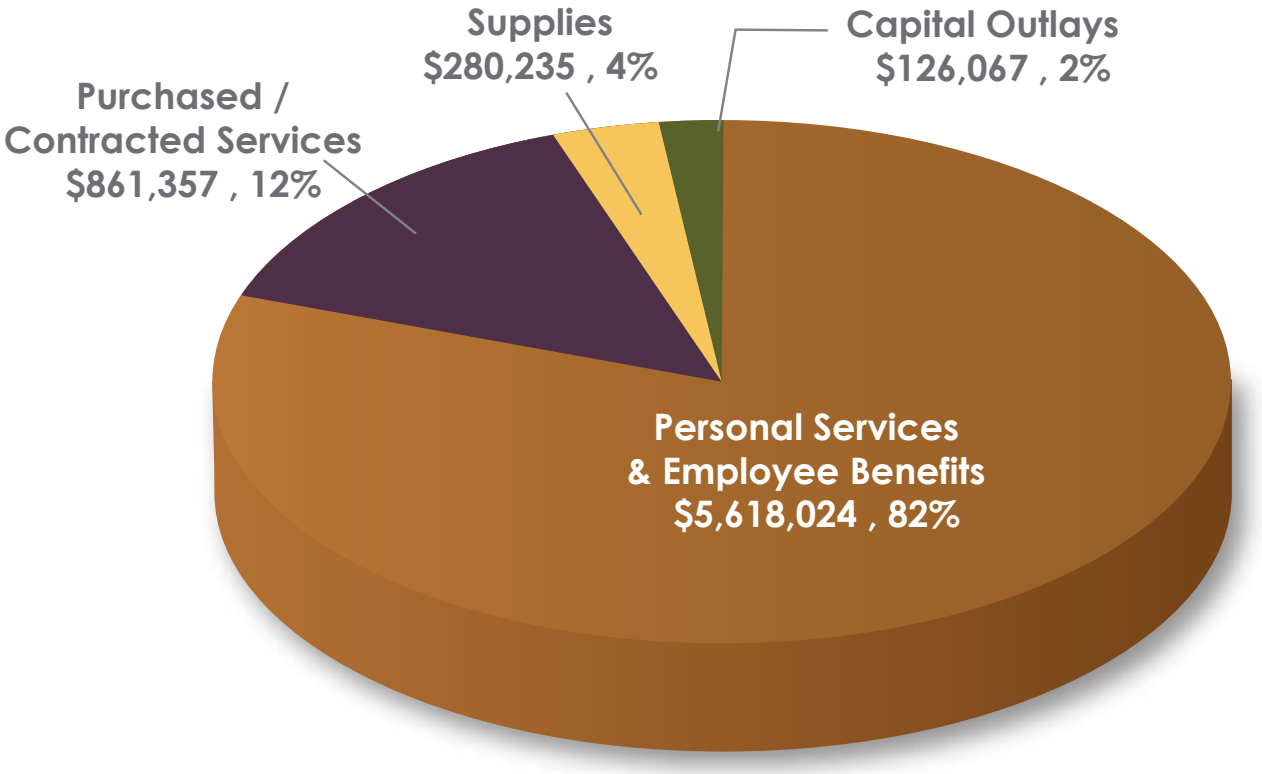
WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources

Police

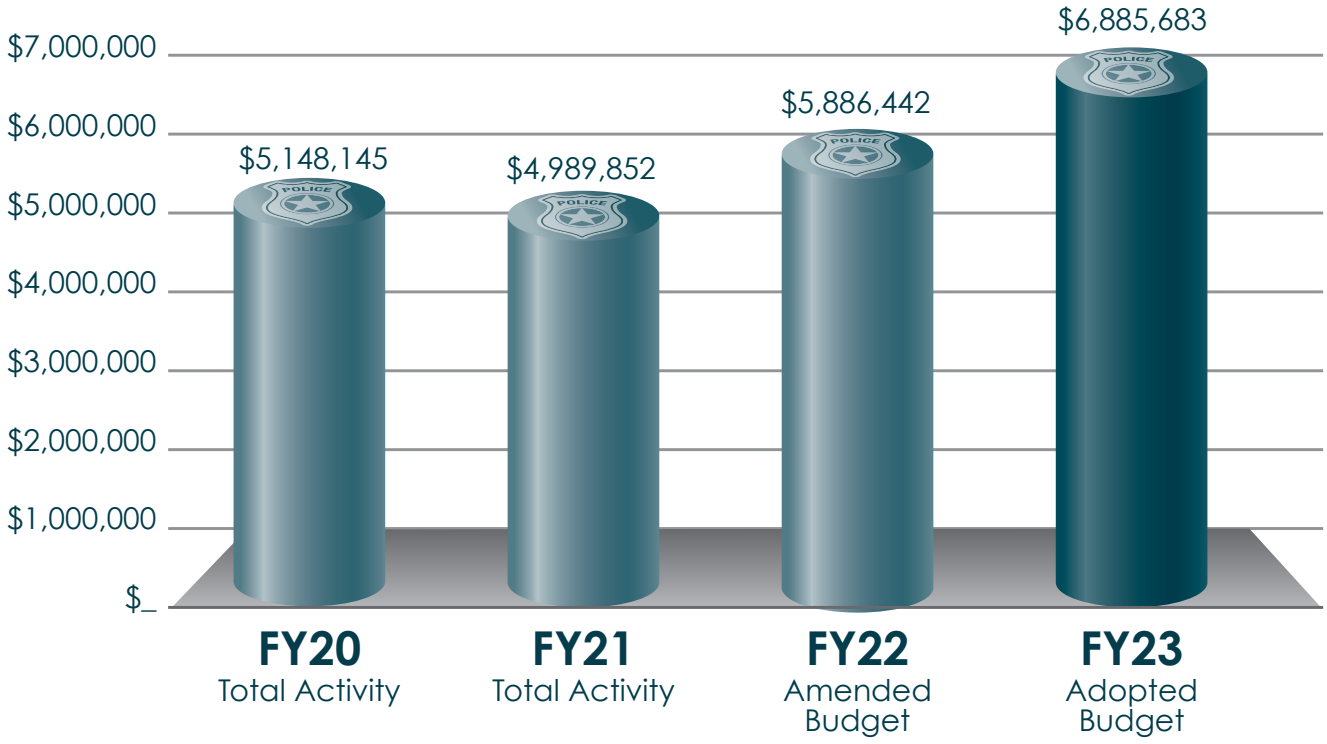
FY23 Expenditures by Fund:

General Fund	$6,885,683
M&O Initiatives	$83,892
E-911 Fund	$1,200,000
Capital Projects Fund	$262,460
Capital Initiatives	$418,248

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Police General Fund Expenditures

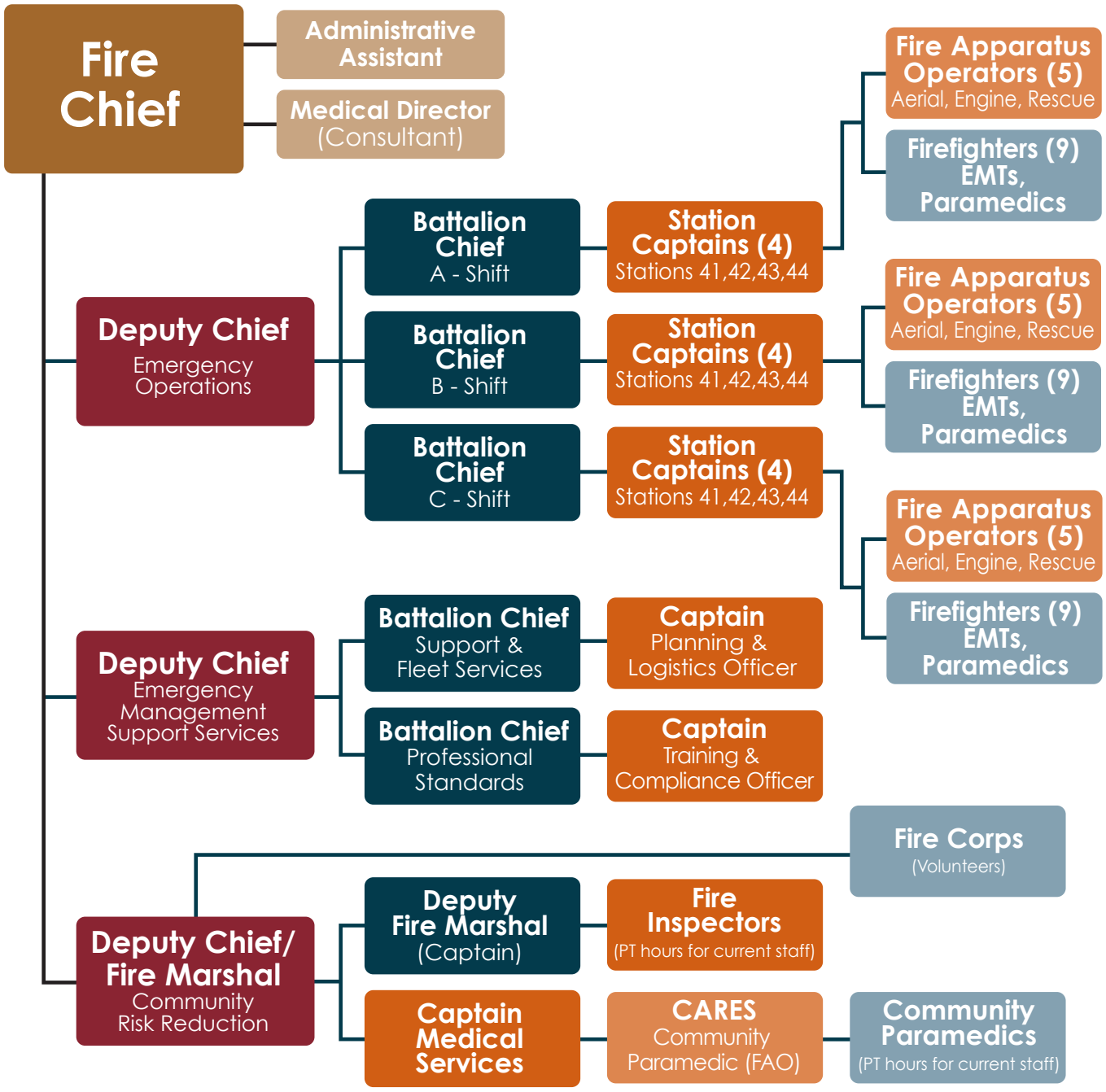
	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 2,796,513	$ 2,910,575	$ 3,279,691	$ 3,999,992	$ 720,301	22.0
Employee Benefits	1,089,530	1,120,813	1,297,642	1,618,032	320,390	24.7
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 3,886,044**	**$ 4,031,389**	**$ 4,577,333**	**$ 5,618,024**	**$ 1,040,691**	**22.7**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 24,546	$ 41,619	$ 49,061	$ 49,107	$ 46	0.1
Cleaning Services	539	15,678	16,410	15,900	(510)	(3.1)
Lawn Care	-	-	2,400	2,400	-	-
Equipment Repair & Maintenance	1,306	869	2,500	1,500	(1,000)	(40.0)
Facility Repair & Maintenance	710	2,390	18,180	17,700	(480)	(2.6)
Vehicle Repair & Maintenance	95,432	91,507	98,705	92,885	(5,820)	(5.9)
Grounds Repair & Maintenance	1,683	4,322	10,455	10,000	(455)	(4.4)
Rental Land & Buildings	125,206	-	-	-	-	-
Communications	128,124	85,078	87,395	80,406	(6,989)	(8.0)
Postage	1,428	1,582	1,385	1,575	190	13.7
Advertising	-	809	250	1,000	750	300.0
Printing	8,728	2,407	3,423	3,515	92	2.7
Travel	8,332	7,423	29,784	40,899	11,115	37.3
Dues & Fees	18,280	11,732	22,649	29,588	6,939	30.6
Education & Training	9,361	25,551	37,146	48,055	10,909	29.4
Maintenance Contracts	447,977	399,292	460,961	466,827	5,866	1.3
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 871,654**	**$ 690,260**	**$ 840,704**	**$ 861,357**	**$ 20,653**	**2.5**
SUPPLIES						
General Supplies	$ 34,953	$ 30,776	$ 34,718	$ 70,375	$ 35,657	102.7
Utilities	1,894	14,093	14,800	15,300	500	3.4
Gasoline/Diesel	82,995	104,402	150,650	135,000	(15,650)	(10.4)
Food & Meals	1,932	2,377	2,500	2,500	-	-
Books & Periodicals	880	350	1,320	1,820	500	37.9
Uniforms	54,569	33,172	48,735	55,240	6,505	13.3
TOTAL SUPPLIES	**$ 177,222**	**$ 185,171**	**$ 252,723**	**$ 280,235**	**$ 27,512**	**10.9**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ 29,388	$ 5,109	$ 14,900	$ 2,500	$ (12,400)	(83.2)
Machinery & Equipment	183,838	77,924	200,782	123,567	(77,215)	(38.5)
TOTAL CAPITAL OUTLAYS	**$ 213,226**	**$ 83,033**	**$ 215,682**	**$ 126,067**	**$ (89,615)**	**(41.5)**
TOTAL POLICE	**$ 5,148,145**	**$ 4,989,852**	**$ 5,886,442**	**$ 6,885,683**	**$ 999,241**	**17.0**

Notable Variances Explained

- The increase to Salaries & Wages is the result of the requested market adjustment to salaries.
- The City budgets for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses. The increase seen in Employee Benefits represents the return to the per employee average allocation for FY 2023 versus actual anticipated expenses for FY 2022 as well as the anticipated 5% increase to average health insurance costs.
- The increase in the General Supplies category is related to supply chain delivery delays and the anticipation that certain items ordered in FY 2022 will not arrive until FY 2023.
- The primary driver of the decrease in Gasoline/Diesel is the recognition of costs in FY22 that were higher than antiicapted.
- The decrease in the Furniture & Fixtures category is associated with the purchase of desks for the new positions authorized in FY 2022.
- The decrease in Machinery & Equipment is related to the purchase of an additional stationary license plate reader (LPR) and an asset control system in FY 2022 that will not require funding in FY 2023.

Fire

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



Fire Department
Goals, Strategies, and Performance Measures

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

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

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Response time benchmarks (NFPA 1710). Assessed monthly, reported quarterly.	90 Percentile	19%	36%	43% as of September 2022, Due to Partial Station 42 closure	Increase to 60% with Station 42 re-opening
Production of the initial CRR assessment. Goal achievement with annual updates based on what is identified in the assessment.	Analyze CCR Data, Platform to be completed by January 2023	New Program in FY 2022	New Program in FY 2022	New Program in FY 2022	TBD following assessment. 2023 will have a specific benchmark.
Number of education events. Improvement of software-analyzed cardiac response metrics. Return of Spontaneous Circulation improvement, assessed quarterly, reported annually.	23% (2020 data) **	New Measure in FY 2022	New Measure in FY 2022	New Measure in FY 2022 Complete data analysis and results by January 1,2023	Establish the program with a goal of exceeding 23% in 2023
Number of hours of programming / program events, reported annually. Achievement of goals outlined in the needs assessment, reported annually.	Pending Assessment (no formal national benchmark)	916/136*	457/94*	XXX/158***	950/200

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Annual updates of ISO benchmarks. ISO score evaluation during the performance period. NOTE: these are tabulated on a calendar year.	ISO 1 is the Goal	ISO 2 (100% Inspections and Preplans Completed for CY2020, 98% hydrants inspected, 98% training)	ISO 2 (100% Inspections and Preplans Completed for CY2021, 99% hydrants inspected, 87% training)	ISO 2 (100% Inspections and Preplans on track to be completed for CY2022, 100% hydrants inspected, 98% training as of November)	ISO 1 by end of FY2023 (100% Inspections, 100% Hydrants, 100% training)
Cardiac event "saves"	Surpass regional/ national average	New Method of Calculation in FY 2022	New Method of Calculation in FY 2022	New Method of Calculation in FY 2022	FY2023 Implement new tracking and calculation method with full year data
Assess emergency preparedness through initial deployment of HSEEP in FY22 and then annual reassessments thereafter (including an AAR as a deliverable).	Pending Assessment	New Program in FY 2022	New Program in FY 2022	HSEEP Certification completed, Developed implementation plan for EM training and IMT	100% Basic and Advanced ICS COOP training of specific designated IMT members

* Pandemic limited public education and outreach in FY20 and FY21

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

***158 hours of public education and outreach as of 12/1/22. Total number of events and hours to be calculated at the end of the calendar year

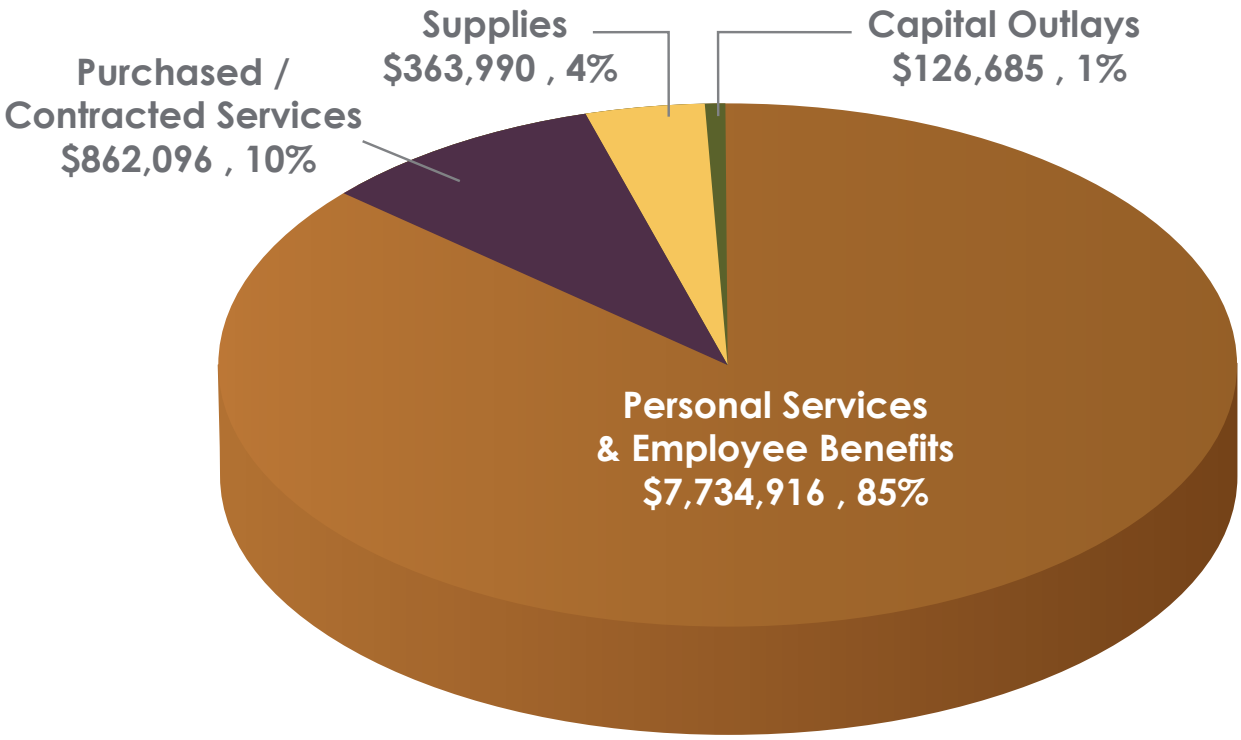


Fire

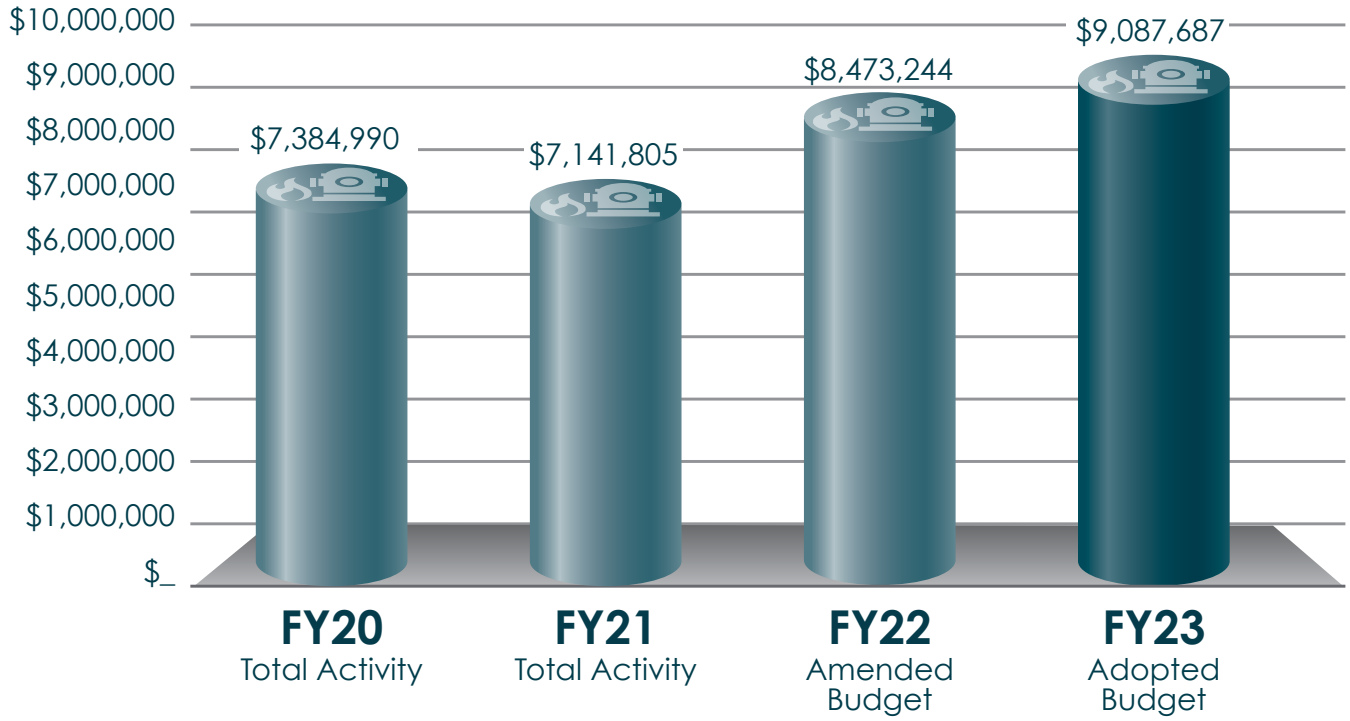
FY23 Expenditures by Fund:

General Fund	$9,087,687
M&O Initiatives	$394,141
Capital Projects Fund	$723,632
Impact Fees Fund	$87,500
Capital Initiatives	$397,643

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Fire General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 4,403,943	$ 4,541,589	$ 5,005,395	$ 5,607,647	$ 602,252	12.0
Employee Benefits	1,724,390	1,788,736	1,970,888	2,127,269	156,381	7.9
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 6,128,333**	**$ 6,330,325**	**$ 6,976,283**	**$ 7,734,916**	**$ 758,633**	**10.9**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 55,009	$ 53,757	$ 129,104	$ 113,951	$ (15,153)	(11.7)
Cleaning Services	17,715	10,863	20,743	25,067	4,324	20.8
Equipment Repair & Maintenance	161,279	132,686	226,180	230,414	4,234	1.9
Facility Repair & Maintenance	-	14,563	170,840	600	(170,240)	(99.6)
Grounds Repair & Maintenance	18,716	23,566	27,620	23,060	(4,560)	(16.5)
Rental Land & Buildings	1,228	2,361	2,000	2,500	500	25.0
Rental Equipment & Vehicles	-	212	4,459	2,000	(2,459)	(55.1)
Communications	100,269	91,753	98,392	109,179	10,787	11.0
Postage	485	151	750	750	-	-
Advertising	-	1,111	720	720	-	-
Printing	876	135	1,400	900	(500)	(35.7)
Travel	5,315	1,673	27,989	35,041	7,052	25.2
Dues & Fees	8,756	4,656	19,302	19,040	(262)	(1.4)
Education & Training	1,937	985	23,192	24,858	1,666	7.2
Maintenance Contracts	165,459	176,430	257,040	274,016	16,976	6.6
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 537,044**	**$ 514,902**	**$ 1,009,731**	**$ 862,096**	**$ (147,635)**	**(14.6)**
SUPPLIES						
General Supplies	$ 92,002	$ 58,630	$ 63,784	$ 74,532	$ 10,748	16.9
Utilities	51,795	66,564	68,766	72,609	3,843	5.6
Gasoline/Diesel	35,643	40,509	67,800	60,720	(7,080)	(10.4)
Food & Meals	226	761	4,210	3,570	(640)	(15.2)
Books & Periodicals	1,647	3,291	5,292	2,889	(2,403)	(45.4)
Uniforms	105,785	81,283	156,395	149,670	(6,725)	(4.3)
TOTAL SUPPLIES	**$ 287,099**	**$ 251,039**	**$ 366,247**	**$ 363,990**	**$ (2,257)**	**(0.6)**
CAPITAL OUTLAYS						
Property	$ 5,744	$ 886	$ -	$ -	$ -	-
Machinery & Equipment	50,484	39,752	99,831	102,035	2,204	2.2
Furniture & Fixtures	15,891	4,902	21,152	24,650	3,498	16.5
TOTAL CAPITAL OUTLAYS	**$ 72,120**	**$ 45,540**	**$ 120,983**	**$ 126,685**	**$ 5,702**	**4.7**
DEBT SERVICE						
Station 43 Capital Lease Principal	$ 351,760	$ -	$ -	$ -	$ -	-
Station 43 Capital Lease Interest	8,636	-	-	-	-	-
TOTAL DEBT SERVICE	**$ 360,395**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
TOTAL FIRE	**$ 7,384,990**	**$ 7,141,805**	**$ 8,473,244**	**$ 9,087,687**	**$ 614,443**	**7.3**

Notable Variances Explained

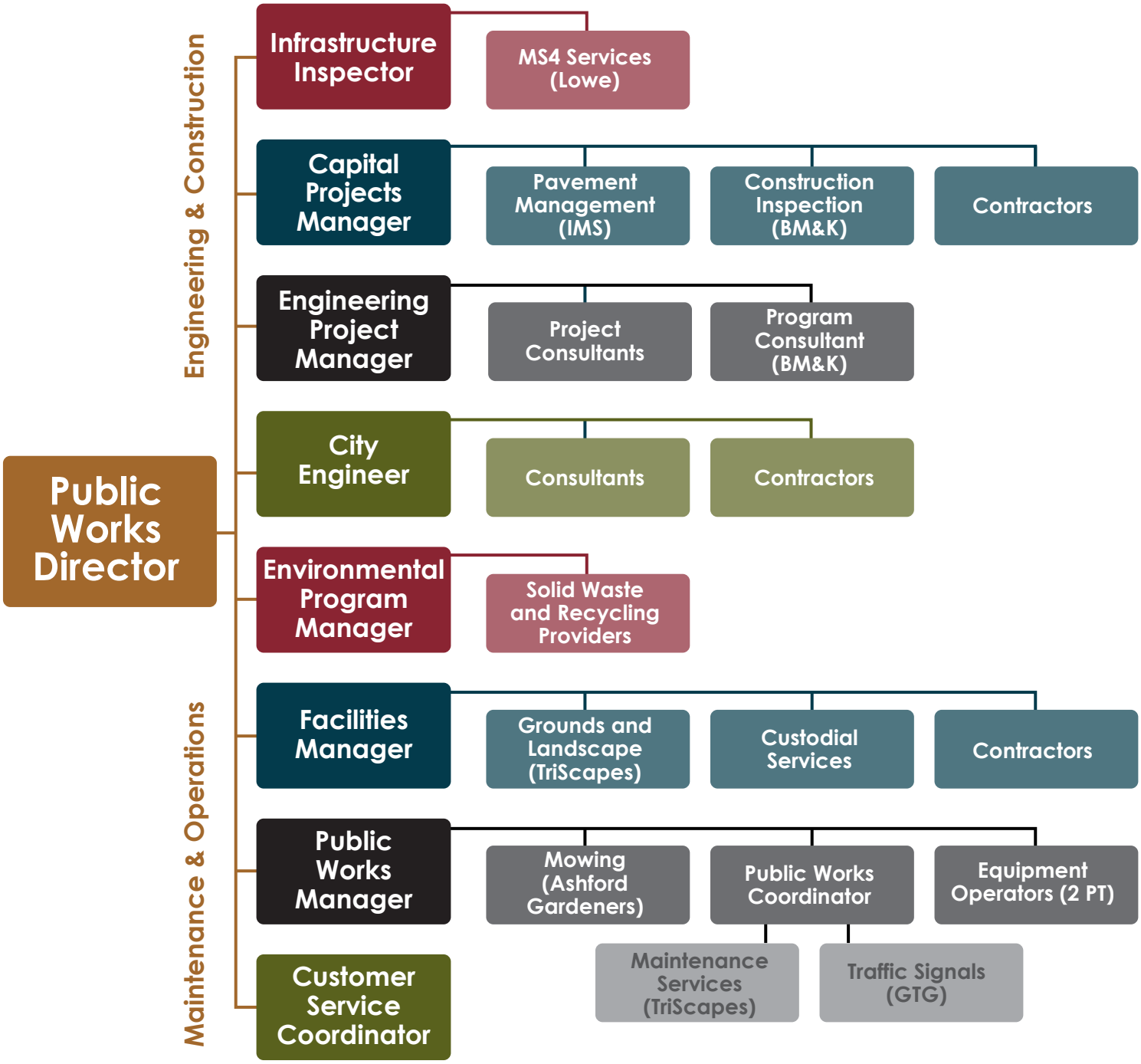
• The variances in Salaries & Wages and Employee Benefits are a result of the requested market adjustment to salaries and the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 as well as the impact of the annual true-up process (the City budgtes for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses).

• The decrease in Facility Repair & Maintenance is related to the costs associated with the mold remediation process at Fire Station 41 that occurred in FY 2022.

Public Works



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



Public Works Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	**Strategic Goal**
Departmental Goals	1	Provide excellent service in responding to requests, emergencies, and proactively generating work orders for routine maintenance	Sustainability and Resiliency	Safe and Secure Community / Calm, Efficient Transportation Infrastructure
	2	Maintain a uniform appearance of the public right of way through programmed maintenance activities	Sustainability and Resiliency / Public Land and Resources	Safe and Secure Community / Calm, Efficient Transportation Infrastructure / Culture in Public Spaces
	3	Implement a transportation infrastructure that meets current needs, accounts for future growth, and allows residents to traverse Milton in a calm, safe, efficient manner	Sustainability and Resiliency / Public Land and Resources Also supports: Comprehensive Transportation Plan, Local Road Safety Plan, Transportation Project Plans, TSPLOST Project List, Community Trail Prioritization Plan, Pavement Management Plan, Comprehensive Plan 2040	Calm, Efficient Transportation Infrastructure / Mobility and Connectivity STWP: T.1-T.9
	4	Sustain a safe and effective stormwater management program designed to reduce the discharge of pollutants and protect water quality	Sustainability and Resiliency Also supports: Stormwater Management Plan	Environmental Sustainability
	5	Support the community's desire to be an environmental steward and optimize sustainability and conservation	Sustainability and Resiliency / Public Land and Resources Also supports Comprehensive Plan 2040: Sustainability	Environmental Sustainability / Greenspaces STWP: S.1-S.10

Strategies	1.1	Acknowledge and respond to service requests from outside department within 24 business hours of receipt
	1.2	Respond to emergency requests within 2 hours of receipt
	1.3	Use work order system to manage daily crew activities
	2.1	Remove debris from ROW with daily routine maintenance, monthly trash pickup and quarterly street sweeping
	2.2	Contract roundabout and median landscape maintenance
	2.3	Provide gravel road maintenance
	2.4	Work with adopt-a- programs to enhance appearance level of service
	3.1	Report and repair streetlight outages
	3.2	Complete and implement a Local Road Safety Plan
	3.3	Advance transportation and infrastructure improvement projects through design and construction
	3.4	Finish projects on time and within budget
	3.5	Improve conditions for walking and cycling throughout the city
	3.6	Ensure good quality paved roadways with goal minimum citywide Pavement Condition Index of 70
	4.1	Conduct outreach activities about the impacts of stormwater discharges on water
	4.2	Involve the public by participation in stormwater programs
	4.3	Detect and eliminate illicit discharges into the City's stormwater conveyances
	4.4	Inspect entire stormwater system within 5 years (approx. 20% each year)
	5.1	Increase hazardous waste disposal opportunities
	5.2	Grow recycling opportunities
	5.3	Promote adopt-a programs, rivers alive, and similar clean up efforts to increase debris removal
	5.4	Achieve silver level in the Atlanta Regional Commission Green Communities program

Performance/Workload Measure	**Benchmark**	**FY 2020 Actual**	**FY 2021 Actual**	**FY 2022 Actual**	**FY 2023 Forecast/Target**
Goal #1: Provide excellent service in responding to requests, emergencies, and proactively generating work orders for routine maintenance					
Service requests (#)	WM	120	175	104	100
Response to requests in less than 24 hrs (%)	≥ 95%	100%	100%	100%	100%
Emergency work requests (#)	WM	15	13	13	10
Emergency work response within 2 hrs (%)	≥ 95%	100%	100%	100%	100%
Work orders created (#)	WM	1338	1452	1392	1300
Work orders completed (#)	WM	1324	1393	1312	1200
Goal #2: Maintain a uniform appearance of the public right of way through programmed maintenance activities					
Dumpster debris (weight)	WM	73	79	89	70
Streetsweeping debris (cy)*	WM	New Service in FY 2021	48	33	30
PASER rating (1-5)	3 - set by City Council	3-4	3-4	3-4	3-4
Bags picked up by adopt-a-road	WM	22	69	57	50

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #3: Implement a transportation infrastructure that meets current needs, accounts for future growth, and allows residents to traverse Milton in a calm, safe, efficient manner					
City owned streetlights repaired	WM	1	8	7	7
Projects in pre-construction	WM	11	12	12	10
Projects under construction	WM	5	6	4	4
Projects completed each FY	WM	3	5	2	4
Projects completed by contract completion date	80% - GDOT	100%	80%	100%	80%
Project completed within maximum contract price without change order	90% - GDOT	67%	100%	100%	90%
Repaired/replaced sidewalks/trails (linear feet)	ADA Compliance	450	1106	720	500
New sidewalks/trails constructed (linear feet)	Walkability Score	5,682	2,409	700	500
System wide Pavement Condition Index calculated yearly	70-84 Good	69	70	71	70
Goal #4: Sustain a safe and effective stormwater management program designed to reduce the discharge of pollutants and protect water quality					
Pamphlets related to strategy 4.1 picked up at city hall*	100	207	145	To be measured at the end of calendar year 2022	100
Website pageviews on stormwater page*	100	183	405	To be measured at the end of calendar year 2022	100
Presentation to council related to strategy 4.1	Annual	Yes	Yes	Yes	Yes
Social media shared stormwater post*	Annual	Yes	Yes	Yes	Yes
Storm drain marking event*	Annual	No	Yes	Yes	Yes
Stream cleanup event*	Annual	No	Yes	Yes	Yes
Pet waste station bags used*	WM	20,300	12,000	To be measured at the end of calendar year 2022	10,000
Outfalls inspected*	WM	41	52	To be measured at the end of calendar year 2022	40
Pamphlets related to strategy 4.3 picked up at city hall*	100	207	145	To be measured at the end of calendar year 2022	100
Illicit discharge complaints*	WM	34	8	To be measured at the end of calendar year 2022	0
Response to illicit discharge complaints within 3 business days*	100%	100%	100%	To be measured at the end of calendar year 2022	100%
Stormwater structures inspected*	WM	543	449	To be measured at the end of calendar year 2022	500
Stormwater structure inventory inspected*	20%	21%	19%	To be measured at the end of calendar year 2022	20%
Stormwater conveyances inspected*	WM	642	523	To be measured at the end of calendar year 2022	600
Stormwater conveyances inventory inspected*	20%	22%	19%	To be measured at the end of calendar year 2022	20%
Stormwater ponds inspected*	WM	53	13	To be measured at the end of calendar year 2022	50
Stormwater pond inventory inspected*	20%	21%	24%	To be measured at the end of calendar year 2022	20%
Goal #5: Support the community's desire to be an environmental steward and optimize sustainability and conservation					
Hazardous waste event - pounds of paint and paint related materials collected	WM	Event Not Held	19,587	16,060	15,000
Hazardous waste event - pounds of other hazardous materials collected	WM	Event Not Held	3,454	9,064	5,000
Hold an electronics recycling event and determine baseline*	WM	No data	Event not held	15,512	15,000
Tons of glass recycled	Increase 2% YOY	New Measure in FY 21	14	67.34	68.69
Rivers alive - miles of river and associated road frontage cleaned*	1 mile	1	1	1.25	1
Adopt-a-road - miles of frontage cleaned	Increase 1 mile YOY	Modified Measure for FY 23	Modified Measure for FY 23	Modified Measure for FY 23	Set baseline
National Wildlife Federation Community Wildlife Habitat (annual)*	Awarded	Awarded	Awarded	Awarded	Anticipate Award
Environmental Education Mini-Grants to Schools*	Impacted # of Students	New Measure for FY 23	New Measure for FY 23	200	200
Atlanta Regional Commission Green Communities Award (every 4 years)	Awarded	Awarded Bronze 2016	Awarded Silver 2021-2025	Awarded Silver 2021-2025	Maintain or increase award

*Calendar year calculation

WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources

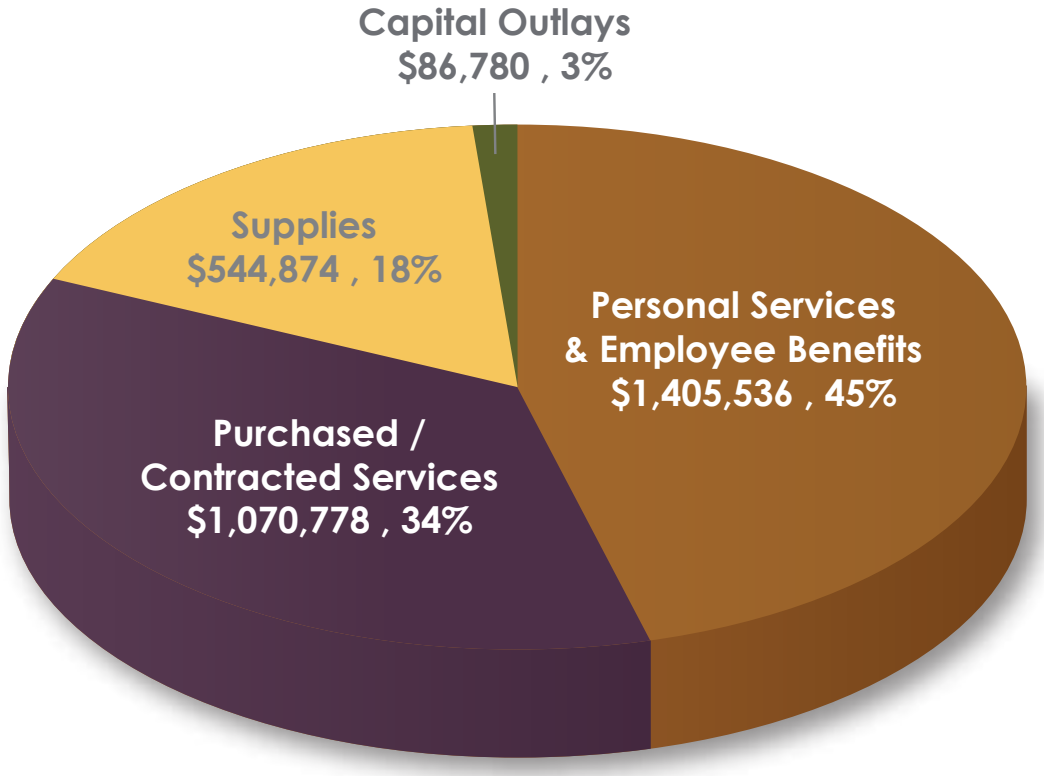
Projects require designs, plans, permits, bids, and construction are completed through the city's capital improvements program

Public Works

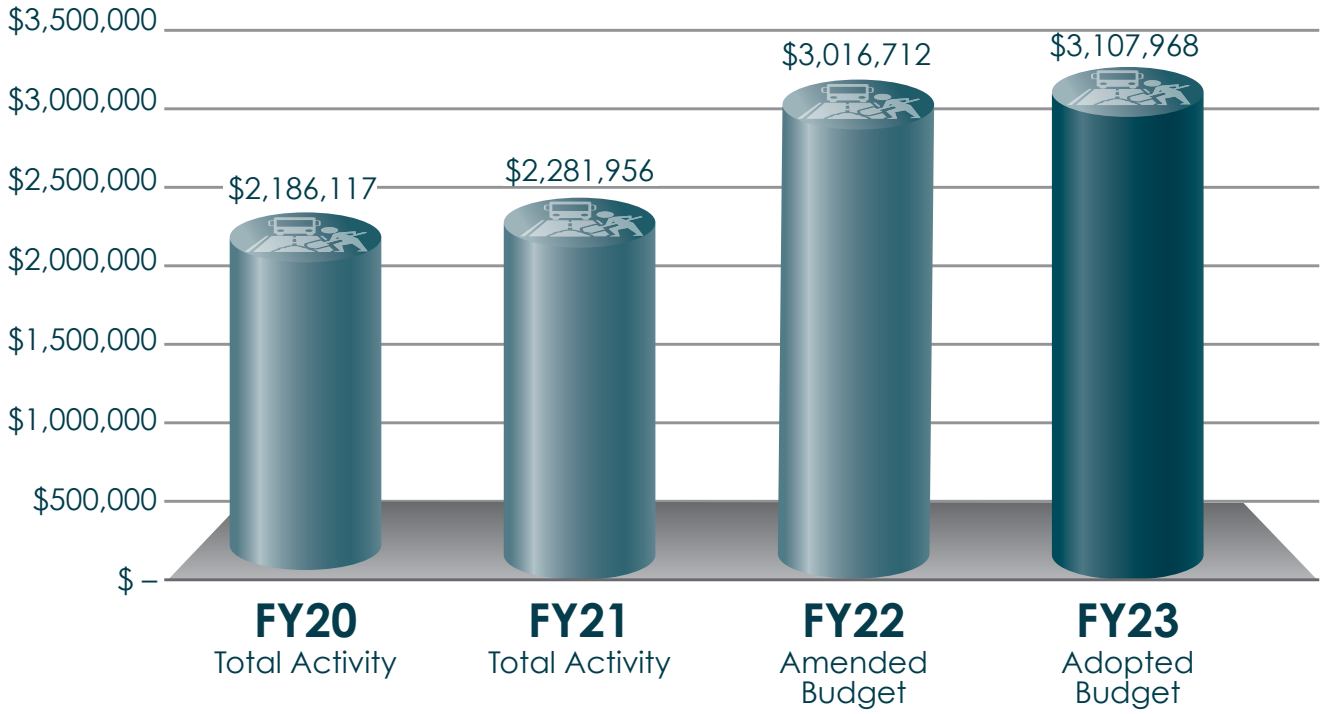
FY23 Expenditures by Fund:

General Fund	$3,107,968
Capital Projects Fund	$2,868,893
TSPLOST Fund	$12,280,000
Capital Grant Fund	$440,000
Impact Fees Fund	$130,000
Capital Initiatives	$20,000

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Public Works General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 696,397	$ 654,906	$ 859,831	$ 1,030,626	$ 170,795	19.9
Employee Benefits	265,565	247,558	331,437	374,910	43,473	13.1
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 961,962**	**$ 902,464**	**$ 1,191,268**	**$ 1,405,536**	**$ 214,268**	**18.0**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 29,893	$ 25,131	$ 129,662	$ 47,240	$ (82,422)	(63.6)
Cleaning Services	11,862	16,363	22,225	22,225	-	-
Lawn Care	208,533	214,675	272,000	307,795	35,795	13.2
Equipment Repair & Maintenance	-	13,406	54,891	35,350	(19,541)	(35.6)
Vehicle Repair & Maintenance	1,584	7,074	19,420	19,420	-	-
Rental Equipment & Vehicles	-	1,750	1,800	1,800	-	-
Communications	9,634	7,506	8,104	5,904	(2,200)	(27.1)
Postage	-	-	50	50	-	-
Advertising	-	2,966	2,810	2,500	(310)	(11.0)
Printing	102	430	121	100	(21)	(17.4)
Travel	808	2,416	5,281	8,625	3,344	63.3
Dues & Fees	910	1,251	2,370	4,316	1,946	82.1
Education & Training	1,167	949	6,404	7,715	1,311	20.5
Contract Labor	445,156	548,274	637,865	573,150	(64,715)	(10.1)
Maintenance Contracts	28,986	17,532	18,962	19,588	626	3.3
Other Purchased Services	1,203	20,397	51,379	15,000	(36,379)	(70.8)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 739,838**	**$ 880,118**	**$ 1,233,344**	**$ 1,070,778**	**$ (162,566)**	**(13.2)**
SUPPLIES						
General Supplies	$ 28,650	$ 13,846	$ 72,703	$ 82,100	$ 9,397	12.9
Utilities	415,172	439,760	441,800	441,800	-	-
Gasoline/Diesel	7,599	8,810	12,116	18,174	6,058	50.0
Food & Meals	651	-	400	400	-	-
Uniforms	835	738	2,400	2,400	-	-
TOTAL SUPPLIES	**$ 452,907**	**$ 463,155**	**$ 529,419**	**$ 544,874**	**$ 15,455**	**2.9**
CAPITAL OUTLAYS						
Properties/Sites	$ 551	$ 1,587	$ -	$ -	$ -	-
Machinery & Equipment	30,860	34,633	62,681	86,780	24,099	38.4
TOTAL CAPITAL OUTLAYS	**$ 31,411**	**$ 36,220**	**$ 62,681**	**$ 86,780**	**$ 24,099**	**38.4**
TOTAL PUBLIC WORKS	**$ 2,186,117**	**$ 2,281,956**	**$ 3,016,712**	**$ 3,107,968**	**$ 91,256**	**3.0**

Notable Variances Explained

• The variances in Salaries & Wages and Employee Benefits are a result of the requested market adjustment to salaries and the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 as well as the impact of the annual true-up process (the City budgtes for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses).

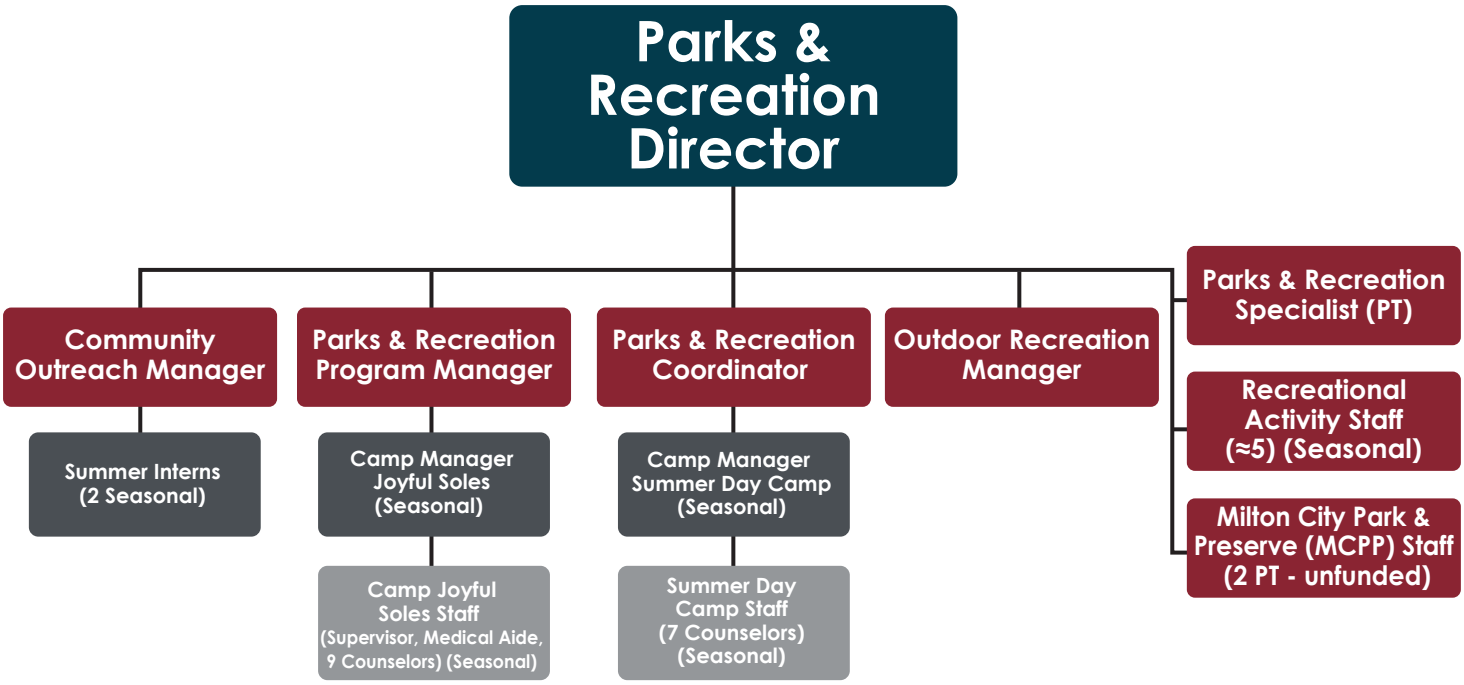
• The decreases seen in Professional Fees is associated with the completion of the contracted work related to the Local Road Safety Plan in FY 2022.

• The decreases seen in Other Purchased Services is a result of bringing the NPDES permit compliance work in-house.

• The request for additional/replacement traffic counters is contributing to the overall increase in the Machinery & Equipment category.

Parks & Recreation (Active)

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





Parks & Recreation Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	**Strategic Goal**
Departmental Goals **Parks & Recreation (Active)**	1	Increase the participation in recreation programming by Milton's underserved population	Public Land and Resources	Active Parks and Recreation
	2	Increase athletic field utilization and program usage at underutilized facilities		
	3	Increase youth & adult engagement in passive park programming and environmental education		
	4	Expand facilities and park land to be in alignment with the 2027 Parks and Recreation Master Plan		
	5	Maintain high quality recreation programming for our citizens		
	6	Identify and offer opportunities for three (3) new recreation programs that meet citizens' needs and expectations		
	7	Foster engagement and create awareness of Milton's passive parks and preserves		
	8	Obtain certifications for staff and increase professional goals and achievements within the department to ensure best practices	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce
Departmental Goals **Community Outreach & Engagement**	9	Innovatively spearhead events and create new initiatives while prioritizing safety, inclusivity, and responsiveness to the community's wants and needs	Sustainability and Resiliency / Public Land and Resources	Safe and Secure Community / Diverse, Engaged, Healthy Community / Culture in Public Spaces
	10	Implement innovative ways to create a "Culture of Connectedness" between residents and City officials – stressing education about departmental processes and positive interactions		
	11	Integrate the non-profit community with local businesses, parks programs, and cultural resources to help promote economic vitality throughout Milton		
	12	Collaborate on events/classes related to the Diversity, Equity and Inclusion initiative to foster a welcoming work environment		

Strategies **Parks & Recreation (Active)**	1.1	Continue to promote and support the City's new Financial Aid program, to increase program participation
	1.2	Find additional methods to reach the underserved participants
	2.1	Increase athletic field utilization at the Cox Road Athletic Complex to the benchmark of 75% through the installation of artificial turf fields and appropriate fencing/netting by October 1, 2022 / Improve on-site parking by August 2023, and expand program offerings to North Milton
	3.1	Implement additional outdoor recreation programs to educate, protect, and enjoy the outdoors by February 15, 2023
	4.1	Acquire and develop land to optimize park utilization
	4.3	Maintain and explore cost-effective relationships with leased fields and facilities
	5.1	Conduct quality surveys to ensure programming is meeting and exceeding citizen expectations
	5.4	Acquire and develop more programming spaces and land for active recreation
	6.1	Partner with new program providers to expand recreational offerings that highlight fine arts and passive engagement
	7.1	Implement interactive maps, trailheads, standard signage, trail markers and public education campaigns to show how to access Milton's trail and bike system
	7.2	Increase the passive park elements visitation and engagement with the interactive trail maps and on-site environmental signage
	8.1	Seek out state and national certifications in recreation, park management/administration, and public administration
Strategies **Community Outreach & Engagement**	9.1	Create 2 new city-sponsored events
	9.2	Increase involvement of community partners, vendors, volunteer orgs, sponsors, non profits, other city departments and small business owners in collaborating, planning, and coordinating events
	9.3	Partner with businesses or organizations to find usable space for events in the Deerfield corridor
	9.4	Recruit five volunteer groups to partner in City events
	9.5	Work with the Milton Equestrian Committee (MEC) and regional partners to promote equestrian activities/events
	9.6	Develop 3 new strategic partnerships & events with community stakeholders
	9.7	Help promote 2 or more regional events (Golden Games, Special Needs Expo, etc)
	9.8	Recruit 5 volunteer groups to partner with to help with events
	10.1	Implement more city community outreach opportunities at which residents can learn from city staff and elected officials
	10.2	Use technology to offer accessible virtual educational and engagement opportunities
	10.3	Recruit a class of 20 Milton citizens of all ages/races/ethnic backgrounds for 2023 Citizen Government Academy
	10.4	Host 8 CGA classes with help from all departments
	10.5	Create database of CGA grads for City Council
	10.6	Work with MEC to host farm/large lot workshop for owners to learn about CUVA and other tax incentives, etc.
	10.7	In partnership with the Milton Equestrian Committee, create a farm outreach task force to connect with large-lot and farm owners to educate
	10.8	Help departments identify projects for summer interns
	11.1	Work with local non-profits and businesses for event sponsorships, participation at events, creating new events, and opportunities for partnership
	11.2	Host and market non-profits participating at Crabapple Fest/Recruit 5 local non-profits to participate in Crabapple Fest
	11.3	Partner with 2 local non-profits serving marginalized sections of the community
	11.4	Partner with 3 Milton non-profits to host workshops, classes, or events (i.e. GNFCC: Leadership North Fulton)
	11.5	Serve as promotional partners for 3 Milton non-profit workshops, classes, or events
	12.1	Host 3 culturally relevant workshops or lunch & learns
	12.2	Meet with and listen to employees from all departments to determine what events and classes they feel would create an inclusive work environment
	12.3	Collaborate to highlight Milton partnerships with diverse non-profits or community groups on city social media

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Increase the participation in recreation programming by Milton's underserved population					
Number of scholarships issued year-over-year	25	New Measure in FY 2022	New Measure in FY 2022	0	10
Dollars allocated towards needs based scholarships	$5,000	New Measure in FY 2022	New Measure in FY 2022	$0	$2,500
Goal #2: Increase athletic field utilization and program usage at underutilized facilities					
Field utilization rate during peak usage hours: Bell Memorial Diamonds	75%	70%	77%	85%	80%
Field utilization rate during peak usage hours: Bell Memorial Rectangles	75%	78%	80%	86%	80%
Field utilization rate during peak usage hours: Legacy Park	75%	Facility Fully Open in FY 2021	20%	17%	80%
Goal #3: Increase youth engagement in passive park programming and environmental education					
Number of participants enrolled in the Junior Park Ranger program	12	New Measure in FY 2023	New Measure in FY 2023	New Measure in FY 2023	New Measure in FY 2023
Percentage of participants who completed the Junior Park Ranger program	20%	New Measure in FY 2023	New Measure in FY 2023	New Measure in FY 2023	New Measure in FY 2023
Goal #4: Expand facilities and park land to be in alignment with the 2027 Parks and Recreation Master Plan					
Number of city-owned diamond fields (baseball/softball)	16*	5	5	7	7
Number of city-owned rectangle fields	6*	5	5	5	5
Acres of active recreation park land	125	55	55	82	102
Number of IGA/leased diamond fields	**	2	2	2	2
Number of IGA/leased rectangle fields	**	6	6	4	4
Number of community centers	2	0	1	2	2
Number of city-owned unrestricted gymnasiums	5	0	0	0	0
Number of leased gymnasiums	**	7	3	5	5
*Benchmarks for these measures are based on the 2027 Parks and Recreation Comprehensive Master Plan					
**IGA athletic fields and leased facilities count towards the overall benchmark for each type of field/facility listed under the city-owed metric					
Goal #5: Maintain high quality recreation programming for our citizens					
Overall recreation program satisfaction percentage	80%	New Measure in FY 2022	New Measure in FY 2022	88%	80%
Goal #6: Identify and offer opportunities for three (3) new recreation programs that meet citizens' needs and expectations					
Number of newly contracted programs	2	2	2	1	3
Number of program partners	***	14	17	14	17
Number of athletic programs offered	***	8	8	8	10
Number of non-athletic programs offered	***	3	6	9	10
Number of fine arts programs offered	***	3	3	3	4
***Benchmarks for these measures change from year-to-year based on available facilities and resources					
Goal #7: Foster engagement and create awareness of Milton's passive parks and preserves					
Parks & Recreation website page views	25,000	New Measure in FY 2022	New Measure in FY 2022	35,418	38,000
Goal #8: Obtain certifications for staff and increase professional goals and achievements within the department to ensure best practices					
Number of Certified Youth Sports Administrators on staff	3	2	2	2	3
Number of Certified Park and Recreation Professionals on staff	2	1	1	1	2
Goal #9: Innovatively spearhead events and create new initiatives while prioritizing safety, inclusivity, and responsiveness to the community's wants and needs					
City-sponsored events	12	7	3	13	15
City-sponsored events held in the Deerfield corridor	3	1	0	3	3
City-sponsored events held in the Crabapple corridor	8	5	3	8	9
City-sponsored events held in the Birmingham corridor	2	1	0	1	2
Equestrian activities/events	2	No Events Held - COVID-19	0	1	2
Volunteer groups involved in city-sponsored events	4	2	4	5	6
Goal #10: Implement innovative ways to create a "Culture of Connectedness" between residents and City officials – stressing education about departmental processes and positive interactions					
Community outreach, educational, and engagement opportunities/events (elected official/city staff taught programs)	3	3	3	1	3
Citizen Government Academy classes held	8	6 (COVID-19)	Classes Cancelled - COVID-19	8	8
Citizen Government Academy participants	15	18	Classes Cancelled - COVID-19	18	20
Summer internship: employee hours saved	100	New Measure in FY 2021	120	120	120
Goal #11: Integrate the non-profit community with local businesses, parks programs, and cultural resources to help promote economic vitality throughout Milton					
Partnerships with non-profits serving marginalized communities	2	New Measure in FY 2022	New Measure in FY 2022	1	2
Non-profit partnerships to host workshops, classes and events	2	New Measure in FY 2022	New Measure in FY 2022	2	2
Goal #12: Collaborate on events/classes related to the Diversity, Equity and Inclusion initiative to foster a welcoming work environment					
Number of culturally relevant lunch & learn offerings	3	New Measure in FY 2022	New Measure in FY 2022	3	5

Community Outreach & Engagement

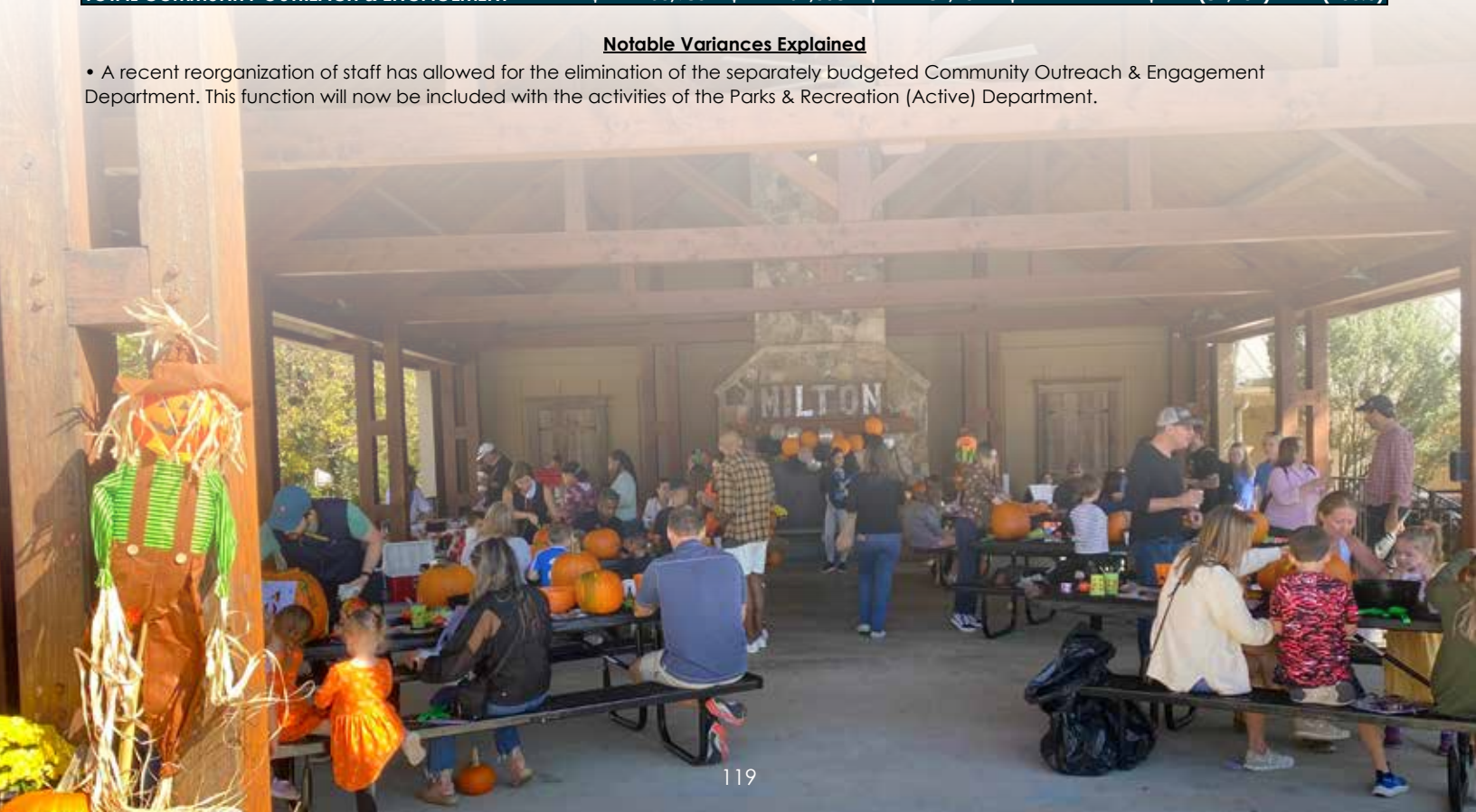
This department was merged under Parks & Recreation (Active) in FY 2022

Community Outreach & Engagement General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 111,084	$ 115,884	$ 18,282	$ -	$ (18,282)	(100.0)
Employee Benefits	34,421	36,336	14,791	-	(14,791)	(100.0)
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 145,505**	**$ 152,221**	**$ 33,073**	**$ -**	**$ (33,073)**	**(100.0)**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 1,258	$ 1,395	$ 4,780	$ -	$ (4,780)	(100.0)
Rental Equipment & Vehicles	2,464	-	8,433	-	(8,433)	(100.0)
Communications	1,996	1,810	1,200	-	(1,200)	(100.0)
Advertising	1,081	21	5,400	-	(5,400)	(100.0)
Printing	341	448	2,820	-	(2,820)	(100.0)
Travel	-	-	2,000	-	(2,000)	(100.0)
Dues & Fees	2,049	3,634	3,656	-	(3,656)	(100.0)
Education & Training	1,695	1,995	-	-	-	-
Maintenance Contracts	-	-	960	-	(960)	(100.0)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 10,882**	**$ 9,302**	**$ 29,249**	**$ -**	**$ (29,249)**	**(100.0)**
SUPPLIES						
General Supplies	$ 879	$ 161	$ 7,500	$ -	$ (7,500)	(100.0)
Food & Meals	1,838	366	8,000	-	(8,000)	(100.0)
Promotional Items	368	273	5,000	-	(5,000)	(100.0)
TOTAL SUPPLIES	**$ 3,084**	**$ 799**	**$ 20,500**	**$ -**	**$ (20,500)**	**(100.0)**
CAPITAL OUTLAYS						
Machinery & Equipment	$ 4,412	$ 36	$ 1,580	$ -	$ (1,580)	(100.0)
TOTAL CAPITAL OUTLAYS	**$ 4,412**	**$ 36**	**$ 1,580**	**$ -**	**$ (1,580)**	**(100.0)**
OTHER COSTS						
Payments To Others	$ 100	$ -	$ -	$ -	$ -	-
TOTAL OTHER COSTS	**$ 100**	**$ -**	**$ -**	**$ -**	**$ -**	**-**
TOTAL COMMUNITY OUTREACH & ENGAGEMENT	**$ 163,983**	**$ 162,358**	**$ 84,402**	**$ -**	**$ (84,402)**	**(100.0)**

Notable Variances Explained

• A recent reorganization of staff has allowed for the elimination of the separately budgeted Community Outreach & Engagement Department. This function will now be included with the activities of the Parks & Recreation (Active) Department.

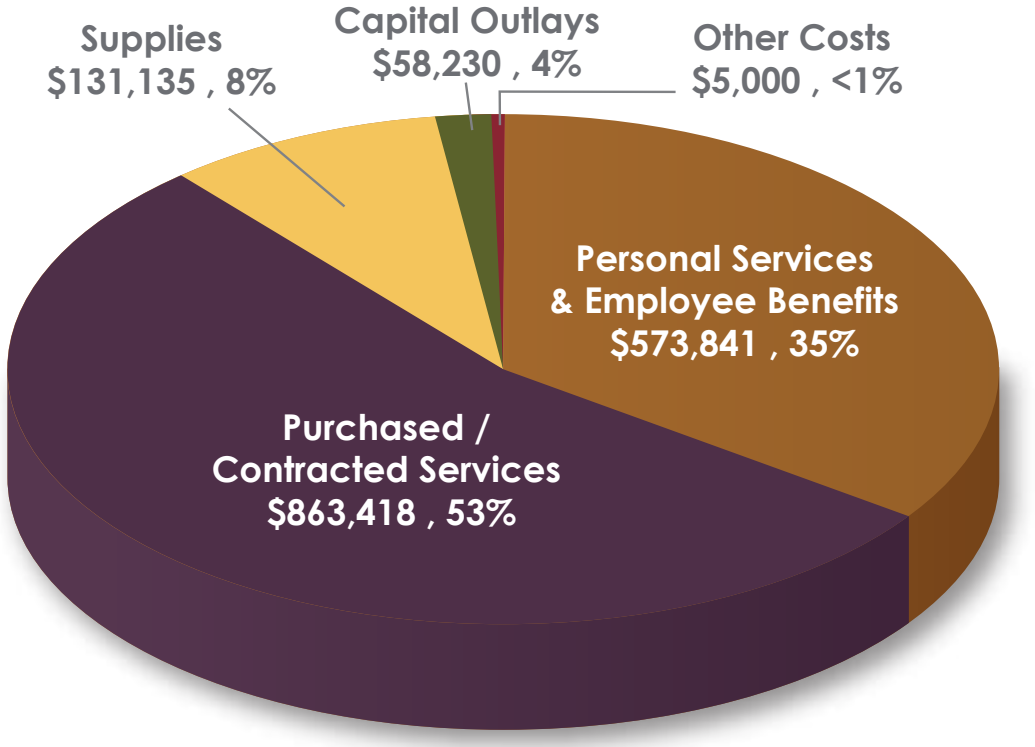


Parks & Recreation (Active)

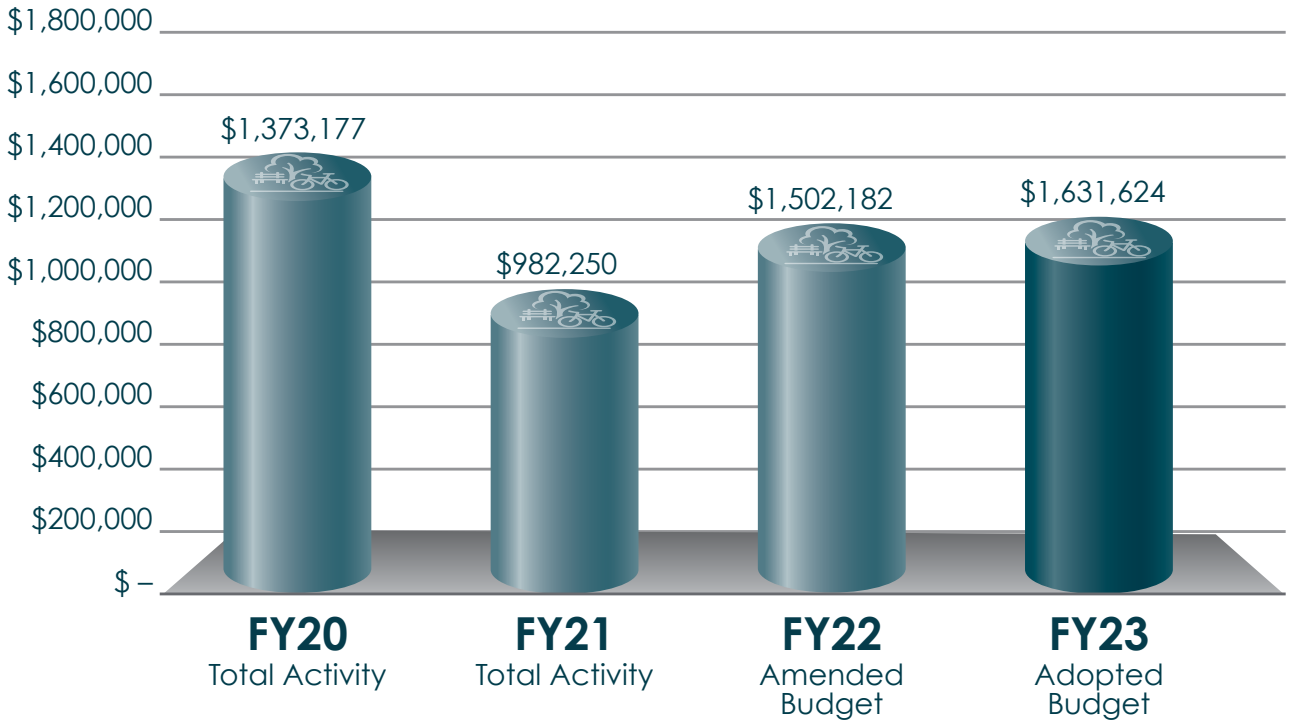
FY23 Expenditures by Fund:

General Fund	$1,631,624
M&O Initiatives	$152,168
Special Events Fund	$130,846
Capital Projects Fund	$1,120,000
Impact Fees Fund	$825,000
Capital Initiatives	$335,000

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Parks & Recreation (Active) General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 203,110	$ 203,067	$ 352,542	$ 434,702	$ 82,160	23.3
Employee Benefits	94,745	71,506	94,451	139,139	44,688	47.3
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 297,855**	**$ 274,574**	**$ 446,993**	**$ 573,841**	**$ 126,848**	**28.4**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 10,372	$ 6,940	$ 93,000	$ 7,190	$ (85,810)	(92.3)
Cleaning Services	22,492	20,830	42,168	48,448	6,280	14.9
Lawn Care	291,005	306,964	409,550	392,340	(17,210)	(4.2)
Facility Repair & Maintenance	113,247	26,445	39,750	88,250	48,500	122.0
Vehicle Repair & Maintenance	1,089	664	2,220	1,460	(760)	(34.2)
Grounds Repair & Maintenance	39,814	32,622	84,247	101,290	17,043	20.2
Rental Land & Buildings	67,188	81,869	103,860	103,990	130	0.1
Rental Equipment & Vehicles	56	8,960	10,290	16,200	5,910	57.4
Communications	6,878	10,832	18,390	11,690	(6,700)	(36.4)
Postage	-	6	50	50	-	-
Advertising	-	810	1,180	2,930	1,750	148.3
Printing	1,427	584	950	650	(300)	(31.6)
Travel	408	-	1,800	2,250	450	25.0
Dues & Fees	695	4,993	7,850	7,650	(200)	(2.5)
Education & Training	885	1,055	1,300	1,900	600	46.2
Contract Labor	35,125	36,828	58,430	59,980	1,550	2.7
Maintenance Contracts	328,977	10,659	13,568	11,750	(1,818)	(13.4)
Other Purchased Services	32,691	37,629	10,714	5,400	(5,314)	(49.6)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 952,349**	**$ 588,689**	**$ 899,317**	**$ 863,418**	**$ (35,899)**	**(4.0)**
SUPPLIES						
General Supplies	$ 15,854	$ 21,881	$ 26,925	$ 36,100	$ 9,175	34.1
Utilities	54,625	82,042	86,485	91,680	5,195	6.0
Gasoline/Diesel	624	781	850	750	(100)	(11.8)
Food & Meals	70	653	1,700	1,230	(470)	(27.6)
Uniforms	521	334	600	1,375	775	129.2
TOTAL SUPPLIES	**$ 71,694**	**$ 105,691**	**$ 116,560**	**$ 131,135**	**$ 14,575**	**12.5**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ 18,401	$ 321	$ 5,300	$ 11,100	$ 5,800	109.4
Machinery & Equipment	32,878	12,976	30,296	47,130	16,834	55.6
TOTAL CAPITAL OUTLAYS	**$ 51,279**	**$ 13,297**	**$ 35,596**	**$ 58,230**	**$ 22,634**	**63.6**
OTHER COSTS						
Payments to Others	$ -	$ -	$ 3,716	$ 5,000	$ 1,284	34.6
TOTAL OTHER COSTS	**$ -**	**$ -**	**$ 3,716**	**$ 5,000**	**$ 1,284**	**34.6**
TOTAL PARKS & RECREATION (ACTIVE)	**$ 1,373,177**	**$ 982,250**	**$ 1,502,182**	**$ 1,631,624**	**$ 129,442**	**8.6**

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

Notable Variances Explained

- The variances in Salaries & Wages and Employee Benefits are a result of the requested market adjustment to salaries and the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 as well as the impact of the annual true-up process (the City budgtes for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses).
- The decrease in Professional Services is a result of the Bell Memorial Park parking lot rejuvenation project that is anticipated to be completed in FY 2022 and will not require funding in FY 2023.
- The increase in Facility Repair & Maintenance is related to the request for funding of one-time projects including a new tennis shed and siding/painting the pump house at the Milton City Park and Preserve, refurbishments of the score stands at Bell Memorial Park, and putting in an epoxy floor at the Broadwell Pavilion.

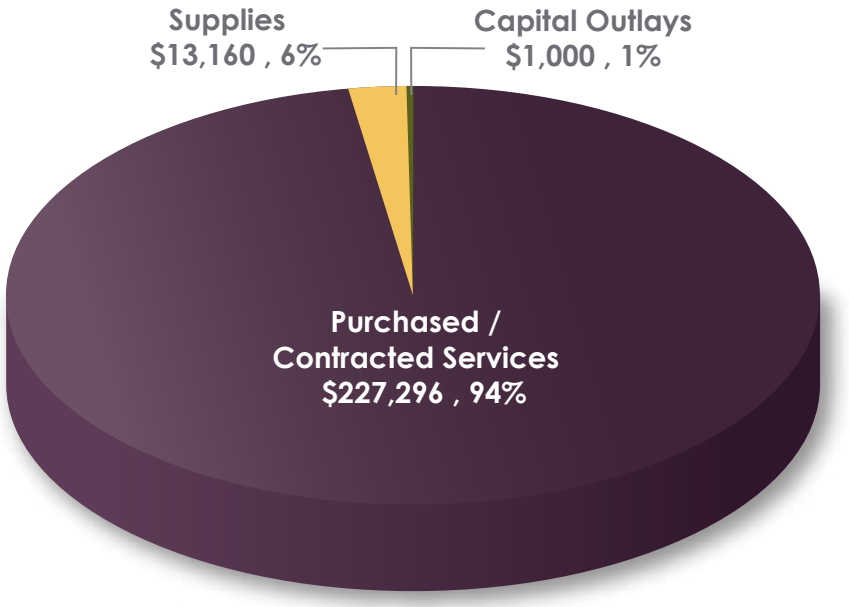
Passive Parks/Greenspace

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

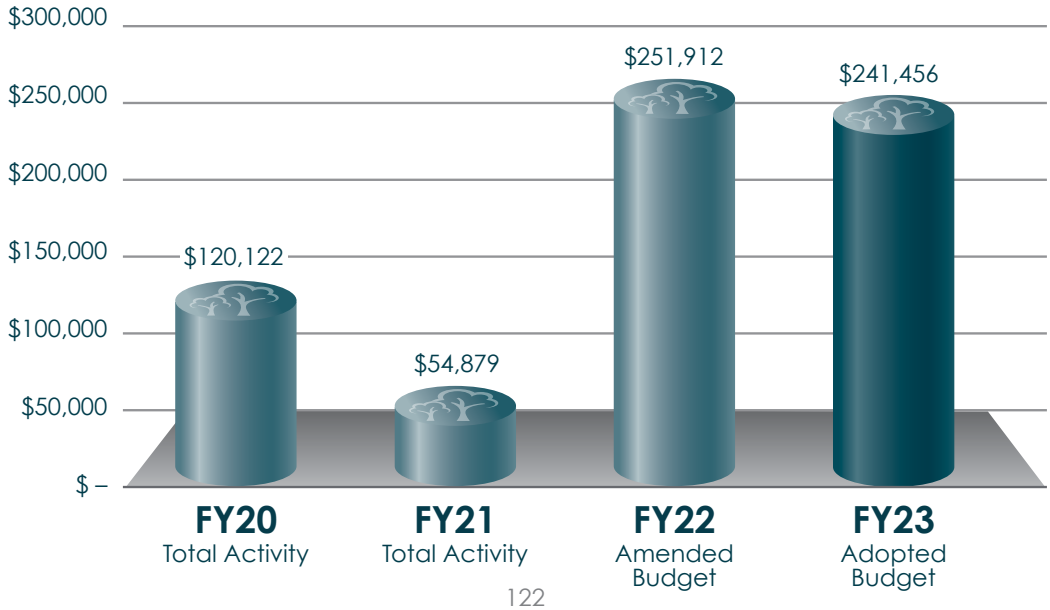
FY23 Expenditures by Fund:

General Fund	$241,456
Capital Projects Fund	$500,000
Greenspace Bond Fund	$1,000
Capital Initiatives	$30,000

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Passive Parks Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals	1	Provide staff with accessibility for service related issues at closed passive properties to ensure safe and secure conditions	Public Land and Resources	Greenspaces
	2	Enhance existing passive parks to promote and preserve Milton's natural beauty for the enjoyment of all residents	Public Land and Resources Also supports: The Park at Former Milton Country Club Master Plan, Providence Park Master Plan, Community Trail Prioritization Plan	Passive Parks

Strategies	1.1	Conduct quarterly safety inspection of closed passive properties
	1.2	Inspect structures on closed properties monthly
	2.1	Advance capital improvement projects through design and/or construction
	2.2	Finish projects on time and within budget
	2.3	Improve conditions for passive recreation
	2.4	Provide grounds repair and maintenance services that supports appropriate use
	2.5	Ensure land management supports appropriate use

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Provide staff with accessibility for service related issues at closed passive properties to ensure safe and secure conditions					
Number of inspections to closed locations	4 per site	New Measure in FY 2022	New Measure in FY 2022	24	24
Work requests identified (internal and/or external)	WM	New Measure in FY 2023	New Measure in FY 2023	New Measure in FY 2023	Use service request tool to track
Goal #2: Enhance existing passive parks to promote and preserve Milton's natural beauty for the enjoyment of all residents					
Projects underway	WM	3	2	6	2
Projects completed each FY	WM	1	0	4	2
Projects completed by contract completion date (%)	80%	100%	N/A	100%	80%
Project completed within maximum contract price without change order (%)	90%	100%	N/A	100%	90%
Miles of new trails opened to the public within passive park properties	WM	0	0	3.9	0.5
Total miles of trails open to the public within passive park properties	WM	4.45	4.45	8.15	8.65
Programmed mowing (acres)	WM	285	146	322	300

WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources

Projects require designs, plans, permits, bids, and construction are completed through the city's capital improvements program



Passive Parks/Greenspace General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 12,377	$ -	$ 910	$ -	$ (910)	(100.0)
Lawn Care	54,313	20,400	98,200	90,800	(7,400)	(7.5)
Facility Repair & Maintenance	3,027	530	1,000	1,000	-	-
Grounds Repair & Maintenance	44,312	22,154	142,886	134,824	(8,062)	(5.6)
Rental Equipment & Vehicles	92	-	-	-	-	-
Maintenance Contracts	118	668	668	672	4	0.6
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 114,238**	**$ 43,751**	**$ 243,664**	**$ 227,296**	**$ (16,368)**	**(6.7)**
SUPPLIES						
General Supplies	$ 713	$ 437	$ 1,200	$ 7,000	$ 5,800	483.3
Utilities	2,027	1,661	5,270	6,160	890	16.9
TOTAL SUPPLIES	**$ 2,741**	**$ 2,099**	**$ 6,470**	**$ 13,160**	**$ 6,690**	**103.4**
CAPITAL OUTLAYS						
Property/Sites	$ 3,143	$ 9,029	$ -	$ -	$ -	-
Machinery & Equipment	-	-	1,778	1,000	(778)	(43.8)
TOTAL CAPITAL OUTLAYS	**$ 3,143**	**$ 9,029**	**$ 1,778**	**$ 1,000**	**$ (778)**	**(43.8)**
TOTAL PASSIVE PARKS/GREENSPACE	**$ 120,122**	**$ 54,879**	**$ 251,912**	**$ 241,456**	**$ (10,456)**	**(4.2)**

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

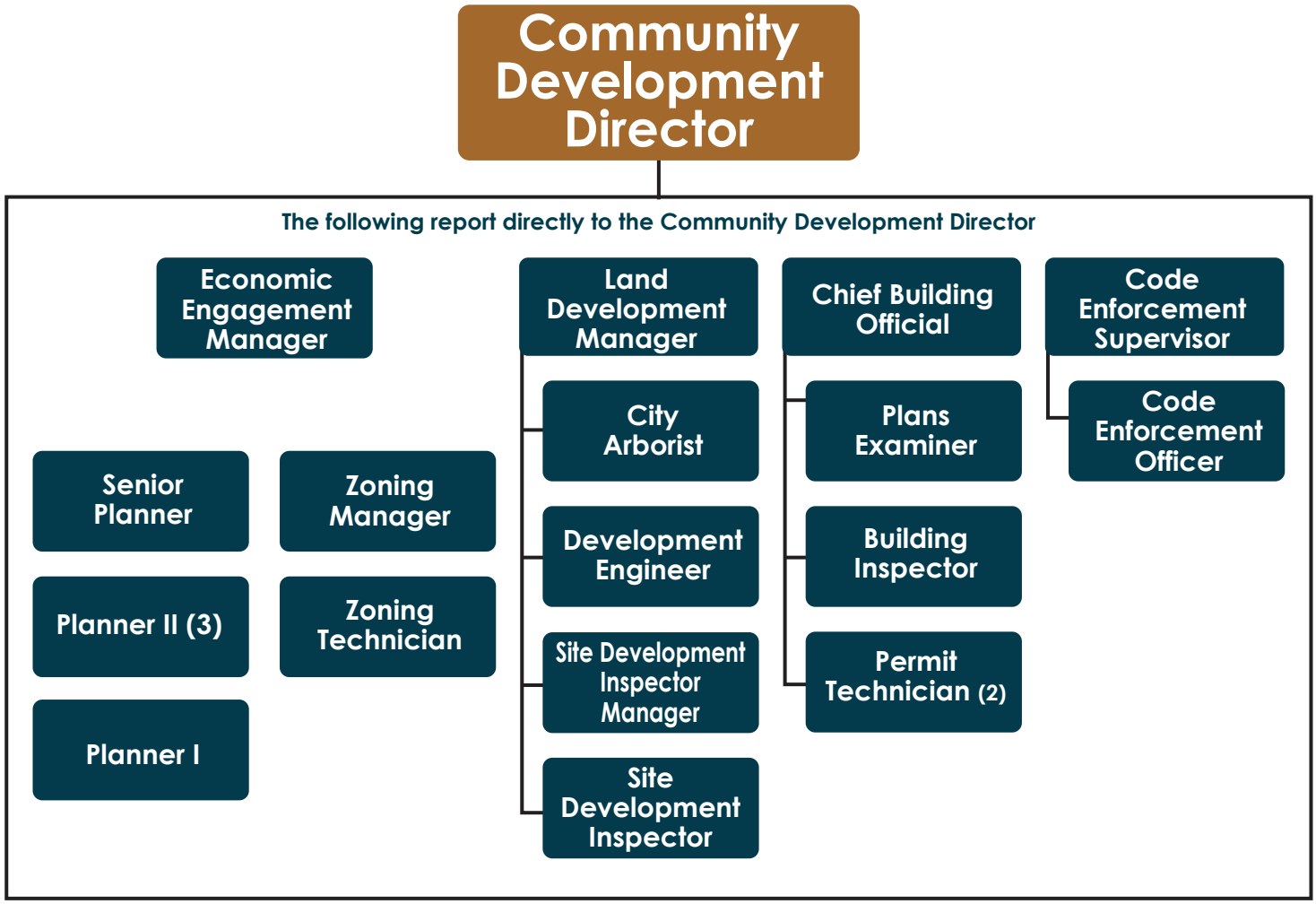
Notable Variances Explained

- The overall decrease in the department is related to the decision to put aside funds in the Capital Projects Fund to address site improvements at the City's passive properties.



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 Department
Goals, Strategies, and Performance Measures

			Strategic Alignment	
			Strategic Priority	Strategic Goal
Departmental Goals **Community Development**	1	Develop the City according to the community's adopted plans: including the built environment as well as conserved land	Sustainability and Resiliency / Smart Land Planning /Public Land and Resources Also supports Comprehensive Plan 2040: Land Use, Placemaking and Branding	Environmental Sustainability / Equestrian, Farm Lifestyle / Enhance Commercial Nodes / Culture in Public Spaces / Greenspaces STWP: LU.1-LU.13/PB.1-PB.8
	2	Further develop staff expertise/knowledge to reduce the use of outside consultants	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce
	3	Regularly update the Impact Fee Methodology to optimize funding usage and allocation across qualifying projects	Sustainability and Resiliency / Smart Land Planning / Public Land and Resources	Environmental Sustainability / Equestrian, Farm Lifestyle / Enhance Commercial Nodes / Culture in Public Spaces / Greenspaces
	4	Adhere to industry best practices for efficient and effective operations and customer service	Sustainability and Resiliency	Safe and Secure Community / Diverse, Engaged, Healthy Workforce
Departmental Goals **Economic Development**	5	Create a business environment that is welcoming, supportive, and attractive to new and existing business	Sustainability and Resiliency Also supports Comprehensive Plan 2040: Economic Development, Placemaking and Branding	Long-term financial sustainability STWP: ED.2-ED.6, PB.1-PB-5
	6	Strengthen relationships as a liaison between community members, key partners, business owners, and developers		
	7	Work to establish a branding and marketing plan that supports the city's overall placemaking strategy		
	8	Ensure staff is up to date on current trends and best practices in economic engagement	Sustainability and Resiliency	Diverse, Engaged, Healthy Workforce

Strategies **Community Development**	1.1	Prioritize the short term work program from the Comprehensive Plan 2040 for year-one
	1.2	Prioritize the objectives set out in Strategic Plan 2021-2025 for year-one
	1.3	Continue to identify and promote large lot incentives
	1.4	Continue to identify and promote ways to retain active farms in Milton
	2.1	Seek out courses to supplement internal experience/knowledge
	2.2	Complete projects with in-house resources as much as possible, utilizing consultants when outside experience/expertise is required
	3.1	Update the project plan listing every five years, at minimum
	3.2	Review and consider all eligible City projects from the Capital Improvement Plan
	3.3	Update the Impact Fee Ordinance when new projects warrant a new fee allocation across departments/projects
	4.1	Complete updates to critical standard operating procedures
	4.2	Host periodic lunch and learns focused on department cross-training and collaboration
	4.3	Foster a continuous learning culture by staff through training and education, and creating opportunities for formal and informal professional development
	4.4	Set up workflows in CityView to track workload, time required to issue permits, and other efficiency measures
Strategies **Economic Development**	5.1	Enhance communications tools designed to attract visitors and thriving businesses that fit into the overall community vision
	6.1	Communicate with business owners and entrepreneurs about opportunities to connect with Milton government, non-profit organizations, or other community/business groups
	7.1	Partner with outside experts to develop marketing, placemaking, and branding plan
	8.1	Seek professional development and networking opportunities in the field

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Goal #1: Develop the City according to the community's adopted plans: including the built environment as well as conserved land					
Percent of Comp Plan short term work program projects (all projects) completed on schedule*	WM	New Measure in FY 2022	New Measure in FY 2022	11%	20%

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Percent of Comp Plan 2040 short term work program land use projects completed on schedule*	WM	New Measures in FY 2022	New Measures in FY 2022	23%	20%
Percent of Strategic Plan 2021-2025 objectives met on schedule*	WM	New Measures in FY 2021	New Measures in FY 2021	13%	20%
Number of large lot incentives available	WM	New Measures in FY 2022	New Measures in FY 2022	6	6
Acres of land developed as large lots/Total acres of land developed	WM	New Measures in FY 2022	New Measures in FY 2022	434 acres	450
Acres of land conserved through the 2017 greenspace bond initiative	WM	28	0 - MGAC and Council are working to identify potential properties	0 - MGAC and Council are working to identify potential properties	TBD based on eligible properties and real estate negotiations
Number of acres identified as conservation use per Fulton County digest	Digest Figures	1,969	2,175	2,157	2,077
Number of acres identified as agricultural per Fulton County digest	Digest Figures	807	743	708	641
Goal #2: Further develop staff expertise/knowledge to reduce the use of outside consultants					
Percentage of projects completed 100% by in-house staff	WM	New Measure in FY 2022	New Measure in FY 2022	23%	25%
Goal #3: Regularly update the Impact Fee Methodology to optimize funding usage and allocation across qualifying projects					
Percentage of available impact fees encumbered	100%	100%	100%	100%	100%
Plan list updated to include new Capital Improvement Plan projects	Annually	Yes	Yes	Yes	Yes
Capital Improvement Element Methodology update completed	Every five years	Not Due	Not Due	In progress	December 2023 (expected adoption)
Goal #4: Adhere to industry best practices for efficient and effective operations and customer service					
Cross-training lunch and learns held	4	New Measure for FY 2022	New Measure for FY 2022	3	10
Direct training (classroom, in-person, field experience, online)	WM	New Measure for FY 2022	New Measure for FY 2022	5	10
Percent of workflows with statistical tracking in CityView	Once this process is complete, the department will be able to begin tracking timeliness of permit issuance and create efficiencies where needed				
Number of building permits issued - total	WM	2,017	2,000	2,023	2,000
Number of sign permits issued	WM	74	52	66	50
Number of certificates of occupancy issued	WM	160	470	203	200
Number of land disturbance permits reviewed	WM	14	20	63	25
Number of plats reviewed	WM	5	6	5	5
Number of building inspections conducted	WM	New Measure in FY 2021	6,667	6,415	6,500
Number of pre-construction inspections conducted	WM	New Measure in FY 2021	444	540	500
Number of erosion control inspections conducted	WM	New Measure in FY 2021	115	160	130
Number of Design Review Board applications review	WM	New Measure in FY 2022	New Measure in FY 2022	38	20
Number of Variance applications review	WM	New Measure in FY 2022	New Measure in FY 2022	31	20
Number of sign sweeps completed	WM	28	24	36	25
Number of written violation notices issued	WM	136	248	165	150
Number of stop work orders issued	WM	New Measure in FY 2021	62	89	70

Performance/Workload Measure	Benchmark	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Forecast/Target
Number of code enforcement inspections conducted	WM	722	744	1,094	800
Number of citations issued	WM	2	18	12	10
Goal #5: Create a business environment that is welcoming, supportive, and attractive to new and existing businesses					
Touchpoints with business owners, community partners, and stakeholders	10% increase YOY	New Measure in FY 2022	New Measure in FY 2022	110	10 monthly touches
Positive mentions in publications of Milton as a destination (online/print)	4 new publications annually	New Measure in FY 2022	New Measure in FY 2022	14	6
Goal #6: Strengthen relationships as a liaison between community members, key partners, business owners, and developers					
Social media and other promotions to support local businesses, Milton programming	Increase 20% YOY	New Measure in FY 2022	New Measure in FY 2022	15	Track a different measure for this goal in FY 2023
Goal #7: Work to establish a branding and marketing plan that supports the city's overall placemaking strategy					
Facilitate opportunities for Milton businesses to connect with citizens and customers	Est. quarterly engagement opportunities	New Measure in FY 2022	New Measure in FY 2022	7	4
Goal #8: Ensure staff is up to date on current trends and best practices in the field					
Professional development/networking	2 professional development or 4 networking	New Measure in FY 2022	New Measure in FY 2022	6 courses 21 network events	4 courses 8 network events
*consideration will be given to projects re-scheduled or re-prioritized by Council (funding/staffing availability)					
WM = workload measure, current software does not track time to process / staff will look for ways to measure efficiency rates within current resources					

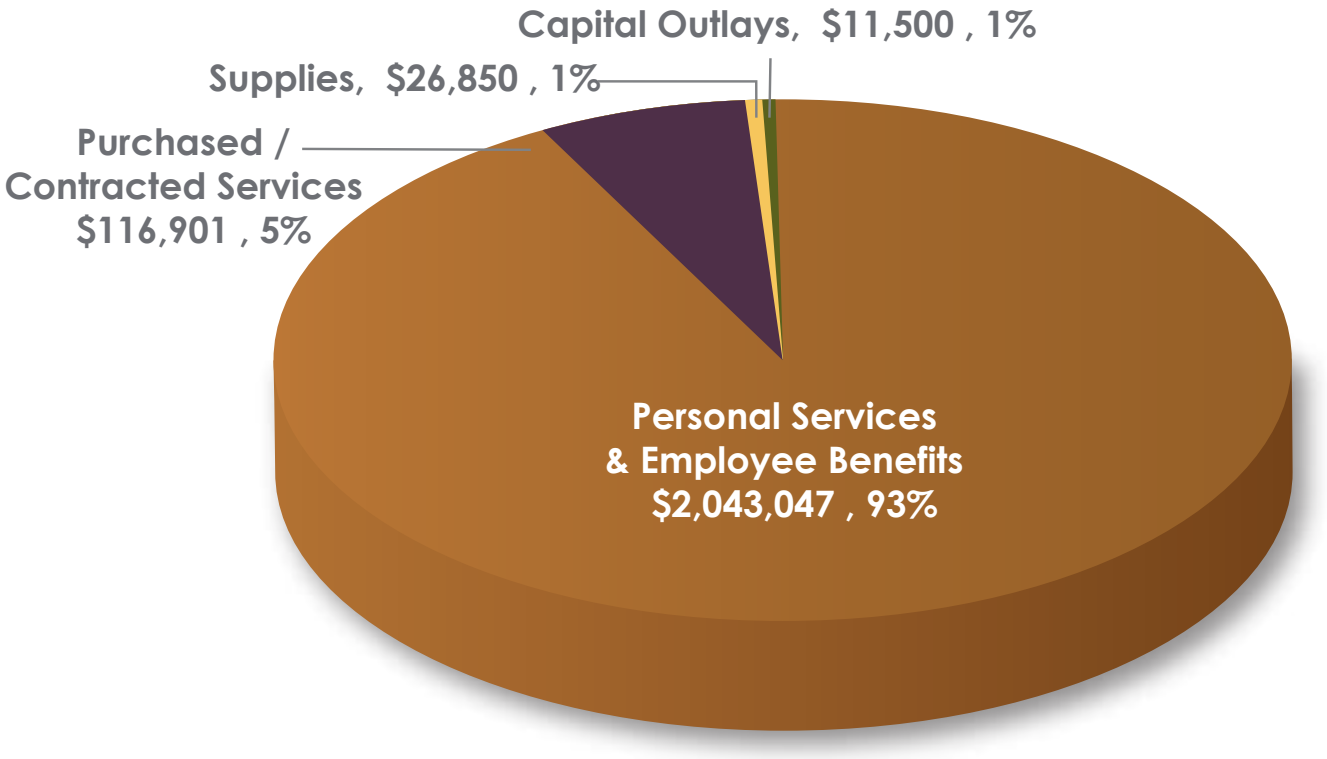


Community Development

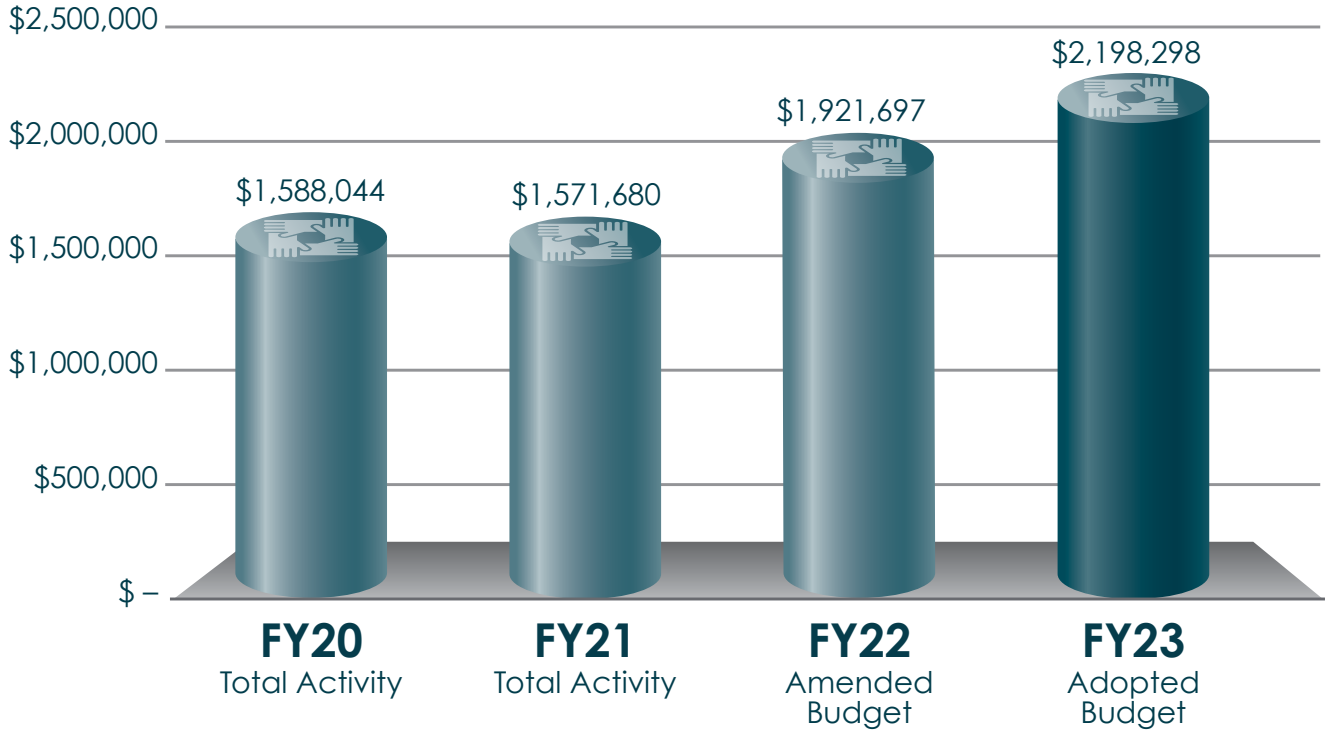
FY23 Expenditures by Fund:

General Fund	$2,198,298
M&O Initiatives	$155,400
Capital Projects Fund	$88,222
Capital Initiatives	$325,000

FY23 General Fund Expenditures By Category



Year-Over-Year History of General Fund Expenditures



Community Development General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 867,621	$ 957,049	$ 1,168,609	$ 1,467,662	$ 299,053	25.6
Employee Benefits	310,838	350,591	529,577	575,385	45,808	8.6
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 1,178,459**	**$ 1,307,639**	**$ 1,698,186**	**$ 2,043,047**	**$ 344,861**	**20.3**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 355,249	$ 184,972	$ 101,064	$ 1,100	$ (99,964)	(98.9)
Vehicle Repair & Maintenance	3,510	4,145	6,936	5,000	(1,936)	(27.9)
Communications	5,338	5,940	8,640	10,200	1,560	18.1
Postage	-	10	250	500	250	100.0
Advertising	4,188	5,012	6,000	9,250	3,250	54.2
Printing	5,012	3,637	4,500	5,500	1,000	22.2
Travel	2,218	-	4,480	4,650	170	3.8
Dues & Fees	1,760	4,018	5,214	18,639	13,425	257.5
Education & Training	1,712	788	13,554	19,580	6,026	44.5
Maintenance Contracts	21,657	35,426	39,549	42,482	2,933	7.4
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 400,642**	**$ 243,947**	**$ 190,187**	**$ 116,901**	**$ (73,286)**	**(38.5)**
SUPPLIES						
General Supplies	$ 3,097	$ 3,272	$ 4,447	$ 2,800	$ (1,647)	(37.0)
Gasoline/Diesel	1,714	3,317	12,000	17,500	5,500	45.8
Food & Meals	1,075	896	1,300	1,300	-	-
Books & Periodicals	-	-	1,100	1,500	400	36.4
Uniforms	496	1,549	3,943	3,750	(193)	(4.9)
TOTAL SUPPLIES	**$ 6,382**	**$ 9,034**	**$ 22,790**	**$ 26,850**	**$ 4,060**	**17.8**
CAPITAL OUTLAYS						
Furniture & Fixtures	$ -	$ -	$ 817	$ -	$ (817)	(100.0)
Machinery & Equipment	$ 761	$ 9,259	$ 9,717	$ 11,500	$ 1,783	18.3
TOTAL CAPITAL OUTLAYS	**$ 761**	**$ 9,259**	**$ 10,534**	**$ 11,500**	**$ 966**	**9.2**
OTHER COSTS						
Payments To Others	$ 1,800	$ 1,800	$ -	$ -	$ -	-
TOTAL OTHER COSTS	**$ 1,800**	**$ 1,800**	**$ -**	**$ -**	**$ -**	**-**
TOTAL COMMUNITY DEVELOPMENT	**$ 1,588,044**	**$ 1,571,680**	**$ 1,921,697**	**$ 2,198,298**	**$ 276,601**	**14.4**

Notable Variances Explained

• The variances in Salaries & Wages and Employee Benefits are a result the requested market adjustment to salaries, the inclusion of a full year's of funding for the Economic Engagement Manager position, and the 5% increase to anticipated average health insurance costs per employee being recognized in FY 2023 as well as the impact of the annual true-up process (the City budgets for benefits by allocating an average cost per employee which is adjusted across departments at year-end to account for actual expenses). Additionally, vacancies in FY 2022 were paid for utilizing salary savings for contracted services. The FY 2023 budget contemplates a full year of in-house staffing which is also impacting the year-over-year variance in the Salaries & Wages category.

• The decrease in Professional Fees is also related to bringing all positions in-house thereby no longer requiring a budget for contracted services. Contracts to cover potential vacancies will once again be paid for with salary savings should they occur.

The Economic Development Department was merged with Community Development in FY 2022

Economic Development General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PERSONAL SERVICES & EMPLOYEE BENEFITS						
Salaries & Wages	$ 77,106	$ 70,624	$ -	$ -	$ -	-
Employee Benefits	30,792	18,361	-	-	-	-
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 107,898**	**$ 88,986**	**$ -**	**$ -**	**$ -**	**-**
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 37,774	$ 5,690	$ 2,950	$ -	$ (2,950)	(100.0)
Rental Equipment & Vehicles	2,111	-	-	-	-	-
Communications	531	453	-	-	-	-
Printing	435	966	-	-	-	-
Travel	71	-	-	-	-	-
Dues & Fees	5,065	5,075	8,750	-	(8,750)	(100.0)
Education & Training	-	-	895	-	(895)	(100.0)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 45,987**	**$ 12,184**	**$ 12,595**	**$ -**	**$ (12,595)**	**(100.0)**
SUPPLIES						
General Supplies	$ -	$ -	$ 20	$ -	$ (20)	(100.0)
Food & Meals	691	800	-	-	-	-
TOTAL SUPPLIES	**$ 691**	**$ 800**	**$ 20**	**$ -**	**$ (20)**	**(100.0)**
TOTAL ECONOMIC DEVELOPMENT	**$ 154,576**	**$ 101,970**	**$ 12,615**	**$ -**	**$ (12,615)**	**(100.0)**

Notable Variances Explained

• A recent reorganization of staff has allowed for the elimination of the separately budgeted Economic Development Department. This function will now be included with the activities of the Community Development Department.



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 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Rental Land & Buildings	$ 840	$ -	$ -	$ -	$ -	-
Postage	5,548	7,500	8,500	8,500	-	-
Printing	150	-	-	-	-	-
Dues & Fees	2,590	4,485	3,334	3,000	(334)	(10.0)
Maintenance Contracts	4,041	3,775	2,588	2,588	-	-
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 13,169**	**$ 15,760**	**$ 14,422**	**$ 14,088**	**$ (334)**	**(2.3)**
SUPPLIES						
General Supplies	$ 22,529	$ 29,783	$ 35,000	$ 30,000	$ (5,000)	(14.3)
TOTAL SUPPLIES	**$ 22,529**	**$ 29,783**	**$ 35,000**	**$ 30,000**	**$ (5,000)**	**(14.3)**
CAPITAL OUTLAYS						
Machinery & Equipment	$ -	$ 3,486	$ -	$ -	$ -	-
TOTAL CAPITAL OUTLAYS	**$ -**	**$ 3,486**	**$ -**	**$ -**	**$ -**	**-**
TOTAL GENERAL ADMINISTRATION	**$ 35,698**	**$ 49,029**	**$ 49,422**	**$ 44,088**	**$ (5,334)**	**(10.8)**

Notable Variances Explained

- The decrease in General Supplies is related to the impact of inflation on supply costs in FY22.

Legal

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

Legal General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Professional Fees	$ 327,926	$ 260,927	$ 420,000	$ 395,000	$ (25,000)	(6.0)
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 327,926**	**$ 260,927**	**$ 420,000**	**$ 395,000**	**$ (25,000)**	**(6.0)**
TOTAL LEGAL	**$ 327,926**	**$ 260,927**	**$ 420,000**	**$ 395,000**	**$ (25,000)**	**(6.0)**

Notable Variances Explained

- The decrease recognized is related to the higher than anticipated costs associated with legal expenses in FY22.

Risk Management

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

Risk Management General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
PURCHASED/CONTRACTED SERVICES						
Insurance	$ 252,896	$ 255,837	$ 315,092	$ 327,645	$ 12,553	4.0
TOTAL PURCHASED/CONTRACTED SERVICES	**$ 252,896**	**$ 255,837**	**$ 315,092**	**$ 327,645**	**$ 12,553**	**4.0**
OTHER COSTS						
Payment To Others	$ -	$ 291	$ 950	$ -	$ (950)	(100.0)
TOTAL OTHER COSTS	**$ -**	**$ 291**	**$ 950**	**$ -**	**$ (950)**	**(100.0)**
TOTAL RISK MANAGEMENT	**$ 252,896**	**$ 256,128**	**$ 316,042**	**$ 327,645**	**$ 11,603**	**3.7**

Notable Variances Explained

• After accounting for the anticipated annual increase in premiums, as well as added coverage anticipated in FY 2023, the City projects a 3.7% increase overall in Risk Management from FY 2022 to FY 2023.

Other Costs/Financing Uses

Accounts for contingencies and interfund transfers out to other funds.

Other Costs/Financing Uses General Fund Expenditures

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
OTHER COSTS						
Contingencies / Unallocated	$ -	$ -	$ -	$ 300,595	$ 300,595	-
TOTAL OTHER COSTS	**$ -**	**$ -**	**$ -**	**$ 300,595**	**$ 300,595**	**-**
OTHER FINANCING USES						
Interfund Transfers Out						
To Capital Projects Fund	$ 5,370,390	$ 13,655,033	$ 21,852,185	$ 7,129,426	$ (14,722,759)	(67.4)
To Revenue Bond Fund	1,158,509	1,650,026	1,650,526	1,649,025	(1,501)	(0.1)
To Special Events Fund	-	-	49,824	-	(49,824)	(100.0)
To Confiscated Assets Fd	-	-	-	180,000	180,000	-
TOTAL OTHER FINANCING USES	**$ 6,528,899**	**$ 15,305,059**	**$ 23,552,535**	**$ 8,958,451**	**$ (14,594,084)**	**(62.0)**
TOTAL OTHER COSTS/FINANCING USES	**$ 6,528,899**	**$ 15,305,059**	**$ 23,552,535**	**$ 9,259,046**	**$ (14,293,489)**	**(60.7)**

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 2023.

Maintenance & Operating (M & O) Initiatives Summary

Initiative		FY 2023 Adopted
INFORMATION SERVICES		
Information Services Director	$	184,200
TOTAL INFORMATION SERVICES	**$**	**184,200**
COMMUNICATIONS		
Communications Coordinator	$	93,955
TOTAL COMMUNICATIONS	**$**	**93,955**
POLICE		
Records Clerk*	$	-
Additional Public Safety Ambassadors*		34,767
Sidearm Weapons System Upgrade		49,125
TOTAL POLICE	**$**	**83,892**
FIRE		
Fire Department Reorganization (Addition of one Full-Time Deputy Chief)	$	184,049
Fire/EMS Training Officer		131,705
Ultrasound for EMS		25,566
Radio Replacement Maintenance Fees		41,000
Pay Incentive for Advanced EMT Certification		11,820
TOTAL FIRE	**$**	**394,141**
PARKS & RECREATION (ACTIVE)		
Part Time Staff for the Supervision of Recreational Activity	$	47,558
MCPP Part-Time Staff*		-
Outdoor Recreation Manager		102,250
Summer Day Camp		2,360
TOTAL PARKS & RECREATION (ACTIVE)	**$**	**152,168**
COMMUNITY DEVELOPMENT		
Site Development Inspector	$	85,550
Zoning Technician		69,850
TOTAL COMMUNITY DEVELOPMENT	**$**	**155,400**
M & O INITIATIVES TOTAL	**$**	**1,063,756**

*These requests include unfunded positions.

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Information Services

Information Services Director

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Effective Information Technology**

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

The vision of our IS department is "to be a trusted advisor and strategic business partner in enabling innovative growth and support" and the mission states that, "the Milton Information Services Department will strive to ensure the City's technology is current, reliable, and secure while also providing internal departments with the strategic direction required to operate efficiently and effectively." Since the City's inception, we have contracted with managed service providers to strategically lead the City's IT dynamic resources with some success. However, as we continue to automate and integrate our systems to achieve efficiency, the IT complexity has significantly increased. We have come to a point where the growth of our City and the expectations of our citizens necessitate a fulltime, experienced IT professional to strategically lead our Information Systems and make our data work for Team Milton and our citizens.

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).

The City's focus on IT is prevalent throughout both the strategic plan and 2040 comprehensive plan. Currently, IT is the focus of one major goal with four subobjectives, including ED.6 and ED.6a from the comprehensive plan. Measurement will include, but not be limited to, internal and external satisfaction with the City's IT resources and the successful completion of a significant number of IT-dependent projects.

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

This initiative will add one full-time employee and potentially reduce costs associated with the City's managed services contract.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	130,000
Benefits	45,500
Professional Fees	-
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	-
Travel	-
Dues & Fees	-
Education & Training	5,000
Contract Labor	-
Maintenance Contract	-
General Supplies	-
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	-
Machinery	-
Vehicles	-
Furniture/Fixtures	-
Computer Software	600
Computer Hardware	2,500
Other Equipment	600
	-
	-
	-
	-
TOTAL	**184,200**
Salary/Benefits	175,500
Maintenance & Operating	8,700

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	186,365	191,956	197,715	203,646
Decreases Operating Costs	(22,000)	(22,880)	(23,795)	(24,747)
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	164,365	169,076	173,919	178,899

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Communications

Communications Coordinator

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Diverse, Engaged, Healthy Workforce**

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

This individual would serve many important purposes in the Communications and Engagement Department, as well as for the City generally. The ideal candidate will have strong existing multi-media skills (including videos, pictures, website production, etc.), an aptitude to quickly learn new skills and platforms, general communications expertise, creativity, and attention to detail will allow the City to expand significantly its reach in innovative, modern ways. Among other roles, this person can support the City's transparency efforts including regular updates on ClearGov (including the Strategic Plan modules); support, marketing and more for those wishing to learn more about Milton; support the creation and launch of a text-messaging informational service for residents; work with City staff on populating social media, including Twitter, LinkedIn and Facebook; contribute to internal City messaging, including helping maintain Milton's in-development "intranet;" and take on other communications assignments and roles as needed. This individual will contribute to all aspects of Milton's Strategic Plan, including serving Milton's sustainability/resiliency goals and forming "a cooperate ecosystem in which mutually reinforcing government and private sector activities contribute to a vibrant and safe community."

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).

The efficacy of the person in this role will be somewhat subjective, though we have strong confidence that he or she will positively impact the Department, the City government generally, and the community as a whole.

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 staffing request that thus requires a recurring expense related to the addition of a full-time employee.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	60,000
Benefits	30,000
Professional Fees	-
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	-
Travel	1,000
Dues & Fees	-
Education & Training	500
Contract Labor	-
Maintenance Contract	-
General Supplies	-
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	-
Machinery	-
Vehicles	-
Furniture/Fixtures	-
Computer Software	350
Computer Hardware	2,105
Other Equipment	-
	-
	-
	-
	-
TOTAL	**93,955**
Salary/Benefits	
Maintenance & Operating	3,955

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	82,500	86,000	89,500	92,000
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	82,500	86,000	89,500	92,000

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Police

Full-Time Records Clerk

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Diverse, Engaged, Healthy Workforce**

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

This request is for an additional Records Clerk. This would allow for the Records section of the Support Services Division to handle the current workload and demand placed on employees, create the potential for additional fiscal influx to the city (increased lobby hours), allow for a relief factor for employee breaks and PTO without having to utilize sworn personnel and resolve lingering issues that need to be addressed to ensure improved efficiency and accuracy. The addition of this employee would also increase the departments capacity to process fingerprinting and background checks.

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

Improved efficiency at the front desk and in the records section

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 staffing request that thus requires a recurring expense related to the addition of a full-time employee.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	43,680
Benefits	21,840
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	1,000
Other Equipment	-
	-
	-
	-
	-
TOTAL	**66,520**
Salary/Benefits	65,520
Maintenance & Operating	1,000

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	67,486	69,510	71,595	73,743
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	67,486	69,510	71,595	73,743

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Police

Additional Public Safety Ambassadors

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Safe and Secure Community**

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

As the PSA program has shown significant public value, the department sees an opportunity to expand this function to create efficiencies and even more value as a force multiplier with PSAs specifically dedicated to our parks. As our citizens' parks opportunities have expanded substantially, so has the need for additional security as parks are particularly vulnerable areas for crimes of opportunity. These additional PSAs would increase the public safety presence at city parks and increase both customer service and response to citizen/safety concerns. An additional part of this initiative includes providing the PSAs with E-bikes that would allow them to patrol the trails and respond more quickly to incidents in areas that are not readily accessible. This manner of patrol would also allow for increased public safety visibility in the more remote areas where citizens are particularly vulnerable. The funding of this initiative would be slightly offset by a reduction in costs associated with Tri-scapes services of trail monitoring ($300 per trail walk).

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

Improved visibility, citizen engagement and responsiveness, number of park patrols, number of calls/reports taken by PSAs, crime statistics at our parks.

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

Salary costs

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	122,148
Benefits	8,550
Professional Fees	
Repairs & Maintenance	-
Communications	
Advertising	-
Printing	-
Travel	-
Dues & Fees	-
Education & Training	-
Contract Labor	-
Maintenance Contract	-
General Supplies	-
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	3,000
Machinery	-
Vehicles	33,600
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	
Other Equipment	23,400
	-
	-
	-
	-
TOTAL	**190,698**
Salary/Benefits	130,698
Maintenance & Operating	60,000

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	134,619	138,658	142,818	147,102
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	134,619	138,658	142,818	147,102

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Police

Sidearm Weapons System Upgrade

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Safe and Secure Community**

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

This initiative is a transition to an upgraded sidearm weapons system that includes an updated sidearm, holster, and enhanced sighting system.

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

Improved firearms skills and accuracy.

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

None - this cost contemplates the trade-in value for the officer's current weapons

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	-
General Supplies	-
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	-
Machinery	-
Vehicles	-
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	-
Other Equipment	49,125
	-
	-
	-
	-
TOTAL	**49,125**
Salary/Benefits	-
Maintenance & Operating	49,125

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	-	-	-	-
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	-	-	-	-

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Fire

Fire Department Reorganization (Addition of one Full-Time Deputy Chief)

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Critical Event Preparedness**

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

Resiliency and providing a safe community are major priorities for the City and are highlighted in the current strategic plan. However, at this point, this program is a sub-function of a deputy fire chief, who also oversees Prevention/Fire Marshal, Training, Logistics, EMS, Fire Corps volunteers, the records management system, and data analytics and strategic planning for the Fire Department. Adding an additional Deputy Chief position to better allocate these responsibilities between the exising Deputy Chief and the newly created position will allow the city to put more focus on cross-departmental sustainability and resilience efforts and better facilitate interdepartmental coordination on major events as well as planned events to maximize community safety.

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).

There are already concrete training and drill/exercise based performance measurements built into the strategic plan that relate to this position. This position would be judged primarily on its ability to meet these deliverables during the life of the plan and also look for additional ways to coordinate with community groups, residents, churches, and businesses once a strong baseline is met within the City government.

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

This will involve a salary and benefits of the position as well as functional needs such as communication supplies, safety equipment, vehicle maintenance, computers, community education supplies, and potentially enhancements of the equipment/ability of the Emergency Operations Center at the police department.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	120,936
Benefits	48,374
Professional Fees	1,693
Repairs & Maintenance	-
Communications	1,056
Advertising	100
Printing	100
Travel	3,000
Dues & Fees	690
Education & Training	1,500
Contract Labor	-
Maintenance Contract	-
General Supplies	500
Utilities	-
Gasoline/Diesel	2,500
Food/Meals	500
Uniforms	500
Machinery	-
Vehicles (replace Fire admin vehicle)	50,000
Furniture/Fixtures	500
Computer Software	-
Computer Hardware	1,500
Other Equipment	600
	-
	-
	-
	-
TOTAL	**234,049**
Salary/Benefits	169,310
Maintenance & Operating	63,046

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	182,549	188,026	193,667	199,477
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	182,549	188,026	193,667	199,477

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Fire

Fire/EMS Training Officer

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Safe and Secure Community**

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

Over the years the city's overall population has grown substantially along with that growth, commercial developments are on the rise. Each one of these bring with it different challenges to our department. The way we meet these challenges is through personnel, equipment, and smart deployment of resources that will provide for a quick response with the latest equipment and the most important, well trained personnel. Basic and advanced level training is the key to keeping our community safe and secure. Because of the current job responsibilities throughout the department we are limited on instruction and are in need of a fulltime Fire/EMS training officer to assist the training department in providing these basic and advanced level classes that will ensure our personnel are trained and ready.

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).

More classroom and practical instruction at the basic and advance level for all department members. Advanced certifications for our firefighting staff to advance the level of service provided to the community and to meet the demands of new initiatives including Milton CARES, Blue Card/NIMS training for the fire department and the City, and the MFRD Leadership and Professional Development Academy. This position will provide in-classroom training to all staff.

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

Annual salary and benefits costs, uniforms, annual training for recertification, and phone/radio maintenance costs. One time purchase of a vehicle (to be folded into the capital replacement plan), turnouts, and a radio are also included.
This is at the mid-range captain salary.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	81,351
Benefits	32,540
Professional Fees	-
Repairs & Maintenance	300
Communications	1,000
Advertising	-
Printing	-
Travel	500
Dues & Fees	314
Education & Training	200
Contract Labor	-
Maintenance Contract	-
General Supplies	500
Utilities	-
Gasoline/Diesel	1,500
Food/Meals	-
Uniforms	500
Machinery	-
Vehicles	42,000
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	2,500
Other Equipment	10,500
	-
	-
	-
	-
TOTAL	**173,705**
Salary/Benefits	113,891
Maintenance & Operating	59,814

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	118,705	122,267	125,935	129,713
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other		-	-	-
Total Operating Impact	118,705	122,267	125,935	129,713

Notes:
The salary is based off of the mid-range Captain salary. This initiative also includes $42000 for the one time capital procurement of a F150 Pickup, radio, turnouts, & laptop and is not figured again between 2023 - 2026. Recurring operating expenses outside of salary and benefits is $2814.

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Fire

Ultrasound for EMS

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Critical Event Preparedness**

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

Milton Fire rescue would like to obtain 7 hand-held, portable ultrasound devices. In-field ultrasound offers earlier detection of time-critical conditions that may require deliberate transport to a specialty care facility. Application of field ultrasound include recognition of OB emergencies, internal bleeding recognition, fracture determination, IV catheter placement, intubation placement and confirmation. The purchase and training on these devices will improve patient outcomes through better recognition of the underlying causes of patient symptoms. The system offers a telemedicine option to share the screen read with doctors at the receiving facility, thus confirming diagnosis in the field.

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).

Current patient outcomes, experiences, and survivability should improve as citizens will be exposed to a better pre-hospital diagnostic service. This will also be implemented into the CARES operating system, thus improving service and outcomes for citizens in that program. The performance of the device and system will be tracked under the quality assurance program supervised by the Medical Services Officer.

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

There is an annual cost of 595.00 per device that enables cloud storage of all scans and data so as to be able to transfer diagnostics into our E-PCR report writing software and also use stored scans for training and quality assurance purposes.

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	4,165
General Supplies	-
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	-
Machinery	-
Vehicles	-
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	-
Other Equipment	21,401
	-
	-
	-
	-
TOTAL	**25,566**
Salary/Benefits	-
Maintenance & Operating	25,566

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	4,165	4,165	4,165	4,165
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	4,165	4,165	4,165	4,165

Notes:

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	APX NEXT Firefighter Radio Upgrade Replacement	**Estimated Project Cost:**	723,891
		Estimated Completion:	2023

DEPARTMENT: Police / Fire

Account #: [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Safe and Secure Community

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The Milton Public Safety seeks approval to purchase thirty-eight (38) Motorola APXNext portable radios for the Fire Department and fifty-two (52) radios for the Police Department. The current portable radio (APX6000-AN model) carried by staff is considered "End of Life" by Motorola, for parts and software support. These radios entered service in early 2015 and are incurring increasing maintenance costs, and sometimes outright replacement, due to their age and condition. Staff has identified the Motorola APXNext Radio as the replacement for the APX6000. The APXNext has several technology enhancements that will benefit users in the field to include LTE cellular backup to provide over-the-air programming and firmware updates, geo-location, and supplementing radio tower coverage to reduce "out of range" instances inside of buildings and while outside radio tower coverage areas. New battery technology allows greater capacity in a smaller size and redesigned shoulder mics take advantage of multiple microphones and advancements in noise reduction for clearer communications. Extra batteries, charger banks, shoulder mics, antennas, and other accessories and replacement parts are included. $305,643 - Fire / $418,248 - Police

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	723,891
Total Project Cost:	**723,891**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	-	723,891							723,891	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**723,891**							**723,891**	**-**

IMPACT ON OPERATING BUDGET:	Annual Licensing and Support	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	41,000
		Revenues	-
		Total:	**41,000**



APX NEXT XE All-Band P25 Smart Radio and High Impact Green Remote Speaker Microphone

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Fire

Pay Incentive for Advanced EMT Certification

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Diverse, Engaged, Healthy Workforce**

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

Award incentive pay for Advanced EMTs in fire to address skills they acquire through education and training. Incentive would work like the paramedic incentive but pay an additional $1,000 annually. Once and Advanced EMT becomes a Paramedic, they would lose the Advanced EMT pay and get the Paramedic pay.

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).

Implementation of this initiative would increase the quality of care provided to citizens and incentivize increase education and certification of staff.

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

Costs would remain constant because this is not an increase to base pay

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	10,000
Benefits	1,820
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	**11,820**
Salary/Benefits	11,820
Maintenance & Operating	-

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	11,820	11,820	11,820	11,820
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	11,820	11,820	11,820	11,820

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Parks & Recreation (Active)

Part-Time Staff for the Supervision of Recreational Activity

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Public Land and Resources**
Strategic Action Item/Goal:	**Active Parks and Recreation**

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

At this time, during our typical recreational activities are occurring, such as athletics at Bell Memorial Park or youth basketball games at the various gymnasiums we lease, there is no City presence on-site. The addition of a part-time staff will give the parks and facilities supervision during active programming. They will check trash, check the restrooms for cleanliness, help any residents with questions, make sure lights are on the correct fields, ensure the scheduled teams and programs are on the correct fields, among other things. In addition to ensuring the programming is operating well, this initiative would increase the level of service that our programming offers, by showing city presence at the parks.

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).

Quantitative survey questions to participants that measure the level of service the new staff provided. We currently survey our participants as part of our programming process.

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

In future years, if there is expanded park growth, there would be a request for additional staffing hours.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	43,631
Benefits	3,927
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	**47,558**
Salary/Benefits	47,558
Maintenance & Operating	-

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	48,985	50,454	71,968	74,127
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	48,985	50,454	71,968	74,127

Notes:
The increase noted in FY2025 is based on the potential of another athletic park being built.

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Parks & Recreation (Active)

Part-Time Staff for the Milton City Park and Preserve (MCPP)

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Public Land and Resources**
Strategic Action Item/Goal:	**Active Parks and Recreation**

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

The MCPP is now open as the flagship indoor facility for recreation programming. This initiative proposes that the building be staffed throughout the day to monitor programming and be a hub for our residents to call or visit to find out more information pertaining to the City's recreation offerings. In addition, smaller office duties can be assigned and tasked to the MCPP staff by the Program Supervisor. This position could staff the building from 9am-9pm Monday through Friday and 9am-7pm on Saturdays.

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).

Increased participation in recreation programming and quality survey results

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

This should not impact future budgets unless there is a pay increase.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	65,974
Benefits	5,938
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	**71,911**
Salary/Benefits	71,911
Maintenance & Operating	-

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	74,069	76,291	78,579	80,937
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	74,069	76,291	78,579	80,937

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Parks & Recreation (Active)

Outdoor Recreation Manager

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Public Land and Resources**
Strategic Action Item/Goal:	**Passive Parks**

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

Within the City, our residents appreciate and expect a level of effort to fall within the conservation and stewardship of our rural lands. Expanding our recreation offerings in the outdoor space would increase the available programs to our residents. This position would not be limited to programming, as the Outdoor Recreation Manager would oversee all the passive parks. He/she would be responsible for identifying any new or ongoing issues within those spaces, such as trip hazards, or environmental concerns within the parks. Along with new programming, this new position could organize events revolving around stewardship and establish new programs such as leave-no-trace or Adopt a Stream.

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).

1. Citizens signed up for outdoor recreation classes
2. Number of work orders created pertaining to passive land concerns
3. Number of outdoor-based programs created
4. Number of service projects overseen to enhance our passive lands
5. Number of identified or applied for grants/funding opportunities for passive land

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

Year over year costs associated with the addition of a full-time employee and an additional vehicle in the Parks & Recreation fleet would apply.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	65,000
Benefits	32,500
Professional Fees	-
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	500
Travel	-
Dues & Fees	-
Education & Training	1,000
Contract Labor	-
Maintenance Contract	-
General Supplies	1,000
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	250
Machinery	-
Vehicles	40,000
Furniture/Fixtures	-
Computer Software	
Computer Hardware	2,000
Other Equipment	-
	-
	-
	-
	-
TOTAL	**142,250**
Salary/Benefits	97,500
Maintenance & Operating	44,750

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	105,318	108,477	111,731	115,083
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	105,318	108,477	111,731	115,083

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Parks & Recreation (Active)

Creation of a Summer Day Camp

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Public Land and Resources**
Strategic Action Item/Goal:	**Active Parks and Recreation**

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

The city currently operates a day summer camp though a third party, the YMCA of Metro Atlanta. This partnership started in 2022. The YMCA struggled to get the camp off the ground for summer 2022, and has not hit expectations of staff. Staff proposes running such a camp in-house, hiring a Camp Manager and camp counselor staff to fill this gap. The camp would operate out of the community center on 1785 Dinsmore Road. Initially, there would be no travel for this camp, but that could be incorporated in future years. The proposed cost per week of this camp would be $150 per week for a Milton resident and $225 for a non-Milton resident.

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).

1. Number of citizens signed up for the program
2. Survey results from the quality surveys submitted by staff
3. Utilization rate of the Community Center during the summer time

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

Costs associated with the addition of seasonal staff and camp materials will apply, but the intent would be to cover costs with the revenues collected for camp attendance.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	51,084
Benefits	3,576
Professional Fees	-
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	800
Travel	-
Dues & Fees	-
Education & Training	500
Contract Labor	5,000
Maintenance Contract	-
General Supplies	6,000
Utilities	-
Gasoline/Diesel	-
Food/Meals	400
Uniforms	-
Machinery	-
Vehicles	-
Furniture/Fixtures	-
Computer Software	2,500
Computer Hardware	-
Other Equipment	-
REVENUES	(67,500)
	-
	-
	-
TOTAL	**2,360**
Salary/Benefits	54,660
Maintenance & Operating	(52,300)

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	-	-	-	-
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	-	-	-	-

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Community Development

Site Development Inspector

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Diverse, Engaged, Healthy Workforce**

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

A Site Development Inspector performs technical inspections of development sites and construction projects to determine compliance with all City, State, and Federal codes and regulations. This position will assist the Site Development Inspection Manager in conducting inspections in the City of Milton.

Due to increase in developments in the City, the new position will assist in managing and conducting daily inspections and complaints. Currently, there are approximately 193 total active inspections, which translates to 33.83 inspections per day--a tasks for at least two staff members.

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).

Performance measure is based on workload or output. This measure indicate the total percentage of work performed or number of inspections conducted.

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 staffing request that thus requires a recurring expense related to the addition of a full-time employee.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	55,000
Benefits	27,500
Professional Fees	
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	-
Travel	250
Dues & Fees	250
Education & Training	500
Contract Labor	-
Maintenance Contract	-
General Supplies	100
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	750
Machinery	-
Vehicles	25,000
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	1,200
Other Equipment	-
	-
	-
	-
	-
TOTAL	**110,550**
Salary/Benefits	82,500
Maintenance & Operating	28,050

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	86,825	89,430	92,113	94,876
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	86,825	89,430	92,113	94,876

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Community Development

Zoning Technician

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Diverse, Engaged, Healthy Workforce**

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

A zoning technician will perform clerical and specialized technical work involving information dissemination related to planning and zoning board of commissions (e.g., prepare and publish agenda, packets, minutes), intake of planning applications on CityView, and will provide administrative service to planners, zoning manager, and land development manager.

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).

Performance measure is based on workload or output. This measure indicate the total percentage of work performed.

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 staffing request that thus requires a recurring expense related to the addition of a full-time employee.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	45,000
Benefits	22,500
Professional Fees	
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	-
Travel	-
Dues & Fees	-
Education & Training	500
Contract Labor	-
Maintenance Contract	-
General Supplies	100
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	250
Machinery	-
Vehicles	-
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	1,500
Other Equipment	-
	-
	-
	-
	-
TOTAL	**69,850**
Salary/Benefits	67,500
Maintenance & Operating	2,350

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	71,946	74,104	76,327	78,617
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	71,946	74,104	76,327	78,617

Notes:

Five-Year Operating Projections FY23-FY27

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

One of the outcome measures under this goal is to develop a five-year financial plan. While Milton has always gone beyond legal requirements with its long-term capital improvement plan, the operating forecasts submitted as part of the annual "Budget Book" released publicly historically had been for one year at a time. Internally, meanwhile, staff kept a multi-year operating forecast. FY 2022 was the first year that this five-year plan was fully developed and included as part of Milton's Budget Book. This year, the City once again is including a five-year plan as part of its process.

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

REVENUE ASSUMPTIONS

City staff analyzed trends based on historic actuals as well as current year projections to forecast operating revenues for four years beyond the FY 2023 proposed revenues outlined in the "Major Revenues - 10-year History" section.

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

Milton participated in local option sales tax distribution negotiations with Fulton County and the other municipalities within Fulton County. The agreed upon distributions that came out of these conversations are reflected in this updated five-year forecast. A budget amendment will be required to recognize the additional anticipated revenues for FY23 and will be discussed at a publicly held meeting with the Mayor and City Council.

Property tax revenue anticipations have been updated based on the 2022 tax digest figures as well as Council's decision to reduce the maintenance & operating millage rate from 4.731 mills to 4.469 mills for tax year 2022. (Revenues for that tax year are recognized in FY23.) Other revenue categories that have been adjusted, throughout this five-year forecast, to reflect recent collection trends include: title ad valorem tax, intangible tax, real estate transfer tax, court fines & forfeitures, and interest earnings.

Five-Year Operating Projections FY23-FY27 CONTINUED

EXPENDITURE ASSUMPTIONS

The City of Milton's largest expenditure category is personal services and employee benefits. Salaries & Wages for FY 2023 include the following market adjustments:

- A 20% increase to Police Officer pay ($684,443);
- A 15% increase to Firefighter, Fire Apparatus Operator, and Captain pay; a 9% increase to Battalion Chief pay; and an 8% increase to Deputy Fire Chief pay ($685,637);
- A 10% increase to administrative pay ($345,643); and
- A 3 -11% increase to Department Head pay ($127,763).

For the purposes of this five-year plan, staff has forecasted a 3% market adjustment to salaries annually for FY24-FY27 based on historic action. Still, the City understands this forecast does not a guarantee such annual increases at this figure.

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

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

Milton continues to explore ways to potentially save on administering elections. For the purposes of this forecast, staff has used the current general election rates approved in the most recent IGA with Fulton County every other year and will change that based on any decisions made by Council in FY 2023.

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

Other notable changes from the FY22-FY26 projections include increases to the operating transfer out to the Capital Projects Fund based on updates to the seven-year Capital Improvement Plan and adjustments to the mowing and right-of-way maintenance line items based on the final costs associated with a third-party contract that was out to bid during last year's budget process.

Milton's budget forecast is conservative based on requirements in the City's Code of Ordinances. Historically revenues have exceeded appropriations and expenditures have come in under budget. The City's policies also clearly guide the ability to utilize these funds. And Milton has adhered to a sound fiscal practice of funding its capital pay-as-you-go program with any annual fund balance that exceeds the required reserves in the amount of 25% of the subsequent year's revenues.

General Fund Continuing Operations Five-Year Projections

	FY 2023 Adopted Budget	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
REVENUES					
Taxes					
Property Taxes	$ 19,826,670	$ 19,560,162	$ 20,053,487	$ 21,298,625	$ 21,889,855
Sales & Use Taxes	11,028,869	12,818,185	13,079,948	13,275,330	13,462,604
Business & Other Taxes	3,653,546	3,684,520	3,773,469	3,864,876	3,931,277
Licenses & Permits	1,672,030	1,531,173	1,565,040	1,599,757	1,635,349
Intergovernmental Revenues	5,000	5,000	5,000	5,000	5,000
Charges for Services	579,505	586,434	597,998	612,003	613,491
Fines & Forfeitures	740,000	700,000	700,000	700,000	700,000
Investment Income	200,240	204,288	208,426	212,656	216,936
Contributions & Donations	-	-	-	-	-
Miscellaneous Revenue	242,153	238,057	246,836	245,693	184,626
subtotal	$ 37,948,013	$ 39,327,819	$ 40,230,203	$ 41,813,940	$ 42,639,138
Other Financing Sources					
Proceeds From Sale Of Assets	$ 20,000	$ 20,600	$ 21,218	$ 121,855	$ 50,000
Interfund Transfers In	55,500	-	-	-	-
subtotal	$ 75,500	$ 20,600	$ 21,218	$ 121,855	$ 50,000
TOTAL REVENUES	**$ 38,023,513**	**$ 39,348,419**	**$ 40,251,421**	**$ 41,935,795**	**$ 42,689,138**
EXPENDITURES (by Department)					
Mayor & Council	$ 162,948	$ 163,458	$ 171,201	$ 163,949	$ 164,203
City Clerk	186,119	257,769	177,386	268,656	187,304
City Manager	845,852	890,913	897,046	948,512	975,838
General Administration	44,088	47,006	48,022	49,063	50,131
Finance	847,368	866,537	895,318	918,939	946,786
Legal	395,000	412,775	431,350	450,761	471,045
Information Services	1,600,944	1,664,625	1,574,197	1,716,985	1,657,029
Human Resources	427,822	426,511	443,756	470,119	475,273
Risk Management	327,645	340,751	354,381	368,556	383,298
General Government Buildings	396,226	321,436	332,062	343,060	354,444
Communications	458,088	451,832	470,648	479,140	491,818
Municipal Court	429,086	341,850	351,410	359,395	370,390
Police	6,969,574	7,000,160	7,202,216	7,420,141	7,649,905
Fire	9,481,828	10,154,036	10,826,419	11,182,658	11,535,864
Public Works	3,107,968	3,145,300	3,244,635	3,340,001	3,445,496
Parks & Recreation (Active)	1,783,792	2,265,357	2,343,132	2,423,071	2,472,864
Passive Parks/Greenspace	241,456	193,418	200,657	208,185	216,014
Community Development	2,353,698	2,422,788	2,512,749	2,587,953	2,684,693
Contingency	300,595	313,665	324,766	336,991	345,324
subtotal	$ 30,360,097	$ 31,680,187	$ 32,801,351	$ 34,036,134	$ 34,877,719
Other Financing Uses					
Interfund Transfers Out	$ 8,958,451	$ 8,268,774	$ 7,027,053	$ 8,033,963	$ 6,949,443
subtotal	$ 8,958,451	$ 8,268,774	$ 7,027,053	$ 8,033,963	$ 6,949,443
TOTAL EXPENDITURES	**$ 39,318,548**	**$ 39,948,961**	**$ 39,828,404**	**$ 42,070,097**	**$ 41,827,162**
Total Revenues Over/(Under) Expenditures	$ (1,295,035)	$ (600,542)	$ 423,017	$ (134,302)	$ 861,976
Projected LOST Revenues*	1,560,925	-	-	-	-
Beginning Fund Balance	10,554,560	10,820,450	10,219,908	10,642,925	10,508,623
ENDING FUND BALANCE	**$ 10,820,450**	**$ 10,219,908**	**$ 10,642,925**	**$ 10,508,623**	**$ 11,370,599**

Note: The FY 2023 M&O initiatives have been allocated across the applicable departments/categories for forecasting purposes.

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

*Anticipated LOST revenues for FY23-FY27 have been updated based on the outcome of the negotiations among Fulton County and the participating municipalities. FY23 budget figures for LOST will be updated through the budget amendment process with Council at a publicly held meeting.

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

	FY 2023 Adopted Budget	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
PERSONAL SERVICES & EMPLOYEE BENEFITS					
Salaries & Wages	$ 15,172,874	$ 15,995,999	$ 16,848,867	$ 17,350,853	$ 17,862,037
Employee Benefits	5,683,086	5,997,167	6,378,830	6,624,713	6,881,022
TOTAL PERSONAL SERVICES & EMPLOYEE BENEFITS	**$ 20,855,960**	**$ 21,993,166**	**$ 23,227,697**	**$ 23,975,565**	**$ 24,743,060**
MAINTENANCE & OPERATIONS					
Professional Services	$ 1,044,980	$ 1,101,469	$ 1,014,763	$ 1,162,602	$ 1,108,415
Property Services	1,744,575	1,767,947	1,892,022	1,939,796	1,963,260
Other Purchased Services	4,016,928	4,002,086	4,118,199	4,217,339	4,340,591
Supplies	578,659	607,348	582,546	606,225	628,660
Utilities	722,064	765,110	833,105	859,619	886,010
Fuel	236,144	229,054	230,813	234,434	244,530
Capital Outlay	853,692	893,841	568,440	694,563	607,869
Other Costs	6,500	6,500	9,000	9,000	10,000
TOTAL MAINTENANCE & OPERATIONS	**$ 9,203,542**	**$ 9,373,356**	**$ 9,248,888**	**$ 9,723,577**	**$ 9,789,336**
OTHER COSTS					
Contingency	$ 300,595	$ 313,665	$ 324,766	$ 336,991	$ 345,324
TOTAL OTHER COSTS	**$ 300,595**	**$ 313,665**	**$ 324,766**	**$ 336,991**	**$ 345,324**
OTHER FINANCING USES					
Interfund Transfers Out					
To Capital Projects Fund	$ 7,129,426	$ 6,018,373	$ 5,377,527	$ 6,382,687	$ 5,298,917
To Revenue Bond Fund	1,649,025	1,650,401	1,649,526	1,651,276	1,650,526
To TSPLOST Fund	180,000	600,000	-	-	-
TOTAL OTHER FINANCING USES	**$ 8,958,451**	**$ 8,268,774**	**$ 7,027,053**	**$ 8,033,963**	**$ 6,949,443**
TOTAL EXPENDITURES	**$ 39,318,548**	**$ 39,948,961**	**$ 39,828,404**	**$ 42,070,097**	**$ 41,827,162**





Special Revenue Funds

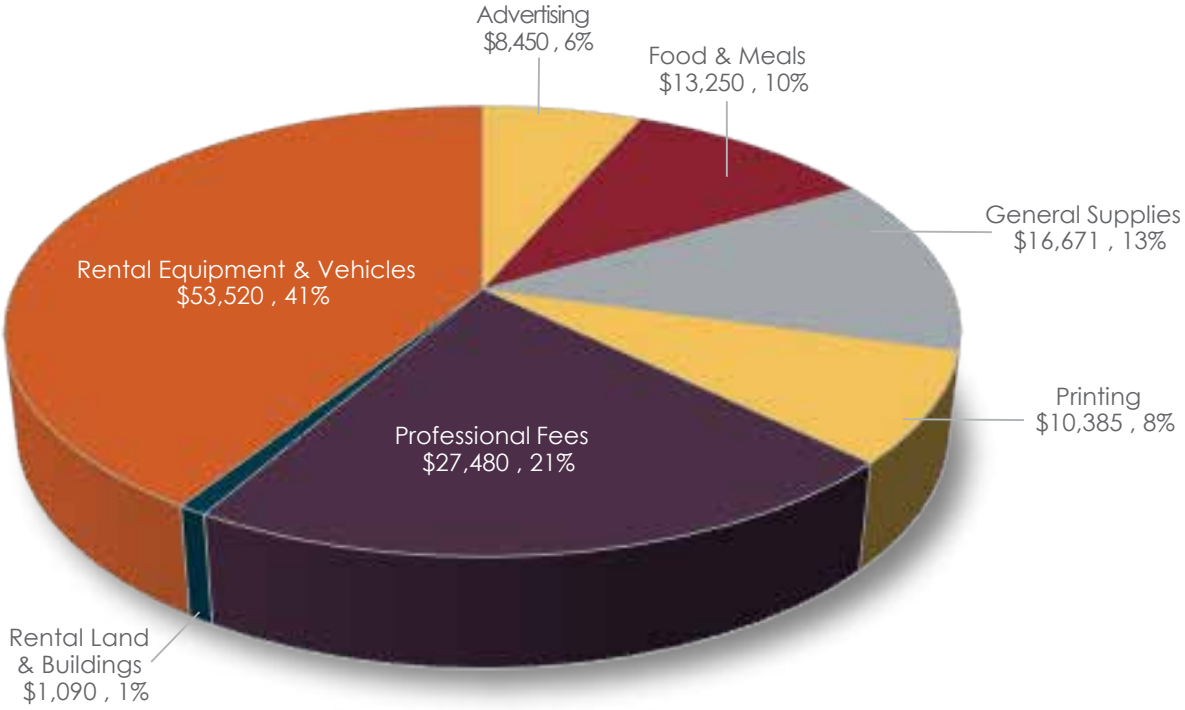
Special Events Fund Budget Summary

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
REVENUES						
Charges for Services	$ 1,100	$ 2,880	$ 18,775	$ 15,000	$ (3,775)	(20.1)
Investment Income	47	7	-	-	-	-
Contributions & Donations	8,399	492	7,500	7,500	-	-
subtotal	$ 9,546	$ 3,379	$ 26,275	$ 22,500	$ (3,775)	(14.4)
Other Financing Sources						
Interfund Transfers In	$ 39,624	$ 36,168	$ 104,824	$ 55,000	(49,824)	(47.5)
subtotal	$ 39,624	$ 36,168	$ 104,824	$ 55,000	$ (49,824)	(47.5)
TOTAL REVENUES	**$ 49,170**	**$ 39,547**	**$ 131,099**	**$ 77,500**	**$ (53,599)**	**(40.9)**
EXPENDITURES (by Department)						
Parks & Recreation (Active)	$ 52,551	$ 28,617	$ 130,509	$ 130,846	$ 337	0.3
TOTAL EXPENDITURES	**$ 52,551**	**$ 28,617**	**$ 130,509**	**$ 130,846**	**$ 337**	**0.3**
Total Revenues Over/(Under) Expenditures	$ (3,382)	$ 10,930	$ 590	$ (53,346)		
Beginning Fund Balance	71,176	67,794	78,724	79,314		
ENDING FUND BALANCE	**$ 67,794**	**$ 78,724**	**$ 79,314**	**$ 25,968**		

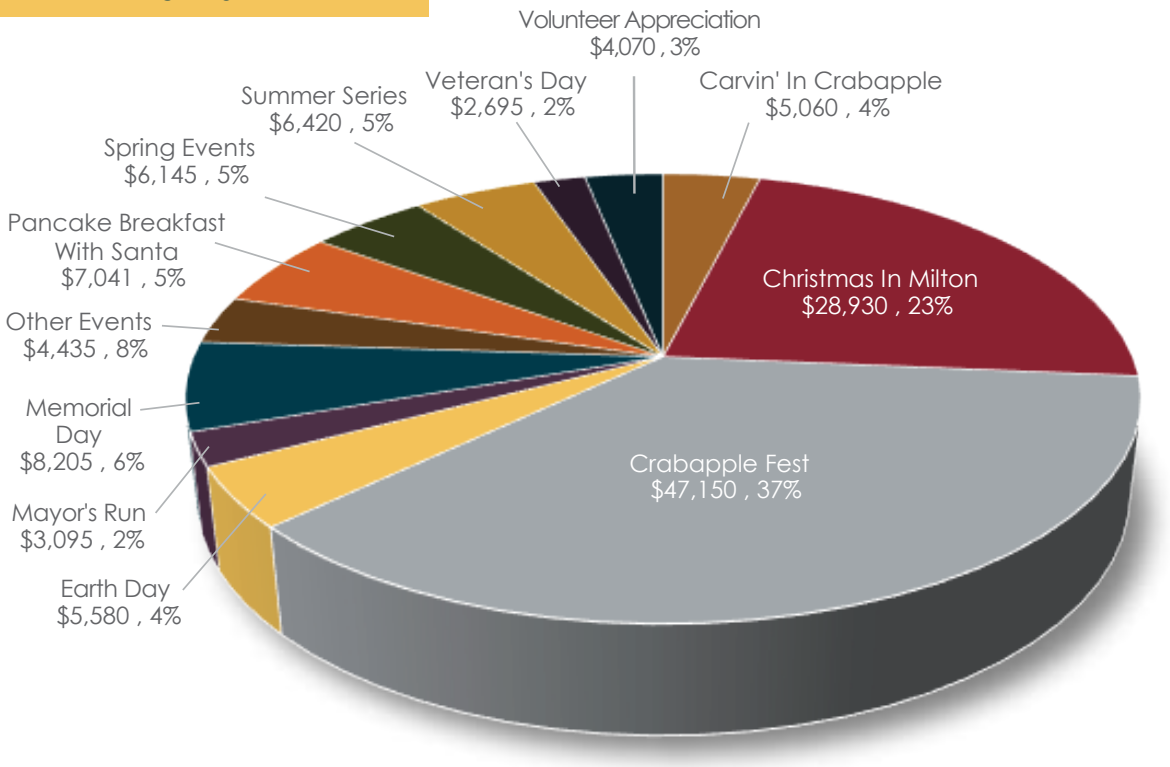


Special Events

EXPENDITURES BY CATEGORY



EXPENDITURES BY EVENT



Special Events Fund Expenditures By Event

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
ARTISAN FARMER'S MARKET						
Professional Fees	$ -	$ -	$ 270	$ 120	$ (150)	(55.6)
Advertising	-	52	950	1,100	150	15.8
Printing	-	480	500	500	-	-
General Supplies	-	-	150	300	150	100.0
TOTAL ARTISAN FARMER'S MARKET	**$ -**	**$ 532**	**$ 1,870**	**$ 2,020**	**$ 150**	**8.0**
CRABAPPLE FEST						
Professional Fees	$ 6,040	$ 5,058	$ 16,764	$ 15,000	$ (1,764)	(10.5)
Rental Land & Buildings	-	-	189	1,000	811	429.1
Rental Equipment & Vehicles	17,165	-	30,136	23,900	(6,236)	(20.7)
Advertising	375	1,230	1,550	850	(700)	(45.2)
Printing	340	-	2,125	2,350	225	10.6
General Supplies	195	468	2,758	2,850	92	3.3
Food & Meals	652	108	1,112	1,200	88	7.9
TOTAL CRABAPPLE FEST	**$ 24,766**	**$ 6,863**	**$ 54,634**	**$ 47,150**	**$ (7,484)**	**(13.7)**
CARVIN' IN CRABAPPLE						
Professional Fees	$ 360	$ 1,163	$ 795	$ 1,070	$ 275	34.6
Rental Land & Buildings	-	-	-	40	40	-
Advertising	350	-	400	400	-	-
Printing	480	-	-	500	500	-
General Supplies	965	420	937	1,800	863	92.1
Food & Meals	-	-	782	1,250	468	59.8
TOTAL CARVIN' IN CRABAPPLE	**$ 2,155**	**$ 1,584**	**$ 2,914**	**$ 5,060**	**$ 2,146**	**73.6**
VETERAN'S DAY						
Professional Fees	$ -	$ 180	$ 500	$ 370	$ (130)	(26.0)
Rental Equipment & Vehicles	323	-	290	240	(50)	(17.2)
Advertising	1,400	700	1,507	400	(1,107)	(73.5)
Printing	-	-	250	310	60	24.0
General Supplies	70	-	250	250	-	-
Food & Meals	1,440	-	1,125	1,125	-	-
TOTAL VETERAN'S DAY	**$ 3,233**	**$ 880**	**$ 3,922**	**$ 2,695**	**$ (1,227)**	**(31.3)**
CHRISTMAS IN MILTON						
Professional Fees	$ 1,990	$ 655	$ 4,660	$ 3,440	$ (1,220)	(26.2)
Rental Land & Buildings	-	-	35	50	15	42.9
Rental Equipment & Vehicles	7,885	6,990	15,440	18,440	3,000	19.4
Advertising	350	-	1,150	1,100	(50)	(4.3)
Printing	480	-	1,200	1,200	-	-
General Supplies	-	410	1,575	2,300	725	46.0
Food & Meals	85	-	2,610	2,400	(210)	(8.0)
TOTAL CHRISTMAS IN MILTON	**$ 10,790**	**$ 8,055**	**$ 26,670**	**$ 28,930**	**$ 2,260**	**8.5**
PANCAKE BREAKFAST WITH SANTA						
Professional Fees	$ 420	$ 560	$ 1,000	$ 1,000	$ -	-
Rental Equipment & Vehicles	1,366	-	1,492	1,620	128	8.6
Advertising	350	350	685	800	115	16.8
Printing	576	-	750	575	(175)	(23.3)
General Supplies	344	-	632	546	(86)	(13.6)
Food & Meals	1,623	-	1,785	2,500	715	40.1
TOTAL PANCAKE BREAKFAST WITH SANTA	**$ 4,678**	**$ 910**	**$ 6,344**	**$ 7,041**	**$ 697**	**11.0**
MAYOR'S RUN						
Professional Fees	$ -	$ -	$ 120	$ 120	$ -	-
Rental Equipment & Vehicles	350	-	600	600	-	-
Advertising	400	-	450	400	(50)	(11.1)
Printing	827	-	1,100	1,300	200	18.2
General Supplies	-	-	300	300	-	-

Special Events Fund Expenditures By Event

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
Food & Meals	-	-	450	375	(75)	(16.7)
TOTAL MAYOR'S RUN	**$ 1,577**	**$ -**	**$ 3,020**	**$ 3,095**	**$ 75**	**2.5**
EARTH DAY						
Professional Fees	$ -	$ -	$ 1,660	$ 2,920	$ 1,260	75.9
Rental Equipment & Vehicles	-	-	665	1,000	335	50.4
Advertising	350	-	400	400	-	-
Printing	-	-	644	660	16	2.5
General Supplies	-	-	300	350	50	16.7
Food & Meals	-	-	541	250	(291)	(53.8)
TOTAL EARTH DAY	**$ 350**	**$ -**	**$ 4,210**	**$ 5,580**	**$ 1,370**	**32.5**
SPRING EVENTS						
Professional Fees	$ -	$ 720	$ 764	$ 1,170	$ 406	53.1
Rental Equipment & Vehicles	-	-	400	400	-	-
Advertising	-	-	400	400	-	-
Printing	-	-	500	500	-	-
General Supplies	-	-	3,080	3,375	295	9.6
Food & Meals	-	-	706	300	(406)	(57.5)
TOTAL SPRING EVENTS	**$ -**	**$ 720**	**$ 5,850**	**$ 6,145**	**$ 295**	**5.0**
MEMORIAL DAY						
Professional Fees	$ -	$ 330	$ 1,790	$ 1,190	$ (600)	(33.5)
Rental Equipment & Vehicles	-	-	3,600	4,100	500	13.9
Advertising	700	1,050	1,100	1,100	-	-
Printing	-	-	900	1,140	240	26.7
Contract Labor	-	300	-	-	-	-
General Supplies	9	52	300	300	-	-
Food & Meals	-	-	300	375	75	25.0
TOTAL MEMORIAL DAY	**$ 709**	**$ 1,732**	**$ 7,990**	**$ 8,205**	**$ 215**	**2.7**
SUMMER SERIES						
Professional Fees	$ -	$ 760	$ 570	$ 180	$ (390)	(68.4)
Rental Equipment & Vehicles	-	-	310	1,390	1,080	348.4
Advertising	350	700	400	750	350	87.5
Printing	-	-	500	500	-	-
Contract Labor	-	-	1,095	-	(1,095)	(100.0)
General Supplies	-	777	316	2,600	2,284	722.8
Food & Meals	-	104	1,279	1,000	(279)	(21.8)
TOTAL SUMMER SERIES	**$ 350**	**$ 2,341**	**$ 4,470**	**$ 6,420**	**$ 1,950**	**43.6**
VOLUNTEER APPRECIATION						
Professional Fees	$ -	$ -	$ 390	$ 180	$ (210)	(53.8)
Rental Equipment & Vehicles	419	-	240	240	-	-
Advertising	-	-	350	350	-	-
General Supplies	1,093	-	1,200	1,200	-	-
Food & Meals	2,400	-	2,100	2,100	-	-
TOTAL VOLUNTEER APPRECIATION	**$ 3,912**	**$ -**	**$ 4,280**	**$ 4,070**	**$ (210)**	**(4.9)**
OTHER EVENTS						
Professional Fees	$ 30	$ -	$ 720	$ 720	$ -	-
Rental Equipment & Vehicles	-	-	1,590	1,590	-	-
Advertising	-	50	400	400	-	-
Printing	-	-	750	850	100	13.3
Contract Labor	-	4,949	-	-	-	-
General Supplies	-	-	500	500	-	-
Food & Meals	-	-	375	375	-	-
TOTAL OTHER EVENTS	**$ 30**	**$ 4,999**	**$ 4,335**	**$ 4,435**	**$ 100**	**2.3**
TOTAL EXPENDITURES	**$ 52,551**	**$ 28,617**	**$ 130,509**	**$ 130,846**	**$ 337**	**0.3**

Confiscated Assets Fund Budget Summary

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
REVENUES						
Fines & Forfeitures - Federal	$ 24,211	$ -	$ -	$ -	$ -	-
Fines & Forfeitures - State	1,521	-	-	-	-	-
Investment Income - Federal	59	9	-	-	-	-
Investment Income - State	0	0	-	-	-	-
subtotal	$ 25,791	$ 10	$ -	$ -	$ -	-
TOTAL REVENUES	**$ 25,791**	**$ 10**	**$ -**	**$ -**	**$ -**	**-**
EXPENDITURES (by Department)						
Police - Federal	$ 21,720	$ 10,935	$ 7,537	$ -	$ (7,537)	(100.0)
Poilce - State	-	1,299	-	-	-	-
TOTAL EXPENDITURES	**$ 21,720**	**$ 12,234**	**$ 7,537**	**$ -**	**$ (7,537)**	**(100.0)**
Total Revenues Over/(Under) Expenditures	$ 4,071	$ (12,224)	$ (7,537)	$ -		
Beginning Fund Balance	95,166	99,238	87,014	79,477		
ENDING FUND BALANCE	**$ 99,238**	**$ 87,014**	**$ 79,477**	**$ 79,477**		



E-911 Fund Budget Summary

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
REVENUES						
Charges for Services	$ 1,256,560	$ 1,138,456	$ 1,205,000	$ 1,200,000	$ (5,000)	(0.4)
TOTAL REVENUES	**$ 1,256,560**	**$ 1,138,456**	**$ 1,205,000**	**$ 1,200,000**	**$ (5,000)**	**(0.4)**
EXPENDITURES (by Department)						
Police	$ 1,256,560	$ 1,138,456	$ 1,205,000	$ 1,200,000	$ (5,000)	(0.4)
TOTAL EXPENDITURES	**$ 1,256,560**	**$ 1,138,456**	**$ 1,205,000**	**$ 1,200,000**	**$ (5,000)**	**(0.4)**
Total Revenues Over/(Under) Expenditures	$ -	$ -	$ -	$ -		
Beginning Fund Balance	-	-	-	-		
ENDING FUND BALANCE	**$ -**	**$ -**	**$ -**	**$ -**		



Operating Grant Fund Budget Summary

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
REVENUES						
Intergovernmental Revenues	$ -	$ 1,651,603	$ 262,571	$ -	$ (262,571)	(100.0)
Investment Income	-	46	-	-	-	-
TOTAL REVENUES	**$ -**	**$ 1,651,649**	**$ 262,571**	**$ -**	**$ (262,571)**	**(100.0)**
EXPENDITURES (by Department)						
Police	$ -	$ 29,160	$ 66,265	$ -	$ (66,265)	(100.0)
Interfund Transfers Out						
General Fund	-	1,651,649	103,479	-	(103,479)	(100.0)
TOTAL EXPENDITURES	**$ -**	**$ 1,680,809**	**$ 169,744**	**$ -**	**$ (169,744)**	**(100.0)**
Total Revenues Over/(Under) Expenditures	$ -	$ (29,160)	$ 92,827	$ -		
Beginning Fund Balance	-	-	(29,160)	63,667		
ENDING FUND BALANCE	**$ -**	**$ (29,160)**	**$ 63,667**	**$ 63,667**		



American Rescue Plan (ARP) Act Fund

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
REVENUES						
Intergovernmental Revenues	$ -	$ -	$ 14,783,224	$ -	$ (14,783,224)	(100.0)
Investment Income	-	176	20,500	-	(20,500)	(100.0)
TOTAL REVENUES	**$ -**	**$ 176**	**$ 14,803,724**	**$ -**	**$ (14,803,724)**	**(100.0)**
EXPENDITURES (by Department)						
City Clerk	$ -	$ -	$ 1,367	$ -	$ (1,367)	(100.0)
City Manager	-	-	1,810	-	(1,810)	(100.0)
Finance	-	-	5,871	-	(5,871)	(100.0)
Communications	-	-	646	-	(646)	(100.0)
Municipal Court	-	-	1,683	-	(1,683)	(100.0)
Police	-	-	220,210	-	(220,210)	(100.0)
Fire	-	-	356,151	-	(356,151)	(100.0)
Public Works	-	-	6,732	-	(6,732)	(100.0)
Parks & Recreation (Active)	-	-	3,742	-	(3,742)	(100.0)
Community Development	-	-	15,998	-	(15,998)	(100.0)
Interfund Transfers Out						
General Fund	-	-	10,053,427	-	(10,053,427)	(100.0)
Capital Projects Fund	-	-	2,472,532	-	(2,472,532)	(100.0)
TOTAL EXPENDITURES	**$ -**	**$ -**	**$ 13,140,170**	**$ -**	**$ (13,140,170)**	**(100.0)**
Total Revenues Over/(Under) Expenditures	$ -	$ 176	$ 1,663,554	$ -		
Beginning Fund Balance	-	-	176	1,663,730		
ENDING FUND BALANCE	**$ -**	**$ 176**	**$ 1,663,730**	**$ 1,663,730**		



Hotel/Motel Tax Fund Budget Summary

	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget	$ Variance	% Variance
REVENUES						
Sales & Use Taxes	$ 39,624	$ 36,168	$ 55,000	$ 55,000	$ -	-
TOTAL REVENUES	**$ 39,624**	**$ 36,168**	**$ 55,000**	**$ 55,000**	**$ -**	**-**
EXPENDITURES						
Interfund Transfers Out						
Special Events Fund	$ 39,624	$ 36,168	$ 55,000	$ 55,000	$ -	-
TOTAL EXPENDITURES	**$ 39,624**	**$ 36,168**	**$ 55,000**	**$ 55,000**	**$ -**	**-**
Total Revenues Over/(Under) Expenditures	$ -	$ -	$ -	$ -		
Beginning Fund Balance	-	-	-	-		
ENDING FUND BALANCE	**$ -**	**$ -**	**$ -**	**$ -**		



Capital Projects Funds

Seven-Year Capital Improvement Plan FY23-FY29

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

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

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

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

Capital Improvement Plan FY 2023 - FY 2029

CIP (All Funds)	FY 2023 Adopted	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Revenues	$ 19,911,513	$ 13,064,838	$ 10,636,181	$ 10,627,681	$ 10,625,431	$ 3,125,431	$ 3,122,631
Transfers In from the General Fund (Pay-Go)	8,958,451	8,117,262	7,420,208	6,883,739	6,656,273	7,142,774	7,152,585
TOTAL REVENUES	**$ 28,869,964**	**$ 21,182,100**	**$ 18,056,388**	**$ 17,511,420**	**$ 17,281,704**	**$ 10,268,205**	**$ 10,275,216**
Expenditures	$ 28,874,974	$ 21,240,193	$ 18,056,388	$ 17,511,420	$ 17,281,704	$ 10,268,206	$ 10,275,216
Transfers Out to the General Fund	55,500	-	-	-	-	-	
TOTAL EXPENDITURES	**$ 28,930,474**	**$ 21,240,193**	**$ 18,056,388**	**$ 17,511,420**	**$ 17,281,704**	**$ 10,268,206**	**$ 10,275,216**
ENDING FUND BALANCE	**$ 58,093**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Seven-Year Capital Improvement Plan FY23-FY29 CONTINUED

REVENUE ASSUMPTIONS

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

EXPENDITURE ASSUMPTIONS

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

Forecasted Operating Impact By Category

	FY 2023 Impacts	FY 2024 Impacts	FY 2025 Impacts	FY 2026 Impacts	FY 2027 Impacts	FY 2028 Impacts	FY 2029 Impacts
REVENUES							
Charges for Services	$ 19,700	$ 22,930	$ 25,961	$ 28,192	$ 28,756	$ 29,331	$ 29,918
Miscellaneous Revenue	32,000	33,100	43,562	44,033	44,514	45,604	46,722
TOTAL REVENUES	**$ 51,700**	**$ 56,030**	**$ 69,523**	**$ 72,225**	**$ 73,270**	**$ 74,935**	**$ 76,640**
EXPENDITURES							
Personnel	$ 76,849	$ 569,962	$ 1,306,520	$ 1,351,159	$ 1,397,409	$ 1,445,333	$ 1,494,995
Maintenance	275,723	470,723	487,223	497,223	497,523	497,523	497,523
TOTAL EXPENDITURES	**$ 352,572**	**$ 1,040,685**	**$ 1,793,743**	**$ 1,848,382**	**$ 1,894,932**	**$ 1,942,856**	**$ 1,992,518**

Capital Projects Funds Budget Summaries

CAPITAL PROJECTS FUND	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget
Revenues	$ 5,950,362	$ 13,980,126	$ 24,920,985	$ 7,489,426
Expenditures	$ 2,444,094	$ 7,959,261	$ 42,918,527	$ 7,551,767
Total Revenues Over/(Under) Expenditures	$ 3,506,268	$ 6,020,866	$ (17,997,541)	$ (62,341)
Beginning Fund Balance	$ 8,532,749	$ 12,039,016	$ 18,059,882	$ 62,341
ENDING FUND BALANCE	**$ 12,039,016**	**$ 18,059,882**	**$ 62,341**	**$ (0)**

GREENSPACE BOND FUND	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget
Revenues	$ 1,878,425	$ 1,658,904	$ 1,606,939	$ 1,713,513
Expenditures	$ 4,167,217	$ 1,714,768	$ 6,742,629	$ 1,711,681
Total Revenues Over/(Under) Expenditures	$ (2,288,792)	$ (55,864)	$ (5,135,690)	$ 1,832
Beginning Fund Balance	$ 7,536,608	$ 5,247,816	$ 5,191,952	$ 56,262
ENDING FUND BALANCE	**$ 5,247,816**	**$ 5,191,952**	**$ 56,262**	**$ 58,093**

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

TSPLOST FUND	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget
Revenues	$ 6,519,726	$ 8,362,609	$ 7,764,948	$ 12,280,000
Expenditures	$ 2,693,496	$ 5,595,602	$ 28,309,019	$ 12,280,000
Total Revenues Over/(Under) Expenditures	$ 3,826,230	$ 2,767,007	$ (20,544,071)	$ -
Beginning Fund Balance	$ 13,950,834	$ 17,777,064	$ 20,544,071	$ -
ENDING FUND BALANCE	**$ 17,777,064**	**$ 20,544,071**	**$ -**	**$ -**

Capital Projects Funds Budget Summaries

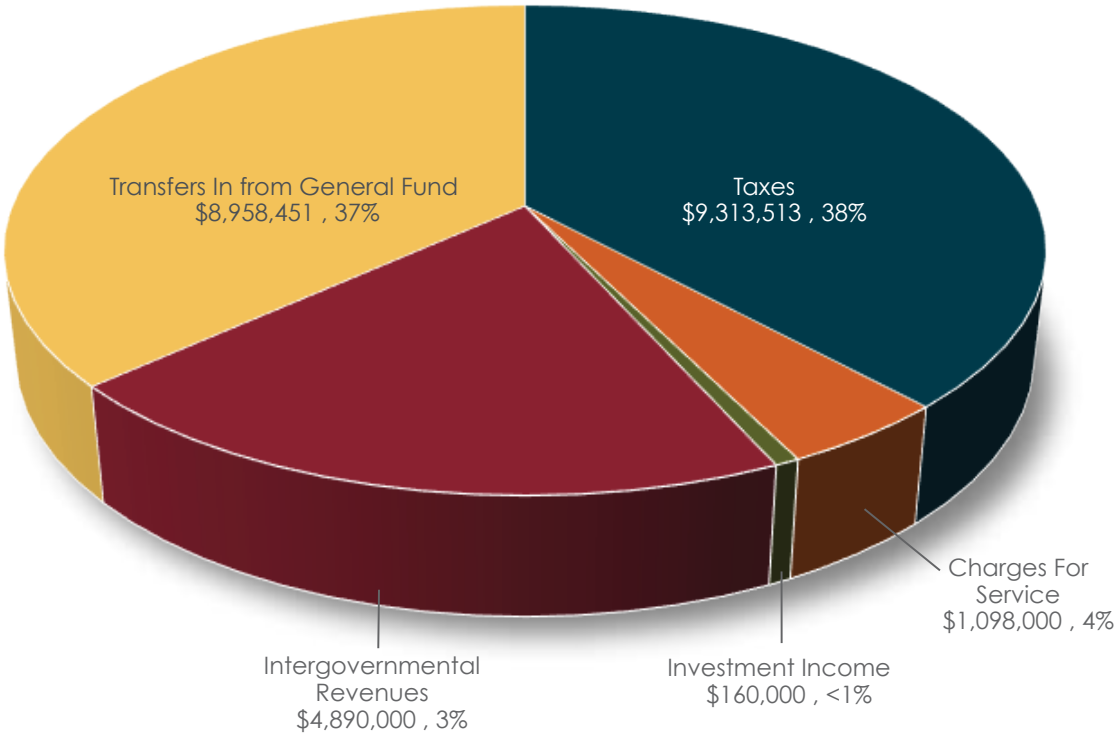
CAPITAL GRANT FUND	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget
Revenues	$ 559,849	$ 1,143,635	$ 1,172,959	$ 4,640,000
Expenditures	$ 434,379	$ 2,340,066	$ 952,457	$ 4,640,000
Total Revenues Over/(Under) Expenditures	$ 125,470	$ (1,196,431)	$ 220,502	$ -
Beginning Fund Balance	$ 850,459	$ 975,930	$ (220,502)	$ -
ENDING FUND BALANCE	**$ 975,930**	**$ (220,502)**	**$ -**	**$ -**

IMPACT FEES FUND	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget
Revenues	$ 832,351	$ 1,648,162	$ 1,098,000	$ 1,098,000
Expenditures	$ 1,628,428	$ 8,544	$ 4,945,736	$ 1,098,000
Total Revenues Over/(Under) Expenditures	$ (796,077)	$ 1,639,619	$ (3,847,736)	$ -
Beginning Fund Balance	$ 3,004,194	$ 2,208,117	$ 3,847,736	$ -
ENDING FUND BALANCE	**$ 2,208,117**	**$ 3,847,736**	**$ -**	**$ -**

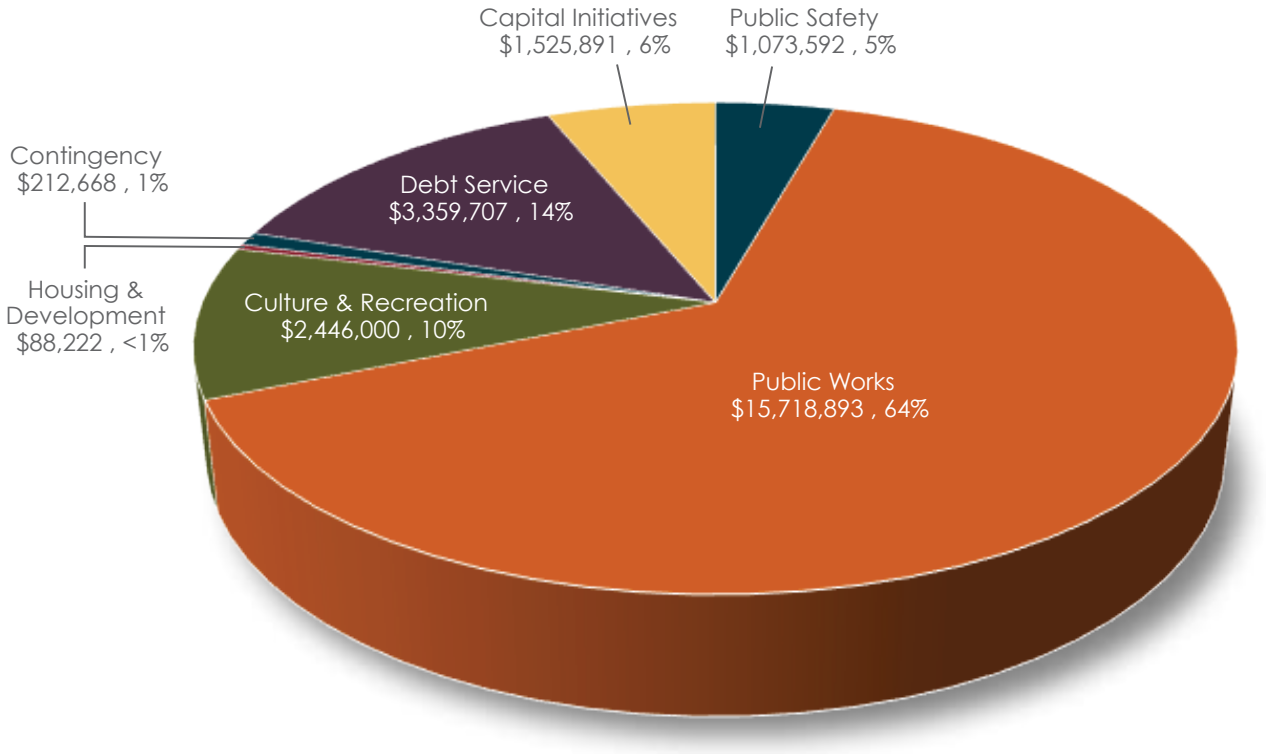
REVENUE BOND FUND	FY 2020 Total Activity	FY 2021 Total Activity	FY 2022 Amended Budget	FY 2023 Adopted Budget
Revenues	$ 28,138,879	$ 1,650,498	$ 1,663,845	$ 1,649,025
Expenditures	$ 22,607,529	$ 1,962,956	$ 5,336,082	$ 1,649,026
Total Revenues Over/(Under) Expenditures	$ 5,531,349	$ (312,458)	$ (3,672,237)	$ (1)
Beginning Fund Balance	$ (1,546,653)	$ 3,984,697	$ 3,672,238	$ 1
ENDING FUND BALANCE	**$ 3,984,697**	**$ 3,672,238**	**$ 1**	**$ (0)**

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
FY2023-FY2029 Funding Requests By Department/Project
All Funding Sources

DEPARTMENT	PROJECT	Estimated Project Cost	Previously Allocated (All Sources)	Available Balance (All Sources)*	FY23-FY29 Requests By Funding Source				Unfunded Amount / (Over)
					FY23-FY29 Operating Transfers	FY23-FY29 TSPLOST Funding	FY23-FY29 Impact Fees	FY23-FY29 Other Funding Sources	
FINANCE									
	Software Upgrades	$ 66,510	$ 66,510	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL FINANCE		**$ 66,510**	**$ 66,510**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
INFORMATION SERVICES									
	Hardware Improvements	$ 636,113	$ 636,113	$ 54,839	$ -	$ -	$ -	$ -	$ -
TOTAL INFORMATION SERVICES		**$ 636,113**	**$ 636,113**	**$ 54,839**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
GENERAL GOVERNMENT BUILDINGS									
	Generators	92,000	92,000	44,693	-	-	-	-	-
TOTAL GENERAL GOVERNMENT BUILDINGS		**$ 92,000**	**$ 92,000**	**$ 44,693**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
POLICE									
	Vehicle Replacement Reserve	$ -	$ 2,170,574	$ 59,027	$ 1,837,220	$ -	$ -	$ -	$ -
TOTAL POLICE		**$ -**	**$ 2,170,574**	**$ 59,027**	**$ 1,837,220**	**$ -**	**$ -**	**$ -**	**$ -**
FIRE									
	Station 42 Replacement	$ 4,925,077	$ 4,837,577	$ 336,948	$ -	$ -	$ 87,500	$ -	$ -
	Apparatus/Vehicle Replacement	-	5,876,665	737,747	1,592,500	-	435,000	-	-
	Advanced Life Support	-	389,878	4,790	170,483	-	-	-	-
	AED Units	46,218	46,218	7,019	-	-	-	-	-
	Fixed Cascade System	47,549	47,549	47,549	-	-	-	-	-
	West Side Fire Station (Station 45)	4,385,000	1,000,000	1,000,000	439,304	-	-	2,945,696	-
TOTAL FIRE		**$ 9,403,844**	**$ 12,197,887**	**$ 2,134,053**	**$ 2,202,288**	**$ -**	**$ 522,500**	**$ 2,945,696**	**$ -**
PUBLIC WORKS									
	Gravel Roads Maintenance	$ -	$ 1,449,832	$ 539,544	$ 2,186,992	$ -	$ -	$ -	$ -
	Repair Major Stormwater Structures	-	2,176,364	367,242	1,925,000	-	-	-	-
	Pavement Management	-	23,042,370	2,689,212	14,040,500	5,000,000	-	3,850,000	-
	Public Works Yard Improvements	858,156	808,156	176,436	50,000	-	-	-	0
	Traffic Calming	-	1,733,948	1,509,170	-	1,829,800	-	-	-
	Bridge Replacement Program	-	1,961,172	566,287	2,100,000	-	-	-	-
	Sidewalk & Trail Construction & Repair	-	1,962,718	880,372	700,000	-	-	-	-
	Slope Landscaping at Thomas Byrd House	100,000	100,000	93,500	-	-	-	-	-
	Crabapple SE Connector	2,000,000	150,000	130,005	-	-	-	660,000	1,190,000
	Trail Connection to Big Creek Greenway	8,930,000	1,550,000	809,706	780,000	-	-	6,600,000	-
	Vehicle Replacement Reserve	-	519,497	183,436	210,000	-	-	-	-
	Crabapple Pedestrian Enhancements	1,049,200	629,000	379,867	-	420,200	-	-	-
	TSPLOST Program Management	750,000	750,000	39,637	-	-	-	-	-
	SR140 @ Green MIL-009	1,060,000	1,060,000	996,600	-	-	-	-	-
	Hopewell @ Bethany MIL-001	4,100,000	4,100,000	1,958,722	-	-	-	-	-
	Freemanville @ Birmingham MIL-004	1,990,000	1,990,000	1,791,499	-	-	-	-	-
	Hopewell @ Thompson MIL-006	3,580,000	3,580,000	756,498	-	-	-	-	-
	Pedestrian 1 MIL-034	763,178	763,178	39,996	-	-	-	-	(0)
	Hopewell @ Hamby MIL-008	2,420,000	2,420,000	499,703	-	-	-	-	-
	Birmingham Middle Bridge MIL-012	2,803,458	2,803,458	2,753,458	-	-	-	-	-
	Morris Road Widening MIL-031	10,318,837	10,188,837	9,040,301	-	-	130,000	-	-
	Freemanville @ Redd MIL-010	1,020,000	1,020,000	970,700	-	-	-	-	-
	Bethany @ Providence MIL-002	1,820,000	1,820,000	1,603,950	-	-	-	-	-
	Mayfield Road Sidewalks	700,000	500,000	419,213	-	200,000	-	-	-
	Bethany Pedestrian Crossing	200,000	200,000	181,690	-	-	-	-	-



Capital Improvement Plan
FY2023-FY2029 Funding Requests By Department/Project
All Funding Sources

DEPARTMENT	PROJECT	Estimated Project Cost	Previously Allocated (All Sources)	Available Balance (All Sources)*	FY23-FY29 Requests By Funding Source: FY23-FY29 Operating Transfers	FY23-FY29 TSPLOST Funding	FY23-FY29 Impact Fees	FY23-FY29 Other Funding Sources	Unfunded Amount / (Over)
	Cox Road Intersection Improvements	6,000,000	1,000,000	1,000,000	-	4,000,000	-	1,000,000	-
TOTAL PUBLIC WORKS		**$ 50,462,829**	**$ 68,278,530**	**$ 30,376,742**	**$ 21,992,492**	**$ 11,450,000**	**$ 130,000**	**$ 12,110,000**	**$ 1,190,000**
PARKS & RECREATION (ACTIVE)									
	Park Land Acquisition	$ -	$ 5,821,185	$ 5,757,185	$ -	$ -	$ 4,725,000	$ -	$ -
	Park & Trail Expansion	-	4,173,259	722,434	-	-	-	-	-
	Vehicle Replacement Reserve	-	42,121	15,200	70,000	-	-	-	-
	Providence Park	7,161,086	3,381,588	2,089,289	2,700,000	-	-	-	1,079,497
	Bell Memorial Park (Turf Field Replacement)	2,750,000	200,000	200,000	2,550,000	-	-	-	-
	Cox Road	1,910,000	1,910,000	471,083	-	-	-	-	-
	Milton City Park and Preserve Facility Imp	3,024,000	1,450,000	375,074	1,574,000	-	-	-	-
	New Active Athletic Complex	22,000,000	14,408,532	14,408,532	150,000	-	-	-	7,441,468
TOTAL PARKS & RECREATION (ACTIVE)		**$ 36,845,085**	**$ 31,386,684**	**$ 24,038,796**	**$ 7,044,000**	**$ -**	**$ 4,725,000**	**$ -**	**$ 8,520,965**
PASSIVE PARKS/GREENSPACE									
	Land Conservation	$ -	$ 26,214,393	$ 5,053,748	$ -	$ -	$ -	$ 10,000	$ -
	Site Improvements	-	1,265,000	1,157,699	-	-	-	-	-
	Birmingham Park	1,500,000	631,250	476,884	868,750	-	-	-	-
	Mayfield Farm Park	35,000	35,000	35,000	-	-	-	-	-
	Mayfield Road Stormwater Facility	-	45,722	45,722	-	-	-	-	-
	Milton City Park and Preserve Passive Imp	6,120,000	3,402,188	539,952	1,400,000	-	-	-	1,317,812
	Lackey Road	50,000	50,000	-	-	-	-	-	-
TOTAL PASSIVE PARKS/GREENSPACE		**$ 7,705,000**	**$ 31,643,552**	**$ 7,309,005**	**$ 2,268,750**	**$ -**	**$ -**	**$ 10,000**	**$ 1,317,812**
COMMUNITY DEVELOPMENT									
	Tree Recompense	$ -	$ 376,753	$ 54,566	$ -	$ -	$ -	$ -	$ -
	Gateway/Wayfinding Signage & Historic Markers	-	568,313	356,850	175,000	-	-	-	-
	Unified Development Code	195,000	195,000	-	-	-	-	-	-
	Permit Tracking Software	271,697	271,697	-	-	-	-	-	-
	Equestrian Zoning	65,000	35,000	-	30,000	-	-	-	-
	Impact Fees CIE/Methodology Updates	-	137,460	81,253	-	-	180,000	-	-
	Vehicle Replacement Reserve	-	141,007	5,538	232,554	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT		**$ 531,697**	**$ 1,725,231**	**$ 498,207**	**$ 437,554**	**$ -**	**$ 180,000**	**$ -**	**$ -**
TOTAL CAPITAL IMPROVEMENT PLAN		**$ 105,743,079**	**$ 148,197,082**	**$ 64,515,361**	**$ 35,782,304**	**$ 11,450,000**	**$ 5,557,500**	**$ 15,065,696**	**$ 11,028,778**

* The available balance includes all encumbrances to-date.



Capital Improvement Plan
FY2023-FY2029 Funding Requests By Department/Project
Operating Transfers (Pay-As-You-Go) Funding

DEPARTMENT	PROJECT	Available Balance (All Sources)*	FY 2023 Adopted Budget	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
POLICE									
	Vehicle Replacement Reserve	$ 59,027	$ 262,460	$ 262,460	$ 262,460	$ 262,460	$ 262,460	$ 262,460	$ 262,460
TOTAL POLICE		**$ 59,027**	**$ 262,460**	**$ 262,460**	**$ 262,460**	**$ 262,460**	**$ 262,460**	**$ 262,460**	**$ 262,460**
FIRE									
	Apparatus/Vehicle Replacement	$ 737,747	$ 227,500	$ 227,500	$ 227,500	$ 227,500	$ 227,500	$ 227,500	$ 227,500
	Advanced Life Support	4,790	56,828	56,828	56,828	-	-	-	-
	West Side Fire Station (Station 45)	1,000,000	439,304	-	-	-	-	-	-
TOTAL FIRE		**$ 1,742,537**	**$ 723,632**	**$ 284,328**	**$ 284,328**	**$ 227,500**	**$ 227,500**	**$ 227,500**	**$ 227,500**
PUBLIC WORKS									
	Gravel Roads Maintenance	$ 539,544	$ 283,693	$ 292,771	$ 302,140	$ 311,808	$ 321,786	$ 332,083	$ 342,710
	Repair Major Stormwater Structures	367,242	275,000	275,000	275,000	275,000	275,000	275,000	275,000
	Pavement Management	2,689,212	1,720,200	1,720,300	1,720,000	1,720,000	1,720,000	2,720,000	2,720,000
	Public Works Yard Improvements	176,436	50,000	-	-	-	-	-	-
	Bridge Replacement Program	566,287	300,000	300,000	300,000	300,000	300,000	300,000	300,000
	Sidewalk & Trail Construction & Repair	880,372	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Trail Connection to Big Creek Greenway	809,706	180,000	600,000	-	-	-	-	-
	Vehicle Replacement Reserve	183,436	30,000	30,000	30,000	30,000	30,000	30,000	30,000
TOTAL PUBLIC WORKS		**$ 6,212,234**	**$ 2,938,893**	**$ 3,318,071**	**$ 2,727,140**	**$ 2,736,808**	**$ 2,746,786**	**$ 3,757,083**	**$ 3,767,710**
PARKS & RECREATION (ACTIVE)									
	Vehicle Replacement Reserve	$ 15,200	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	Providence Park	2,089,289	-	450,000	450,000	450,000	450,000	450,000	450,000
	Bell Memorial Park (Turf Field Replacement)	200,000	510,000	510,000	510,000	510,000	510,000	-	-
	Milton City Park and PreserveFacility Imp	375,074	450,000	450,000	450,000	224,000	-	-	-
	New Active Athletic Complex	14,408,532	150,000	-	-	-	-	-	-
TOTAL PARKS & RECREATION (ACTIVE)		**$ 17,088,094**	**$ 1,120,000**	**$ 1,420,000**	**$ 1,420,000**	**$ 1,194,000**	**$ 970,000**	**$ 460,000**	**$ 460,000**
PASSIVE PARKS/GREENSPACE									
	Birmingham Park	$ 476,884	$ 300,000	$ 300,000	$ 268,750	$ -	$ -	$ -	$ -
	Milton City Park and Preserve Passive Park Impr	539,952	200,000	200,000	200,000	200,000	200,000	200,000	200,000
TOTAL PASSIVE PARKS/GREENSPACE		**$ 1,016,836**	**$ 500,000**	**$ 500,000**	**$ 468,750**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**
COMMUNITY DEVELOPMENT									
	Gateway/Wayfinding Signage & Historic Markers	$ 356,850	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
	Equestrian Zoning	-	30,000	-	-	-	-	-	-
	Vehicle Replacement Reserve	5,538	33,222	33,222	33,222	33,222	33,222	33,222	33,222
TOTAL COMMUNITY DEVELOPMENT		**$ 362,387**	**$ 88,222**	**$ 58,222**	**$ 58,222**	**$ 58,222**	**$ 58,222**	**$ 58,222**	**$ 58,222**
TOTAL CAPITAL IMPROVEMENT PLAN		**$ 26,481,115**	**$ 5,633,208**	**$ 5,843,081**	**$ 5,220,900**	**$ 4,678,990**	**$ 4,464,968**	**$ 4,965,265**	**$ 4,975,892**

* The available balance includes all encumbrances to-date.



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Financial Software Upgrades	**Estimated Project Cost:**	$66,510
		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	66,510
Total Project Cost:	**66,510**

ACTUAL EXPENDITURES TO DATE:	Cap Proj	ARPA Funds
Expended Through FY 22	650	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	ARPA Funds
Rollover at FYE 22	-	65,860

AVAILABLE BALANCE:	Cap Proj	ARPA Funds
Rollover less current encumbrances at FYE 22	-	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	650	-	-	-	-	-	-	-	650	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
ARPA Funding	65,860	-	-	-	-	-	-	-	65,860	
Funding Source Total:	**66,510**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**66,510**	**-**

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:**	$636,113
		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	636,113
Total Project Cost:	**636,113**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 22	572,148

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	63,965

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	54,839

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	636,113	-	-	-	-	-	-	-	636,113	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**636,113**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**636,113**	**-**

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

CAPITAL IMPROVEMENT PLAN

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

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

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Natural gas powered generator as limited back up power for City Hall in the event of a large scale power outage. Estimate includes the cost of the generator and electrical work for connectivity and landscaping around generator unit. Project also includes portable gas powered generator for the Public Works building for emergency backup of that facility with electrical work for connectivity.

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 22	45,366

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	46,634

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	44,693

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	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:	**-**



Generator

CAPITAL IMPROVEMENT PLAN

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

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	This will cover costs of replacement vehicles in the Police Department.

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 22	2,066,426

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 22	104,148

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	Cap Proj 59,027

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	2,062,976	262,460	262,460	262,460	262,460	262,460	262,460	262,460	3,900,196	
Debt Financing	-	-	-	-	-	-	-	-	-	
HIDTA	3,750	-	-	-	-	-	-	-	3,750	
Insurance Proceeds	103,848	-	-	-	-	-	-	-	103,848	
Funding Source Total:	**2,170,574**	**262,460**	**262,460**	**262,460**	**262,460**	**262,460**	**262,460**	**262,460**	**4,007,794**	**-**

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:	Station 42 Replacement	**Estimated Project Cost:**	$4,925,077
		Estimated Completion:	2022

DEPARTMENT: Fire

Account #: 300-3510-541200001
350-3510-541200001
360-3510-541200001

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Engage in Proactive Planning

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	This project is for the replacement of Fire Station 42 on Thompson Rd, which provides critical fire and EMS services to the City. It is also constructed on a piece of land with a deed noting use specifically for the location of a fire station. The current structure on this site was built in the 1970s is mainly of corrugated metal construction with a brick facade. The building is past the end of 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	218,600
Construction	4,550,381
Land Acquisition	-
Fleet Acquisition	-
Other	156,096
Total Project Cost:	**4,925,077**

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Impact Fees	Bond fund
Expended Through FY 22	6,000	-	220,766

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees	Bond Fund
Rollover at FYE 22	513,802	491,465	3,605,545

AVAILABLE BALANCE:	Cap Proj	Impact Fees	Bond Fund
Rollover less current encumbrances at FYE 22	226,691	-	110,258

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	519,802	-	-	-	-	-	-	-	519,802	
Impact Fees	491,465	87,500	-	-	-	-	-	-	578,965	
Debt Financing	3,826,311	-	-	-	-	-	-	-	3,826,311	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**4,837,577**	**87,500**	**-**	**-**	**-**	**-**	**-**	**-**	**4,925,077**	**-**

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
350-3510-542202000

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Engage in Proactive Planning

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:

We have completed the planned replacement of the three front line engines. 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	ARPA Funds
Expended Through FY 22	4,532,646	-	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees	ARPA Funds
Rollover at FYE 22	841,102	-	502,917

AVAILABLE BALANCE:	Cap Proj	Impact Fees	ARPA Funds
Rollover less current encumbrances at FYE 22	737,747	-	150,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029		
Operating Budget	5,373,748	227,500	227,500	227,500	227,500	227,500	227,500	227,500	6,966,248	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees (Apparatus Only)	-	-	72,500	72,500	72,500	72,500	72,500	72,500	435,000	
ARPA Funding	502,917	-	-	-	-	-	-	-	502,917	
Funding Source Total:	**5,876,665**	**227,500**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**7,904,165**	**-**

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

CAPITAL IMPROVEMENT PLAN

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

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

STRATEGIC PLAN STRATEGY:

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

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

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

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 22	95,402

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 22	294,476

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	Cap Proj 4,790

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	389,878	56,828	56,828	56,828	-	-	-	-	560,361	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**389,878**	**56,828**	**56,828**	**56,828**	**-**	**-**	**-**	**-**	**560,361**	**-**

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



CAPITAL IMPROVEMENT PLAN

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 22	39,199

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	7,019

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	7,019

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	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 INITIATIVE REQUEST FORM

PROJECT NAME:	Fixed Cascade System	**Estimated Project Cost:**	$47,549
		Estimated Completion:	2022

DEPARTMENT: Fire

Account #: [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Safe and Secure Community

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:

This initiative is for a fixed Air Compressor/Fill Station/Cascade System to be installed at Station 44. A single 12 year-old trailer-mounted unit currently provides the department with the ability to fill SCBA cylinders (compressed air for firefighting). The current unit is in desparate need of replacement. This critical equipment will enhance both operational capabilities and firefighter health and safety. The benefits of this project offers: • Ability to operate in an IDHL (unsafe, unhealthy) environment without changing fireground tactics to accommodate cylinder air amounts • Lowered fuel costs by eliminating travel to fill cylinders • Decreased risk of injury, illness, or death • Increased efficiently on fireground with greater confidence that stems from enhanced protection and safety • Health and safety are increased by providing quality, clean breathing air. * The new equipment will be compliant with OSHA standard 29CFR part 1910.134 and 1910.120 and NFPA 1989 and 1500.

ESTIMATED PROJECT COST:	
Planning & Design	750
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	46,799
Total Project Cost:	**47,549**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	47,549

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	Cap Proj 47,549

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2028		
Operating Budget	47,549	-	-	-	-	-	-	-	47,549	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**47,549**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**47,549**	**-**

IMPACT ON OPERATING BUDGET:

This unit will requrie periodic testing of the air to ensure that it is healthy and breathable. This will be offset somewhat by taking the current unit out of service. It may require repair as it ages, which we will fund from our normal R&M budget, and will likely require replacement in 10 to 15 years.

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



Cascade System

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 City-wide.

Public Works has expressed interest in utilizing an area behind this proposed fire station to store materials used during snow and ice events due to it's central location in the City.

ESTIMATED PROJECT COST:	
Planning & Design	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 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Debt
Rollover at FYE 22	1,000,000

AVAILABLE BALANCE:	Debt
Rollover less current encumbrances at FYE 22	1,000,000

FUNDING SOURCE(S):	Previously Allocated	Planned Funding Requests							Total Funding	Unfunded Amount
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029		
Operating Budget	1,000,000	439,304	-	-	-	-	-	-	1,439,304	
Debt Financing	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Other	-	2,945,696	-	-	-	-	-	-	2,945,696	
Funding Source Total:	**1,000,000**	**3,385,000**	**-**	**-**	**-**	**-**	**-**	**-**	**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:	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 22	903,632

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	546,200

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	539,544

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	1,449,832	283,693	292,771	302,140	311,808	321,786	332,083	342,710	3,636,824	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,449,832**	**283,693**	**292,771**	**302,140**	**311,808**	**321,786**	**332,083**	**342,710**	**3,636,824**	**-**

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



CAPITAL IMPROVEMENT PLAN

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

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds will include the scoping, design and construction of repairs associated with the City's stormwater infrastructure. It is anticipated that as the stormwater system is inspected and inventoried under the requirements of the NPDES stormwater permit that deficiencies in the system will be identified.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj	ARPA Funds
Expended Through FY 22	1,247,702	146,782

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	ARPA Funds
Rollover at FYE 22	449,929	331,951

AVAILABLE BALANCE:		
Rollover less current encumbrances at FYE 22	Cap Proj 367,242	ARPA Funds 331,951

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
Operating Budget	1,697,631	275,000	275,000	275,000	275,000	275,000	275,000	275,000	3,622,631	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
ARPA Funding	478,733	-	-	-	-	-	-	-	478,733	
Funding Source Total:	**2,176,364**	**275,000**	**275,000**	**275,000**	**275,000**	**275,000**	**275,000**	**275,000**	**4,101,364**	**-**

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
335-4101-522260000
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 is based on prioritized City-wide evaluation of City streets and the Pavement Condition Index (PCI) rating for each road. There is anticipated LMIG funding from GDOT to supplement costs. TSPLOST II will also provide funding for this program to reduce local funds required. The budget is set based on 5 year plan to maintain a City-wide PCI of 70. Annual roadway pavement markings is part of this account (moved from M&O) and will address roadways that are repaved as well as other immediate striping needs each fiscal year.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj	TSPLOST	Cap Grant
Expended Through FY 22	14,195,301	-	2,844,594

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	TSPLOST	Cap Grant
Rollover at FYE 22	3,175,541	2,400,000	426,934

AVAILABLE BALANCE:	Cap Proj	TSPLOST	Cap Grant
Rollover less current encumbrances at FYE 22	289,212	2,400,000	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	16,742,928	1,720,200	1,720,300	1,720,000	1,720,000	1,720,000	2,720,000	2,720,000	30,783,428	
TSPLOST Funding	2,400,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-	7,400,000	
Grant Funding (LMIG)	3,271,528	440,000	440,000	440,000	440,000	440,000	440,000	440,000	6,351,528	
Capital Revenues	627,915	110,000	110,000	110,000	110,000	110,000	110,000	110,000	1,397,915	
Funding Source Total:	**23,042,370**	**3,270,200**	**3,270,300**	**3,270,000**	**3,270,000**	**3,270,000**	**3,270,000**	**3,270,000**	**45,932,870**	**-**

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:	**-**

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Public Works Yard Improvements	**Estimated Project Cost:**	$858,156
		Estimated Completion:	2023

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	10,000
Construction	240,000
Land Acquisition	-
Fleet Acquisition	-
Other	608,156
Total Project Cost:	**858,156**

ACTUAL EXPENDITURES TO DATE:	
	Cap Proj
Expended Through FY 22	589,810

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 22	218,346

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	Cap Proj 176,436

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	808,156	50,000	-	-	-	-	-	-	858,156	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees (Fire)	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**808,156**	**50,000**	**-**	**-**	**-**	**-**	**-**	**-**	**858,156**	**-**

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



Public Works Yard

CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Public Works

Account #: 300-4101-541400400
340-4101-541400400

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Provide Quality Services

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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 as well as funding to address recommendations from the Local Road Safety Plan. Also includes lower Hopewell Road traffic calming project.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Cap Grant	TSPLOST
Expended Through FY 22	108,778	-	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Cap Grant	TSPLOST
Rollover at FYE 22	1,509,170	116,000	-

AVAILABLE BALANCE:	Cap Proj	Cap Grant	TSPLOST
Rollover less current encumbrances at FYE 22	1,509,170	-	-

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
Operating Budget	1,607,919	-	-	-	-	-	-	-	1,607,919	
TSPLOST Funding	-	1,829,800	-	-	-	-	-	-	1,829,800	
Grant Funding	116,000	-	-	-	-	-	-	-	116,000	
Other-Traffic Calming Revenues	10,029	-	-	-	-	-	-	-	10,029	
Funding Source Total:	**1,733,948**	**1,829,800**	**-**	**-**	**-**	**-**	**-**	**-**	**3,563,748**	**-**

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
350-4101-541401200

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 GDOT inspection reports provided every two years and City inspections.

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 22	1,370,719	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover at FYE 22	590,454	-

AVAILABLE BALANCE:	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 22	566,287	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	1,961,172	300,000	300,000	300,000	300,000	300,000	300,000	300,000	4,061,172	
Debt Financing	-	-	-	-	-	-	-	-	-	
Impact Fees	-								-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,961,172**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**4,061,172**	**-**

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

CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Public Works

Account #: 300-4101-541301300
340-4101-541301300

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Provide Quality Services

Recurring/Non-Recurring: Recurring

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

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 22	866,128	32,619

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Cap Grant
Rollover at FYE 22	1,063,971	-

AVAILABLE BALANCE:	Cap Proj	Cap Grant
Rollover less current encumbrances at FYE 22	880,372	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	1,817,382	100,000	100,000	100,000	100,000	100,000	100,000	100,000	2,517,382	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding-CDBG	32,619	-	-	-	-	-	-	-	32,619	
Other-Sidewalk Replacement Fund	112,717	-	-	-	-	-	-	-	112,717	
Funding Source Total:	**1,962,718**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**2,662,718**	**-**

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:	**-**

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Slope Landscaping at Thomas Byrd House	**Estimated Project Cost:**	$100,000
		Estimated Completion:	2023

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

STRATEGIC PRIORITY: Public Land and Resources

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Extend rubble wall and re-grade slope to accommodate landscape growth. Plant slope with appropriate landscape materials. Incorporate public art where applicable.

ESTIMATED PROJECT COST:	
Planning & Design	15,000
Construction	85,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**100,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 22	6,500

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	93,500

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	93,500

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	100,000	-	-	-	-	-	-	-	100,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**100,000**	**-**

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



Slope on frontage

CAPITAL IMPROVEMENT PLAN

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

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	This project is for new location road(s) that will intersect Broadwell Rd at one or any of the existing streets including Marstrow Dr, Dorsland Way, Dunbrody Dr, or McCaus Ln that will connect from Broadwell Rd to Mid Broadwell Rd and/or Charoltte Dr. Conceptual plan and cost was developed for a connection from Dunbrody Dr to Charlotte Dr. Estimated costs for each future option will be determined at a later date. Potential impact fee funded project and future TSPLOST project for construction. Right of way is anticipated to be provided with developments.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 22	19,995

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	130,005

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	130,005

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	150,000	-	-	-	-	-	-	-	150,000	
Impact Fees	-	-	110,000	110,000	110,000	110,000	110,000	110,000	660,000	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**150,000**	**-**	**110,000**	**110,000**	**110,000**	**110,000**	**110,000**	**110,000**	**810,000**	**1,190,000**

IMPACT ON OPERATING BUDGET:	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 Pedestrian Enhancements	**Estimated Project Cost:**	$1,049,200
		Estimated Completion:	2024

DEPARTMENT: Public Works

Account #: 300-4101-541401708
335-4101-541401708

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

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj	TSPLOST
Expended Through FY 22	120,688	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	TSPLOST
Rollover at FYE 22	508,312	-

AVAILABLE BALANCE:	Cap Proj	TSPLOST
Rollover less current encumbrances at FYE 22	379,867	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	629,000	-	-	-	-	-	-	-	629,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
TSPLOST Funding	-	420,200	-	-	-	-	-	-	420,200	
Funding Source Total:	**629,000**	**420,200**	**-**	**-**	**-**	**-**	**-**	**-**	**1,049,200**	**-**

IMPACT ON OPERATING BUDGET: Operating impact to be determined upon final design approval.

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



Crabapple Pedestrian Enhancements

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 22	336,061

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 22	183,436

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	Cap Proj 183,436

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	509,272	30,000	30,000	30,000	30,000	30,000	30,000	30,000	719,272	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other - Insurance Proceeds	10,225	-	-	-	-	-	-	-	10,225	
Funding Source Total:	**519,497**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**729,497**	**-**

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:	Trail Connection to Big Creek Greenway	**Estimated Project Cost:**	$8,930,000
		Estimated Completion:	2025

DEPARTMENT: Public Works

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

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Provide Quality Services

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:

The City of Milton has completed a local Comprehensive Transportation Plan, North Fulton Comprehensive Transportation Plan, and Livable Centers Initiative that all looked at multi-use connections in areas of the City and regional connections. Milton's Multi-use Trail Connection to the Big Creek Greenway is a project that creates multi-use connections in the Windward Parkway Activity Center and surrounding areas between regional thoroughfare networks, schools, parks, senior centers, retail, MARTA bus routes, and greenways. Given the potential scope of this project, both short and long term connections to the Big Creek Greenway will be evaluated. The project identified to move forward with federal funds for all phases is a multi-use trail beginning at the intersection of Bethany Bend and Cogburn Road and continuing south on Cogburn to Webb and then east on Webb to tie into the Morris Road widening project.

ESTIMATED PROJECT COST:	
Planning & Design	750,000
Construction	3,000,000
Land Acquisition	5,000,000
Fleet Acquisition	-
Other	180,000
Total Project Cost:	**8,930,000**

ACTUAL EXPENDITURES TO DATE:	Cap Grant	TSPLOST
Expended Through FY 22	295,318	366,313

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Grant	TSPLOST
Rollover at FYE 22	-	888,369

AVAILABLE BALANCE:	Cap Grant	TSPLOST
Rollover less current encumbrances at FYE 22	-	809,706

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
Operating Budget	320,318	180,000	600,000	-	-	-	-	-	1,100,318	
TSPLOST Funding	599,682	-	-	-	-	-	-	-	599,682	
Grant Funding	400,000	4,000,000	2,400,000	-	-	-	-	-	6,800,000	
Alpharetta, NFCID & GDOT TAP	230,000	200,000	-	-	-	-	-	-	430,000	
Funding Source Total:	**1,550,000**	**4,380,000**	**3,000,000**	**-**	**-**	**-**	**-**	**-**	**8,930,000**	**-**

IMPACT ON OPERATING BUDGET:

Upon completion of a trail connection, additional maintenance needs is anticipated at approx. $5,000/mile to include trimming, edging, vegetation control, blowing, trash service etc.

Estimated Annual Impact:	
Expenditures	
Personnel	-
Maintenance	16,000
Other	-
Revenues	-
Total:	**16,000**



Greenway Connection

CAPITAL IMPROVEMENT PLAN

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 22	562,290

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	187,710

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	TSPLOST 39,637

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
TSPLOST Funding	750,000	-	-	-	-	-	-	-	750,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**750,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**750,000**	**-**

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



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

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	SR140 @ Green MIL-009	**Estimated Project Cost:**	$1,060,000
		Estimated Completion:	2023

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	50,000
Total Project Cost:	**1,060,000**

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 22	63,400

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	996,600

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 22	996,600

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	1,060,000	-	-	-	-	-	-	-	1,060,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,060,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,060,000**	**-**

IMPACT ON OPERATING BUDGET:	Concept development has not been finalized. Operating impact to be determined upon final design approval.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



Proposed Signal Improvements

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Hopewell @ Bethany MIL-001	**Estimated Project Cost:**	$4,100,000
		Estimated Completion:	2023

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	250,000
Construction	3,200,000
Land Acquisition	650,000
Fleet Acquisition	-
Other	
Total Project Cost:	**4,100,000**

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 22	2,107,777

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	1,992,223

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 22	1,958,722

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	4,100,000	-	-	-	-	-	-	-	4,100,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**4,100,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**4,100,000**	**-**

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:	2023

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**

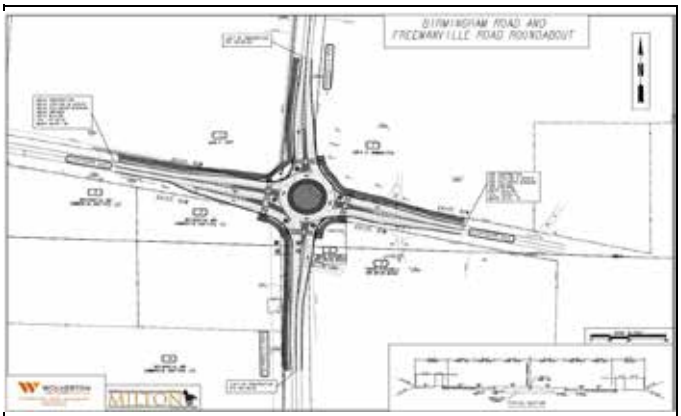
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 22	174,601

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	1,815,399

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 22	1,791,499

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	1,990,000	-	-	-	-	-	-	-	1,990,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,990,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,990,000**	**-**

IMPACT ON OPERATING BUDGET:	Operating impact will include roundabout landscaping maintenance.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	5,000
		Other	-
		Revenues	-
		Total:	**5,000**



Roundabout Concept Alternative

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Hopewell @ Thompson MIL-006	**Estimated Project Cost:**	$3,580,000
		Estimated Completion:	2022

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	230,000
Construction	2,219,646
Land Acquisition	375,000
Fleet Acquisition	-
Other	755,354
Total Project Cost:	**3,580,000**

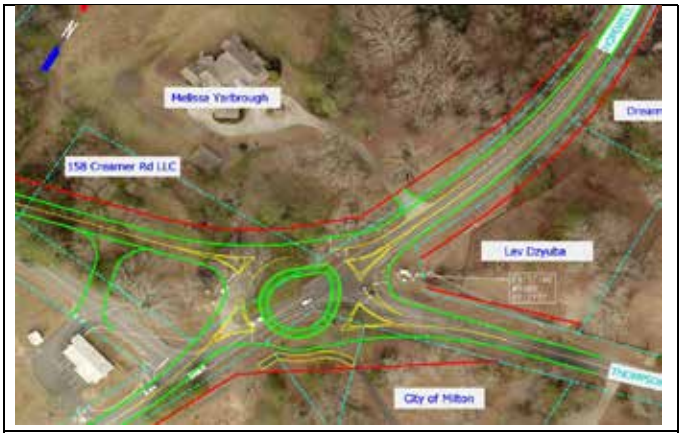
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 22	2,399,805

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	1,180,195

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 22	756,498

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	3,580,000	-	-	-	-	-	-	-	3,580,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
GDOT HPP Funds	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**3,580,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**3,580,000**	**-**

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:**	$763,178
		Estimated Completion:	2024

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. Project includes the planning study for the trail blueprint. This project also includes design, land acquisition, and construction of Cogburn Road sidewalks from Bethany Bend to the north to Oakstone Glen and Devonshire Farms Way.

ESTIMATED PROJECT COST:	
Planning & Design	218,310
Construction	322,502
Land Acquisition	97,077
Fleet Acquisition	-
Tier 2	125,289
Total Project Cost:	**763,178**

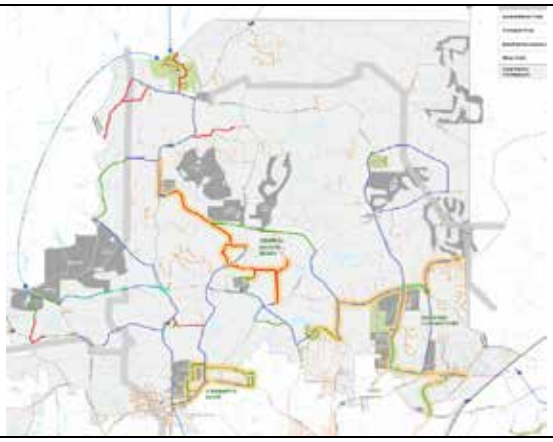
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 22	616,406

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	146,773

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 22	39,996

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
TSPLOST Funding	763,178	-	-	-	-	-	-	-	763,178	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**763,178**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**763,178**	**-**

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

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Hopewell @ Hamby MIL-008	**Estimated Project Cost:**	$2,420,000
		Estimated Completion:	2022

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	231,310
Construction	1,489,720
Land Acquisition	182,145
Fleet Acquisition	-
Other	516,825
Total Project Cost:	**2,420,000**

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 22	1,797,307

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	622,693

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	TSPLOST 499,703

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
TSPLOST Funding	2,420,000	-	-	-	-	-	-	-	2,420,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**2,420,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,420,000**	**-**

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:	2024

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	100,000
Construction	2,103,458
Land Acquisition	600,000
Fleet Acquisition	-
Other	-
Total Project Cost:	**2,803,458**

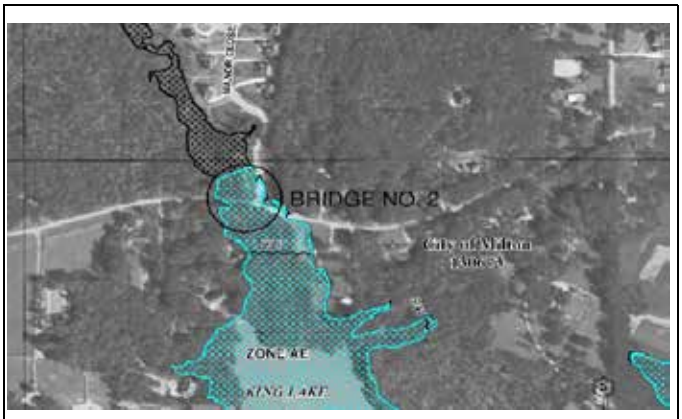
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 22	48,126

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	2,755,332

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 22	2,753,458

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
TSPLOST Funding	2,803,458	-	-	-	-	-	-	-	2,803,458	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**2,803,458**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,803,458**	**-**

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



FIRM Map of Bridge Location

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Morris Road Widening MIL-031	**Estimated Project Cost:**	$10,318,837
		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	600,000
Construction	5,830,000
Land Acquisition	3,500,000
Fleet Acquisition	-
Other	388,837
Total Project Cost:	**10,318,837**

ACTUAL EXPENDITURES TO DATE:	TSPLOST
Expended Through FY 22	891,085

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOST
Rollover at FYE 22	9,297,752

AVAILABLE BALANCE:	TSPLOST
Rollover less current encumbrances at FYE 22	9,040,301

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	10,188,837	-	-	-	-	-	-	-	10,188,837	
Debt Financing	-	-	-	-	-	-	-	-	-	
Impact Fees	-	130,000	-	-	-	-	-	-	130,000	
Operating Budget	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**10,188,837**	**130,000**	**-**	**-**	**-**	**-**	**-**	**-**	**10,318,837**	**-**

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:	Freemanville @ Redd MIL-010	**Estimated Project Cost:**	$1,020,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541400011

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

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 22	36,000

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	984,000

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 22	970,700

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	1,020,000	-	-	-	-	-	-	-	1,020,000	
Operating Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,020,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,020,000**	**-**

IMPACT ON OPERATING BUDGET:	Concept development has not been finalized. Operating impact to be determined upon final design approval.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



Project Location

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:	A roundabout will provide operational improvements at the intersection

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
Expended Through FY 22	123,780

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	1,696,220

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 22	1,603,950

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	1,820,000	-	-	-	-	-	-	-	1,820,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,820,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,820,000**	**-**

IMPACT ON OPERATING BUDGET:	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:	Mayfield Road Sidewalks	**Estimated Project Cost:**	$700,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541401301

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	A priority sidewalk project in the Crabapple area as identified in the 2020 Trail Prioritization Plan is connecting the Lakeside Park to Freemanville Road. This project is for a sidewalk/multiuse path along the Lakeside Park frontage and extending on the north side of Mayfield Road to the intersection with Freemanville Road. The existing sidewalk on the south side of Mayfield Road will remain as the accessible route beginning at the roundabout on Mayfield Road and Heritage Walk/Charlotte Drive and allow a multiuse trail on the north side of the road. The project includes a mid-block crossing protected by a Rapid Rectangular Flashing Beacon (RRFB) that will be used for bikes, pedestrians, and possibly PTVs to cross Mayfield Road approximately 125 feet East of the Lakeside Park entrance.

ESTIMATED PROJECT COST:	
Planning & Design	100,000
Construction	500,000
Land Acquisition	100,000
Fleet Acquisition	-
Other	-
Total Project Cost:	**700,000**

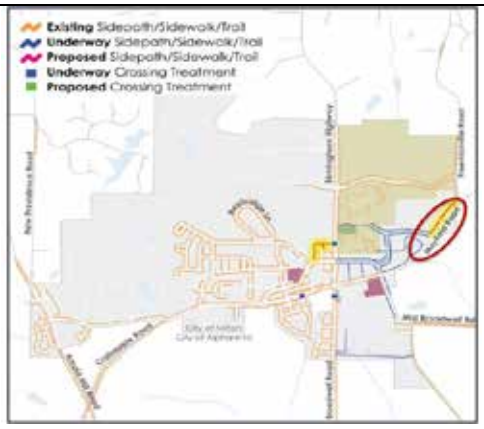
ACTUAL EXPENDITURES TO DATE:	TSPLOST
Expended Through FY 22	49,257

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOST
Rollover at FYE 22	450,743

AVAILABLE BALANCE:	TSPLOST
Rollover less current encumbrances at FYE 22	419,213

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	500,000	200,000	-	-	-	-	-	-	700,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**500,000**	**200,000**	**-**	**-**	**-**	**-**	**-**	**-**	**700,000**	**-**

IMPACT ON OPERATING BUDGET:	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:	CTP - Bethany Bend Pedestrian Crossing	**Estimated Project Cost:**	$200,000
		Estimated Completion:	2023

DEPARTMENT: Public Works **Account #:** 335-4101-541401301

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 construction of a new midblock pedestrian crossing on Bethany Bend at Serenade Court was identified in the Milton Community Trail Prioritization Plan as a Tier 1 project in the Deerfield area. Adopted in 2020, the purpose of the plan was to guide the implementation of trail, sidepath and sidewalk projects throughout the City of Milton over the next ten years and beyond. This project is also for a priority Bethany Character Area sidewalk connection that will provide an alternate route from Deerfield Parkway to Bethany Bend at Hwy 9 with minimal impacts during the GDOT widening project. The concept for the project is to install a new Rapid Rectangular Flashing Beacon (RRFB) with a new striped crosswalk across Bethany Bend, a raised island in the existing gore area, and approximately 100 feet of new 5-foot sidewalk on the north side of Bethany Bend to connect to the existing sidewalk.

ESTIMATED PROJECT COST:	
Planning & Design	20,000
Construction	170,000
Land Acquisition	10,000
Fleet Acquisition	-
Other	
Total Project Cost:	**200,000**

ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	200,000

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	TSPLOST 181,690

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	200,000	-	-	-	-	-	-	-	200,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**200,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**200,000**	**-**

IMPACT ON OPERATING BUDGET:	Concept development has not been finalized. Operating impact to be determined upon final design approval.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



Project Location

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Cox Road Intersection Imp	**Estimated Project Cost:**	$6,000,000
		Estimated Completion:	2025

DEPARTMENT: Public Works **Account #:** 335-4101-541401301

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 includes evaluation and further implementation of intersection and operational improvements along Cox Road. The intersections of Cox Road at King Road and Cox Road at Etris Road/Ebenezer Road will include the City of Roswell with funding agreements for improvements. The intersection of Cox Road at SR 140/Arnold Mill Road will include working with and possible funding by Georgia Department of Transportation. The intersection of Cox Road at the City of Milton Cox Road Althelitic Complex will involve coordination between City Public Works and Parks and Receration Departments and the Parks and Recreation Advisory Board.

ESTIMATED PROJECT COST:	
Planning & Design	500,000
Construction	4,500,000
Land Acquisition	1,000,000
Fleet Acquisition	-
Other	
Total Project Cost:	**6,000,000**

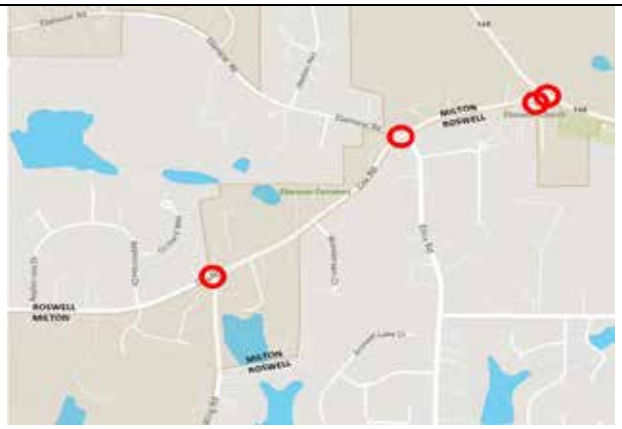
ACTUAL EXPENDITURES TO DATE:	
	TSPLOST
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
	TSPLOST
Rollover at FYE 22	1,000,000

AVAILABLE BALANCE:	
Rollover less current	TSPLOST
encumbrances at FYE 22	1,000,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	1,000,000	4,000,000	-	-	-	-	-	-	5,000,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
IGA Funding (Roswell)	-	250,000	750,000	-	-	-	-	-	1,000,000	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,000,000**	**4,250,000**	**750,000**	**-**	**-**	**-**	**-**	**-**	**6,000,000**	**-**

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
350-6110-541101000

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks.

Recurring/Non-Recurring: Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	This money will be used to address opportunities to acquire active park land.

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 22	35,403	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover at FYE 22	4,022,081	1,763,701

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 22	3,993,484	1,763,701

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	4,057,484	-	-	-	-	-	-	-	4,057,484	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	1,763,701	825,000	650,000	650,000	650,000	650,000	650,000	650,000	6,488,701	
Funding Source Total:	**5,821,185**	**825,000**	**650,000**	**650,000**	**650,000**	**650,000**	**650,000**	**650,000**	**10,546,185**	**-**

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
350-6110-541401401

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 22	1,265,840	2,184,985

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover at FYE 22	-	722,434

AVAILABLE BALANCE:	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 22	-	722,434

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget (Capital Projects Fund)	1,265,840	-	-	-	-	-	-	-	1,265,840	
Operating Budget (Capital Grant Fund)	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	2,907,419	-	-	-	-	-	-	-	2,907,419	
Funding Source Total:	**4,173,259**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**4,173,259**	**-**

IMPACT ON OPERATING BUDGET: The operating impact will depend on the type of land purchased and the end-use of the land.

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

CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Parks & Recreation (Active) **Account #:** 300-6110-542201000

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds provide for standard replacement of vehicles for Parks & Recreation.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 22	26,921

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	15,200

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	15,200

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	42,121	10,000	10,000	10,000	10,000	10,000	10,000	10,000	112,121	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**42,121**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**112,121**	**-**

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:**	$7,161,086
		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	7,056,886
Land Acquisition	4,200
Fleet Acquisition	-
Other	-
Total Project Cost:	**7,161,086**

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Grant Fund	Impact Fees
Expended Through FY 22	119,127	899,649	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Grant Fund	Impact Fees
Rollover at FYE 22	2,025,677	240,153	96,982

AVAILABLE BALANCE:	Cap Proj	Grant Fund	Impact Fees
Rollover less current encumbrances at FYE 22	1,992,284	22	96,982

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
Operating Budget (Capital Projects Fund)	2,144,804	-	450,000	450,000	450,000	450,000	450,000	450,000	4,844,804	
Operating Budget (Capital Grant Fund)*	739,802	-	-	-	-	-	-	-	739,802	
Grant Funding*	400,000	-	-	-	-	-	-	-	400,000	
Impact Fees**	96,982	-	-	-	-	-	-	-	96,982	
Funding Source Total:	**3,381,588**	**-**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**	**450,000**	**6,081,588**	**1,079,497**

*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:	Bell Memorial Park (Turf Field Replacement)	**Estimated Project Cost:**	$2,750,000
		Estimated Completion:	2026

DEPARTMENT: Park & Recreation Enrichment **Account #:** 300-6110-541401500

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks. **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds will be used to implement capital improvements at Bell Memorial Park. The two artificial turf fields were constructed in 2015. The average lifespan of the carpet with the usage that occurs at Bell Memorial Park (playing surface) is 8-12 years. Currently, in 2021, the fields are still wearing quite well. These funds will be utilized to replace the carpet and infill. While bidding the carpet for the two existing artificial turf fields, making the remainder of the artificial turf fields would be beneficial for playability and utility of our baseball program. Rainouts & cancelations would reduce, while making our recreation program more attractive to prosepective baseball families. The higher quality baseball programs are moving to turf for these reasons. Staff estimates the turfing of the baseball fields at $2,000,000.

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	2,750,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**2,750,000**

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

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	200,000

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	200,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	200,000	510,000	510,000	510,000	510,000	510,000	-	-	2,750,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other Funding	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**200,000**	**510,000**	**510,000**	**510,000**	**510,000**	**510,000**	**-**	**-**	**2,750,000**	**-**

IMPACT ON OPERATING BUDGET:	Annual maintenance for the listed improvement is minimal.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



Bell Memorial Park Fields 1 & 2

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Cox Road	**Estimated Project Cost:**	$1,910,000
		Estimated Completion:	2022

DEPARTMENT: Parks & Recreation (Active)

Account #: 300-6110-541200004
350-6110-541200004

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Increase our capacity for active, passive and linear parks.

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds will be used to implement capital improvements to the facility on Cox Road. The improvements will focus on fencing and netting needs around the newly turfed fields. The majority of the expenses will go towrds the turfing of both rectangular fields.

ESTIMATED PROJECT COST:	
Planning & Design	35,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	1,875,000
Total Project Cost:	**1,910,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Impact Fees
Expended Through FY 22	17,105	129,282

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover at FYE 22	455,295	1,308,318

AVAILABLE BALANCE:	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 22	324,103	146,980

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	472,400	-	-	-	-	-	-	-	472,400	
Other Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	1,437,600	-	-	-	-	-	-	-	1,437,600	
Funding Source Total:	**1,910,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,910,000**	**-**

IMPACT ON OPERATING BUDGET:	Annual maintenance to the netting and fencing will be minimal. Revenue forecasts are based on field rentals once all facilities are in place (inlcuding the new athletic park scheduled to open in FY 2024).	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	(20,000)
		Total:	**(20,000)**



Cox Road Facility

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Milton City Park and Preserve Facility Improvements (Active)	**Estimated Project Cost:**	$3,024,000
		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:	The Former Milton Country Club Master Plan was adopted August 19, 2019. For the active acres, the master plan called for the renovation of the clubhouse to support active, indoor recreation programming. As part of this renovation, the existing cart barn to the east of the building along with other structures are to be removed. Throughout the phasing, the plan suggests for additional parking, tennis courts, pool improvements, sand volleyball courts and a covered 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 22	912,647

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	537,353

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	375,074

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	1,450,000	450,000	450,000	450,000	224,000	-	-	-	3,024,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,450,000**	**450,000**	**450,000**	**450,000**	**224,000**	**-**	**-**	**-**	**3,024,000**	**-**

IMPACT ON OPERATING BUDGET:	Cleaning and maintenance forecasts have been accounted for based on current building layout projections. Revenue forecasts are based on planned programming in the new clubhouse and facility rental fees will be assessed if approved by Council.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	14,000
		Other	-
		Revenues	(14,200)
		Total:	**(200)**

CAPITAL IMPROVEMENT PLAN

Land Conservation	New Active Athletic Complex	**Estimated Project Cost:**	$22,000,000
		Estimated Completion:	2024

DEPARTMENT: Parks & Recreation (Active) **Account #:** 300-6110-541200005

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	The next step in the development of our Parks facilities is the development of another athletic park, similar to Bell Memorial Park, with the addition of an indoor community center. The needs of the community include 4 baseball fields, another 2 rectangular fields and a community center with at least 2 gymnasiums and some classroom space. This indoor space could be used for basketball, exercise classes, summer camps, art classes, dance classes, active senior activities and adult activities. The comprehensive master plan found an immediate need for the athletic fields as well as an addtional 60,216 square feet of indoor recreation center space. While the master plan calls for over 60,000 square foot of space, staff recommends a Community Center with roughly 30,000-40,000 square feet of space. The master plan plan recommends a multi-generational community center that would provide programming for all age ranges from youth to active seniors (active seniors being a gap in our programming). Next steps would be planning, design then construction. Community Center: $10,000,000-$13,000,000 Athletic Park: $10,000,000-$12,000,000

ESTIMATED PROJECT COST:	
Planning & Design	525,000
Construction	21,475,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**22,000,000**

ACTUAL EXPENDITURES TO DATE:	Debt
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Debt
Rollover at FYE 22	14,408,532

AVAILABLE BALANCE:	Debt
Rollover less current encumbrances at FYE 22	14,408,532

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	4,408,532	150,000	-	-	-	-	-	-	4,558,532	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other (ARPA Funds)	10,000,000	-	-	-	-	-	-	-	10,000,000	
Funding Source Total:	**14,408,532**	**150,000**	**-**	**-**	**-**	**-**	**-**	**-**	**14,558,532**	**7,441,468**

IMPACT ON OPERATING BUDGET:	Forecasted expenses are based on the annual cost to maintain the facility including landscaping, grounds mauntenance, facility upkeep, staffing, operations, utilities, etc. Revenue forecasts are based on potential programming and field rentals.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	198,699
		Maintenance	195,000
		Other	-
		Revenues	(30,000)
		Total:	**363,699**



Rendering of a Community Center and Active Park

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 22	21,150,645

BUDGET ROLLOVER FROM PRIOR YEAR:	
	G.O. Bond Fd
Rollover at FYE 22	5,063,748

AVAILABLE BALANCE:	
Rollover less current	G.O. Bond Fd
encumbrances at FYE 22	5,053,748

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Other Revenue	71,150	-	-	-	-	-	-	-	71,150	
GO Bond	25,376,842	-	-	-	-	-	-	-	25,376,842	
Interest Earnings	766,401	10,000	-	-	-	-	-	-	776,401	
Funding Source Total:	**26,214,393**	**10,000**	**-**	**-**	**-**	**-**	**-**	**-**	**26,224,393**	**-**

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 22	87,728

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 22	1,177,272

AVAILABLE BALANCE:	
Rollover less current	Cap Proj
encumbrances at FYE 22	1,157,699

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	1,265,000	-	-	-	-	-	-	-	1,265,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**1,265,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,265,000**	**-**

IMPACT ON OPERATING BUDGET:	TBD once the implementation for the approved plans have been determined.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Birmingham Park	**Estimated Project Cost:**	$1,500,000
		Estimated Completion:	Beyond 2026

DEPARTMENT: Passive Parks/Greenspace **Account #:** 300-6210-541200003

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	This 200+ acre site is on the north end of the City behind Fire Station 43 (750 Hickory Flat Rd). It is currently an undeveloped, passive park that is open to the public for activities like hiking, horseback riding, dog walking, etc. Improvements and improvement phases for the Park are proposed in the 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 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	631,250

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	476,884

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	631,250	300,000	300,000	268,750	-	-	-	-	1,500,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**631,250**	**300,000**	**300,000**	**268,750**	**-**	**-**	**-**	**-**	**1,500,000**	**-**

IMPACT ON OPERATING BUDGET:	Operating impact will be determined upon final concept/design approval.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



Birmingham Park

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Mayfield Farm Park	**Estimated Project Cost:**	$35,000
		Estimated Completion:	TBD

DEPARTMENT: Passive Parks/Greenspace

Account #: 300-6210-541200004

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Explore partnerships and relationships to meet the needs of the community.

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Planning initiatives for Mayfield Farm Park in cooperation with the City of Alpharetta.

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 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	35,000

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	35,000

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	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:	**-**

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Facility Repair & maintenance/Mayfield Road Stormwater Facility	**Estimated Project Cost:**	$0
		Estimated Completion:	

DEPARTMENT: Passive Parks/Greenspace **Account #:** 300-6210-522220010

STRATEGIC PLAN STRATEGY:

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds were collected as part of the development agreement for the Lakeside Park property on Mayfield Road. They have been set aside to be spent on major repairs to the stormwater structure when required.

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

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

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	45,722

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	45,722

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Capital Revenues	45,722	-	-	-	-	-	-	-	45,722	
Funding Source Total:	**45,722**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**45,722**	**-**

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

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Milton City Park and Preserve	**Estimated Project Cost:**	$6,120,000
		Estimated Completion:	Beyond 2026

DEPARTMENT: Passive Parks/Greenspace **Account #:** 300-6210-541200001

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 phases 1 (A, B, C, D), 2, 3, and hydrology improvements 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	ARPA Funds
Expended Through FY 22	867,463	28,750

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	ARPA Funds
Rollover at FYE 22	670,724	1,835,250

AVAILABLE BALANCE:	Cap Proj	ARPA Funds
Rollover less current encumbrances at FYE 22	539,952	1,835,250

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	1,538,188	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,938,188	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
ARPA Funding	1,864,000	-	-	-	-	-	-	-	1,864,000	
Funding Source Total:	**3,402,188**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**4,802,188**	**1,317,812**

IMPACT ON OPERATING BUDGET:	TBD once the implementation for the approved plan has been determined.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Lackey Road	**Estimated Project Cost:**	$50,000
		Estimated Completion:	2023

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	50,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**50,000**

ACTUAL EXPENDITURES TO DATE:	Cap Proj	ARPA Funds
Expended Through FY 22	-	8,300

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	ARPA Funds
Rollover at FYE 22	-	41,700

AVAILABLE BALANCE:	Cap Proj	ARPA Funds
Rollover less current encumbrances at FYE 22	-	16,900

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
ARPA Funding	50,000	-	-	-	-	-	-	-	50,000	
Funding Source Total:	**50,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**50,000**	**-**

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 22	322,187

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Cap Proj
Rollover at FYE 22	54,566

AVAILABLE BALANCE:	
Rollover less current	Cap Proj
encumbrances at FYE 22	54,566

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Tree Recompense Fees	376,753	-	-	-	-	-	-	-	376,753	
Funding Source Total:	**376,753**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**376,753**	**-**

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

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Gateway/Wayfinding Signage and Historic Markers	**Estimated Project Cost:**	N/A
		Estimated Completion:	N/A

DEPARTMENT: Community Development **Account #:** 300-7410-521200007

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	This is a continuation of the wayfinding signage program. It includes planning and construction of signage for the Deerfield area. Additionally, it includes "welcome" signage at the entrances to the City; and, addional historic markers for the City.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 22	208,335

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	356,850

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	356,850

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	568,313	25,000	25,000	25,000	25,000	25,000	25,000	25,000	743,313	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding - GDOT	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**568,313**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**743,313**	**-**

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



Gateway Signage

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Unified Development Code	**Estimated Project Cost:**	$195,000
		Estimated Completion:	2023

DEPARTMENT: Community Development **Account #:** 300-7410-521200008

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

STRATEGIC ACTION ITEM: Establish a Unified Development Code **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	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. TSW began developing the UDC between 2017 and 2018 but was postponed due to staff change and staff time and resources were directed to the development of the Comprehensive Plan 2040. To date, Community Development staff and TSW reconvene to restart the project. This project is slated to be completed by 4/30/2023.

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 22	128,565

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	66,435

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	Cap Proj (0)

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	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:	2021

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 22	267,682

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	4,015

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	271,697	-	-	-	-	-	-	-	271,697	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**271,697**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**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:**	$65,000
		Estimated Completion:	Spring 2023

DEPARTMENT: Community Development **Account #:** 300-7410-521200000

STRATEGIC PLAN STRATEGY: Preserve What Makes Milton Unique

STRATEGIC ACTION ITEM: Safeguard historic landmarks, farms, woodlands, streams and open spaces. **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Equestrian Zoning and Large Lot Incentive Study - The goal of this study is to strengthen the Milton's equestrian character through long-range planning and land-use practices. The study will explore various options to update the City's zoning code like creating a separate zoning category called "Equestrian Estates", creating an Equestrian Estate Overlay District, text amendments to AG1 zoning category to make it more equestrian friendly, or propose use permits for property owners with horses on AG1. The study will also explore various incentives that could be offered to the large lot property owners, like property tax incentives, and administrative project approvals. The consultant will take community input through stakeholder sessions and will work collaboratively with the Equestrian Committee.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 22	24,945

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	10,055

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	35,000	30,000	-	-	-	-	-	-	65,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-		-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**35,000**	**30,000**	**-**	**-**	**-**	**-**	**-**	**-**	**65,000**	**-**

IMPACT ON OPERATING BUDGET:	No future impact known at this time.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Impact Fee CIE/Methodology Updates/Impact Fee Administration	**Estimated Project Cost:**	N/A
		Estimated Completion:	N/A

DEPARTMENT: Community Development **Account #:** 350-7410-521200000

STRATEGIC PLAN STRATEGY: Strategic, Efficient & Engaged Government

STRATEGIC ACTION ITEM: Streamline Processes **Recurring/Non-Recurring:** Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The original Impact Fee Ordinance and methodology were adopted in 2015. The 2012 Parks and Rec Plan and Trails Plan were the basis for the original ordinance. These plans have been updated, and others have been adopted as well. Therefore, the updated plans and their projects need to be reflected in a updated Impact Fee Ordinance and methodology plan. In addition, the ordinance will update the proration of population, housing, employment, and traffic generation forecasts for the City to the target year 2040. It will provide an amended Capital Improvements Element and prepare of a revised schedule of impact fees. Annual updates to the CIE will also be funded from this account. Funding may also be utilized for any impact fee related administrative costs such as employee salaries, consultant review, etc.

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

ACTUAL EXPENDITURES TO DATE:	
	Impact Fees
Expended Through FY 22	28,563

BUDGET ROLLOVER FROM PRIOR YEAR:	
	Impact Fees
Rollover at FYE 22	108,897

AVAILABLE BALANCE:	
Rollover less current encumbrances at FYE 22	Impact Fees 81,253

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	-	-	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	137,460	-	30,000	30,000	30,000	30,000	30,000	30,000	317,460	
Funding Source Total:	**137,460**	**-**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**317,460**	**-**

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

CAPITAL IMPROVEMENT PLAN

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

DEPARTMENT: Community Development **Account #:** 300-7410-542201000

STRATEGIC PLAN STRATEGY: Provide Responsible and Responsive Government

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds provide for standard replacement of vehicles for Community Development.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj
Expended Through FY 22	135,469

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj
Rollover at FYE 22	5,538

AVAILABLE BALANCE:	Cap Proj
Rollover less current encumbrances at FYE 22	5,538

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	141,007	33,222	33,222	33,222	33,222	33,222	33,222	33,222	373,561	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**141,007**	**33,222**	**33,222**	**33,222**	**33,222**	**33,222**	**33,222**	**33,222**	**373,561**	**-**

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 Initiatives Summary

Initiative	FY 2023 Adopted	
	Capital Projects Fund	TSPLOST Fund
POLICE		
Vehicles for PSAs*	$ -	$ -
APX NEXT Police Radio Upgrade Replacement	418,248	-
TOTAL POLICE	**$ 418,248**	**$ -**
FIRE		
Vehicle - Department Reorganization	$ 50,000	$ -
Vehicle - Training Officer	42,000	-
APX NEXT Firefighter Radio Upgrade Replacement	305,643	-
TOTAL FIRE	**$ 397,643**	**$ -**
PUBLIC WORKS		
Connected School Beacons	$ 20,000	$ -
Milton Comprehensive Transportation Plan	$ -	$ 200,000
TOTAL PUBLIC WORKS	**$ 20,000**	**$ 200,000**
PARKS & RECREATION (ACTIVE)		
MCPP Pool Awning	$ 45,000	$ -
Cox Road Parking Lot	250,000	-
Vehicle-Outdoor Recreation Manager	40,000	-
TOTAL PARKS & RECREATION (ACTIVE)	**$ 335,000**	**$ -**
PASSIVE PARKS/GREENSPACE		
Liberty Grove Landscaping	$ 30,000	$ -
TOTAL PASSIVE PARKS/GREENSPACE	**$ 30,000**	**$ -**
COMMUNITY DEVELOPMENT		
Vehicle - Site Development Inspector	$ 25,000	$ -
Arnold Mill Small Area Plan	100,000	-
Mayfield District	100,000	-
Windward/Highway 9 LCI Update	50,000	-
Code Enforcement Software	50,000	-
TOTAL COMMUNITY DEVELOPMENT	**$ 325,000**	**$ -**
TOTAL CAPITAL INITIATIVES	**$ 1,525,891**	**$ 200,000**

*Vehicles associated with unfunded positions will not be funded at this time.

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Police

Additional Public Safety Ambassadors

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Safe and Secure Community**

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

As the PSA program has shown significant public value, the department sees an opportunity to expand this function to create efficiencies and even more value as a force multiplier with PSAs specifically dedicated to our parks. As our citizens' parks opportunities have expanded substantially, so has the need for additional security as parks are particularly vulnerable areas for crimes of opportunity. These additional PSAs would increase the public safety presence at city parks and increase both customer service and response to citizen/safety concerns. An additional part of this initiative includes providing the PSAs with E-bikes that would allow them to patrol the trails and respond more quickly to incidents in areas that are not readily accessible. This manner of patrol would also allow for increased public safety visibility in the more remote areas where citizens are particularly vulnerable. The funding of this initiative would be slightly offset by a reduction in costs associated with Tri-scapes services of trail monitoring ($300 per trail walk).

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

Improved visibility, citizen engagement and responsiveness, number of park patrols, number of calls/reports taken by PSAs, crime statistics at our parks.

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

Salary costs

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	122,148
Benefits	8,550
Professional Fees	
Repairs & Maintenance	-
Communications	
Advertising	-
Printing	-
Travel	-
Dues & Fees	-
Education & Training	-
Contract Labor	-
Maintenance Contract	-
General Supplies	-
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	3,000
Machinery	-
Vehicles	33,600
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	
Other Equipment	23,400
	-
	-
	-
	-
TOTAL	**190,698**
Salary/Benefits	130,698
Maintenance & Operating	60,000

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	134,619	138,658	142,818	147,102
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	134,619	138,658	142,818	147,102

Notes:

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	APX NEXT Firefighter Radio Upgrade Replacement	**Estimated Project Cost:**	723,891
		Estimated Completion:	2023

DEPARTMENT: Police / Fire

Account #: [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Safe and Secure Community

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The Milton Public Safety seeks approval to purchase thirty-eight (38) Motorola APXNext portable radios for the Fire Department and fifty-two (52) radios for the Police Department. The current portable radio (APX6000-AN model) carried by staff is considered "End of Life" by Motorola, for parts and software support. These radios entered service in early 2015 and are incurring increasing maintenance costs, and sometimes outright replacement, due to their age and condition. Staff has identified the Motorola APXNext Radio as the replacement for the APX6000. The APXNext has several technology enhancements that will benefit users in the field to include LTE cellular backup to provide over-the-air programming and firmware updates, geo-location, and supplementing radio tower coverage to reduce "out of range" instances inside of buildings and while outside radio tower coverage areas. New battery technology allows greater capacity in a smaller size and redesigned shoulder mics take advantage of multiple microphones and advancements in noise reduction for clearer communications. Extra batteries, charger banks, shoulder mics, antennas, and other accessories and replacement parts are included. $305,643 - Fire / $418,248 - Police

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	723,891
Total Project Cost:	**723,891**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	-	723,891							723,891	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**723,891**							**723,891**	**-**

IMPACT ON OPERATING BUDGET:	Annual Licensing and Support	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	41,000
		Revenues	-
		Total:	**41,000**



APX NEXT XE All-Band P25 Smart Radio and High Impact Green Remote Speaker Microphone

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Fire

Fire Department Reorganization (Addition of one Full-Time Deputy Chief)

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Critical Event Preparedness**

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

Resiliency and providing a safe community are major priorities for the City and are highlighted in the current strategic plan. However, at this point, this program is a sub-function of a deputy fire chief, who also oversees Prevention/Fire Marshal, Training, Logistics, EMS, Fire Corps volunteers, the records management system, and data analytics and strategic planning for the Fire Department. Adding an additional Deputy Chief position to better allocate these responsibilities between the exising Deputy Chief and the newly created position will allow the city to put more focus on cross-departmental sustainability and resilience efforts and better facilitate interdepartmental coordination on major events as well as planned events to maximize community safety.

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).

There are already concrete training and drill/exercise based performance measurements built into the strategic plan that relate to this position. This position would be judged primarily on its ability to meet these deliverables during the life of the plan and also look for additional ways to coordinate with community groups, residents, churches, and businesses once a strong baseline is met within the City government.

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

This will involve a salary and benefits of the position as well as functional needs such as communication supplies, safety equipment, vehicle maintenance, computers, community education supplies, and potentially enhancements of the equipment/ability of the Emergency Operations Center at the police department.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	120,936
Benefits	48,374
Professional Fees	1,693
Repairs & Maintenance	-
Communications	1,056
Advertising	100
Printing	100
Travel	3,000
Dues & Fees	690
Education & Training	1,500
Contract Labor	-
Maintenance Contract	-
General Supplies	500
Utilities	-
Gasoline/Diesel	2,500
Food/Meals	500
Uniforms	500
Machinery	-
Vehicles (replace Fire admin vehicle)	50,000
Furniture/Fixtures	500
Computer Software	-
Computer Hardware	1,500
Other Equipment	600
	-
	-
	-
	-
TOTAL	**234,049**
Salary/Benefits	169,310
Maintenance & Operating	63,046

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	182,549	188,026	193,667	199,477
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	182,549	188,026	193,667	199,477

Notes:

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Fire

Fire/EMS Training Officer

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Safe and Secure Community**

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

Over the years the city's overall population has grown substantially along with that growth, commercial developments are on the rise. Each one of these bring with it different challenges to our department. The way we meet these challenges is through personnel, equipment, and smart deployment of resources that will provide for a quick response with the latest equipment and the most important, well trained personnel. Basic and advanced level training is the key to keeping our community safe and secure. Because of the current job responsibilities throughout the department we are limited on instruction and are in need of a fulltime Fire/EMS training officer to assist the training department in providing these basic and advanced level classes that will ensure our personnel are trained and ready.

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).

More classroom and practical instruction at the basic and advance level for all department members. Advanced certifications for our firefighting staff to advance the level of service provided to the community and to meet the demands of new initiatives including Milton CARES, Blue Card/NIMS training for the fire department and the City, and the MFRD Leadership and Professional Development Academy. This position will provide in-classroom training to all staff.

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

Annual salary and benefits costs, uniforms, annual training for recertification, and phone/radio maintenance costs. One time purchase of a vehicle (to be folded into the capital replacement plan), turnouts, and a radio are also included.
SALARY AND BENEFITS ONLY REFLECT HALF A YEAR. This is at the mid-range captain salary.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	81,351
Benefits	32,540
Professional Fees	-
Repairs & Maintenance	300
Communications	1,000
Advertising	-
Printing	-
Travel	500
Dues & Fees	314
Education & Training	200
Contract Labor	-
Maintenance Contract	-
General Supplies	500
Utilities	-
Gasoline/Diesel	1,500
Food/Meals	-
Uniforms	500
Machinery	-
Vehicles	42,000
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	2,500
Other Equipment	10,500
	-
	-
	-
	-
TOTAL	**173,705**
Salary/Benefits	113,891
Maintenance & Operating	59,814

Impact on Future Operating Budgets	FY 2023	FY 2024	FY 2025	FY 2026
Increases Operating Costs	232,597	239,575	246,762	254,165
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other		-	-	-
Total Operating Impact	232,597	239,575	246,762	254,165

Notes:
The salary is based off of the mid-range Captain salary. This initiative also includes $42000 for the one time capital procurement of a F150 Pickup, radio, turnouts, & laptop and is not figured again between 2023 - 2026. Recurring operating expenses outside of salary and benefits is $2814.

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	APX NEXT Firefighter Radio Upgrade Replacement	**Estimated Project Cost:**	723,891
		Estimated Completion:	2023

DEPARTMENT: Police / Fire

Account #: [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

STRATEGIC ACTION ITEM: Safe and Secure Community

Recurring/Non-Recurring: Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The Milton Public Safety seeks approval to purchase thirty-eight (38) Motorola APXNext portable radios for the Fire Department and fifty-two (52) radios for the Police Department. The current portable radio (APX6000-AN model) carried by staff is considered "End of Life" by Motorola, for parts and software support. These radios entered service in early 2015 and are incurring increasing maintenance costs, and sometimes outright replacement, due to their age and condition. Staff has identified the Motorola APXNext Radio as the replacement for the APX6000. The APXNext has several technology enhancements that will benefit users in the field to include LTE cellular backup to provide over-the-air programming and firmware updates, geo-location, and supplementing radio tower coverage to reduce "out of range" instances inside of buildings and while outside radio tower coverage areas. New battery technology allows greater capacity in a smaller size and redesigned shoulder mics take advantage of multiple microphones and advancements in noise reduction for clearer communications. Extra batteries, charger banks, shoulder mics, antennas, and other accessories and replacement parts are included. $305,643 - Fire / $418,248 - Police

ESTIMATED PROJECT COST:	
Planning & Design	-
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	723,891
Total Project Cost:	**723,891**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	-	723,891							723,891	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**723,891**							**723,891**	**-**

IMPACT ON OPERATING BUDGET:	Annual Licensing and Support	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	41,000
		Revenues	-
		Total:	**41,000**



APX NEXT XE All-Band P25 Smart Radio and High Impact Green Remote Speaker Microphone

CAPITAL INITIATIVE REQUEST FORM

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

DEPARTMENT: Public Works **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

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

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

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

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
Operating Budget	-	20,000	-	-	-	-	-	-	20,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**-**	**20,000**	**-**

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



Connected School Beacons

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Milton Comprehensive Transportation Plan	**Estimated Project Cost:** **Estimated Completion:**

DEPARTMENT: Public Works **Account #:** [Finance will create 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:	The first Milton Comprehensive Transportation Plan (CTP) was adopted in 2009. There was an update to the CTP in 2016 that contributed to the project list development for the 2016 Transportation Special Purpose Local Option Sales Tax (TSPLOST). The Milton CTP is a local plan, updated approximately every five years, that inventories existing conditions, analyzes current and future needs, and develops project recommendations to respond to these needs. This 2023 planning effort will utilize many of the recent planning documents including the Local Road Safety Plan, Comprehensive Plan, and Community Trail Prioritization Plan to address projects and policies. The CTP will also inform the specific projects for categories that are funded with TSPLOST II. The CTP outcomes will include determination of stakeholder's satisfaction with transportation, evaluation of bicycle accommodations for a safety initiative, measurement of effectiveness of intersections, and maintenance of reliability.

ESTIMATED PROJECT COST:	
Planning & Design	200,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**200,000**

ACTUAL EXPENDITURES TO DATE:	TSPLOST
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	TSPLOST
Rollover at FYE 22	-

AVAILABLE BALANCE:	TSPLOST
Rollover less current encumbrances at FYE 22	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
TSPLOST Funding	-	200,000	-	-	-	-	-	-	200,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**200,000**	**-**	**-**	**-**	**-**	**-**	**-**	**200,000**	**-**

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

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	MCPP Pool Awning	**Estimated Project Cost:**	$45,000
		Estimated Completion:	2023

DEPARTMENT: Parks & Recreation (Active) **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Public Land and Resources

STRATEGIC ACTION ITEM: Active Parks and Recreation **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	The renovation for the Community Center at 1785 Dinsmore Road has been completed. As part of that renovation, the existing pool awning was to be removed. This capital request will replace that awning with a more permanent covered area for pool patrons to gather under protection of the sun. The proposed awning would match the styling of the building, with cedar columns, fans underneath it and shingled roof for longevity and to reduce future maintenance.

ESTIMATED PROJECT COST:	
Planning & Design	5,000
Construction	40,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**45,000**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
Operating Budget	-	45,000	-	-	-	-	-	-	45,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**45,000**	**-**	**-**	**-**	**-**	**-**	**-**	**45,000**	**-**

IMPACT ON OPERATING BUDGET:	This should have very little impact on the operating budget.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	250
		Other	-
		Revenues	-
		Total:	**250**

CAPITAL IMPROVEMENT PLAN

PROJECT NAME:	Site Improvements/Cox Road	**Estimated Project Cost:**	$250,000
		Estimated Completion:	2021

DEPARTMENT: Parks & Recreation (Active) **Account #:** 300-6110-541200004

STRATEGIC PLAN STRATEGY: Park & Recreation Enrichment

STRATEGIC ACTION ITEM: Develop and maintain active park spaces where all Milton residents **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	These funds will be used to implement capital improvements to the facility on Cox Road. The improvements will focus on resurfacing the existing parking lot, creating an asphalt lot and driveway.

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

ACTUAL EXPENDITURES TO DATE:	Cap Proj	Impact Fees
Expended Through FY 22		

BUDGET ROLLOVER FROM PRIOR YEAR:	Cap Proj	Impact Fees
Rollover at FYE 22	-	-

AVAILABLE BALANCE:	Cap Proj	Impact Fees
Rollover less current encumbrances at FYE 22		

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	-	250,000	-	-	-	-	-	-	250,000	
Other Funding	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Impact Fees		-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**250,000**	**-**	**-**	**-**	**-**	**-**	**-**	**250,000**	**-**

IMPACT ON OPERATING BUDGET:	Annual maintenance to the netting and fencing will be minimal. Revenue forecasts are based on field rentals once all facilities are in place (including the new athletic park scheduled to open in FY 2024).

Estimated Annual Impact:	
Expenditures	
Personnel	-
Maintenance	-
Other	-
Revenues	(20,000)
Total:	**(20,000)**



Cox Road Facility

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Parks & Recreation (Active)

Outdoor Recreation Manager

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Public Land and Resources**
Strategic Action Item/Goal:	**Passive Parks**

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

Within the City, our residents appreciate and expect a level of effort to fall within the conservation and stewardship of our rural lands. Expanding our recreation offerings in the outdoor space would increase the available programs to our residents. This position would not be limited to programming, as the Outdoor Recreation Manager would oversee all the passive parks. He/she would be responsible for identifying any new or ongoing issues within those spaces, such as trip hazards, or environmental concerns within the parks. Along with new programming, this new position could organize events revolving around stewardship and establish new programs such as leave-no-trace or Adopt a Stream.

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).

1. Citizens signed up for outdoor recreation classes
2. Number of work orders created pertaining to passive land concerns
3. Number of outdoor-based programs created
4. Number of service projects overseen to enhance our passive lands
5. Number of identified or applied for grants/funding opportunities for passive land

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

Year over year costs associated with the addition of a full-time employee and an additional vehicle in the Parks & Recreation fleet would apply.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	65,000
Benefits	32,500
Professional Fees	-
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	500
Travel	-
Dues & Fees	-
Education & Training	1,000
Contract Labor	-
Maintenance Contract	-
General Supplies	1,000
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	250
Machinery	-
Vehicles	40,000
Furniture/Fixtures	-
Computer Software	
Computer Hardware	2,000
Other Equipment	-
	-
	-
	-
	-
TOTAL	**142,250**
Salary/Benefits	97,500
Maintenance & Operating	44,750

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	105,318	108,477	111,731	115,083
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	105,318	108,477	111,731	115,083

Notes:

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Liberty Grove/Blue Valley Pocket Park Landscaping	**Estimated Project Cost:**	30,000
		Estimated Completion:	2023

DEPARTMENT: Passive Parks/Greenspace **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Public Land and Resources

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	In coordination and following the City branding and gateway/wayfinding signage recommendations, this project would improve the landscape and possible hardscape at the Liberty Grove/Blue Valley pocket park at the entrance to the City on SR 372/Birmingham Highway. This imitative includes design and installation of new landscaping and hardscaping for the Milton gateway sign and pocket park. The new landscape will be maintained through current city landscaping services.

ESTIMATED PROJECT COST:	
Planning & Design	3,000
Construction	27,000
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**30,000**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
Operating Budget	-	30,000	-	-	-	-	-	-	30,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**30,000**	**-**	**-**	**-**	**-**	**-**	**-**	**30,000**	**-**

IMPACT ON OPERATING BUDGET:	Current rate for routine landscape maintenance is $5,000 per year. Additional plantings are not anticipated to increase the maintenance cost for this park.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**



Existing Gateway Sign and Pocket Park

CITY OF MILTON

MAINTENANCE & OPERATING INITIATIVE REQUEST FORM

Community Development

Site Development Inspector

Supportive of which strategy from the Strategic Plan (required field)	
Strategic Priority:	**Sustainability and Resiliency**
Strategic Action Item/Goal:	**Diverse, Engaged, Healthy Workforce**

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

A Site Development Inspector performs technical inspections of development sites and construction projects to determine compliance with all City, State, and Federal codes and regulations. This position will assist the Site Development Inspection Manager in conducting inspections in the City of Milton.

Due to increase in developments in the City, the new position will assist in managing and conducting daily inspections and complaints. Currently, there are approximately 193 total active inspections, which translates to 33.83 inspections per day--a tasks for at least two staff members.

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).

Performance measure is based on workload or output. This measure indicate the total percentage of work performed or number of inspections conducted.

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 staffing request that thus requires a recurring expense related to the addition of a full-time employee.

Enter Funding Request by Account in the Area Below:

ACCOUNT DESCRIPTION	BUDGET REQUEST
Salary	55,000
Benefits	27,500
Professional Fees	
Repairs & Maintenance	-
Communications	-
Advertising	-
Printing	-
Travel	250
Dues & Fees	250
Education & Training	500
Contract Labor	-
Maintenance Contract	-
General Supplies	100
Utilities	-
Gasoline/Diesel	-
Food/Meals	-
Uniforms	750
Machinery	-
Vehicles	25,000
Furniture/Fixtures	-
Computer Software	-
Computer Hardware	1,200
Other Equipment	-
	-
	-
	-
	-
TOTAL	**110,550**
Salary/Benefits	82,500
Maintenance & Operating	28,050

Impact on Future Operating Budgets	FY 2024	FY 2025	FY 2026	FY 2027
Increases Operating Costs	86,825	89,430	92,113	94,876
Decreases Operating Costs	-	-	-	-
Additional Revenues	-	-	-	-
Other	-	-	-	-
Total Operating Impact	86,825	89,430	92,113	94,876

Notes:

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Arnold Mill Small Area Plan	**Estimated Project Cost:**	$100,000
		Estimated Completion:	2024

DEPARTMENT: Community Development **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Smart Land Planning

STRATEGIC ACTION ITEM: Enhance Commercial Nodes **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Milton's 2030 Comprehensive Plan identifies Arnold Mill as a Character Area designated for future master planning. The plan recommends policies that preserves the area's rural character, avoids commercial development, dense townhomes and apartment, and guides new development to one or two small nodes with a design-oriented zoning overlay, reserving the rest of the corridor for rural, agricultural, and low-density residential use. The recent 2040 Comprehensive Plan conveys the same vision to protect the existing low density, rural residential housing in Arnold Mill. The 2040 Comp Plan also promotes policies where development designs, landscaping, lighting, signage, and scale add value to our community. In order to support this policy, the Comp Plan 2040 identifies a strategy to update the Master Plan 2014 and create more specific detailed design guidelines for Arnold Mill Road (SR140). The funding for this capital project will go toward the hiring of a consultant to create a small area plan which reflects the Master Plan 2014 and its Character area narrative *Comp Plan LU.1 and Strategic Plan SR.1b.3

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

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	-	100,000	-	-	-	-	-	-	100,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**	**100,000**	**-**

IMPACT ON OPERATING BUDGET:	No future impact known at this time.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Mayfield District	**Estimated Project Cost:**	$100,000
		Estimated Completion:	2024

DEPARTMENT: Community Development **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Smart Land Planning

STRATEGIC ACTION ITEM: Enhance Commercial Nodes **Recurring/Non-Recurring:** Non-Recurring

PROJECT DESCRIPTION and/or JUSTIFICATION:	Mayfield District is home to multiple historic buildings that are not formally recognized on a local or national register. Without proper designation and awareness of the historic significance, these structures may be demolished or redevelop in the future. According to Downtown Milton/Crabapple Placemaking Plan, the historic buildings in Crabapple Crossroads and properties along Mayfield Road are highly susceptible to change. However, if these historic buildings are preserved, they could present an opportunity for adaptive reuse and offers architectural character inspiration for other future buildings that will be built in the area. In order to preserve the historic state of these buildings, Community Development requests funding to hire consultant to prepare a master plan that will formally identify and designate the parcels in Crabapple Crossroads area as historic and create the Crabapple Historic District.

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

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget	-	100,000	-	-	-	-	-	-	100,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**	**100,000**	**-**

IMPACT ON OPERATING BUDGET:	No future impact known at this time.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Windward & Hwy 9 Livable Centers Initiative (LCI) Update	**Estimated Project Cost:**	$50,000
		Estimated Completion:	2024

DEPARTMENT: Community Development **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	The Comprehensive Plan Advisory Committee and the public articulated a desire to proactively focus on the Deerfield Character Area using the RKG study as a road map. This STWP ED.3d/Strategic Plan SR.1b.5d). Community Development proposed two initiatives necessary for the implementation of this plan. The first one is the beautification of Hwy 9 which is an ongoing assessment of businesses' signage and property maintenance; and the second initiative is updating the Livable Centers Initiative Plan--the focus of this Capital Request. The first Highway 9/GA 400 Area LCI Plan was adopted in 2012 and an update is needed to promote greater livability, mobility, development alternatives and transportation investments in existing corridors. The new LCI Plan calls for enhancing and strengthening the area's character with emphasis on enhanced walkability, connectivity, landscaping, architectural character, and mixed-use developments that promote a live-work-play community concept. Community Development Department seeks funding to hire consultant with expertise on on integrated planning of transportation and land use and prepare the LCI Plan Update *Comp Plan ED.3d and Strategic Plan SR.1b.5d

ESTIMATED PROJECT COST:	
Planning & Design	50,000
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	-
Total Project Cost:	**50,000**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

		Planned Funding Requests								
FUNDING SOURCE(S):	**Previously Allocated**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Total Funding**	**Unfunded Amount**
Operating Budget	-	50,000	-	-	-	-	-	-	50,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**-**	**50,000**	**-**

IMPACT ON OPERATING BUDGET:	No future impact known at this time.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	-
		Other	-
		Revenues	-
		Total:	**-**

CAPITAL INITIATIVE REQUEST FORM

PROJECT NAME:	Code Enforcement Software	**Estimated Project Cost:**	$50,000
		Estimated Completion:	2023

DEPARTMENT: Community Development **Account #:** [Finance will create account #]

STRATEGIC PRIORITY: Sustainability and Resiliency

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

PROJECT DESCRIPTION and/or JUSTIFICATION:	Code enforcement staff play an integral role in the community and deserve high-quality software that assists them in enforcing the city ordinance. The funding for this capital request will go toward the purchase of a new code enforcement software—a software solution that is intuitive, modernized, and efficient. This software streamlines the process by giving a comprehensive way to track violations, maintain records, scheduling inspections, generating and issuing notices. In addition, this software has a mobile functionality that enables staff to retrieve case information, enter inspection information, and take and upload photos from the field. Lastly, this software must have the ability for citizens to submit complaints online and view status updates. With all these features integrated in one software technology, staff can operate with greater efficiency and increase the overall effectiveness of administering code enforcement in Milton.

ESTIMATED PROJECT COST:	
Planning & Design	
Construction	-
Land Acquisition	-
Fleet Acquisition	-
Other	50,000
Total Project Cost:	**50,000**

ACTUAL EXPENDITURES TO DATE:	
Expended Through FY 22	-

BUDGET ROLLOVER FROM PRIOR YEAR:	
Rollover at FYE 22	-

FUNDING SOURCE(S):	**Previously Allocated**	**Planned Funding Requests**							**Total Funding**	**Unfunded Amount**
		FY 2023	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**		
Operating Budget		50,000	-	-	-	-	-	-	50,000	
Debt Financing	-	-	-	-	-	-	-	-	-	
Grant Funding	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	
Funding Source Total:	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**-**	**50,000**	**-**

IMPACT ON OPERATING BUDGET:	Software requires annual maintenance or subscription fee, thus, each year the department will pay fee each fiscal year.	**Estimated Annual Impact:**	
		Expenditures	
		Personnel	-
		Maintenance	1,000
		Other	-
		Revenues	-
		Total:	**1,000**



Debt

Debt Issuance and Management

As mentioned earlier, the City's main priorities with regard to issuing debt are:

- Maintaining a sound financial position. This means that long-term tax-exempt debt will only be utilized to provide resources to finance needed capital improvements. Simultaneously, the City will accumulate adequate resources to repay the debt.
- To maintain and improve the City's credit rating through strong financial administration.
- Complying with all applicable federal and state laws, rules and regulations related to the issuance of debt.

The City acknowledges that failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that excess outstanding debt may have detrimental effects on the ability of the City to meet its continuing operational needs. Issuing debt commits the City's revenues several years into the future, and may limit its flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to the Debt Management Policy helps ensure that the City issues and manages its debt prudently in order to maintain a sound financial position and protect its credit rating.

Credit ratings are the rating agencies' assessment of the City's ability and willingness to repay debt on a timely basis. Credit ratings are an important indicator in the credit markets and can influence interest rates a borrower must pay. Each of the rating agencies believes that debt management is a positive factor in evaluating issuers and assigning credit ratings.

Milton's adherence to federal and state laws, rules and regulations as well as its strong financial policies and procedures made it possible to obtain a triple A rating, the highest credit quality given by the rating agencies, on its first attempt to secure a credit rating. With virtually no credit history due to the pay-as-you-go nature of purchases in the past, the City received a triple-A rating from Standard & Poor's (AAA) and Moody's (Aaa) in 2017. We were successful in retaining these rating as the City issued revenue bond series, 2019 in October 2019.

The City recognizes that there are advantages and disadvantages to both the pay-as-you-go method of financing purchases and to issuing debt. Milton staff weighs out these factors each year during the update to the seven-year Capital Improvement Plan. The matrix below outlines some of the main advantages and disadvantages taken into consideration during the planning process:

	PAY-AS-YOU-GO	DEBT FINANCING
Advantages	Future funds are not tied up in servicing debt payments	Infrastructure is delivered when it is needed
	Interest savings can be put towards other projects	Spreads costs over the useful life of the asset
	Greater budget transparency	Increases capacity to invest
	Avoid the risk of default	Allocates costs to citizens who receive the related benefits
Disadvantages	Long wait time for new infrastructure	Potentially high borrowing rate/interest costs
	Large projects may exhaust the entire budget for capital projects	Debt payments limit future budget flexibility
	Inflation risk	Generations forced to service debt requirements
	Allocates costs of project to citizens that may not benefit	Additional tax levy may be required to repay debt

General Obligation Debt

Under Georgia financing laws, the City's outstanding general obligation debt shall not exceed 10 percent of total assessed property value. By law, the general obligation debt subject to the limitation may be offset by amounts set aside for repaying the general obligation bonds. Calculation of the legal debt limit based on audited data contained in the Fiscal Year 2021 Annual Comprehensive Finacial Report (ACFR):

Assessed Value:	$3,134,981,282
10% of Assessed value (Legal Debt Limit):	$ 313,498,128
Milton Debt Applicable to Debt Limit:	$ 20,935,000
Legal Debt Margin:	$ 292,563,128

Milton's current net debt applicable to the debt limit is 6.68%, leaving significant room for growth if the voters choose to approve future general obligation bonds. The only project currently identified for potential bond funding in the seven-year Capital Improvement Plan is the West Side Fire Station (Station 45). Should this project be funded by general obligation bonds, the City would remain well below the legal debt margin. The Georgia Constitution (Article 9, Section 5, Paragraph 1) states that only debt approved by the majority of qualified voters voting in an election held for that purpose is subject to the debt limit calculation. Therefore, the City's other long-term debt related to revenue bonds and capital leases are excluded from the debt limit calculation.

Milton's current G.O. bond debt was issued in 2017. Milton voter's resoundingly approved the referendum authorizing $25 M for greenspace acquisition. Debt service payments on the City's G.O. bond debt are funded by a separate bond millage rate outlined in the table below.

Fiscal Year	Bond Millage Rate
2018	0.321
2019	0.671
2020	0.588
2021	0.538
2022	0.487
2023	0.452

General Obligation Bond Debt Service

Fiscal Year	Principal	Interest
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
	$19,995,000	**$5,674,125**

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 11 years.

Debt issued as part of bond series 2019 will also fund the construction of the Public Safety Complex on Highway 9 (completed August 2020), the reconstruction of Fire Station #42 on Thompson Road, and an alerting system for the fire department.

The seven-year Capital Improvement Plan does not currently contemplate any additional revenue bond funded projects.

Revenue Bond Debt Service

Fiscal Year	Principal	Interest
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
	$22,630,000	**$7,033,441**



GLOSSARY/ ACRONYMS

Glossary

A

Abatement – A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting System – The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrual Basis of Accounting – A method of accounting where revenues are recorded when they are earned and expenditures are recorded when goods or services are received.

Accrued Interest – The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

Ad Valorem Tax – A tax based on the assessed value of an item, such as real or personal property. (See Tax)

Amortization – The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation – A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage – As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed Valuation – The value placed on the property for tax purposes. The assessed value of property in Milton is 40% of the fair market value.

Audit – An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report – Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

B

Balance Sheet – A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Balanced Budget – Total anticipated revenues plus that portion of the fund balance in excess of required reserves that is designated as a funding source shall equal the total estimated expenditures for each fund.

Basis of Accounting – Timing of recognition for financial reporting purposes.

Basis of Budgeting – Method used to determine when revenues and expenditures are recognized for budgeting purposes.

Bond – A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond Issue – Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bond Rating (Municipal) – A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA/Aaa is the highest rating and C1 is a very low rating.

Budget – A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

Budget Amendment – A revision of the adopted budget that, when approved, replaces the original provision and increases or decreases the budget appropriation.

C

Capital Assets – All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets, Capital Improvement Plan)

Capital Improvement Plan (CIP) – A comprehensive long-term capital budget, updated annually, of the capital projects for the city. (See Capital Budget)

Capital Outlay – An expenditure for the acquisition of, or addition to, a fixed asset.

Capital Projects Fund – Fund type used to account for financial resources that are restricted, committed or assigned to expenditure for capital outlays.

Cash Management – The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

Certificate of Deposit (CD) – A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Chart of Accounts – A listing of all accounts utilized to record transactions on the general ledger. Milton utilizes the Uniform Chart of Accounts (UCOA) as mandated by the Georgia Department of Community Affairs (DCA). (See General Ledger)

Charter – Manual that establishes the government structure and defines boundaries, specific powers, functions, essential procedures, and legal control. In Georgia, a charter is created through a legislative act of the Georgia General Assembly.

Comprehensive Plan – A community-driven, long-term vision and living document that outlines how those who live, work, and play in a municipality want it to develop over a 20-year period. In Georgia, comprehensive planning is required under the Georgia Planning Act to help shape future growth.

Consumer Price Index – The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Contingency – Funds set aside for unforeseen future needs and budgeted in a "non-departmental" account. Contingency funds can be transferred to a department budget according to the city's budgetary policies.

Cost-Benefit Analysis – A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives. Credit Risk: Risk that an issuer or other counterparty to an investment will not fulfill its obligations.

D

Debt – An obligation resulting rom the borrowing of money or from the purchase of goods and services.

Debt Burden – The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget. (see Debt)

Debt Service – The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Department – A major administrative division of the city with indicated overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation – The portion of the cost of a fixed asset charged as an expense during a particular period. The cost of a fixed asset is prorated over the estimated useful life of the asset.

E

Encumbrance – A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Expenditure (Expense) – An outlay of money made by municipalities to provide the programs and services within their approved budget.

F

Fair Market Value – An estimate of the market value of the property. In Milton, a property's fair market value is determined by the Fulton County Board of Assessors.

Fiduciary Funds – Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

Fiscal Year – The twelve-month period designated by the city council signifying the beginning and ending period for recording financial transactions. Milton's fiscal year runs October 1 through September 30.

Fixed Assets – Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs – Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Franchise Fee – Routine charges to utility companies for the privilege of operating within municipal boundaries, generally in lieu of licenses or permits that would otherwise be required.

Full Faith and Credit – A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Function – Group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund – An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting – Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance – Net position of a governmental fund (difference between assets, liabilities, deferred outflows of resources and deferred inflows of resources).

G

General Fund – The fund used to account for most financial resources and activities governed by the normal appropriation process and not required to be accounted for in a separate fund by law.

General Ledger – The main accounting record of an organization.

General Obligation Bonds – Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Generally Accepted Accounting Principles (GAAP) – Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

Goal – A desired result that supports the organization's mission and is achievable and measurable.

Governing Body – A board, committee, commission, or other executive or policymaking body of a municipality or school district.

Governmental Accounting Standards Board (GASB) – Ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds – Funds generally used to account for tax-supported activities. There are five types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

I

Impact Fee – A one-time payment assessed to property developers to pay for infrastructure improvements and service needs that must be built, or provided to, a new property.

Indirect Cost – Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Interest – Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate – The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Interest Rate Risk – Risk that changes in interest rates will adversely affect the fair value of an investment.

Interfund Transfers – Flows of assets (such as cash or goods) between funds and blended component units of the primary government without equivalent flows of assets in return and without a requirement for repayment.

Investments – Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

L

Legal Level of Budgetary Control – Level at which a government's management may not reallocate resources without approval from the legislative body.

Levy – To impose taxes, special assessments or service charges for the support of government activities.

Line Item Budget – A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid – Revenue allocated by the state or counties to municipalities and school districts.

Local Road Safety Plan – A plan that provides a framework for identifying, analyzing, and prioritizing roadway safety improvements on local roads.

Long-term Debt – Debt with a maturity date of more than one year after the date of issuance.

M

Maturity Date – The date that the principal of a bond becomes due and payable in full.

Millage Rate/Tax Rate – The amount of property tax stated in terms of a unit of the municipal tax base; for example, $1 per $1,000 of assessed valuation of taxable real and personal property.

Modified Accrual Basis of Accounting – Basis of accounting where revenues are recorded when they become measurable and available and expenditures are recorded in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

Municipal(s) – (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

N

Note – A short-term loan, typically with a maturity date of a year or less.

O

Objects of Expenditures – A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Objectives – Unambiguous, measurable statements of performance intentions expressed to achieve a goal. (See Goal)

Operating Budget – A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Ordinance – A formal piece of legislation enacted by the governing body of a municipality.

Overlapping Debt – A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

P

Performance Budget – A budget that stresses output both in terms of economy and efficiency.

Performance Measure – Specific quantitative calculations of work, resources, or productivity that reflect whether or not an objective is being met. May include input, output, and outcome measures. (See Objectives, Strategies)

Personal Property – Property that can be moved with relative ease such as boats, machinery and inventoried goods.

Principal – The face amount of a bond, exclusive of accrued interest.

Placemaking – A collaborative process by which a government and its stakeholders can shape the public realm in order to maximize shared values by strengthening the connection between people and the places they share.

Property Taxes – Tax based on the assessed value of a property, either real or personal. Tax liability falls on the owner of record as of the appraisal date.

Public Hearing – A specifically designated time, place and opportunity for citizens, community groups, businesses, and other stakeholders to address the legislative body on a particular issue. It allows interested parties to express their opinions and the legislative body and/or staff to hear their concerns and advice.

Purchased Services – The cost of services that are provided by a vendor.

R

Refunding of Debt – Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Resolution – A statement of policy, or an order, by the governing body that a specific action be taken.

Revaluation – The assessors of each County are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Bond – A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Right-of-Way – The property required for the public use of roads, sidewalks, and utilities.

S

Short-term Debt – Debt with a maturity date of less than one year after the date of issuance.

Short Term Work Program – A listing of specific tasks that the community plans to undertake during the next five-year period.

Special Revenue Fund – Governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations or other governments.

Strategies – (See Objectives)

T

Tax – A charge usually of money imposed by authority on persons or property for public purposes.

Trust Fund – In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

W

Working Capital – A dollar amount reserved in the (general fund) fund balance that is available for unforeseen emergencies, to handle shortfalls caused by revenue declines and to provide cash liquidity during periods of low cash flow.

Acronyms

A

AAVT – Alternative Ad Valorem Tax
ADA – Americans with Disabilities Act
AED – Automated External Defibrillator
AFG – Assistance to Firefighters Grants
ACFR – Comprehensive Annual Financial Report
ARC – Atlanta Regional Commission

B

BZA – Board of Zoning Appeals

C

CD – Community Development
CDBG – Community Development Block Grant
CGA – Citizen's Government Academy
CID – Criminal Investigations Division
CIE – Capital Improvements Element
CIP – Capital Improvement Plan
CPAC – Comprehensive Plan Advisory Committee
CPI – Consumer Price Index
CUVA – Conservation Use Valuation Assessment

D

DEI – Diversity, Equity, and Inclusion
DRB – Design Review Board

E

EM – Emergency Management
EMS – Emergency Medical Services
EMT – Emergency Medical Technician
EPD – Environmental Protection Division

F

FAO – Fire Apparatus Operator
FD – Fire Department
FEMA – Federal Emergency Management Agency
FMCC – Former Milton Country Club
FT – Full Time
FTA – Failure to Appear
FTE – Full Time Equivalent
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
GNFCC – Greater North Fulton Chamber of Commerce
GO/G.O. – General Obligation

H

HR – Human Resources
HRIS – Human Resource Information System
HSEEP – Homeland Security Exercise and Evaluation Program

I

IGA – Intergovernmental Agreement
IS – Information Services
ISO – Insurance Services Office
IT – Information Technology
ITB – Invitation to Bid

L

LCI – Livable Centers Initiative
LOST – Local Option Sales Tax
LRSP – Local Road Safety Plan

M

M & O – Maintenance & Operating
MDA – Muscular Dystrophy Association
MEC – Milton Equestrian Committee
MGAC – Milton Greenspace Advisory Committee
MOU – Memorandum of Understanding
MS4 – Municipal Separate Storm Sewer System

N

NCS – National Citizen Survey
NFPA – National Fire Protection Association
NIMS – National Incident Management System
NPDES – National Pollutant Discharge Elimination System

P

P & I – Principal & Interest
PAFR – Popular Annual Financial Report
PCI – Pavement Condition Index
PD – Police Department
PRAB – Parks and Recreation Advisory Board
PS – Public Safety
PT – Part Time
PW – Public Works

R

RFP – Request for Proposal

S

SAFER – Staffing for Adequate Fire and Emergency Response
SASD – Support and Administrative Services Division
SCBA – Self-Contained Breathing Apparatus
SLA – Service-Level Agreement
STWP – Short Term Work Program

T

TAVT – Title Ad Valorem Tax
TSPLOST – Transportation Special Local Option Sales Tax

U

UPD – Uniform Patrol Division

V

VOIP – Voice Over Internet Protocol